

CORRECTIONAL SERVICE CANADA

CHANGING LIVES. PROTECTING CANADIANS.



EVALUATION REPORT

Evaluation of Correctional Reintegration Programs

NOVEMBER 2019

SIGNATURES

Evaluation of Correctional Reintegration Programs

Original signed by

.....
Anne Kelly
Commissioner

June 24 2020

.....
Date

Original signed by

.....
Bruno Jean
Director General, Strategic Policy and Planning

May 29 2020

.....
Date

CONTRIBUTIONS

Authors:¹

Prince Baffoe, Junior Evaluation Analyst
Nicholas Chadwick, A/Evaluation Officer
Rebecca Cherner, Evaluation Officer
Adam Crawford, A/Evaluation Officer
Sidikat Fashola, Evaluation Officer
Sylvie Gaudreault, A/Director of Evaluation
Aileen Harris, Evaluation Manager
Sara Johnson, A/Director of Evaluation
Patrick Savoie, Evaluation Analyst
Eliza von Baeyer, Senior Evaluator
Kayla Wanamaker, Evaluation Analyst

Evaluation Team Members:

Lauren Crossing, Junior Evaluation Analyst
Karen Koundakjian, Senior Evaluator
David Myers, Evaluation Analyst
Anthony Stock, Evaluation Officer

¹ Authors and evaluation team members appear in alphabetical order.

ACKNOWLEDGMENTS

The evaluation team is grateful for the assistance provided by the Correctional Operations and Programs Sector and Women Offenders Sector. The support and continued collaboration of both the Reintegration Programs Division and Women Offenders Sector was instrumental in the completion of this evaluation. The evaluation team would like to thank all members of the Consultative Working Group, including representatives from CSC's Performance Measurement and Management Reports, Corporate Services, Indigenous Initiatives Directorate, and Research Branch for their contributions throughout the evaluation.

The evaluation team would like to express its appreciation to all those who participated in the collection of data and contributed valuable information, including Wardens, institutional staff members, and regional program managers. We would also like to extend our gratitude to all inmates for sharing their overall experience with correctional programs through their participation in the interviews.

We would also like to thank the several branches and sectors of CSC who helped provide data for this evaluation, including staff in the Research Branch (and in particular, Shanna Farrell-MacDonald for her work in data extraction), Financial Planning and Budgeting, Resource Management Branch, Learning and Development, and HR Corporate Reporting.

Finally, the evaluation team would like to thank everyone else who contributed to this evaluation, whose names do not appear here.

EXECUTIVE SUMMARY

This evaluation addressed the correctional programs delivered by the Correctional Service of Canada (CSC). Specifically, the evaluation focused on the Integrated Correctional Program Model (ICPM) and the Women Offender Correctional Programs (WOCP).

Program Description

In 2010, CSC began transitioning from delivering a traditional *multi-program* correctional program model to using an integrated *multi-target* or holistic program model for both men and women. In contrast to the traditional model, where individual programs focused on specific offence histories (e.g., substance abuse programs, violence prevention programs), the integrated model was designed to target multiple program need areas within the same program. This program also incorporates a harm reduction model to address substance use needs, whereby offenders are encouraged to select their substance use goals, focus on enhanced awareness through goal setting, and incorporate other supportive services and strategies. The main correctional program streams for men include mainstream programming without culture or sex offender-specific components, a stream that offers culture-specific programming designed for Indigenous offenders, a mainstream sex offender (SO) stream, and a SO stream that offers culturally-specific programming for Indigenous offenders. The main correctional program streams for women include a mainstream program, a culturally-specific program for Indigenous offenders, and a SO stream.

Evaluation Scope

The evaluation covered the period from 2013-14 to October 2018, with variations across evaluation questions and data sources. The scope of the evaluation included: 1) the continued relevancy and need for correctional programs; 2) the effectiveness of correctional programs (i.e., program access and delivery as well as the extent to which programs are achieving their expected results); and 3) the efficiency of correctional programs.

Evaluation of Correctional Reintegration Programs

Data were collected through literature review, extraction and analysis of administrative data, interviews with offenders, and surveys with staff. The key findings from each section are highlighted below.

Relevance

There is a continued need for CSC to provide correctional programs to federal offenders. CSC's correctional programs are aligned with priorities, roles, and responsibilities of CSC and the federal government.

Correctional Program Access and Delivery

Timely Access. CSC does not have a definitive and standardized definition of timely access. Offenders are generally enrolled in a main correctional program before their full parole eligibility date (FPED) and about half are enrolled before their day parole eligibility date (DPED). Women had more timely access to correctional programs than men. Overall, there were no significant differences in enrollment and time to start correctional programs between Indigenous and non-Indigenous offenders.

Time to Complete Programs. Over half of offenders completed a main program by FPED, whereas a quarter completed a main program before DPED. Women completed their correctional programs more quickly than men did. There was no difference in the time to program completion for Indigenous and non-Indigenous offenders.

Engagement and Satisfaction. Many offenders described the main program as engaging. Most offenders were satisfied with the information provided in the programs, however, staff were less satisfied with the program content. Many offenders and half of the staff were satisfied with how the information was communicated.

Most participants of an Indigenous correctional program described the information provided in the program and the way it was communicated as culturally relevant and appropriate; in

Evaluation of Correctional Reintegration Programs

contrast, about a third of staff who delivered these correctional programs² agreed that the information and its communication were culturally relevant and appropriate. Staff suggested adapting the content to increase its relevance.

Program Completion. Most offenders had completed a primer or engagement program and a main program, with few non-completions. According to the data extracted from the Offender Management System (OMS), non-completions were primarily due to reasons unrelated to correctional program participation (including if an offender is deceased, if they cannot participate due to responsivity needs or for outside court or hospital).

Program Alignment with Risk Need Profiles of Offender Population. Men offenders' risk and need profiles are being correctly identified, and they are generally being assigned to the proper correctional program intensity and stream.³ When an override is granted, it is most commonly to override an offender to a higher intensity program. Offenders and staff generally agreed that the program addresses offenders' risk factors.

Offender and Staff-Identified Barriers to Timely Program Completion. According to staff, some barriers to program access include a lack of resources, particularly human resources. In addition, staff and offenders reported that a lack of program availability, delayed program starts, and operational and population management constraints interfered with timely completions.

Program Outcomes

Institutional Outcomes. The program completers had similar results with respect to non-random urinalysis tests before and after program participation, and there was no clear pattern for random urinalysis test results. Overall, program completers formed the highest percentage of offenders who had no violent, drug, and other charges either before or after their program, in comparison with non-completers and eligible non-participants. Fewer

² Staff were not asked to provide information around their ethnicity, therefore, it is unknown if those delivering Indigenous correctional programs were Indigenous themselves.

³ Since the INCP was not implemented for women until 2018, program need data for women offenders was not included in the evaluation.

Evaluation of Correctional Reintegration Programs

completers had an increase or decrease in charges post programming, although completers generally had fewer charges both prior to and post program completion.

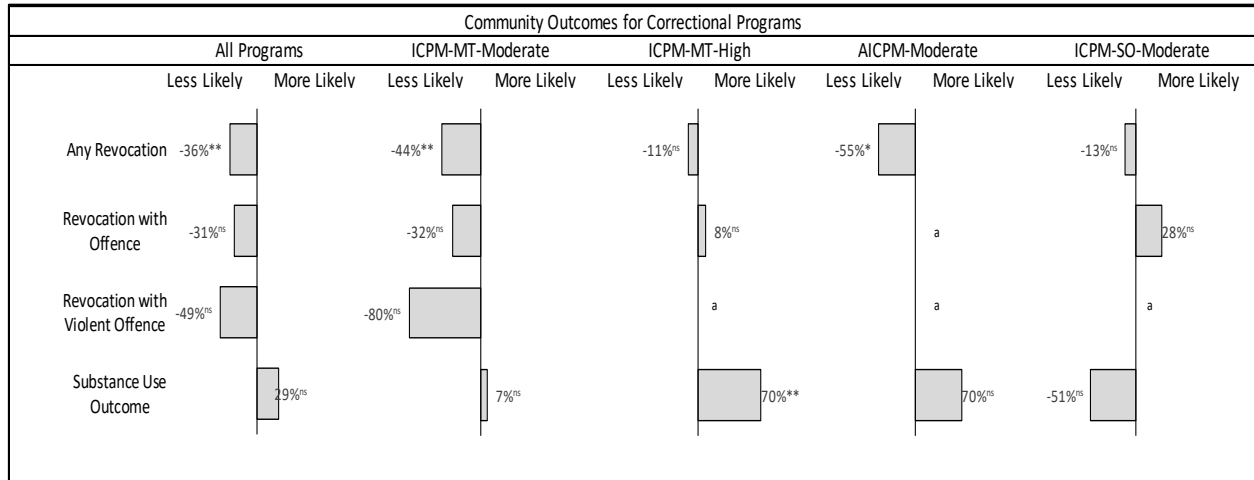
Discretionary Release. Compared to eligible non-participants, men offenders who completed a correctional program were granted discretionary release more often, even when accounting for risk relevant differences between the groups. The increased rates of discretionary release were observed for both Indigenous and non-Indigenous men. For women, when risk relevant differences were considered, program completers were granted a discretionary release more often than eligible non-participants, however, this result was not statistically significant. Although not statistically significant, results indicated that Indigenous women tended to receive discretionary release less often than non-Indigenous women.

Community Outcomes for Men. Community outcomes during the first release were examined as an index of program effectiveness. Regression analyses were conducted to account for the presence of risk relevant differences between program completers and eligible non-participants. Figure E.1 below summarizes the results for men for each program stream examined across the various community outcomes.⁴ Findings generally indicated that program completers had lower rates of any revocation than eligible non-participants. Lower rates of any revocation were observed for both Indigenous and non-Indigenous men program completers. Given that any revocation represents the most common reason for discretionary release to be terminated, these findings are promising. For the remaining community outcomes, program effectiveness was mixed. Although not statistically significant, the results generally supported program effectiveness for revocation with offence and revocation with a violent offence. In contrast, results suggested that eligible non-participants had lower rates of the substance use outcome (i.e., either a positive urinalysis or a suspension due to a breach of a substance use related supervision condition) than program completers, although this finding was not statistically significant.

⁴ It is important to note that some Indigenous men offenders participated in the ICPM model (as opposed to the AICPM model) and are included in the results for the outcome data.

Evaluation of Correctional Reintegration Programs

Figure E.1. Summary of Effectiveness of Correctional Programs on Community Outcomes for Men



Note: ns = non-significant. Percentages reflect the difference in the likelihood to experience outcome for program completers relative to eligible non-participants.

^a Models did not produce estimate of effect due to low occurrence of the outcome.

** $p < .001$ * $p < .01$

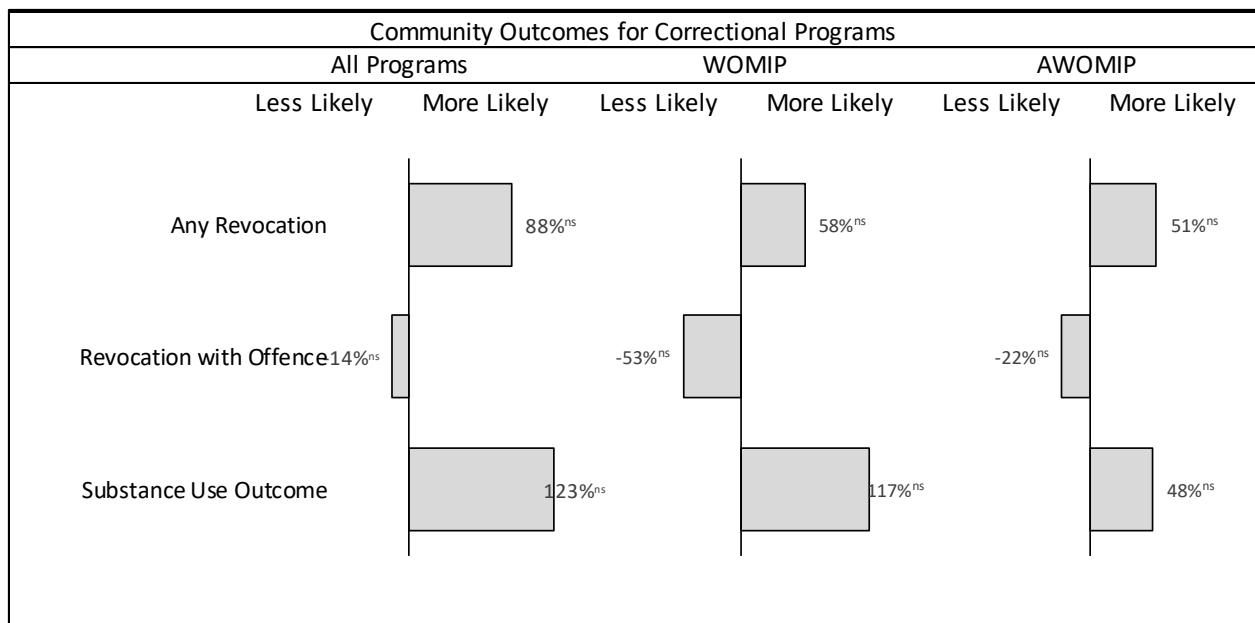
Community Outcomes for Women. Regression analyses were also conducted to account for the risk-relevant differences between the study groups for women. Figure E.2 summarizes the results for women for both streams examined across the various community outcomes.⁵ Although not statistically significant, results suggested that program completers tended to be revoked for any reason more often than eligible non-participants. However, when examining revocations with an offence, results suggested that, when the program streams were examined separately, program completers were revoked with an offence less often than eligible non-participants. That being said, these results should be interpreted with caution due to the low occurrence of revocations with an offence. Lastly, results suggested that program completers tended to have a substance use outcome more often than eligible non-participants. Overall, the results highlight that programming does not appear to be achieving the desired outcome in the community. This may be due to the fact that most women in the evaluation sample received programming, which created challenges with establishing a comparison group. Additionally, the current evaluation did not examine other services and interventions that the

⁵ It is important to note that some Indigenous women offenders participated in the WOMIP model (as opposed to the AWOMIP model) and are included in the results for the outcome data.

Evaluation of Correctional Reintegration Programs

women may have received (e.g., employability programs, mental health programs, counselling, and social programs), which also contribute to successful reintegration in the community. Further, more than half of women who completed programming did not initially meet program referral criteria, and were overridden into the program. Recommendations included further study of program referral practices and community outcomes to identify potential areas to increase the overall program effectiveness.

Figure E.2. Summary of Effectiveness of Correctional Programming on Community Outcomes for Women



Note: ns = non-significant. Percentages reflect the difference in the likelihood to experience outcome for program completers relative to eligible non-participants.

Addressing Specific Offending Behaviours and Substance Use. The outcomes of offenders with a specific program need (family violence, general violence, sexual offending, and substance abuse) were examined. Treatment completers flagged as having a particular need area were consistently revoked for any reason less often than eligible non-participants. For men, program completers experienced a substance use outcome more often than eligible non-participants, although this finding is not statistically significant. While substance use outcomes are one way to examine problematic behaviours around substance use, it is important to keep in mind that CSC utilizes a harm reduction approach where abstinence from substance use is not the only goal (e.g., also encourages less harmful use). As such, additional substance use

Evaluation of Correctional Reintegration Programs

outcomes should be examined in the future — including the severity of substance use over time and whether substance use was related to the current criminal behaviour or return to custody.

Separate models for Indigenous men indicated that program completers with a substance use need were twice as likely to have a substance use outcome compared to eligible non-participants. It is important to note that the limited differences that were observed between program completers and eligible non-participants may be due to insufficient follow-up time in the community. The conclusions for women were limited by the small sample size for the comparison groups, although results did suggest that program completers had a revocation for any reason more often than eligible non-participants. Conversely, result suggested that women program completers with a substance use need had similar rates of a substance use outcome as eligible non-participants.

Responsiveness to Special Needs. Although offenders with reading and writing barriers often had their needs addressed, fewer than half of offenders with mental health, an intellectual or learning disability, anxiety/hesitance (for men only), or a brain injury agreed that they received accommodations, tools, or support to help them participate despite these needs. Staff also reported having limited access to tools to address offenders' special needs.

Perceptions of Correctional Programming and Various Outcomes. Most staff reported that participation in correctional programming related to decreased incidents in the institution, and about half of offenders thought that it had a positive impact on institutional security. Most offenders agreed that they had applied the skills learned in programs within the institution. Generally, staff and offenders perceived that participation in correctional programs had a positive impact on the ability of offenders to obtain discretionary release. While most offenders indicated that they learned important skills necessary for reintegration, approximately half indicated that they anticipated challenges when applying these skills, with the most common concern referring to applying the skills in a different environment than which they learned (e.g., from the institution to the community). Two-thirds to three-quarters of staff agreed that general crime, general violence, and sexual reoffending are sufficiently addressed, although fewer agreed that substance abuse and family violence are sufficiently addressed.

Evaluation of Correctional Reintegration Programs

Efficiency of Correctional Programs

The expenditures required to deliver correctional programming, as well as staffing and training resources, were examined to assess the efficiency of correctional programs.

Correctional Programing Expenditures. Table E.1 presents the direct costs of program delivery per participant and completer for ICPM (which includes AICPM) and WOCP (which includes AWOCP). The cost per participant for ICPM programs was approximately 14% higher than the cost per participant for WOCP. Additionally, WOCP had a higher rate of completion than ICPM, which led to a greater discrepancy in the costs per completer (\$7,331 per ICPM completer vs. \$5,576 per WOCP completer).

Table E.1. Cost of Correctional Programming for Men and Women – FY 2017/2018

	Cost ^a	N participants	N completers	Cost per participant	Cost per completer
ICPM	\$41,090,998	7,501	5,605	\$5,478	\$7,331
WOCP	\$3,512,906	750	630	\$4,684	\$5,576

Note: Unique offenders who participated or completed in any component of institutional correctional programs (e.g., readiness, main, maintenance) are reflected in the respective counts. Cost per participant/completer was derived by dividing total cost by the number of participants/completers.

^a Total cost includes costs associated with operating, salaries, and the employee benefit plan across all institutions and national headquarters, but excludes retroactive payments (pertaining to previous years) of salaries for newly signed collective agreements as well as any costs tied to community settings.

The lack of availability of precise financial data limited the cost-effectiveness analysis to the overall programming level (i.e., collapsed across all programming streams). Further, a no-cost comparison group of eligible non-participants was required for the cost-effectiveness analysis, which prevented analyses for women since all women are referred to engagement (readiness) sessions, and therefore have associated programming costs. Overall, ICPM was found to be cost-effective according to an examination of the direct costs associated with program delivery and first-release outcomes for program participants and eligible non-participants. For every offender who received programming, there was an approximate savings of \$5,675 in avoided readmission costs, compared to eligible non-participants. The conclusion for the cost-

Evaluation of Correctional Reintegration Programs

effectiveness of correctional programming, however, was based on data obtained during the evaluation and may not generalize to all correctional program streams and intensity levels.

Staffing and Training Resources. A combination of quantitative and qualitative (i.e., interviews with staff) data generally indicated that there is a sufficient number of trained staff to deliver correctional programming. However, there is potentially an opportunity to increase the number of Aboriginal Correctional Program Officers (ACPOs), as evidenced by staff interviews and a higher vacancy rate among ACPO positions. Reliable quantitative data was not available for Elder involvement in the delivery of correctional programming, underscoring the need to enhance information gathering on this issue. Nearly all Correctional Program Officers (CPOs) and ACPOs were considered to have met their training requirements, and required training appeared to be offered in a timely manner. However, interviews with staff suggested that the content of the training could be enhanced to better equip CPOs/ACPOs with the knowledge required to deliver programs.

Recommendations

Based on these findings, recommendations and management action plans (MAPs) were put forward to address the key issues identified, such as adopting a standardized definition of timely access to programs, increasing the relevance of the program content and delivery for the Indigenous streams for men and women, conducting additional research to understand the effect of correctional programs on community outcomes, reviewing the impact of the newly implemented program referral criteria on the number of overrides for women, improving the availability of data related to correctional program expenditures, and reviewing the training protocol for CPOs.

LIST OF FINDINGS

FINDING 1: NEED FOR CORRECTIONAL PROGRAMS

There is a continued need for CSC to provide correctional programs to federal offenders.

FINDING 2: ALIGNMENT WITH PRIORITIES AND FEDERAL ROLES AND RESPONSIBILITIES

CSC’s correctional programs align with CSC’s and the federal government’s priorities, roles, and responsibilities. The delivery of effective correctional programs contributes to the overall priority of a just, peaceful, and safe society.

FINDING 3: DEFINITION OF TIMELY ACCESS

CSC does not have a definitive and standardized definition of timely access. Staff provided varied definitions that defined timely access in relation to parole eligibility dates, in consideration of an offender’s level of need and sentence length, or access to programs as early as possible in an offender’s sentence.

FINDING 4: TIMELY ACCESS TO PROGRAMS

Based on the indicators used in this evaluation, most offenders enrolled in a main program before their full parole eligibility date (FPED) and about half are enrolled before their day parole eligibility date (DPED). Women offenders had more timely access to programs than men offenders as they were enrolled in and began their programs more quickly. The hybrid programs were associated with quicker access. Overall, there were no significant differences in enrollment and time to start programs between Indigenous and non-Indigenous offenders.

FINDING 5: IDENTIFIED BARRIERS TO TIMELY ACCESS

According to staff, some barriers to program access included a lack of resources, particularly human resources, and insufficient program availability. Many of the 20 Indigenous offenders who were interviewed and had wanted to participate in an Indigenous program reported that they had not taken an AICPM or AWOCPC as the programs were unavailable or not offered in a timely manner.

FINDING 6: TIME TO COMPLETE PROGRAMS

Over half of offenders completed a main program by FPED, whereas a quarter completed a main program before DPED. Women completed their programs more quickly than men, and hybrid programs were completed more rapidly than other men’s moderate programs. There was no difference in the time to program completion for Indigenous and non-Indigenous offenders for men and women offenders combined.

FINDING 7: OFFENDER AND STAFF-IDENTIFIED BARRIERS TO TIMELY PROGRAM COMPLETION

Staff and offenders reported that a lack of program availability and delayed program starts interfered with timely completions of programs, as did operational and population management constraints. Staff also described offender-related factors and lack of resources as barriers to timely program completion.

Evaluation of Correctional Reintegration Programs

FINDING 8: PERCEPTIONS OF ENGAGEMENT AND SATISFACTION

Many offenders described the main program as engaging. Most offenders were satisfied with the information provided in the programs, however, staff were less satisfied with the program content. Many offenders and half of the staff were satisfied with how the information was communicated. Suggested improvements included changes to the content, such as a) increasing its relevance to offenders, and b) reducing repetition, simplifying the material, and reviewing it for errors.

FINDING 9: SATISFACTION WITH INDIGENOUS PROGRAMS

Most AICPM and AWOCIP participants described the information provided in the program and the way it was communicated as culturally relevant and appropriate. A third of staff who delivered these programs agreed that the information and its communication were culturally relevant and appropriate to a large/very large extent and around 40% agreed to a moderate extent. Staff suggested adapting the content to increase its relevance to the cultural background of the participants.

FINDING 10: PROGRAM COMPLETIONS AND NON-COMPLETIONS

Most offenders had completed a primer or engagement program and a main program, with few non-completions. According to the data extracted from OMS, non-completions were primarily due to reasons unrelated to program participation (such as the offender is deceased, cannot participate due to responsivity needs, for outside court or hospital).

FINDING 11: IDENTIFICATION OF RISK NEED PROFILES AND ASSIGNMENT TO PROGRAMS

Men offenders' risk and need profiles are being correctly identified, and they are generally being assigned to the proper program intensity and stream. When an override is granted, it is most commonly to override an offender to a higher intensity program. The concordance between program need and program assignment could not be assessed for women offenders, due to the recent implementation of the INCP screen.

FINDING 12: PERCEPTIONS OF WHETHER PROGRAMS ADDRESS OFFENDERS' RISK FACTORS

Offenders and staff generally agreed that the program addresses offenders' risk factors. In order to better address offenders' risk factors, the most common suggestion was to adapt the program content. Overall, the frequency and length of the program were deemed appropriate by offenders, given their assessed level of risk.

FINDING 13: INSTITUTIONAL OUTCOMES - URINALYSIS TEST RESULTS

The non-random urinalysis test results for the main program completers were generally similar in the 6 months prior to a main program and the 6 months following a main program. There was no clear pattern with the random urinalysis test results.

FINDING 14: INSTITUTIONAL OUTCOMES - CHARGES

Most program completers did not have violent, drug, or other charges both before and after a main program. In comparison to the non-completers and the eligible non-participants, program completers did not increase or decrease in violent, drug, or other charges after the main program. Women program completers and women eligible non-participants had similar patterns of changes in violent and other charges, although a higher percentage of women in the eligible non-participant group had no drug charges.

FINDING 15: PERCEIVED IMPACT ON INSTITUTIONAL BEHAVIOUR

Most of the staff reported that participation in correctional programming was related to decreased incidents in the institution, while about half of offenders thought that it had a positive impact on institutional security. Most offenders agreed that they had applied the skills learned in programs within the institution. Further, qualitative findings indicated that according to staff and offenders, additional skills could be taught to offenders to improve institutional security.

FINDING 16: DISCRETIONARY RELEASE

Across all program streams, men program completers were granted discretionary release more often than men eligible non-participants. Although not statistically significant, the results suggested that women program completers were granted discretionary release more often than women eligible non-participants.

FINDING 17: PERCEPTIONS OF IMPACT ON DISCRETIONARY RELEASE

Generally, staff and offenders perceived that participation in correctional programs had a positive impact on the ability of offenders to obtain discretionary release.

FINDING 18: LIKELIHOOD OF A REVOCATION AND SUBSTANCE USE OUTCOMES FOR MEN

Overall, men completers, in particular those who participated in the multi-target moderate programs, were revoked for any reason less often than eligible men non-participants. The lower likelihood of any revocation was observed for both Indigenous and non-Indigenous men program completers. Although not statistically significant, results indicated that program completers overall tended to have a revocation with an offence less often than eligible non-participants. In contrast, program completers were revoked more often than men offenders with no-intent-to-treat (regardless of the type of revocation).

The findings related to the effect of program completion on substance use outcome were mixed. Results suggested that program completers more often had a substance use outcome, in comparison to eligible non-participants, although these findings were not statistically significant. Notably, men in the ICPM-MT high intensity program were significantly more likely to have a substance use outcome.

FINDING 19: LIKELIHOOD OF A REVOCATION AND SUBSTANCE USE OUTCOMES FOR WOMEN

Although not statistically significant, results indicated that women completers of WOMIP and AWOMIP were revoked for any reason more often than eligible non-participants.

Separate models could not be conducted for Indigenous and non-Indigenous women due to sample size. However, the overall models that accounted for Indigenous ancestry indicated that Indigenous women tended to be revoked for any reason more often than non-Indigenous women, although this was not statistically significant.

While the findings suggest that program completers had a substance use outcome more often than eligible non-participants, the results were also not statistically significant.

More than half of the women who completed programming were overridden into the program as they did not initially meet program referral criteria. Override completers had lower rates of any revocation compared to women who initially met program referral criteria, but when risk relevant differences were controlled for, both groups experienced a comparable rate of revocations for any reason.

FINDING 20: PERCEPTIONS OF PROGRAM'S ABILITY TO PREPARE OFFENDERS FOR REINTEGRATION

Offenders and staff generally perceived that correctional programs provided and effectively taught the correct tools and skills needed for reintegration. While most offenders indicated that they learned important skills necessary for reintegration, approximately half indicated that they anticipated challenges when applying these skills, with the most common concern referring to applying the skills in a different environment than which they learned (e.g., from the institution to the community). Nonetheless, most offenders and many staff agreed that programs will have a positive impact on an offenders' reintegration.

FINDING 21: SPECIFIC OFFENDING BEHAVIOURS AND SUBSTANCE USE FOR MEN

Overall, for men who were identified as having a program need for general violence, program completers were revoked for any reason less often than eligible non-participants.

A similar finding was obtained for men offenders with a program need for substance use, whereby program completers were revoked for any reason less often than eligible non-participants. Conversely, eligible non-participants had a substance use outcome while in the community less often than program completers, although this finding was not statistically significant. This suggests that, among men with a program need for substance use, correctional programming appears to be effective at reducing revocations, but does not impact the likelihood of a substance use outcome in the same way.

Although not statistically significant, program completers with a program need related to family violence and program completers with a program need in sexual offending had a revocation for any reason less often than eligible non-participants with a program need related to family violence or sexual offending.

FINDING 22: COMMUNITY OUTCOMES FOR WOMEN WITH A SUBSTANCE ABUSE NEED

Overall, for women identified as having a program need for substance abuse, program completers and eligible non-participants had comparable rates of any revocation and a substance use outcome. The pattern of results remained consistent when comparing Indigenous women with non-Indigenous women.

FINDING 23: PERCEPTIONS OF WHETHER CORRECTIONAL PROGRAMS TARGET SPECIFIC OFFENDING BEHAVIOURS

Staff most commonly agreed that correctional programs sufficiently addressed specific offending behaviours related to general crime, general violence, and sexual offending. However, fewer than 60% agreed that substance use was sufficiently addressed and less than half reported the same regarding family violence.

FINDING 24: ADDRESSING SPECIAL NEEDS OF OFFENDERS

Several offenders reported a responsivity need that interfered with their ability to participate in a correctional program. Although those with reading and writing barriers often had their needs addressed, fewer than half of offenders with mental health, intellectual or learning disability, anxiety/hesitance (for men only), or a brain injury agreed that they received accommodations, tools, or support to help them participate despite these needs. Staff also reported having access to limited tools to address offenders' needs. Offenders and staff provided suggestions regarding possible accommodations.

FINDING 25: COST-EFFECTIVENESS OF CORRECTIONAL PROGRAMS

Correctional programming for men (overall, across ICPM/AICPM) was found to be cost-effective according to an examination of the direct costs associated with program delivery and first-release outcomes for program participants and eligible non-participants. For every offender who received programming, there was an approximate savings of \$5,675 in avoided readmission costs, compared to eligible non-participants.

Cost-effectiveness could not be examined for women’s correctional programming since all women are referred to the engagement program and the current evaluation required a comparison group with no exposure to correctional programming (i.e., a no cost comparison group). However, it was found that the cost per participant for women’s correctional programming was lower than the cost per participant for men’s correctional programming.

FINDING 26: NUMBER OF CORRECTIONAL PROGRAM STAFF

While many staff who were interviewed indicated that there was a sufficient number of trained CPOs given the number of offenders requiring programs, only about a third of staff agreed that the number of ACPOs was sufficient. A comparison of the number of funded positions to active employees identified a vacancy rate for ACPO positions of 11%, suggesting there may be an opportunity to increase the workforce.

FINDING 27: ELDER INVOLVEMENT AND AVAILABILITY

Reliable quantitative data was not available for Elder involvement in the delivery of correctional programming, underscoring the need to enhance information gathering on this issue.

Staff and offenders tended to agree that the number of program sessions that require an Elder was appropriate. However, staff did highlight challenges with Elder availability, resulting from a shortage of Elders or Elders having limited time for a given program, due to competing requests for involvement.

FINDING 28: PERCEIVED TIMELINESS AND EFFECTIVENESS OF TRAINING PROTOCOL

Many staff who received correctional program facilitator training agreed that it was provided in a timely manner. However, only about half of program managers and program facilitators strongly agreed or agreed that the content of the ICPM/WOCP training provided CPOs and ACPOs with the knowledge required to deliver programs.

Further, only a quarter of staff who had received training and delivered a program, or worked as a program manager, described the quality review process as effective/very effective in ensuring that programs are delivered appropriately.

LIST OF RECOMMENDATIONS

RECOMMENDATION 1: IDENTIFICATION OF NEEDS FOR CORRECTIONAL PROGRAMS (INCP) DATA ENTRY PRACTICES

It is recommended that efforts continue to be supported to enhance the INCP screen and amend policy to make the completion of the INCP screen mandatory.

RECOMMENDATION 2: DEFINITION OF TIMELY ACCESS

It is recommended that clearly articulated guidelines for defining timely access to correctional programs with respect to program enrollment and completion dates be established and added to the Commissioner’s Directives on correctional programs.

RECOMMENDATION 3: TIMELY COMPLETION OF PROGRAMS

It is recommended that RPD:

- Identifies the best practices that allow for timely enrollment and completion of programs delivered by CSC and those offered in other jurisdictions, and
- Considers how these can be applied to the men’s programs with lengthier wait times and completion times.

RECOMMENDATION 4: PROGRAM CONTENT

It is recommended that ICPM and WOCP content be reviewed, and if required, its content should be simplified and streamlined.

RECOMMENDATION 5: RELEVANCE OF INDIGENOUS STREAM CONTENT AND DELIVERY

It is recommended that CSC increases the relevance of the Indigenous correctional programming streams (AWOCP/AICPM) to Indigenous offenders through consultation with Indigenous Initiatives Directorate, as well as consideration of feedback from staff and offenders outlined in this evaluation.

RECOMMENDATION 6: TIMELY ACCESS AND POST-RELEASE OUTCOMES

It is recommended that CSC conducts research on the relationship between timely access to programs and post-release outcomes for both men and women to determine the optimal timing of program delivery throughout an offender’s sentence.

RECOMMENDATION 7: FURTHER RESEARCH ON OFFENDING OUTCOMES AND SUBSTANCE USE

It is recommended that research be conducted in the following areas:

- Conduct a study examining violent and sexual reoffending for men offenders wherein the sample size of offenders who have completed programs is increased and the follow-up period is extended. This study should occur in 5 years to ensure adequate follow-up.
- In the interim, if feasible, examine changes over time in pre and post-program measures related to violent and sexual offending for men offenders to determine if program participation is related to reductions in the likelihood of violent and sexual offending.
- Conduct a replication study of substance use outcomes separately for men and women offenders identified as having a substance use need. Consideration should be given to expanding the substance use outcome to account for changes in the severity of substance use over time, and whether returns to custody or new offences are directly related to substance use.

RECOMMENDATION 8: PROGRAM OVERRIDES AND COMMUNITY OUTCOMES

It is recommended that CSC examines the volume of overrides used to refer women offenders to correctional programs (both AWOC and WOC) and the justifications for the overrides. Further, CSC should examine the community outcomes for women offenders who received an override relative to women who initially met program referral criteria, and determine whether modifications to the program referral criteria are warranted.

RECOMMENDATION 9: CONSIDER RESPONSIVITY NEEDS OF OFFENDERS IN PROGRAMMING

It is recommended that CSC identifies how correctional program officers address the various responsivity needs of men and women offenders that may interfere with their ability to participate in programs.

RECOMMENDATION 10: FINANCIAL DATA FOR CORRECTIONAL PROGRAMS

It is recommended that RPD reviews the regional recording practices of financial resources associated with delivering correctional programs. The results of the review should inform new strategies, if required, to ensure accurate and consistent recording of resource allocations.

RECOMMENDATION 11: REVIEW OF TRAINING PROTOCOL

It is recommended that RPD examines the content and format of the training protocol to identify whether there are opportunities to enhance:

- The knowledge and skills of CPOs/ACPOs to assist in effectively delivering correctional programming, possibly through providing additional facilitation and practical training.
- The usefulness of the quality review process, possibly by increasing the timeliness of the review or adapting the method of assessment.

TABLE OF CONTENTS

SIGNATURES..... II

CONTRIBUTIONS..... III

ACKNOWLEDGMENTS..... IV

EXECUTIVE SUMMARY V

LIST OF FINDINGS XIV

LIST OF RECOMMENDATIONS XX

TABLE OF CONTENTS XXIII

LIST OF TABLES XXV

LIST OF FIGURES XXVII

LIST OF ACRONYMS XXVIII

1.0 INTRODUCTION 1

 1.1 OVERVIEW OF CORRECTIONAL PROGRAMS 1

 1.2 SCOPE OF THE EVALUATION 10

 1.3 EVALUATION QUESTIONS 10

2.0 METHODOLOGY 12

 2.1 DATA SOURCES 12

 2.2 DATA ANALYSIS 39

 2.3 LIMITATIONS 46

3.0 FINDINGS 51

3.1 FIFE # 1 - RELEVANCE OF CORRECTIONAL PROGRAMS 52

 3.1.1 RECOMMENDATIONS –RELEVANCY..... 65

3.2 FIFE # 2 - EFFECTIVENESS OF CORRECTIONAL PROGRAMS –PROGRAM ACCESS AND DELIVERY 66

 3.2.1 LITERATURE REVIEW 66

 3.2.2 TIMELY ACCESS 70

 3.2.3 TIMELY COMPLETION OF PROGRAMS 83

 3.2.4 ENGAGEMENT AND RETENTION 97

 3.2.5 PROGRAM ALIGNMENT WITH RISK NEED PROFILES OF OFFENDER POPULATION 117

 3.2.6 RECOMMENDATIONS – ACCESS AND DELIVERY 124

3.3 FIFE # 3 - EFFECTIVENESS OF CORRECTIONAL PROGRAMS –PROGRAM OUTCOMES 127

 3.3.1 LITERATURE REVIEW 127

 3.3.2 CORRECTIONAL PROGRAMS AND INSTITUTIONAL BEHAVIOUR 130

 3.3.3 CORRECTIONAL PROGRAM COMPLETION AND DISCRETIONARY RELEASE 144

 3.3.4 IMPACT OF PROGRAMS ON THE LIKELIHOOD OF A REVOCATION 151

 3.3.5 INTEGRATED MODEL AND SPECIFIC OFFENDING BEHAVIOURS AND SUBSTANCE USE . 186

 3.3.6 RESPONSIVENESS TO THE SPECIAL NEEDS OF OFFENDING 198

 3.3.7 SUMMARY 204

 3.3.8 RECOMMENDATIONS: PROGRAM OUTCOMES 207

3.4 FIFE # 4 - EFFICIENCY OF CORRECTIONAL PROGRAMS 211

 3.4.1 LITERATURE REVIEW 211

Evaluation of Correctional Reintegration Programs

3.4.2 ARE CSC’S CORRECTIONAL REINTEGRATION PROGRAMS DELIVERED IN COST-EFFECTIVE MANNER?.....	213
3.4.3 GIVEN THE NUMBER OF OFFENDERS, ARE THERE SUFFICIENT STAFF TRAINED TO DELIVER CORRECTIONAL PROGRAMMING?	218
3.4.4 IS THERE SUFFICIENT, EFFICIENT AND APPROPRIATE TRAINING FOR CPOs/ACPOs?	226
3.4.5 RECOMMENDATIONS: PROGRAM EFFICIENCY	233
4.0 CONCLUSION	235
APPENDIX A – CORRECTIONAL PROGRAM REFERRAL PROCESS	236
APPENDIX B – OFFENDER POPULATION	238
APPENDIX C – CORRECTIONAL PROGRAMMING NEEDS	239
APPENDIX D – PROGRAM CATEGORIES	240
APPENDIX E – DISCRETIONARY RELEASE	245
APPENDIX F – COMMUNITY OUTCOMES	250
APPENDIX G – PROGRAM NEED	264
APPENDIX H – CASE STUDY RESULTS	277
APPENDIX I – COST EFFECTIVENESS	282
REFERENCES	287

LIST OF TABLES

Table E.1. Cost of Correctional Programming for Men and Women – FY 2017/2018 xii

Table 1. Number of Sessions for Main Programs 6

Table 2. Characteristics of Interviewed Offenders and Offenders in Custody in FY2017-201815

Table 3. Region and Positions of Staff who were Sent Survey and Those who Participated18

Table 4. Determination of Program Intensity.....26

Table 5. Characteristics of Institutional Outcomes Cohort.....28

Table 6. Characteristics of Men in the Post-Release Outcomes Cohort32

Table 7. Characteristics of Women in the Post-release Outcomes Cohort – Updated Study
Period.....34

Table 8. Characteristics of Post-Release Outcomes Sample for Cost-Analysis.....38

Table 9. Program Need Area Criteria44

Table 10. Number of Offenders with an Identified Need for Programming54

Table 11. Percentage of Offenders Who Enrolled in their Main Program Prior to DPED, by Main
Program Type.....73

Table 12. Offenders Who Enrolled in Main Program, the Percentage Prior to FPED, by Main
Program Type.....76

Table 13. Median Number of Days from Admission to Custody to Program Start Date by
Program Type.....80

Table 14. Staff Perceptions of Reasons for Which Program Streams Are Inaccessible to
Indigenous and Non-Indigenous Offenders82

Table 15. Median Number of Days from Admission to Custody to First Main Program End Date
by Program Type86

Table 16. Of Offenders Who Completed a Main Program, the Percent Who Completed Prior to
DPED by Program Type90

Table 17. Of Offenders Who Completed a Main Program, the Percent that Completed Prior to
FPED by Program Type94

Table 18. Status of Primer and Engagement Program Assignments 110

Table 19. Status of Main Program Assignments 111

Table 20. Status of Institutional Maintenance Program Assignments..... 112

Table 21. Status of Motivation Module Assignments 112

Table 22. Hybrid Program Assignments 113

Table 23. Reasons for Program Non-Completion 114

Table 24. Reasons for Program Non-Completion Reported by Offenders and Staff who Selected
Voluntary or Involuntary Withdrawal, or 'Other' Reasons for Non-Completion..... 116

Table 25. Refused or Positive Non-Random Urinalysis Outcomes 6 Months Prior To and
Following Main Program^a 132

Table 26. Refused or Positive Random Urinalysis Outcomes 6 Months Prior to and Following
Main Program^a 133

Table 27. Violent Charge Outcomes 6 Months Prior to and Following Main Program^a 136

Table 28. Drug Charge Outcomes 6 Months Prior to and Following Main Program^a 138

Table 29. Other Charge Outcomes 6 Months Prior to and Following Main Program 140

Table 30. Relationship between Study Group and Discretionary Release for Men 146

Evaluation of Correctional Reintegration Programs

Table 31. Relationship between Study Group and Discretionary Release for non-Indigenous and Indigenous Men	147
Table 32. Relationship between Study Group and Discretionary Release for Women.....	148
Table 33. Occurrence of Community Outcomes among Men Eligible for Inclusion in Survival Analysis.....	153
Table 34. Relationship between Study Group and Any Revocation	155
Table 35. Relationship between Study Group and Any Revocation for Indigenous and non-Indigenous Men	156
Table 36. Relationship between Study Group and Revocation with Offence	157
Table 37. Relationship between Study Group and Revocation with Offence for Indigenous and non-Indigenous Men	158
Table 38. Relationship between Study Group and Revocation with Violent Offence.....	160
Table 39. Relationship between Study Group and Substance Use Outcome.....	161
Table 40. Relationship between Study Group and Substance Use Outcomes for Indigenous and non-Indigenous Men	162
Table 41. Occurrence of Community Outcomes among Women Eligible for Inclusion in Survival Analysis.....	174
Table 42. Relationship between Study Group and Any Revocation - Women.....	176
Table 43. Relationship between Study Group and Revocation with a New Offence - Women..	178
Table 44. Relationship between Study Group and Substance Use Outcome - Women.....	179
Table 45. Relationship between Treatment Group and Community Outcomes for Men with a Family Violence Program Need	188
Table 46. Relationship between Study Group and Community Outcomes for Men with a General Violence Program Need.....	190
Table 47. Relationship between Treatment Group and Community Outcomes for Men with a Sexual Offending Program Need	192
Table 48. Relationship between Treatment Group and Community Outcomes for Men with a Substance Abuse Program Need	194
Table 49. Cost of Correctional Programming for Men and Women – FY 2017/2018	215
Table 50. Inputs for the Cost Analysis of Men’s Correctional Programming	218
Table 51. Count of Funded CPOs and ACPOs Positions by Region	219
Table 52. Count of Active Institutional and Community CPOs and ACPOs by Region	220
Table 53. Count of Active Institutional CPOs and ACPOs by Region.....	220
Table 54. ICPM/AICPM and WOCP/AWOCP Training Programs Delivered to CPOs and ACPOs.	229
Table 55. Initial ICPM/AICPM and WOCP/AWOCP Training Programs Delivered to CPOs and ACPOs in 2017-2018 by Region	230

LIST OF FIGURES

Figure 1. Shifting from a Multi-Program Model to an Integrated Model (CSC, Reintegration Programs Division [RPD], 2016)..... 2

Figure 2. Correctional Programs Logic Model..... 9

Figure 3. Program Need Assessment Process.....23

Figure 4. The Number of Programming Needs at Admission for Men Offenders by Need Area..56

Figure 5. Number of Men Offenders Identified for ICPM Participation at Admission by ICPM Stream.....57

Figure 6. The Percent of Offenders Enrolled in a Main Program Prior to DPED72

Figure 7. Percent of Offenders Enrolled Prior to FPED75

Figure 8. Mean Number of Days to Main Program Start Date79

Figure 9. Mean Days from Admission to Main Program End Date84

Figure 10. Percent of Offenders who Completed Main Program Before DPED88

Figure 11. Percent of Offenders who Completed a Main Program Prior to FPED92

Figure 12. Offenders’ Self-Reported Levels of Engagement.....98

Figure 13. Staff Perceptions of Offender Engagement.....99

Figure 14. Offender and Staff Level of Satisfaction with Information in Programs 102

Figure 15. Offender and Staff Satisfaction with how Information is Communicated..... 104

Figure 16. Staff and Offender-Reported Reasons for Program Non-Completion..... 115

Figure 17. Program Need Assessment Process..... 118

Figure 18. Staff Perceptions that Correctional Programs Address Specific Dynamic Risk Factors 123

Figure 19. Staff Perceptions of Impact of Correctional Programs on Offenders Obtaining Discretionary Release 149

Figure 20. Rate of Any Revocation within 1 Year of Release by Override Status and CRI Level for Men..... 164

Figure 21. Rate of Any Revocation within 1 Year of Release by Override Status and CRI Level for Women..... 181

Figure 22. Staff Perceptions of Extent to Which Correctional Programs Address Offending Behaviours/Needs..... 197

Figure 23. Offenders' Self-Reported Responsivity Factors that Interfere with Program Participation and Learning..... 199

Figure 24. Percentage of Offenders' Who Perceive that Accommodations Are Provided for Their Responsivity Needs 200

Figure 25. Staff Perceptions of CPOs/ACPOs Having Tools to Accommodate Offender Needs..201

Figure 26. Staff Perceptions of Challenges Related to CPO and ACPO Turnover 223

LIST OF ACRONYMS

ACPO	Aboriginal Correctional Program Officer
AICPM	Aboriginal Integrated Correctional Program Model
AICPM-MT	Aboriginal Integrated Correctional Program Model Multi-Target
AICPM-SO	Aboriginal Integrated Correctional Program Model Sex Offender
AWOHIP	Aboriginal Women Offender – High Intensity Program
AWOMIP	Aboriginal Women Offender – Moderate Intensity Program
AWOCP	Aboriginal Women Offender Correctional Program
CASA	Computerized Assessment of Substance Abuse
CBT	Cognitive Behavioural Therapy
CCRA	Corrections and Conditional Release Act
CD	Commissioner’s Directive
COMO	Cost of Maintaining an Offender
CPO	Correctional Program Officer
CRI	Criminal Risk Index
CRS	Custody Rating Scale
CRS-M	Corporate Reporting System - Modernized
CSC	Correctional Service of Canada
DFIA	Dynamic Factors Identification and Analysis
DFIA-R	Dynamic Factors Identification and Analysis – Revised
DPED	Day parole eligibility date
FIFE	Findings in Focus for Evaluation
FPED	Full parole eligibility date
FVPP	Family Violence Prevention Program
FY	Fiscal year
HR	Hazard ratio
HRMS	Human Resources Management System
ICPM	Integrated Correctional Program Model
ICPM-MT	Integrated Correctional Program Model Multi-Target
ICPM-SO	Integrated Correctional Program Model Sex Offender
ICRT	Integrated Corporate Reporting Tool
IICP	Inuit Integrated Correctional Program
IICP-SO	Inuit Integrated Correctional Program Sex Offender
IHR	Inverse hazard ratio
IMS	Information Management Services
INCP	Identification of Needs for Correctional Programs
IOR	Inverse odds ratio

Evaluation of Correctional Reintegration Programs

MT	Multi-Target
NRCP	Nationally Recognized Correctional Program
OAG	Office of the Auditor General
OMS	Offender Management System
OMS-R	Offender Management System - Revised
OR	Odds ratio
PMEC	Performance Measurement Evaluation Committee
PMMR	Performance Measurement and Management Reporting
RPD	Reintegration Programs Division
SARA	Spousal Assault Risk Assessment
SFA	Static Factors Assessment
SD	Standard deviation
SO	Sex Offender
SIR-R1	Revised Statistical information on Recidivism Scale
W-CASA	Women's Computerized Assessment of Substance Abuse
WED	Warrant Expiry Date
WOCP	Women Offender Correctional Program
WOHIP	Women Offender – High Intensity Program
WOMIP	Women Offender – Moderate Intensity Program
WSOP	Women's Sex Offender Program

1.0 INTRODUCTION

The Evaluation Division has undertaken an evaluation of Correctional Service of Canada's (CSC) correctional programs.⁶ CSC defines a correctional program as "a structured intervention that targets empirically-validated factors directly linked to offenders' criminal behaviour, in order to reduce reoffending" (CSC, 2018a). Effective correctional programming is an essential component in CSC's ability to fulfill its mission of contributing to public safety by assisting offenders in becoming law-abiding citizens.

The primary objectives of this evaluation are to review the relevancy and need for correctional programs, assess the effectiveness of correctional programs (with a focus on program delivery and program outcomes), and examine overall program efficiencies.

1.1 OVERVIEW OF CORRECTIONAL PROGRAMS

1.1.1 CORRECTIONAL PROGRAM MODEL

In 2010, CSC began transitioning from delivering a traditional *multi-program* correctional program model to using an integrated *multi-target* or holistic program model for both men and women.⁷ This transition began with the implementation of Women Offender Correctional Programs (WOCP) and Aboriginal⁸ Women Offender Correctional Programs (AWOCP) from 2010 to 2012, as well as the Integrated Correctional Program Model (ICPM) for men offenders from 2010 to 2017. In contrast to the traditional model, where individual programs focused on specific offence histories (e.g., substance abuse programs, violence prevention programs), the integrated model was designed to target multiple program need areas within the same program. To address substance use, ICPM integrates a harm reduction model whereby offenders are encouraged to select their substance use goals, focus on enhanced awareness

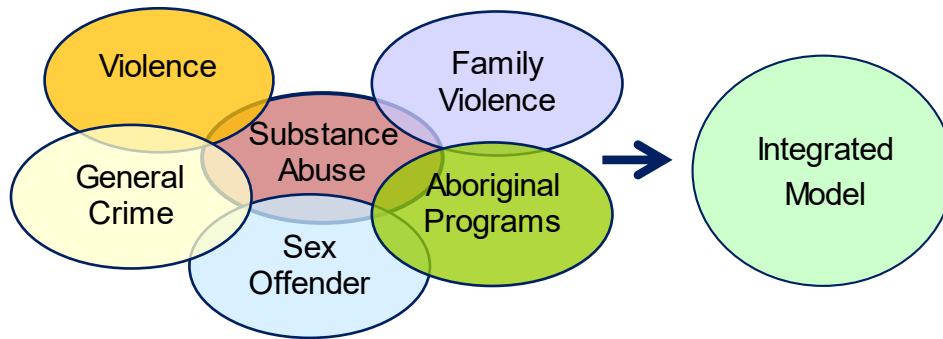
⁶ The term *correctional reintegration programs* was used in the Program Alignment Architecture. The term *correctional programs* is currently used in the Program Inventory and will be used in this report.

⁷ Although men and women offender programs are both holistic and target multiple criminogenic needs, given the differences in program content and the fact that programs were developed at different times, the term *multi-target* is only used with men offender programs.

⁸ Although CSC has transitioned to using the term *Indigenous*, the term *Aboriginal* is still used as part of the correctional program titles. For this reason, *Aboriginal* will be used throughout the document when referring to the titles of specific correctional programs.

through goal setting, and incorporate other supportive services and strategies (e.g., Opioid Agonist Treatment, needle exchange program). Through various harm reduction principles, the objective of the model is not necessarily to abstain from substance use, but to reduce the harmful use of substances. Individuals are asked to clearly explore the impact of any use upon their goals during the program sessions, the development and review of the crime process, and while identifying risk factors related to their crime and corresponding personal targets. This integrated model is illustrated in Figure 1 for the men's programming.

Figure 1. Shifting from a Multi-Program Model to an Integrated Model (CSC, Reintegration Programs Division [RPD], 2016)



The goal of this integrated approach is to maintain the positive outcomes observed from the traditional program model, increase efficiencies to improve access to programs and ensure timely completion prior to parole eligibility, and to better meet the needs of offenders with multiple risk factors. The correctional programs for federally sentenced offenders include program streams for men and women.

The ICPM for men includes four different main program streams:

- Integrated Correctional Program Model Multi-Target (ICPM-MT);
- Aboriginal Integrated Correctional Program Model (AICPM);
- Integrated Correctional Program Model Sex Offender (ICPM-SO); and
- Aboriginal Integrated Correctional Program Model Sex Offender (AICPM-SO).

The ICPM-MT stream provides mainstream programming that does not include culture- or sex offender-specific components. The AICPM stream offers culture-specific programming that

Evaluation of Correctional Reintegration Programs

addresses both the Indigenous offender's criminogenic factors and issues related to Aboriginal social history and includes the assistance of Elders in a minimum of 50% of the sessions. The ICPM-SO stream addresses all components in the multi-target (MT) stream and risk factors associated with sexual offending. The AICPM-SO stream addresses the same components as the ICPM-SO stream, but it does so by offering culture-specific programming that addresses the Indigenous offender's criminogenic factors and issues related to Aboriginal social history. There are also adapted programs, which are designed for offenders with significant learning and functioning challenges, such as offenders with intellectual disability, learning disabilities, Fetal Alcohol Spectrum Disorder, Acquired Brain Injuries, or other mental health disorders. The adapted programs are based on the ICPM-MT and ICPM-SO moderate streams; however, the content and delivery are modified (e.g., complex components broken down, exercises and handouts adapted) and delivered at a slower pace with more repetition and opportunities to practice skills.

In September 2017, CSC implemented the Inuit Integrated Correctional Program (IICP) for men, which is composed of MT and SO components.⁹

The WOCP model for women includes three main program streams:

- WOCP;
- AWOCP; and
- Women's Sex Offender Program (WSOP).

WOCP was designed to increase efficiency and respond to a wide range of complex needs (e.g., substance abuse, violence, relationships, and trauma). This holistic, women-centred model of programming was created as a continuum, providing a series of program components from admission through incarceration to community release. Women who meet criteria for a high intensity program first complete the moderate intensity program, and then complete the high intensity program. Indigenous-specific programs for women are offered through the AWOCP, which was designed to be culturally appropriate and to strike a balance between a healing and

⁹ IICP was not included in the current evaluation due to the recent implementation and small sample size.

Evaluation of Correctional Reintegration Programs

a skills-based approach. All of its program components are Elder-assisted with Elders attending a minimum of 80% of sessions. The AWOCP model has a greater number of sessions compared to WOCP and longer session lengths to allow for culturally-relevant teachings and ceremonies. The WSOP was implemented to meet the needs of women SOs. When the WSOP is taken in the absence of another main program, it is considered a moderate intensity program. When WSOP is delivered before or after another moderate intensity program, it addresses the needs of women SOs who require high intensity treatment.¹⁰

Although there are different program models for men, women, and Indigenous offenders, they all follow a similar program pathway, which is termed the *program continuum*. The stages of the continuum use consistent concepts and skill-building objectives to link the programs from admission, through incarceration, to community release. Programs are delivered throughout the continuum according to the following three groupings (CSC, 2016):

- *Readiness Programs*: the readiness grouping includes correctional programs that prepare and motivate offenders to address risk factors related to offending, and includes *primer* programs for men and *engagement* programs for women that are completed by offenders prior to beginning a main program;
- *Main Programs*: the main grouping includes correctional programs to specifically address risk factors related to offending at intensity levels that are consistent with offenders' risks and needs;
- *Maintenance Programs*: the maintenance grouping includes correctional programs designed to support offenders to continue to make changes and maintain skills learned through their participation in correctional programming. These include *maintenance* programs for men and *self-management* programs for women. These programs are delivered to offenders in the institution and in the community.

¹⁰ WSOP was not included in the current evaluation due to small sample size.

Evaluation of Correctional Reintegration Programs

Additionally, hybrid versions of the men's moderate intensity programs are offered. The hybrid programs combine the primer and main programs so that there is no break between the two program components.

The ICPM Community Program is offered to offenders who did not complete an institutional correctional program despite having a program need. This 17-session program combines components of primer and main programs, with an additional 4 sessions for sexual offending, when relevant. The length of the programs vary and the number of sessions for each main program is provided below in Table 1.

Motivational modules are offered to moderate to high-risk men offenders who refuse to participate, who drop out, or who need extra support to succeed in programming. There are three types of motivational modules: a refuser version, a dropout version, and a support version. The refuser and dropout versions consist of a structured one-on-one intervention lasting up to four hours. The support motivational module is provided in a maximum of four sessions and provides additional time and help to offenders who have certain issues such as literacy or cognitive functioning. Offenders may be re-referred to the motivational modules, based on continued need.

Evaluation of Correctional Reintegration Programs

Table 1. Number of Sessions for Main Programs

Main Program Title	Number of Group Sessions	Number of Individual Sessions	Number of Ceremonial Sessions	Total Number of Sessions
ICPM-MT moderate intensity	46	5	0	51
ICPM-MT high intensity	87	5	0	92
ICPM-SO moderate intensity	57	5	0	62
ICPM-SO high intensity	100	8	0	108
AICPM-MT moderate intensity	47	5	10	62
AICPM-MT high intensity	90	5	16	111
AICPM-SO moderate intensity	54	5	11	70
AICPM-SO high intensity	95	5	17	117
ICPM-MT moderate intensity adapted	62	5	0	67
ICPM-SO moderate intensity adapted	72	5	0	77
IICP moderate intensity	58	4	0	62
IICP high intensity	42	4	0	46
IICP-SO moderate intensity	18	1	0	19 ^a
IICP-SO high intensity	13	1	0	14 ^b
Women Offender – Moderate Intensity Program (WOMIP)	40	5	0	45
Aboriginal Women Offender - Moderate Intensity Program (AWOMIP)	44	4	0 ^c	48
Women Offender - High Intensity Program (WOHIP)	52	5	0	57
Aboriginal Women Offender - High Intensity Program (AWOHIP)	58	4	0 ^d	62
WSOP	59	7	0	66

^a These IICP-SO moderate intensity sessions are in addition to the IICP moderate intensity program.

^b These IICP-SO high intensity sessions are in addition to the IICPM high intensity program.

^c Ceremonies are built directly into the program. Of the 44 sessions, 4 are ceremonial.

^d Ceremonies are built directly into the program. Of the 58 sessions, 5 are ceremonial.

1.1.2 PROGRAM REFERRAL

According to the National Correctional Program Referral Guidelines (CSC, 2018b), correctional program effectiveness requires matching the stream and intensity of the program to an offender's level of risk. During the offender intake assessment process, an offender's level of risk and need areas are determined through a combination of actuarial risk assessments, supplementary assessments as necessary (e.g., a sex offender-specific assessment), and a review of their criminal history. The 2015 version of the guidelines (CSC, 2015a) specified that program intensity was generally based on level of risk, as identified by the Revised Statistical Information on Recidivism Scale¹¹ (SIR-R1) for non-Indigenous men and the Custody Rating Scale¹² (CRS) for women and Indigenous men, the Dynamic Factor Identification and Analysis, Revised (DFIA-R)¹³ for women, plus the Static-99R¹⁴ for SOs. The Stable-2007¹⁵ was added as another measure of risk for SOs in 2017 (CSC, 2017). Since January 2018, program intensity has generally been decided based on the results of the Criminal Risk Index¹⁶ (CRI) for all offenders, in addition to the Static-99R and the Stable-2007 for male SOs (see Appendix A for additional information regarding the assessment tools and procedures for the program referral process). Based on the results of the actuarial risk assessment tools, moderate risk offenders are referred to moderate intensity programming, and high risk offenders are referred to high intensity programming. Low risk offenders who meet the established override criteria may also be considered for participation in moderate intensity programming. Through participation in programs of appropriate intensity, offenders can address criminogenic needs, prepare for

¹¹ The SIR-R1 is an actuarial tool used to predict recidivism for non-Indigenous men. It includes items on demographic characteristics and criminal history (CSC, 2018c).

¹² The CRS is an actuarial tool used to identify the appropriate security level for an offender's penitentiary placement (CSC, 2018c).

¹³ The DFIA-R is an instrument used to identify criminogenic needs within 7 dynamic risk areas (CSC, 2018c).

¹⁴ The Static-99R is an actuarial tool used to predict sexual recidivism for sexual offenders (CSC, 2018b).

¹⁵ The Stable-2007 is an actuarial tool used to identify stable dynamic risk factors related to sexual offending that can respond to intervention (CSC, 2018b).

¹⁶ The CRI is a measure of static risk and helps determine the level of offender intervention (CSC, 2018c). It is based on the Criminal History Record in the SFA. The CRI was not used for program referral criteria during the majority of the evaluation period. It is included throughout for descriptive purposes (see methodology for further information).

successful reintegration, and ultimately reduce their risk of reoffending (Andrews & Bonta, 2010a; CSC, 2009; Landenberger & Lipsey, 2005; Usher & Stewart, 2014).

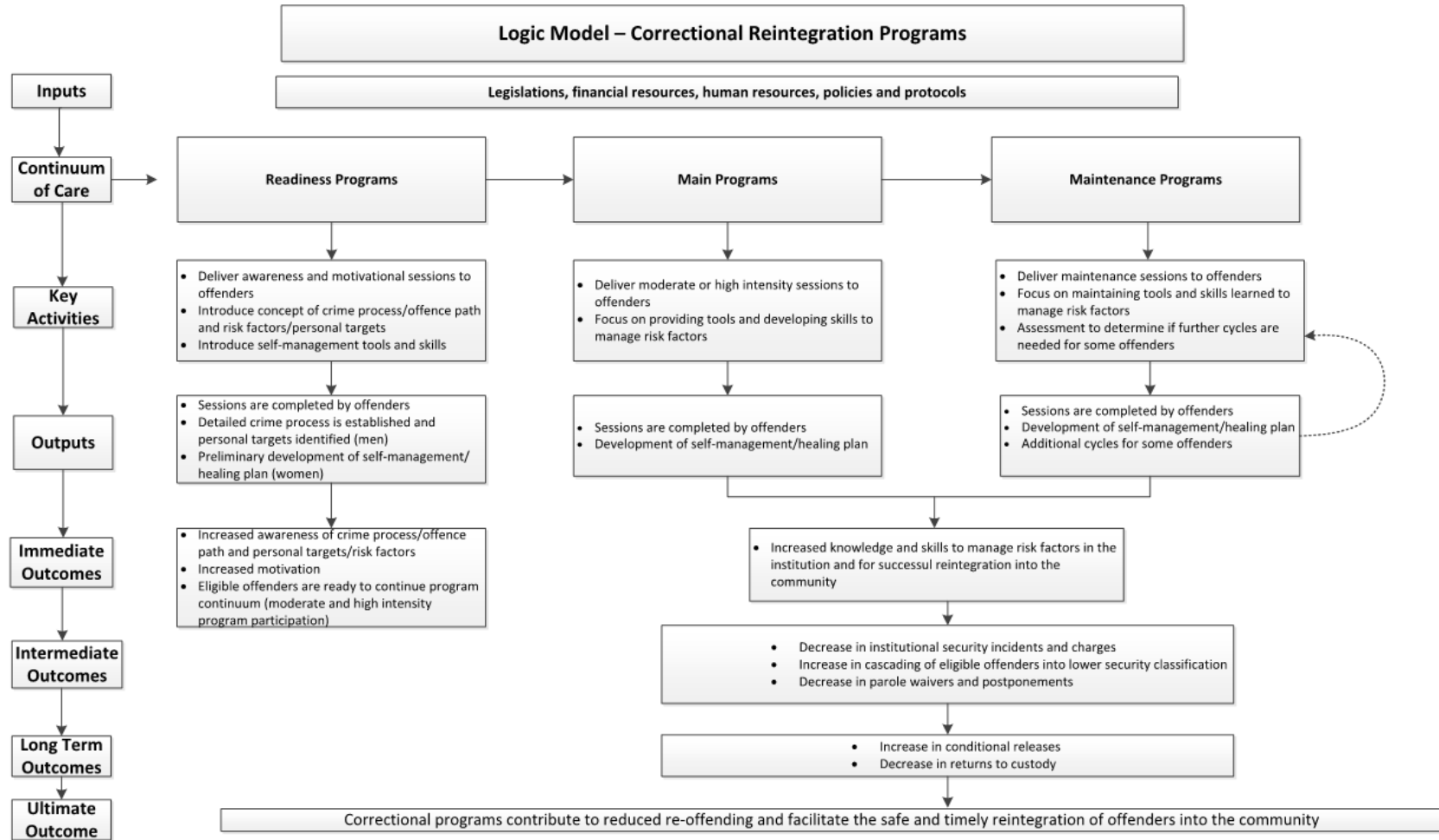
1.1.3 PROGRAM LOGIC MODEL

A logic model for correctional programs is presented in Figure 2. The logic model is a visual representation of the inputs, key activities, outputs, as well as the immediate, intermediate, long-term, and ultimate outcomes related to the delivery of correctional programs.

The components of a logic model can be defined as follows (Treasury Board of Canada, 2016):

- Inputs: the resources (legislation, financial, human, policies, and protocols) used in a program that ensure the delivery of the intended results of a program;
- Key activities: actions associated with achieving program objectives (e.g., delivering awareness and motivation sessions, introducing concepts of crime process/offence path and risk factors/personal targets, introducing self-management tools and skills);
- Outputs: immediate results of implemented program activities (short-term achievements of the program, deliverables) (e.g., sessions are completed by offenders; detailed crime process is established and personal targets identified [men]; preliminary development of self-management/healing plan [women]);
- Outcome: achievements of program objectives/impact of a program's outputs (e.g., increased knowledge and skills to manage risk factors in the community and for successful reintegration into the community; decrease in institutional security incidents and charges; increase in conditional releases);
- Impact (ultimate outcome): long-term achievements of program objectives (e.g., reduced reoffending and safe and timely reintegration of offenders into the community). It should be noted that impacts at a population-level can seldom be attributed to a single program, however, a specific program may, together with another program, contribute to impacts on a population.

Figure 2. Correctional Programs Logic Model



Crime process (men): a narrative description to identify risk factors that led to offending and/or re-offending. It is constructed by the offender in the readiness program stage and used to identify personal targets to address during program participation in order to manage risk to re-offend
 Offence path (women): the chain of events that leads to problematic behaviours. Women are required to have an understanding of their offence path and associated risk factors to develop their self-management plans

1.2 SCOPE OF THE EVALUATION

The scope of the evaluation was determined through consultation with key stakeholders. The stakeholders who were approached for consultation included the Correctional Operations and Program Sector, Women Offender Sector, Policy Sector, the Senior Deputy Commissioner's Office, and the Performance Measurement and Evaluation Committee (PMEC). It was determined that the evaluation would focus on 1) the continued relevancy and need for correctional programs, such as alignment with government priorities and consistency with federal roles and responsibilities; 2) the effectiveness of correctional programs (i.e., the extent to which programs are achieving their expected results); and 3) the efficiency¹⁷ of correctional programs, including the ICPM for men offenders and the WOCP model for women. The evaluation focused on the delivery of correctional programs within institutional settings. The IICP was considered out of scope for the evaluation. However, IICP streams were included in some analyses in which they were aggregated with other programs. The WSOP was out of scope and not included in the evaluation, with the exception that five staff questionnaire respondents had delivered the WSOP.

1.3 EVALUATION QUESTIONS

The following questions are addressed in this evaluation:

Relevance (Findings in Focus for Evaluation [FIFE] 1)

- Do correctional programs continue to address a demonstrable need within federal corrections?
- How do correctional program objectives align with departmental priorities and federal government priorities?
- Does the delivery of correctional programs align with the roles and responsibilities of CSC and the federal government?

¹⁷ Efficiency refers to the extent to which resources are used such that a greater level of output/outcome is produced with the same level of input, or a lower level of input is used to produce the same level of output/outcome. The level of input and output/outcome could be increases or decreases in quantity, quality, or both.

Effectiveness – program access and delivery (FIFE 2)

- Are offenders being granted timely access to programs (including Indigenous offenders being granted timely access to culturally-specific programs and programs overall)?
- Are correctional programs engaging and retaining offenders?
- Do programs offered align with the risk and need profiles of CSC's offender population?

Effectiveness – program outcomes (FIFE 3)

- Does participation and/or completion of correctional programs impact institutional behaviour (e.g., institutional incidents)?
- Does participation and/or completion of correctional programs increase the likelihood of obtaining discretionary release?
- Does participation and/or completion of correctional programs impact the likelihood of returning to custody and the likelihood of reoffending?
- Does the integrated model address substance abuse and specific offending behaviours (e.g., family violence)?
- Are programs responsive to the special needs of offenders (e.g., those with mental health care needs, learning disabilities)?

Efficiency (FIFE 4)

- Are CSC's correctional programs delivered in a cost-effective manner (i.e., cost per offender, cost-benefit analysis)?
- Given the number of offenders, are there sufficient staff trained to deliver correctional programming?

2.0 METHODOLOGY

2.1 DATA SOURCES

2.1.1 LITERATURE AND DOCUMENT REVIEW

An examination of the peer-reviewed literature and internal documents on correctional programming was conducted (e.g., CSC policies, legislation, evaluation reports, research reports, and other operational documents). These documents were consulted in order to assess current literature on timely access to correctional programs; engagement and retention in programs; alignment of programs with risks and needs of offenders; whether the integrated model addresses specific offending behaviours; meeting the responsiveness needs of offenders; and the impact of correctional programs on institutional behaviour, discretionary release, and revocation of release.

2.1.2 DATA COLLECTION FOR FIFES 2, 3, AND 4

Interviews with Offenders. Data from interviews with offenders were included to answer questions regarding program access and delivery (FIFE 2), program outcomes (FIFE 3), and efficiency (FIFE 4). Semi-structured interviews captured the perspectives of offenders regarding the delivery of correctional programs and the perceived impact of program participation. The questionnaire, developed by the evaluation team in collaboration with the Consultative Working Group, addressed evaluation questions and indicators identified in the Terms of Reference for the evaluation. The interview guide included both open and close-ended questions (e.g., 5-point Likert-type scales, categorical multiple choice questions). In accordance with the principles of Gender-Based Analysis Plus,¹⁸ the guides were adapted to include questions that were specific and relevant to gender considerations and Indigenous offenders. Offenders were eligible to be interviewed if they had participated in any component of an ICPM or WOCP program.

¹⁸ Gender-Based Analysis Plus is an approach used by the Government of Canada to consider the impact of programs, policies, and legislation on diverse groups of women and men.

Evaluation of Correctional Reintegration Programs

In each region, interviews were conducted in one minimum, medium, and maximum men's institution and the regional women's institution, with the exception of Pacific region, where the visit to a men's maximum institution was not possible due to a lockdown.¹⁹ Offenders at one men's healing lodge were interviewed. Within each institution, data extracted from the Offender Management System (OMS) was used to randomly select a list of offenders who had been enrolled in a correctional program, stratified by Indigenous ancestry. In order to maximize participation in the interview process, offenders were informed of the evaluation in advance by institutional staff and staff were provided posters to share with the inmate committee and to display within the institutions. While in the institutions, evaluation staff coordinated with institutional staff identified by the wardens and offenders were approached for interviews in the order their names appeared in the list. Additionally, offenders who were not on the list, but who expressed interest in participating, were interviewed. Interviews occurred in November and December 2017 and were conducted in French and English in Québec and Atlantic regions and in English in Ontario, Prairie, and Pacific regions.

A total of 209 offenders across all regions were interviewed in November and December 2017. Twenty-nine of the interviews (14%) were conducted in French and occurred in the Québec and Atlantic regions. Table 2 presents the characteristics of the interviewed offenders in comparison with those of offenders serving sentences of two years or more in custody across all CSC institutions during the 2017-2018 fiscal year (FY), the period in which data were collected for this evaluation.²⁰ The proportion of women and Indigenous offenders who were interviewed appeared greater than the proportion of these subpopulations in custody in 2017-18 as they were oversampled intentionally to ensure that there was sufficient representation of women and Indigenous participants. The proportion of offenders in the 31-40 age range was higher in the group of interviewed offenders. The regional representation of interviewed offenders also differed from the 2017-2018 in custody population as the interviews were divided relatively evenly across the five regions to ensure adequate response rates from each

¹⁹ Instead, an additional day of interviews was conducted at a medium security institution.

²⁰ Source: Corporate Reporting System – Modernized. Report Date: 2018-06-21 08:26:57. Extraction Date: 2018-06-17 00:00:00. Period: 2017-2018 (2018-04-08).

region. The representation across security level was also intentionally more evenly distributed among interviewed offenders.

All except three of the offenders (99%, $n = 206$ of 209) reported having participated in a primer/engagement program during their current sentence. Of those who started a primer/engagement program, all except one had completed it (99.5%, $n = 204$ of 206) and another offender was unsure. Almost all offenders (97%, $n = 202$ of 209) had begun participating in their main program during their current sentence. Most of the offenders had completed all of the modules of their main program (82%, $n = 164$ of 199).²¹

²¹ It is important to note that throughout the evaluation, the term *most* is used to refer to 75% or more of the sample (for additional information on qualifiers used throughout the current evaluation, see section 2.2 Data Analysis on page 39).

Table 2. Characteristics of Interviewed Offenders and Offenders in Custody in FY2017-2018

Characteristics	Offenders in Custody ^a FY 2017-2018 <i>N</i> = 14,092		Interviewed Offenders <i>N</i> = 209	
	<i>n</i>	%	<i>n</i>	%
Gender				
Women	676	5	51	24
Men	13,416	95	156	75
Transgender	^b	-	2	1
Age				
18-30	3,923	28	51	24
31-40	4,075	29	79	38
41-50	2,813	20	39	19
51-60	2,120	15	30	14
61-70	879	6	9	4
71-80	253	2	1	1
81-90	29	<1	0	0
Ethnic background ^c				
Caucasian	7,284	52	94	45
Indigenous	3,917	28	86 ^d	41
Other	718	5	2	1
Visible minority	2,173	15	25 ^e	12
Missing data	-	-	2	1
Regions				
Atlantic	1,312	9	38	18
Québec	3,055	22	44	21
Ontario	3,586	25	39	19
Prairie	3,977	28	42	20
Pacific	2,162	15	46	22
Security level				
Minimum	3,070	22	79	38
Medium	7,770	55	90	43
Maximum	1,870	13	39	19
Missing data	1,382	10	1	<1

^a Source: Corporate Reporting System – Modernized (CRS-M). Report Date: 2018-06-21 08:26:57. Extraction Date: 2018-06-17 00:00:00. Period: 2017-2018 (2018-04-08).

^b Category not reported in CRS-M.

^c Ethnic background data for interviewed offenders was extracted from OMS. It is self-reported by offenders.

^d North American Indian (29%, *n* = 59), Métis (11%, *n* = 23), and Inuit (2%, *n* = 4). With respect to gender, 44% of interviewed men offenders and 35% of women were Indigenous. The percentage of transgender offenders who are Indigenous is not reported due to the small size. However, 43% of offenders (*n* = 90) self-identified as Indigenous during the interview.

^e Black (8%, *n* = 16), Arab/West Asian (2%, *n* = 4), Arab (<1%, *n* = 1), Caribbean (<1%, *n* = 1), Filipino (<1%, *n* = 1), Latin American (<1%, *n* = 1), and Multiracial/Ethnic (<1%, *n* = 1).

Evaluation of Correctional Reintegration Programs

The ICPM program into which offenders were commonly placed was ICPM-MT-Moderate (28%, $n = 58$ of 209), followed by ICPM-MT-High (16%, $n = 33$), AICPM-Moderate (14%, $n = 29$), AICPM-High (8%, $n = 17$), ICPM-SO-Moderate (7%, $n = 15$), ICPM-SO-High (1%, $n = 2$). The WOCP programs into which offenders had been placed were WOMIP (14%, $n = 29$ of 209), AWOMIP (10%, $n = 21$), WOHIP (3%, $n = 7$), and AWOHIP (3%, $n = 6$). Note that offenders could report participation in multiple programs. Two participants reported 'other' programs, including one woman who completed a Women's Engagement Program, but was not referred to a main program.

Questionnaires Completed by Staff. Data from staff questionnaires were included to answer questions regarding program access and delivery (FIFE 2), program outcomes (FIFE 3), and efficiency (FIFE 4). An electronic questionnaire was designed to collect the perspectives of institutional and regional staff who were familiar with correctional programs. The questions focused on the delivery of programs, training, and perceived program impacts. It was designed by the Evaluation team in collaboration with the Consultative Working Group. The questionnaire was developed using Snap Survey software and included open and close-ended questions. Respondents were routed to specific questions depending on their position and experience with delivering correctional programs since July 1st, 2017 (a date selected to ensure experience with delivering the current model of programs).

Data extracted from the Human Resources Management System (HRMS) were used to identify staff members with the following job positions working within an institutional setting: Parole Officers, CPOs, ACPOs, CPO Assessors, Program Managers, Assistant Wardens of Intervention, Elders, and Wardens. Additionally, Regional Program Managers, Regional Administrators of Assessment and Interventions, and Regional Administrators of Aboriginal Initiatives were identified. An invitation to complete the questionnaire was distributed by email on February 23rd, 2018 to potential staff participants in English and French. The questionnaire was available online until March 12th, 2018.

Evaluation of Correctional Reintegration Programs

Invitations were originally sent to 1,392 employees,²² although the email invitations to nine people could not be delivered and alternate contact information could not be located. A total of 1,388 staff, including Elders, were sent the invitation by email, and paper copies of the surveys were sent to four Elders who did not use email. The number of surveys sent to staff in each region and type of position are reported in Table 3.

A total of 341 individuals completed the staff questionnaire (of the 1,383 who are assumed to have received the survey), thus 25% of those who were sent information about the evaluation completed the survey. Data from 20 respondents were excluded as the respondents were not currently working within an institution or regional headquarters, therefore the responses for 321 participants were analyzed. Most staff completed the survey in English (82%, $n = 264$).

Of staff respondents who reported their gender, three-quarters were women (73%, $n = 228$), a quarter were men (26%, $n = 81$), and two (1%) endorsed the 'Other' category (e.g., transgender, agender, two-spirit). Of the staff who reported their age, the greatest proportion were 36 to 45 (39%, $n = 120$) or 46 to 55 years old (33%, $n = 101$). Others reported that they were 26 to 35 (17%, $n = 51$), 56 to 65 (11%, $n = 34$), and 66 years and older (1%, $n = 3$).

Many staff respondents were working in a men's institution (75%, $n = 242$). Staff also worked in a men's regional reception centre or intake unit (10%, $n = 32$), women's institution (9%, $n = 28$), regional treatment centre (5%, $n = 17$), regional headquarters (4%, $n = 12$), men's healing lodge (2%, $n = 8$), and women's healing lodge (1%, $n = 2$). Respondents worked primarily at medium security (39%, $n = 126$) or multi-level (38%, $n = 123$) institutions, followed by minimum (17%, $n = 54$) and maximum (12%, $n = 40$) security institutions (categories were not mutually exclusive). A breakdown of staff respondents by region and position is presented in Table 3. The regional distribution of the survey recipients and survey respondents was similar. However, it appeared that a greater proportion of CPOs and ACPOs completed the survey compared with the proportion that were sent the survey. In contrast, it appeared that a smaller proportion of Parole Officers and Aboriginal Liaison Officers completed the survey compared with the

²² A request was made to obtain the contact information for all active CSC employees who occupied (substantively or acting) a position listed in Table 3 below in either the institution, NHQ, or RHQ.

Evaluation of Correctional Reintegration Programs

proportion that were sent the survey. The high levels of participation by CPOs and ACPOs and the lower levels of participation by Parole Officers and Aboriginal Liaison Officers might reflect the extent to which staff in these positions perceive correctional programs as relevant to their role.

Table 3. Regions and Positions of Staff who were Sent Survey and Those who Participated

Characteristics	Survey Sent <i>N</i> = 1,392		Participated <i>N</i> = 321	
	<i>n</i>	%	<i>n</i>	%
Regions				
Atlantic	131	9	32	10
Quebec	274	20	57	18
Ontario	346	25	87	27
Prairie	413	30	97	30
Pacific	228	16	48	15
Positions				
Institutional				
CPO	354	25	120	37
ACPO	72	5	36	11
CPO Assessor ^a	-	-	4	1
Parole Officer	652	47	99	31
Aboriginal Liaison Officer	81	6	0	0
Program Manager	56	4	29	9
Assistant Warden of Intervention	46	3	11	3
Warden	41	3	7	2
Elder	60	4	4	1
Regional				
Regional Program Manager	21	2	8	3
Regional Administrator, Assessment and Interventions	4	0.3	3	1
Regional Administrator, Aboriginal Initiatives	5	0.4	0	0

^a CPO Assessor was not a category included in the data extracted from HRMS that was used to identify survey recipients.

Half of staff respondents had delivered an ICPM program or WOCP since July 1st, 2017 (51%, *n* = 164). July 1st, 2017 was selected as the cut-off date to identify staff with recent experience with ICPM/WOCP programs and, as the programs were implemented nationally by that date, to ensure that their exposure to correctional programs included the ICPM and WOCP versions. These staff members had a range of experience in delivering ICPM/WOCP programs, as some

reported five or more years of experience (35%, $n = 55$ of 157), and others indicated that they had been involved for 6 months to 2 years (30%, $n = 47$), 2 to 5 years (24%, $n = 38$), and less than 6 months (11%, $n = 17$).

Of those who indicated which streams they had delivered, the most common were ICPM-MT-Moderate (30%, $n = 48$ of 161) and ICPM-MT-High (25%, $n = 40$). Other men's program streams that were delivered by staff included AICPM-Moderate (14%, $n = 22$); ICPM-SO-Moderate (12%, $n = 19$); AICPM-High (8%, $n = 13$); AICPM-SO-Moderate (5%, $n = 8$); ICPM-SO-High (4%, $n = 7$); and AICPM-SO-High (3%, $n = 4$). The women's program streams that had been delivered by respondents since July 1st, 2017 included WOMIP (10%, $n = 16$), WSOP (3%, $n = 5$), AWOMIP (3%, $n = 5$), WOHIP (2%, $n = 3$), and AWOHIP (1%, $n = 2$). Six (4%) staff respondents had taught the Adapted Program since July 1st, 2017. Of the staff who reported which component they had delivered since July 1st, 2017 ($n = 157$), the most common were main (82%, $n = 129$) and primer or engagement programs (69%, $n = 109$). Staff had also taught maintenance or self-management (40%, $n = 62$) and hybrid programs (9%, $n = 14$).

2.1.3 DATA COLLECTION FOR FIFE 2

Creation of Admission Cohort. Information on men and women offenders used in the FIFE 2 analyses of timeliness of program participation, engagement, and retention (e.g., sentences and programs) was obtained from the OMS Data Warehouse, which is an electronic system containing offender file information. Data were extracted on August 17th, 2018.

In order to analyze the timeliness of participation in correctional programs, as well as the engagement and retention of offenders in programs, two admissions cohorts of federal men and women offenders admitted to CSC custody on a Warrant of Committal (i.e., first term of their sentence) were created. Two separate admissions cohorts were used as ICPM was rolled out at different times across regions.²³ The two admission cohorts were created based on the following parameters:

²³ Although WOCP/AWOCP was fully implemented prior to ICPM, and thus did not require a staggered cohort, it was beneficial to maintain a consistent time period for both men and women to facilitate comparisons.

Evaluation of Correctional Reintegration Programs

1) The first cohort consisted of men and women offenders admitted to institutions in the Atlantic, Québec, Ontario, and Pacific regions between April 1st, 2016 and March 31st, 2018 (i.e., FY 2016-17 - 2017-18). If they were transferred to the Prairie region before ICPM implementation (i.e., July 1st, 2017), they were excluded from the analysis.

2) The second cohort consisted of men and women offenders admitted to institutions in the Prairie region between July 1st, 2017 and March 31st, 2018.

The cohorts were merged. Offenders were excluded if their FPED fell after the data extraction date (August 17th, 2018) to ensure that every offender in the admissions cohort had sufficient time to enroll in and complete their respective programs. Moreover, offenders who were released from CSC custody before their FPED for reasons outside of CSC's control (e.g., court order, bail, death) were excluded from the analysis. The IICP was considered out of scope for the evaluation. However, the IICP streams were included in some analyses in which they were aggregated with the other programs. Due to the low number of program participants, the WSOP was not included in the analyses.

Program assignment data were extracted from OMS for every offender in the cohort, where the program assignment date or program start date fell within an offender's incarceration period (i.e., between their admission date and first release date). If they had not been released by the time of data extraction, all of their program assignments and/or enrollments until the end of the study period (i.e., August 17th, 2018) were captured. Only assignments and enrollments to institutional programs were included in the analysis. Correctional program assignment data for each unique offender in the cohort were summarized and manipulated to respond to the above-noted performance indicators.

Data Extracted from OMS Data Warehouse for Admission Cohort.

Data Definitions. The definitions of the terms related to program assignment and the data extracted from the OMS Data Warehouse are provided below.

Evaluation of Correctional Reintegration Programs

Assessed Program Need: An offender's assessed program need is based strictly on actuarial risk assessments conducted at intake (e.g., previously the SIR-R1, CRS, and the dynamic need level, and the CRI since January 2018).

Actual Program Need: An offender's actual program need is based on actuarial risk assessments, but incorporates professional judgement. If a Parole Officer does not agree with an offender's assessed program need, they can request a program stream and/or intensity override. All assessed needs and overrides are reviewed by the Correctional Intervention Board, at which point an offender's actual program need is identified and recorded in OMS.

Override: An override occurs when a staff member did not agree with the assessed needs, and an override was approved to another stream and/or lower or higher intensity level to better meet the offender's needs.

Target Program: The target program is selected in OMS based on the offender's actual program need.

Program Need: An offender is considered to have a program need if they have a target program other than *No Program* (e.g., MT Moderate Intensity) identified under *program intensity target* in the INCP screen in OMS, or if they were assigned to a program (had an accepted referral). This means the Correctional Intervention Board approved an actual program need, at which point a target program was identified. See Figure 3 below for visual depiction of the Program Need Assessment Process.

Program Assignment: An offender is considered to be assigned to a program if they have a valid program start date or an assignment status date with a status of *waitlisted* or *temporarily reassigned*.

Program Enrollment: An offender is considered to be enrolled if they had a valid program start date.

Evaluation of Correctional Reintegration Programs

Program Completion: A correctional program is considered to be complete when the program assignment has a valid start and end date and an assignment status of *successful*, or *attended all sessions*.

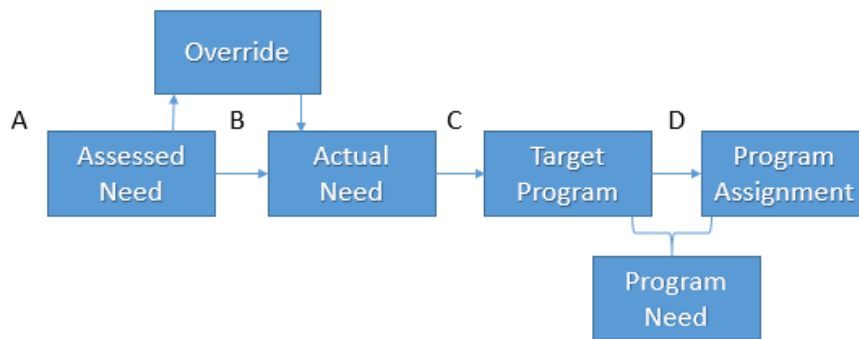
Program Non-Completion: A correctional program is considered to be incomplete if an offender has an assignment status of:

1. *Offender Suspended:* indicates the offender was assigned to a program and will not be reassigned without a new placement decision by the Correctional Intervention Board. This status is normally used to identify disciplinary concerns that have arisen during the program assignment or when the offender's quality of participation does not meet participation, behavioural, or other related program expectations, including poor attendance. The status Suspended is also used when an offender withdraws from an assignment specified in the correctional plan.
2. *Offender Transferred:* indicates the offender was transferred outside the current facility but was assigned to, and participated in, a program immediately prior to transfer from the facility.
3. *Program Cancelled:* indicates an offender was participating in the program (assigned or temporarily reassigned status) and the program was cancelled while the offender was participating in it. The cancellation of the program was due to circumstances beyond the control of the offender.
4. *Offender Released:* indicates an offender was assigned to and participated in a program up to and immediately prior to the time of a scheduled release from incarceration on day parole, full parole, or statutory release.
5. *Program Assignment Transferred:* the offender is assigned or temporarily reassigned to a program and permanently leaves the program to participate in a different assignment at the same site, or to participate in the same program at a different security level unit as a result of a movement within a clustered site.

6. *Program Incomplete*: the offender was participating in a program but did not complete the assignment and/or was removed from the program for reasons unrelated to program participation. This status is typically used when an offender is deceased, is unable to meaningfully participate in the program due to responsivity needs, for outside court, or outside hospital. It is also used when an offender refuses to attend all sessions of the refuser/dropout stream of the motivational module.

Program Need Assessment Process. The process to identify an offender’s correctional program need is illustrated in Figure 3 and described in the following text.

Figure 3. Program Need Assessment Process



Process of Identifying Correctional Program Need:

- A. Upon intake, an offender will undergo several actuarial risk assessments (e.g., CRS, SIR-R1, CRI²⁴), supplementary assessments (e.g., Static-99R, Stable-2007) and/or a review of their criminal history to identify correctional program need. This process will result in an *assessed need* (e.g., MT, SO, Indigenous).
- B. If the offender’s Parole Officer does not agree with the assessed need, they can submit a request for a program stream and/or intensity *override*. The Correctional Intervention Board reviews all offenders’ assessed needs and, if applicable, requests for an override.

²⁴ Note that the CRI was not used in this process until January 2018.

Evaluation of Correctional Reintegration Programs

Following the review of the Regional Program Manager and the Correctional Intervention Board, the offender will have an *actual need* (e.g., MT, SO, and Indigenous).

- C. Once an offender's actual need has been identified, a *target program* is identified based on their actual need. As a result, the target program should match the offender's actual needs. Any discrepancy between these two variables is considered to be a data entry error.
- D. Once an offender has a target program, they are considered to have an identified *program need*. Information on program needs is captured in the Identification of Needs for Correctional Programs (INCP) screen in OMS. However, the INCP screen for women was not implemented until 2018. As a result, it is possible that an offender could have a program need that is not identified in the OMS INCP screen; thus, if an offender has a target program or has been assigned to a program (had an accepted referral), they are considered to have a program need in the section of the evaluation that examines program assignments.

Characteristics of the Admission Cohort. In total, 4,233 offenders were identified to be included in the admission cohort. Of these offenders, 92% ($n = 3,874$) were identified as male and 8% ($n = 359$) as female, and 18% ($n = 727$) were reported to be Indigenous, including 23% of women ($n = 79$) and 18% of men ($n = 648$). Offenders were admitted to institutions in all five regions, including: Ontario (35%, $n = 1,467$), Québec (32%, $n = 1,375$), Atlantic (14%, $n = 590$), Pacific (10%, $n = 432$), and Prairie (9%, $n = 369$).²⁵

Most offenders in the admission cohort were serving sentences of 4 years or less (88%, $n = 3,740$), while the remaining offenders were serving indeterminate sentences or sentences of more than 4 years (12%, $n = 493$).²⁶

²⁵ The Prairie cohort is noticeably smaller than the others as the admission cohort from the Prairie region is limited to those admitted after ICPM implementation in the region (i.e., July 1st, 2017).

²⁶ The cohort included a limited number of offenders with longer sentences due to the fact that every offender in the cohort was required to have a FPED within the study period (i.e., prior to August 17th, 2018). Thus, the analysis is biased towards those with shorter sentences and earlier FPEDs.

2.1.4 DATA COLLECTION FOR FIFE 3

In addition to the offender interviews and staff questionnaires, quantitative data from OMS were used to examine institutional and post-release outcomes in FIFE 3. The creation of the cohorts used for these analyses are described below.

Creation of Cohort for Institutional Outcomes. The data used to analyze institutional outcomes (e.g., minor and serious drug, violent and other charges, and urinalysis outcomes) were extracted from the OMS Warehouse on February 1st, 2019.

The dataset included first-term offenders who started an ICPM/WOCP main correctional program during the following study periods:

- 1) between April 1st, 2015 - December 31st, 2017 in the Atlantic, Québec, and Pacific regions;
- 2) between April 1st, 2016 - December 31st, 2017 in the Ontario region; and,
- 3) between July 1st, 2017 and December 31st, 2017 in the Prairie region.

These dates were selected based on ICPM implementation dates, and were all prior to the introduction of a new program need assessment tool, the CRI, in January 2018.

The cohort included three groups: 1) program completers, 2) non-completers who enrolled in a program, but did not complete it for administrative/population management or offender-related reasons, and 3) offenders who were never assigned to an ICPM/WOCP main program, but met criteria for program participation (*eligible non-participants*). As much as feasible, the program referral criteria from the May 11th, 2015 (CSC, 2015a) and January 23rd, 2017 (CSC, 2017a) versions of the National Program Referral Guidelines (Guidelines 726-2) were used to identify the *eligible non-participant* groups. The Program Identification Tool is used by staff to determine the most appropriate program stream and intensity level for each offender. It is an automated report that compares the offender's results on actuarial tools and number of violent offences with the program selection criteria in order to determine the most appropriate program intensity and stream for the offender as per the information Table 4 below.

Table 4. Determination of Program Intensity

	High Intensity	Moderate Intensity	No Program
Men	<ul style="list-style-type: none"> • SIR-R1 score of -30 to -5 for non-Indigenous offenders • CRS rating of maximum for Indigenous offenders • Static-99R score of 7 or higher for SOs • Stable-2007²⁷ score of 12 or higher for SOs 	<ul style="list-style-type: none"> • SIR-R1 score of -4 to 5 for non-Indigenous offenders • CRS rating of medium for Indigenous offenders • Static-99R score of 2 to 6 for SOs • Stable-2007 score of 4 to 11 for SOs 	<ul style="list-style-type: none"> • SIR-R1 score of 6 to 27 for non-Indigenous offenders • CRS rating of minimum for Indigenous offenders • Static-99R score of -3 to 1 for SOs • Stable-2007 score of 0 to 3 for SOs
	High Intensity	Moderate Intensity	Engagement Program Only
Women	<ul style="list-style-type: none"> • CRS rating of maximum and Dynamic Factors Identification and Analysis (DFIA) rating of high for non-Indigenous and Indigenous offenders 	<ul style="list-style-type: none"> • CRS rating of medium, or • CRS rating of maximum and DFIA of low or moderate for non-Indigenous and Indigenous offenders 	<ul style="list-style-type: none"> • CRS rating of minimum for non-Indigenous and Indigenous offenders

Program timelines had to be estimated for eligible non-participants to ensure that rates of institutional outcomes were compared during similar periods in the offender’s sentence. An estimated program start date was calculated for each eligible non-participant in the following manner:

- The estimated program start date for offenders with an **indeterminate sentence** was calculated by: 1) determining the average point in a sentence in which program completers with an indeterminate sentence started a main program: (days from admission to program start date)/(days from admission to FPED); 2) using the average point in a sentence to begin programs, an estimated program start date was calculated for eligible non-participants.

²⁷ Note that the Stable-2007 criteria were not included in the May 11th, 2015 Guidelines but were added to the January 23rd, 2017 Guidelines.

Evaluation of Correctional Reintegration Programs

- The estimated program start date for offenders with a **determinate sentence** was calculated by: 1) determining the average point in a sentence in which program completers started a main program: (days from admission to program start date)/(days from admission to warrant expiry date [WED]); 2) using the average point in a sentence to begin programs, an estimated program start date was calculated for eligible non-participants.

The average point in a sentence to begin programs was calculated separately for men and women. The average length of program (in days) was calculated separately for men and women and was added to the estimated start date to determine the estimated program end date for eligible non-participants. The program start date for non-completers was based on the date that they actually started their program. The estimated program end date for non-completers was calculated by adding the average length of program to the program start date. Eligible non-participants were included in the sample if their estimated start date occurred within the study period.

Only those offenders who were incarcerated during the 6 months before and 6 months after their program participation (program completers), actual start date and estimated completion date (non-completers), or estimated program dates (eligible non-participants) were included in the analyses of institutional outcomes. Program participants who completed two main programs within the study period were excluded. Offenders were excluded if they had participated in an ICPM program during the ICPM pilot.

Characteristics of the Institutional Outcomes Cohort. In total, 2,859 program completers, 441 non-completers, and 464 eligible non-participants were included in the analysis. Most of the offenders in the three groups were male. A third of the non-completers were Indigenous, in contrast with 3% of the eligible non-participants. Completers were most commonly from Ontario, and non-completers and non-participants from Québec. Participants were, on average, in their mid to late thirties (see Table 5).

Table 5. Characteristics of Institutional Outcomes Cohort

Characteristics	Completers <i>N</i> = 2,859		Non-Completers <i>N</i> = 441		Eligible Non-Participants <i>N</i> = 464	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Sex						
Male	2,708	95	428	97	426	92
Female	151	5	13	3	38	8
Indigenous	660	23	143	32	15	3
Region						
Atlantic	347	12	44	10	45	10
Québec	804	28	167	38	258	56
Ontario	893	31	95	22	90	19
Prairie	205	7	34	8	37	8
Pacific	610	21	101	23	34	7
Age <i>M (SD)</i>	38	12	36	12	38	12
CRI level at intake						
Low	444	16	38	9	27	6
Moderate	1,315	46	156	35	195	42
High	1,016	36	239	54	231	50
Missing	84	3	8	2	11	2

Creation of Release Cohort for Post-Release Outcomes. The data used to analyze discretionary release, revocations, and the impact of correctional programs on specific offending behaviours, were extracted from the OMS Data Warehouse. The data were extracted on November 26th, 2018, and the maximum follow-up date for outcomes was October 14th, 2018. Since the implementation of WOCP occurred before ICPM, the timelines for inclusion in the dataset differed for male and female offenders.

The release cohort for men offenders consisted of those who had a first term release between April 1st, 2015 and December 31st, 2017 in Atlantic, Québec, and Pacific regions; April 1st, 2016 to December 31st, 2017 in Ontario; and June 1st, 2017 to December 31st, 2017 in the Prairie region. The timelines for inclusion differed across regions according to the dates of ICPM implementation.

Evaluation of Correctional Reintegration Programs

Men program participants included the offenders who were assigned, enrolled, and completed their assigned ICPM main program. Offenders were identified as program participants if their ICPM main program completion and subsequent release occurred:

- 1) between April 1st, 2015 and December 31st, 2017 in the Atlantic, Québec, or Pacific region;
- 2) between April 1st, 2016 and December 31st, 2017 in the Ontario region; and
- 3) between June 1st, 2017 and December 31st, 2017 in the Prairie region.

Data for the offenders who completed the ICPM-MT-Moderate, ICPM-MT-High, ICPM-SO-Moderate, and AICPM-Moderate were included in the analyses. The outcomes of ICPM-SO-High, AICPM-SO-Moderate, AICPM-SO-High, AICPM-High, and IICP participants were excluded due to small sample sizes.

The release cohort for women offenders consisted of those who had a first term release between May 1st, 2013 and December 31st, 2017 across all regions. Women program participants included the offenders who were assigned, enrolled, and completed their assigned WOCP main during the study timeframe. Data for the offenders who completed WOMIP and AWOMIP were included in the analyses. The outcomes of WOHIP and AWOHIP, as well as WSOP participants were excluded due to small sample sizes.

Program participants were flagged as completers or non-completers. Analyses indicated that the non-completer groups (which included non-completions due to offender-related and administrative reasons) yielded insufficient sample sizes to be included in the analysis as comparison groups. For men and women, there were two comparison groups of offenders who did not participate in an ICPM/WOCP main program. One group of non-participants consists of those who met the program referral criteria but did not enroll in the main program (*eligible non-participants*) and the other included non-participants who did not meet the program referral criteria (*no-intent-to-treat*).²⁸ Similar to the institutional outcomes cohort, the program referral criteria from the May 11th, 2015 (CSC, 2015a) and January 23rd, 2017 (CSC, 2017a)

²⁸ Non-participants could have completed a primer/engagement program or the community program.

versions of the National Program Referral Guidelines (Guidelines 726-2) were used to identify the *eligible non-participant* and *no-intent-to-treat* groups.

Offenders were excluded if they had: completed a correctional program under the old model or participated in the ICPM pilot; were admitted prior to June 30th, 2009; were released prior to implementation of ICPM/WOCP within their region; or were released on a long-term supervision order.

Characteristics of Men in the Post-Release Outcomes Cohort. In total, 1,705 program completers, 800 eligible non-participants, and 2,393 no-intent-to-treat non-participants were included in the analysis. The characteristics of the offenders are presented separately in Table 6 for those who had a completed CRI and those who did not, as some analyses excluded offenders without a CRI.^{29,30,31} Almost one fifth of the eligible non-participants were Indigenous, in contrast with 13% ($n = 218$) of the program completers and 8% ($n = 189$) of the no-intent-to-treat non-participants. Completers were most commonly from the Ontario region, whereas the eligible and no-intent-to-treat non-participants were most commonly from the Québec region. The offenders in the three groups were, on average, in their late thirties to early forties. The length of time from admission to release, on average, was 560 days for program completers, 671 days for the eligible non-participants, and 531 days for the no-intent-to-treat non-participants. Almost 60% of program completers were rated as having a moderate level on the CRI at intake and a quarter had a high level, whereas about half of the eligible non-participants had a moderate level on the CRI and half had a high level, and almost two-thirds of the no-intent-to-treat non-participants had a low level on the CRI.

²⁹ It is important to note that the characteristics of the groups will have been impacted by the composition of the total cohort in relation to regional differences in implementation dates.

³⁰ The CRI was used in the analyses of community outcomes to account for the differing levels of risk of the groups.

³¹ Offenders complete a Compressed Offender Intake Assessment (COIA) if they are serving a sentence of 4 years or less for a non-violent offence; have 5 or less convictions, including as a young offender, and no criminal history; do not require a psychological risk assessment; are not likely to be referred for detention; and do not have a long-term supervision order. During the study period, the information needed to score the CRI was not completed during intake for offenders who underwent the COIA (CSC, 2015b; CSC, 2017b).

Evaluation of Correctional Reintegration Programs

Approximately two-thirds of eligible and no-intent-to-treat non-participants, and three-quarters of program completers, were rated as having medium motivation³² at intake. Approximately two-thirds of program completers participated in an institutional or community-based maintenance program, in contrast with the eligible and no-intent-to-treat non-participants where few participated in a maintenance program. None of the program completers and few of the no-intent-to-treat non-participants completed an ICPM community program, in contrast with one-third of the eligible non-participants. Offenders who did not participate in ICPM programs in the institution, but who met the criteria for a program, are presented the opportunity to participate in the community program, which explains this latter result. Furthermore, the non-participation of program completers in a community program is to be expected as they completed a main program in the institution. Low participation among the offenders in the no-intent-to-treat group is not surprising either, as they would not meet referral criteria and are low risk. In addition, the result regarding maintenance program participants is not surprising given that only those who completed an ICPM main or community program are eligible to participate in maintenance programs.

With respect to differences between offenders who had a CRI and those who did not, a higher percent of Indigenous offenders had a completed CRI. Across the three groups, a higher percentage of offenders in the Pacific region had a completed CRI. The number of days from admission to release was higher for those with a CRI compared with offenders without a CRI. Additionally, more offenders without a CRI were rated as having high levels of motivation at intake compared with those with a CRI.

³² Motivation is assessed at intake and reassessed as appropriate throughout an offender's sentence. Motivation is defined as the desire or willingness to change. The following criteria are used to assess an inmate's progress in relation to motivation: recognition that a problem exists with lifestyle, behaviour and resulting consequences; level of comfort with problem and its impact on the inmate's life; level of feeling of personal responsibility for the problem(s); willingness to change, i.e., expression of wish to change, or intention to fully participate in Correctional Plan; possession of skills, knowledge required to effect change in behaviour. The guidelines for establishing the overall motivation rating are: HIGH (The offender is self-motivated and is actively addressing problem areas); MEDIUM (The offender may not fully accept overall assessment, but will participate in recommended programs or other interventions); LOW (The offender strongly rejects the need for change) (see CD 710-1 for more information; CSC, 2018d).

Evaluation of Correctional Reintegration Programs

Table 6. Characteristics of Men in the Post-Release Outcomes Cohort

Characteristics	Completers						Eligible Non-Participants						Non-Participants					
	All N = 1,705		No CRI N = 97		CRI N = 1,608		All N = 800		No CRI N = 16		CRI N = 784		All N = 2,393		No CRI N = 776		CRI N = 1,617	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Indigenous Region	218	13	10	10	208	13	149	19	3	19	146	19	189	8	35	5	154	10
Atlantic	352	21	23	24	329	21	56	7	1	6	55	7	328	14	142	18	186	12
Québec	566	33	35	36	531	33	502	63	10	63	492	63	1,070	45	347	45	723	45
Ontario	629	37	31	32	598	37	141	18	4	25	137	17	621	26	179	23	442	27
Prairie	26	2	4	4	22	1	58	7	1	6	57	7	139	6	43	6	96	6
Pacific	132	8	4	4	128	8	43	5	0	0	43	5	235	10	65	8	170	11
Age, M (SD)	38 (12)		33 (9)		38 (12)		38 (12)		39 (13)		38 (12)		43 (14)		40 (13)		44 (15)	
Days between admission and release, M (SD)/Median	560 (270)/ 497		408 (179)/ 346		570 (272)/ 506		671 (398)/ 577		438 (219)/ 431		676 (400)/ 584		531 (453)/ 394		330 (191)/ 253		628 (508)/ 486	
CRI level																		
Low	226	14	-	-	226	14	63	8	-	-	63	8	1,043	64	-	-	1,043	65
Moderate	955	59	-	-	955	59	345	44	-	-	345	44	547	34	-	-	547	34
High	427	27	-	-	427	27	376	48	-	-	376	48	27	2	-	-	27	2
Motivation																		
Low	117	7	2	2	115	7	220	28	2	13	218	28	158	7	21	3	137	8
Medium	1,321	77	70	72	1,251	78	545	68	12	75	533	68	1,480	62	406	52	1,074	66
High	267	16	25	26	242	15	35	4	2	13	33	4	755	32	349	45	406	25
Completed maintenance program	1,060	62	65	67	995	62	103	13	5	31	98	13	27	1	2	<1	25	2
Completed community program	0	0	0	0	0	0	273	34	7	44	266	34	51	2	2	<1	49	3

Note. Age at release was reported. Motivation and CRI were assessed at intake.

Characteristics of Women in the Post-Release Outcomes Cohort. In total, 723 program completers, 71 eligible non-participants, and 264 no-intent-to-treat non-participants who were women comprised the cohort available for analysis ($N = 1,058$). Table 7 presents the characteristics of the women. Approximately one-third (34%; $n = 246$) of program completers were Indigenous, in contrast with only 9% ($n = 6$) of the eligible non-participants and 18% ($n = 47$) of the no-intent-to-treat non-participants. Women serving their sentence in the Prairie region made up the largest portion of the sample (36%; $n = 380$ of 1,058), particularly for program completers (35%) and no-intent-to-treat non-participants (45%). Eligible non-participants were most commonly from the Ontario region. Age at release, on average for each group, ranged from early thirties (eligible non-participants $M = 33$) to mid-forties (no-intent-to-treat $M = 45$). Length of time from admission to release, on average, was 431 days for program completers, 668 days for the eligible non-participants, and 361 for the no-intent-to-treat non-participants. Notably, a large percentage of women did not have a CRI score, ranging from 33% of the program completers to 60% of the women in the no-intent-to-treat group.³³ Approximately one-third (35%) of the completers had a moderate level of risk at intake as identified by the CRI. Women in the eligible non-participant and no-intent-to-treat groups most commonly had a low level of risk on the CRI at intake. Program completers were split between medium (49%) and high (50%) motivation at intake, while many of the eligible non-participants (59%) and the no-intent-to-treat groups (62%) were rated as having high motivation at intake. Nearly two-thirds of the no-intent-to-treat group (62%; $n = 164$) and 68% ($n = 491$) of program completers completed a self-management program, in contrast with 37% ($n = 26$) of the eligible non-participants. Although the self-management program is offered to women in the community, there is no program available that is equivalent to the men's community program.

³³ 60% of the no-intent-to-treat group underwent the COIA, compared to 32% of program completers and 27% of eligible non-participants. During the study period, the information needed to score the CRI was not completed during intake for offenders who underwent the COIA (CSC, 2015b; CSC, 2017b)

Table 7. Characteristics of Women in the Post-release Outcomes Cohort – Updated Study Period

Characteristics	Completers ^a		Eligible Non-Participants		No-Intent-to-Treat	
	N = 723		N = 71		N = 264	
	n	%	n	%	n	%
Indigenous Region	246	34	6	9	47	18
Atlantic	121	17	5	7	14	5
Québec	95	13	19	27	56	21
Ontario	210	29	34	48	52	20
Prairie	254	35	8	11	118	45
Pacific	43	6	5	7	24	9
Age, M (SD)	36 (11)		33 (10)		45 (12)	
Days between admission and release, M (SD)/Median	431 (227)/379		668 (622)/485		361 (266)/254	
CRI level						
Low	160	22	26	37	62	24
Moderate	250	35	14	20	36	14
High	75	10	7	10	7	3
No CRI	238	33	24	34	159	60
Motivation						
Low	9	1	5	7	9	3
Medium	351	49	24	34	92	35
High	363	50	42	59	163	62
Completed self-management program	491	68	26	37	164	62

Note. Age at release was reported. Motivation and CRI were measured at intake. ^aComprised of women who completed the Indigenous or non-Indigenous correctional programming streams.

2.1.5 DATA COLLECTION FOR FIFE 4

In addition to the offender interviews and staff questionnaires, quantitative data from OMS and Financial Systems were used to examine the cost-effectiveness of correctional programs. Data from HRMS were used to examine the number of CPOs/ACPOs, as well as information on the number of CPOs/ACPOs who received training for the various correctional program streams.

Release Cohort for Post-Release Outcomes. The release cohort that was established for FIFE 3 served as the foundation for the cohort to be used to derive an estimate of the effectiveness of programming, which is needed in the overall cost-effectiveness calculation. Men participants (completers and non-completers) across all streams were considered in this cohort, as financial data (see below) did not allow the costs associated with each program stream to be separated. This resulted in the inclusion of ICPM-SO-High and AICPM-MT-High program participants to the original FIFE 3 cohort.³⁴ There were no AICPM-SO-Moderate, AICPM-SO-High, or IICP-Moderate participants eligible for inclusion in this cohort.

For the purposes of the cost analysis, it was primarily of interest to compare the outcomes of treatment participants to eligible non-participants. The composition of the eligible non-participant group differed from the sample used in FIFE 3, as it was desirable to establish a group of offenders where it was reasonable to assume zero costs associated with programming while in custody. As a result, only those eligible non-participants from FIFE 3 that had no exposure to the institutional primer program were included in the study group. Lastly, a fixed follow-up of 12 months was required to standardize the estimate of the effectiveness of programming between the two groups.

Financial Data. The financial expenditures directly related to institutional correctional program delivery in 2017-2018 were examined separately for men and women programs. Correctional program management related costs (e.g., salaries of regional administrators and program managers) were excluded from the cost of program delivery, as it is not possible to separate the costs allocated to men and women programs, and it is consistent with how the financial reports are populated in the Integrated Corporate Reporting Tool (ICRT).

The cost of maintaining an offender (COMO) was used to estimate the cost associated with a readmission for men only. Cost-effectiveness could not be examined for women's correctional programming since all women are referred to the engagement program and the current evaluation required a comparison group with no exposure to correctional programming (i.e., a

³⁴ The FIFE 3 cohort included program participants from ICPM-MT-Moderate, ICPM-MT-High, ICPM-SO-Moderate, and AICPM-Moderate.

no cost comparison group). The average institutional COMO was calculated by considering the costs associated with minimum, medium, and maximum security institutions for men during FY 2016-2017.³⁵

Length of Readmission. Given that revocation for any reason on first release was examined as the index of program effectiveness, determining the average amount of time incarcerated following a revocation of a first release was necessary. The average length of readmission for all offenders who were initially released, were then readmitted, and then released on a 2nd term during 2016-2017 and 2017-2018 was obtained from OMS.

Number of Program Participants. Data from CSC's ICRT were examined to determine the number of unique offenders who had either participated (i.e., enrolled but did not necessarily complete) or completed an ICPM readiness program, a main program, or an institutional maintenance program during FY 2017-2018. Global counts of enrolment across ICPM components were derived to remain consistent with the financial data available for the cost analysis. Offenders who participated in programs that were delivered in the community did not contribute to this overall count.

Human Resource Data. The number of CPOs and ACPOs at the end of FY 2017-2018 and FY 2018-2019 working within the institution or the community was extracted through CSC's HRMS. Information was available on the number of funded CPO and ACPO positions, the number of active substantive employees³⁶ and the number of employees acting in the CPO/ACPO position in each of the regions. Institutional level data and the number and type of program streams delivered by each CPO/ACPO was not available for analysis.

The number of CPOs and ACPOs who completed ICPM/WOCP initial training in FY 2017-2018 and FY 2018-2019 was also available in HRMS. It should be noted that the HR data does not

³⁵A total institutional average is calculated in the annual analysis on the average cost of maintaining a federal offender. This total institutional average includes costs associated with all men and women facilities, as well as Exchange of Service Agreements. For the purposes of this evaluation, it was necessary to isolate the institutional average for men.

³⁶ Employees who substantively held a CPO/ACPO position who were acting elsewhere were not reflected in this count.

include the specific program(s) that a given CPO/ACPO administers throughout the year. The number of training sessions entered into HRMS and delivered to CPOs and ACPOs from 2015-2016 to 2017-2018 was examined to assess the frequency and availability of training.³⁷

Characteristics of Post-Release Outcomes Sample for Cost-Analysis. In total, 1,118 offenders participated in any ICPM program stream ($n = 1,046$ completers) and were eligible to be included in the 12-month follow-up analysis. There were 212 eligible non-participants who did not have exposure to the readiness program and who had a possible follow-up of at least 12 months. The characteristics of these subsamples are presented in Table 8. Given the minimal difference in sample size between the program participants (which included program completers and program non-completers) and solely program completers, the characteristics of program participants are reported here. A greater proportion of program participants were scored as having high motivation at intake (17%; $n = 196$) compared to eligible non-participants (4%; $n = 9$). Approximately 55% ($n = 612$) of program participants were rated moderate on the CRI and nearly a quarter (24%; $n = 268$) were rated high, whereas about half (49%; $n = 103$) of the eligible non-participants were rated as moderate and 37% ($n = 78$) were rated as high. Eligible non-participants were slightly more than a year older, on average, than program participants (39 vs. 38) and tended to be held in custody nearly 300 days longer, on average (863 days vs. 580 days).

³⁷Trainings sessions are coordinated and delivered when there is a demonstrable need for the specific training. The need for training was unable to be assessed through the HRMS, but it should be noted that regional variation is expected due to the rolling implementation of ICPM throughout the evaluation period.

Table 8. Characteristics of Post-Release Outcomes Sample for Cost-Analysis

	Program participants (<i>N</i> = 1,118)		Eligible non-participants (<i>N</i> = 212)	
	<i>n</i>	%	<i>n</i>	%
Indigenous Region	134	12	31	15
Atlantic	260	23	18	8
Quebec	406	36	140	66
Ontario	352	31	25	12
Prairie	9	1	16	8
Pacific	91	8	13	6
Age, <i>M</i> (<i>SD</i>)	38 (12)		39 (13)	
Days between admission and release, <i>M</i> (<i>SD</i>)	580 (317)		863 (411)	
CRI level				
No CRI	73	7	6	3
Low	165	15	25	12
Moderate	612	55	103	49
High	268	24	78	37
Motivation level				
Low	71	6	68	32
Moderate	851	76	135	64
High	196	18	9	4

Note. Age at release was reported. Motivation and CRI were assessed at intake.

2.2 DATA ANALYSIS

2.2.1 DATA ANALYSIS OF INTERVIEW AND SURVEY DATA (FIFES 2, 3, AND 4)

The offender interview data were entered into Snap Survey software and exported into SPSS and Microsoft Excel. The Evaluation team analyzed the responses to the open-ended questions using an iterative and inductive process to identify relevant themes. Responses to the close-ended questions were analyzed using descriptive analysis techniques. Data from staff questionnaires were analyzed using the same process as used for the offender interview data.

Data extraction from the OMS Data Warehouse occurred through use of SAS. SAS was then utilized to manipulate and modify data as needed to answer the evaluation questions. OMS data were analyzed using SAS software or SPSS version 25. To analyze qualitative and quantitative data, the following qualifiers were used to indicate the weight of emerging themes and to meaningfully interpret evaluation results: *a few/small number of* refers to less than 25% of the sample, *some* refers to 25% to 45% of the sample, *about half* refers to 46% to 55% of the sample, *many* refers to 56% to 75% of the sample, *most* refers to over 75% of the sample, and *almost all* refers to 95% or more of the sample.

2.2.2 DATA ANALYSIS OF ADMISSION COHORT (FIFE 2)

The admission cohort was primarily analyzed descriptively using frequencies, cross tabulations, percentages, medians, and means. Where appropriate, chi-square analyses were used to statistically compare frequency counts and percentages across groups and *t*-tests were used to compare means.

2.2.3 DATA ANALYSIS OF INSTITUTIONAL OUTCOMES (FIFE 3)

Institutional outcomes were explored by comparing outcomes on institutional indicators in the 6 months before and after main program participation (or before and after estimated program dates) of three groups: 1) main program completers, 2) program non-completers for administrative/population management and offender-related reasons, and 3) eligible non-participants.

Evaluation of Correctional Reintegration Programs

Descriptive data (percentages and frequencies) were reported for refused or positive non-random urinalysis tests, as well as for refused or positive random urinalysis tests. Due to the distribution of the data, it was not possible to conduct statistical analyses.

Six-month pre and post-program participation outcomes were explored for:

- Number of minor and serious³⁸ violent charges for which the offender was found guilty;
- Number of minor and serious drug charges for which the offender was found guilty; and
- Number of minor and serious other charges for which the offender was found guilty.

The outcomes were examined to determine if the offenders had:

- 1) no change in charges from the 6 months before a main program to the 6 months following a main program (did not receive any charges before and after);
- 2) no change in charges from the 6 months before a main program to the 6 months following a main program (received one or more charges both before and after);
- 3) an increase in charges (no charges before a main and a minimum of one charge after the program); or
- 4) a decrease in charges (received one or more charges in the 6 months before a program and no charges after the program).

Outcomes of the participants of the following programs were analyzed using chi-square analyses in comparison with the non-completers and non-participants: ICPM-MT-Moderate, ICPM-MT-High, moderate SO programs (ICPM-SO-Moderate and AICPM-SO-Moderate), hybrid programs (hybrid ICPM-MT and hybrid AICPM), adapted programs (ICPM-MT-Moderate adapted and ICPM-SO-Moderate adapted), ICPM-SO-High, AICPM-MT-Moderate, AICPM-MT-High, WOMIP and AWOMIP. However, the violent and drug charge outcomes of WOMIP and AWOMIP, and the drug charges for the adapted programs, could not be examined using chi-

³⁸ The determination of whether an institutional charge is serious or minor and classified as drug, violent, or other is made by the institutional management team and entered directly into the OMS. CD 580 defines a serious offence (institutional charge) as “commits, attempts, or incites acts that are serious breaches of security, violent, harmful to others, or repetitive violations of rules”.

square analyses since they did not meet the required statistical assumptions. In those cases, descriptive information was presented without statistical results.

2.2.4 DATA ANALYSIS OF POST-RELEASE OUTCOMES (FIFE 3)

The outcomes of three groups of offenders were compared: 1) program completers, 2) eligible non-participants, and 3) non-participants with no-intent-to-treat.³⁹ In an effort to isolate the relationship between program participation and post-release outcomes, analyses for both men and women controlled for the effects of the following covariates: CRI level at intake, age at release, number of days from admission to release, motivation level at intake, a flag for participation in a maintenance programs (held in the institution or in the community) and a flag for participation in the ICPM community program (men only). This enhanced the confidence that any observed relationship between the study group and outcome was truly due to the program, rather than the result of pre-existing differences on the covariates. In addition, in certain analyses, Indigenous ancestry was included as a covariate. For discretionary release outcomes, participation in the ICPM community program and participation in a maintenance program were not used as covariates, given that they would have occurred after the release decision.

The outcomes were explored for the following programs:

- ICPM-MT-Moderate (included hybrid ICPM-MT-Moderate);
- ICPM-MT-High;
- ICPM-SO-Moderate (AICPM-SO-Moderate and high intensity programs were excluded due to low number of participants);
- AICPM-Moderate (included hybrid AICPM-MT Moderate; high intensity excluded due to low number of participants);

³⁹ It is important to note that, although offenders comprising the no-intent-to-treat group are expected to have better outcomes in the community compared to those who do require correctional programming, the inclusion of this comparison group provided an opportunity to determine whether the program referral criteria were appropriately identifying offenders who did not require correctional programming. Further the inclusion of the no-intent-to-treat group allowed for a comprehensive examination of community outcomes for nearly all offenders released from CSC custody, and the increased sample size allowed for more rigorous statistical analyses that controlled for pre-existing risk differences between the 3 groups.

Evaluation of Correctional Reintegration Programs

- WOMIP (high intensity excluded due to low number of participants); and
- AWOMIP (high intensity excluded due to low number of participants).

In order to answer the question “*Does participation and/or completion of correctional reintegration programs increase the likelihood of obtaining a discretionary release?*”, logistic regressions were conducted to determine the relationship between program participation and receiving discretionary (day parole or full parole) or statutory release. Logistic regression is the appropriate regression analysis to conduct when the dependent variable is dichotomous (e.g., yes or no). Logistic regression is used to explain the relationship between one dependent dichotomous variable and one or more independent variables. The key measure interpreted from a logistic regression is the odds ratio (OR). An OR measures the effect that independent variables have on an outcome in relative terms, which allows the comparison of the intervention group of a study relative to the comparison group. If the odds of the outcome is the same in both groups, the ratio will be 1, which implies there is no difference between them. However, if the OR is greater than 1, then the control group(s) (i.e. those who do not receive the intervention) have increased odds of the outcome relative to those with the intervention. If the OR is less than 1, then those with the intervention have increased odds of the outcome relative to the control group(s). In order to examine the impact of program completion relative to the two comparison groups, the *program completer* group was used as the reference group to which both comparison groups would be compared. For ease of interpretation, the inverse of the odds ratio (1/OR) was calculated, which reverses the direction of the effect, making it the effect of completing a program on the odds of obtaining a discretionary release relative to being in either comparison group.

In order to answer the question “*Does participation and/or completion of correctional reintegration programs impact the likelihood of a revocation for any reason and/or revocation with an offence?*”, Cox regression survival analysis predicting time from first release to offenders’ first outcomes following that release were conducted to identify the relationship between program participation and the following outcomes:

- Revocation for any reason (with or without offence);

Evaluation of Correctional Reintegration Programs

- Revocation with offence;
- Revocation with a violent offence;
- Substance use related post-release outcome (includes suspensions due to a breach of a substance use related condition and/or positive urinalysis results in the community);
and
- Revocation with a sexual offence (only examined for sexual offender program analysis).

Cox regression (or proportional hazards regression) is a method for investigating the effect of several independent variables (i.e., covariates) on the time to a specified event. The method assumes that the effects of the predictor variables upon survival are constant over time. The key statistic interpreted in the results is the hazard ratio (HR), which is a comparison of the probability of events in an intervention group to the probability of events in a comparison group. Similar to logistic regression, outcome variables must be dichotomous. This analysis is used to see if individuals receiving a main program experience a community outcome (e.g., any revocation) faster or slower than those not receiving a main program. In order to examine the impact of program completion, in comparison to the two comparison groups, the *program completer* group was used as the reference group, however for ease of interpretation, the inverse of the hazard ratio (IHR; $1/HR$) was calculated. In addition to interpreting statistically significant effects, the direction of the effect (e.g., supporting treatment) for non-significant findings was reported when it appeared that the two groups meaningfully differed in the likelihood to experience the outcome. This threshold was set at an HR or IHR equal or less than 0.80, which represents a difference in the likelihood between treatment and comparison groups of at least 20%. If the estimated effect did not surpass this threshold, the two groups were considered to have a comparable likelihood of experiencing the outcome.

Outcomes were examined following first release only. Outcomes occurring following a subsequent release (on discretionary or statutory release or following the WED) were not examined due to the low occurrence of these events.

Due to small sample sizes ($n = 9$), the outcomes for those who completed the ICPM-Adapted program were unable to be analyzed separately.

With respect to the question “Does the integrated model address substance use and specific offending behaviours (e.g., family violence)?”, Cox regression analyses were conducted for sub-groups of offenders who were identified as requiring programming to address the need areas listed in Table 9.

Table 9. Program Need Area Criteria

Program Need Area	Men	Women
Substance abuse	Moderate or High Need on Substance Abuse Domain rating from the initial Dynamic Factors Assessment and/or Moderate or High rating on the Computerized Assessment of Substance Abuse (CASA).	Moderate or High Intensity on the women’s version of the CASA.
Family violence	Greater than zero number of incidents of violence against an intimate partner, based on the information entered in the Family Violence Risk Assessment and a MODERATE or HIGH rating of imminent risk of violence toward an intimate partner based on the results of the Spousal Assault Risk Assessment (SARA).	N/A
General violence	Greater than zero Schedule I, murder and homicide related offences.	N/A
Sexual offending	One or more indicators in the Sex Offender History checklist indicated as YES, Static-99R flag of Moderate or High, or most serious offence was sexual offence.	N/A

Note. Substance abuse was the only program need area examined for women.

In addition, a separate set of analyses were conducted on offenders who were overridden. Offenders were identified as having received an override if they did not meet the initial program referral criteria, but had completed a moderate or high intensity correctional program. This method of identifying an override differs from that used for the admissions cohort analyses. Offenders who were overridden and completed a program were compared to offenders who completed a program but were not overridden (i.e., they met the program referral criteria). Note that those who participated in a program following an override were included in the main program completers group used in the analyses mentioned above. Due to

small sample size, a descriptive analysis of outcomes was performed for men who received an override versus men who initially met program referral criteria. For women, there was an even distribution of program completers who were overridden versus those who initially met program referral criteria, which allowed for the use of survival analysis, controlling for relevant covariates, to complement the descriptive analysis.

2.2.5 DATA ANALYSIS FOR COST-EFFECTIVENESS (FIFE 4)

The approach to assessing cost-effectiveness outlined below is based on that used for the CSC evaluation of education programs (Richer, McLean-McKay, Bradley, & Horne, 2013), which was originally developed by the RAND Corporation (Davis, Bozick, Steele, Saunders, & Miles, 2013). The analysis focuses on the direct costs of correctional programs and incarceration. The following elements were included in the calculation: index of program effectiveness, cost of readmission, and cost of programming per participant.

Under this model, programs are considered cost-effective when the combined cost of delivering programs and readmission for program participants is less than the cost of readmission for non-program participants. To demonstrate the potential cost savings associated with delivering programming to offenders, the costs associated with readmission for 100 eligible non-participants was compared to the costs associated with programming and readmission costs for 100 program participants,⁴⁰ after considering the rate of any revocation for each group.

Program effectiveness was assessed by comparing the likelihood of a revocation for any reason within 12 months of release for program participants (i.e., regardless of completion status) and eligible non-participants who did not have exposure to the institutional readiness program. Separate analyses were also performed restricting the programming group to only those who completed the main program that they enrolled in. Logistic regression was used to estimate the relationship between the study group (i.e., program participant vs. eligible non-participant) and the likelihood of a revocation for any reason, while accounting for the following risk-relevant

⁴⁰ Separate cost-effectiveness models were conducted comparing program completers or program participants to eligible non-participants.

covariates: CRI level at intake, Indigenous ancestry, motivation level at intake, age, and days between admission and release. Prior analyses presented in the previous chapter also controlled for the effects of participating in a maintenance program, but due to the reduced sample size among the eligible non-participants, and the limited opportunity to complete the program, examination of this covariate was not feasible. The likelihood of a revocation for any reason for each study group, while accounting for the differences on these covariates, was used as the metric of program effectiveness. Descriptive rates of any revocation for program participants or completers versus eligible non-participants were also examined, but more weight was given to the findings from the logistic regression due to the observed risk relevant differences between the groups.

2.3 LIMITATIONS

In order to fulfill the broad scope of the evaluation, there were several methodological challenges and decisions that needed to be considered. The methodology allowed for a rigorous analysis of the evaluation questions that sought to reduce or mitigate as many limitations as possible. The following core limitations that relate to data collection for each of the chapters should be considered alongside the conclusions drawn from the evaluation.

FIFE 2. The utilization of quantitative and qualitative data provided a comprehensive assessment of the evaluation questions. However, the qualitative interview data with offenders was limited due to the selection process and oversampling. The offenders who agreed to participate after being randomly selected, or those who approached interviewers to participate, could have differed from other offenders who did not agree to participate. Women and Indigenous offenders were oversampled in an attempt to ensure that there was a sufficient number of respondents to analyze the questions separately. Further, survey respondents were evenly distributed across the regions and security levels. This meant that the study sample was not representative of the in-custody population, potentially limiting the generalizability of the findings.

Lastly, although qualitative data provided access to rich information, and was often used to supplement quantitative analyses, some findings were based solely on qualitative data derived

from small samples (e.g., identified barriers to timely access, barriers to timely program completion). Analysis of further data on these questions was outside the scope of the evaluation, but such analysis could help to further inform these areas.

FIFE 3. The examination of the relationship between study group and institutional outcomes was limited by the requirement to have 6 months pre and post program participation (or similar timeframes for non program participants). This biased the sample to those with longer sentences, who began programming later in their sentence, and remained in custody after the completion of their programming. Although it was important to establish a consistent window of examination for all study groups, the results pertaining to the relationship between study group and institutional outcomes may not generalize to all program participants.

Due to sample sizes, the analysis of community outcomes could not include a matched sample of offenders who required the specific program stream. Although risk relevant differences between the groups were controlled for in the analysis, the ability to test the direct effect of each program stream was somewhat limited, and in some cases, not possible due to small sample sizes. Examinations of program effectiveness by Indigenous ancestry tended to be limited by small sample sizes, which affected the stability of the estimate of the relationship between study group and outcomes.

The recent rolling implementation of ICPM created challenges with maintaining regional representativeness among the data that contributed to the analyses. There was only 6 months of data available from the Prairie region, which resulted in an under-representation of Indigenous offenders in the evaluation sample. The recent implementation also limited the ability to examine longer-term community outcomes. This resulted in some community outcomes (e.g., revocation with violent offence) occurring infrequently, which limits the examination of program effectiveness. To provide a preview of the potential long-term effects of program participation, a case study of an earlier release cohort from the Pacific region, where ICPM was first implemented, was conducted to examine community outcomes beyond the first release.

Evaluation of Correctional Reintegration Programs

Additionally, although the substance use outcome provided a useful analysis of substance use behaviour following release, the variable was limited in a number of aspects. First, the sample that was used for analyses involving the substance use outcome was not preselected based on whether they were required to submit urinalysis or whether they had a substance use related condition. That being said, analyses were conducted for the overall sample, and for a sample who were identified as having a treatment need for substance use, so it is likely that the offenders in these groups had relevant conditions to follow. Second, positive urinalysis results that contributed to the substance use outcome did not specify the type of substance use. Although this is a limitation, as use of some substances is not illegal, it is important to highlight that many substance use outcomes (approximately 70%) were comprised of suspensions due to a breach of a substance use related condition. It is also important to consider that ICPM integrates a harm reduction model that promotes a collaborative and goal-oriented approach to substance use. Harm reduction principles are used to address a number of substance use concerns, ranging from promoting abstinence to less harmful use. Given that information pertaining to substance use frequency and severity was unknown, one indicator of problematic behaviour that was used was a suspension due to a breach of a substance use related condition. While examining this outcome is warranted (recognizing that the results should be interpreted with caution), future research and evaluations should consider additional substance use outcomes that may more adequately reflect the harm reduction model supported by CSC. These outcomes could include assessing the severity of substance use over time and whether substance use was related to the current criminal behaviour or return to custody.

Lastly, another limitation corresponds to the fact that additional services (i.e., interventions other than correctional programming) were not examined in the current evaluation. Although research has demonstrated that effective correctional programming plays an integral role in offender rehabilitation (Landenberger & Lipsey, 2005; Lipsey, Chapman, & Landenberger, 2001; Usher & Stewart, 2014), there are a number of other services and interventions that are provided to federally sentenced men and women, both within the institutions and in the community, that aid in the preparation for successful release. Some of these additional services include employment and employability programs, educational programs, chaplaincy, family

visits, mental health programs, counselling, and social programs. Notably, research has found that additional correctional services are associated with reduced revocations even after controlling for factors related to offending and participation in correctional programs for both men and women (Wilton, Nolan, Stewart, & Thompson, 2015; Wilton & Stewart, 2015). As such, future research and evaluations should consider the effects of additional services and supports that offenders receive and how these supports may further add to correctional programs in terms of successful outcomes in the community.

FIFE 4. The examination of cost-effectiveness for delivering correctional programming was limited primarily by the available data. The coding of the financial data did not permit examination of each individual program stream. As a result, cost-effectiveness for men was estimated at the overall level, collapsing across program stream and intensity. Further, given that the evaluation methodology required a comparison group that incurred no costs related to correctional programming, an examination of cost-effectiveness could not be completed for women's correctional programming (i.e., all women are referred to the engagement program). The requirement for a zero cost comparison group also limited the representativeness of the sample for men offenders included in the cost analysis. Since most eligible non-participants participated in a primer program, it is apparent that the comparison group used in the cost analysis does not necessarily reflect a group of offenders with no exposure to correctional programming. Additionally, the model used to evaluate cost-effectiveness required estimates of several inputs (e.g., program effectiveness, cost of programming, cost of a revocation), each of which could be defined in numerous ways. In an attempt to ensure that the findings pertaining to cost-effectiveness were valid, several iterations of the cost-effectiveness model were performed. That being said, the conclusions for the cost-effectiveness of correctional programming are based on the data obtained during the evaluation and may not generalize to all correctional program streams and intensity levels. It is anticipated that when the coding of financial data associated with correctional programs improves, more precise estimates of cost-effectiveness will be achievable.

Evaluation of Correctional Reintegration Programs

Another component of program efficiency is staff resourcing. Notably, the evaluation was limited in the ability to assess whether there was a sufficient number of staff available to deliver correctional programming. A count of active institutional CPOs/ACPOs was examined in relation to the total number of offenders in custody to approximate the ratio of correctional program staff to offenders. However, it was not possible to reliably examine the number of CPOs/ACPOs available to deliver a specific stream of correctional programming in a given institution due to the availability of recorded staffing information. Given the operational challenges associated with delivering correctional programs (i.e., changing demand for specific streams due to current offender population), the evaluation was unable to definitively determine whether there were an adequate number of CPOs/ACPOs for the number of offenders requiring correctional programming.

3.0 FINDINGS

The key findings of the Evaluation of Correctional Reintegration Programs are presented under the following four FIFEs:

- FIFE #1: Relevance of Correctional Programs
- FIFE #2: Effectiveness of Correctional Programs—Program Access and Delivery
- FIFE #3: Effectiveness of Correctional Programs—Program Outcomes
- FIFE #4: Efficiency of Correctional Programs

3.1 FIFE # 1 - RELEVANCE OF CORRECTIONAL PROGRAMS

The first component of the evaluation focuses on the continued relevance of providing correctional programs to federal offenders.

The evaluation questions related to relevance included:

- Do correctional programs continue to address a demonstrable need within federal corrections?
- How do correctional program objectives align with departmental priorities and federal government priorities?
- Does the delivery of correctional programs align with the roles and responsibilities of CSC and the federal government?

This section includes an examination of the identified programming needs of federally sentenced offenders and reviewing the alignment of correctional programs with departmental and government-wide priorities, roles, and responsibilities. Analysis of the delivery and outcomes of correctional programs will be conducted in subsequent phases of the evaluation. The general findings, supporting evidence, and implications for the relevance of correctional programs are presented below, along with next steps.

FINDING 1: NEED FOR CORRECTIONAL PROGRAMS

There is a continued need for CSC to provide correctional programs to federal offenders.

There is a demonstrable need for providing correctional programs to the federal offender population. There is a large body of evidence indicating that the provision of effective correctional programs facilitates offender reintegration and reduces the likelihood of reoffending upon release (Landenberger & Lipsey, 2005; Lipsey et al., 2001; Usher & Stewart, 2014). Given that there was an average of 7,221 offenders released into the community annually from FY 2013-2014 to FY 2017-2018 (CSC, Performance Measurement and Management Reporting [PMMR], 2018, July 17), it is essential that CSC continues to deliver

correctional programs to address offenders' risk factors and needs, while providing them with the skills necessary to safely transition to the community.

The following section presents an overview of evidence supporting the need for ongoing delivery of correctional programs.

Evidence:

Offender Population

CSC's offender population profile is becoming more diverse.

- The offender population has been changing over the past 5 years.
- The number of women offenders has increased from 1,124 in FY2013-2014 to 1,397 in FY2017-2018, representing a 24% increase (CSC, PMMR, 2018, May 17).
- The Indigenous offender population has also increased from 4,847 in FY2013-2014 to 5,572 in FY2017-2018, representing a 15% increase (CSC, PMMR, 2018, May 17).
- The proportion of offenders under community supervision has also increased from 34% in 2013-2014 to 39% in FY2017-2018 (CSC, 2018, May 13).

Programming Need

Within the offender population, many have an identified programming need.

- Offender program need is identified during the intake assessment process based on an offender's risk assessment results, including supplementary assessments and their criminal history.
- Approximately 72% ($n = 16,834$) of federal offenders in custody and in the community were identified as having a met or unmet need for a main correctional program (CSC, PMMR, 2018, May 17; CSC, PMMR, 2018, May 22).⁴¹

⁴¹ Program need is based on the offender assessment data pulled from the current Nationally Recognized Correctional Programs (NRCP) need report of the ICRT, which is calculated using data from both the INCP screen in the Offender Management System (OMS) for male offenders and the OMS program referrals screen for women.

Evaluation of Correctional Reintegration Programs

- Table 10 provides an additional breakdown of offenders with an identified need for programming by sex and Indigenous identification.

Table 10. Number of Offenders with an Identified Need for Programming (Met or Unmet)⁴²

	Institution		Community		Total	
	<i>n</i>	%	<i>n</i>	%	<i>N</i>	%
All Offenders	10,999	78	5,835	64	16,834	72
Men	10,505	78	5,390	64	15,895	73
Indigenous	3,219	88	1,288	88	4,507	88
Non-Indigenous	7,286	75	4,102	59	11,388	68
Women	494	73	445	62	939	67
Indigenous	232	86	148	77	380	82
Non-Indigenous	262	65	297	56	559	60

Note. The non-Indigenous category includes those offenders without ethnic background information. Sources: (1) CSC, PMMR (2018, May 22) (2) CSC, PMMR (2018, May 17).

- Following a Warrant of Committal admission, it is the Parole Officer’s responsibility to collect information on an offender’s criminal history and conduct the required risk assessments (e.g., CRI, Static-99R, Stable-2007). Some of these risk assessments are entered into OMS,⁴³ and the scores are automatically populated into the INCP screen. The INCP screen generates a program recommendation (e.g., ICPM-MT moderate intensity) and a list of offender program need areas that should be addressed through correctional programming. Following this automated process, Parole Officers are required to review the assessed program need areas to determine if the recommended assessed program is appropriate, while taking into consideration an offender’s preference for Indigenous-specific correctional programming.

⁴² The percentage of offenders with an identified need was calculated by dividing the current number of offenders with a NRCP need (as of April 8th, 2018) (CSC, PMMR, 2018, May 22), by the total number of offenders at the end of FY 2017-2018 (CSC, PMMR, 2018, May 17). Percentages for sub-categories (i.e., Indigenous vs. non-Indigenous) are based on of the total number of offenders within each group (e.g., 88% of the incarcerated Indigenous men offenders had an identified need). See Appendix B for the population breakdown that was used to calculate this information.

⁴³ The Criminal Risk Index (CRI) is entered directly into OMS, while the Static-99R and Stable-2007 are entered into the Offender Management System - Revised (OMS-R). Although there is a flag in OMS to identify an offender’s nominal risk category (i.e., low, medium, high) based on the results of the Static-99R, there is no flag for the Stable-2007, and these assessments cannot be accessed in OMS.

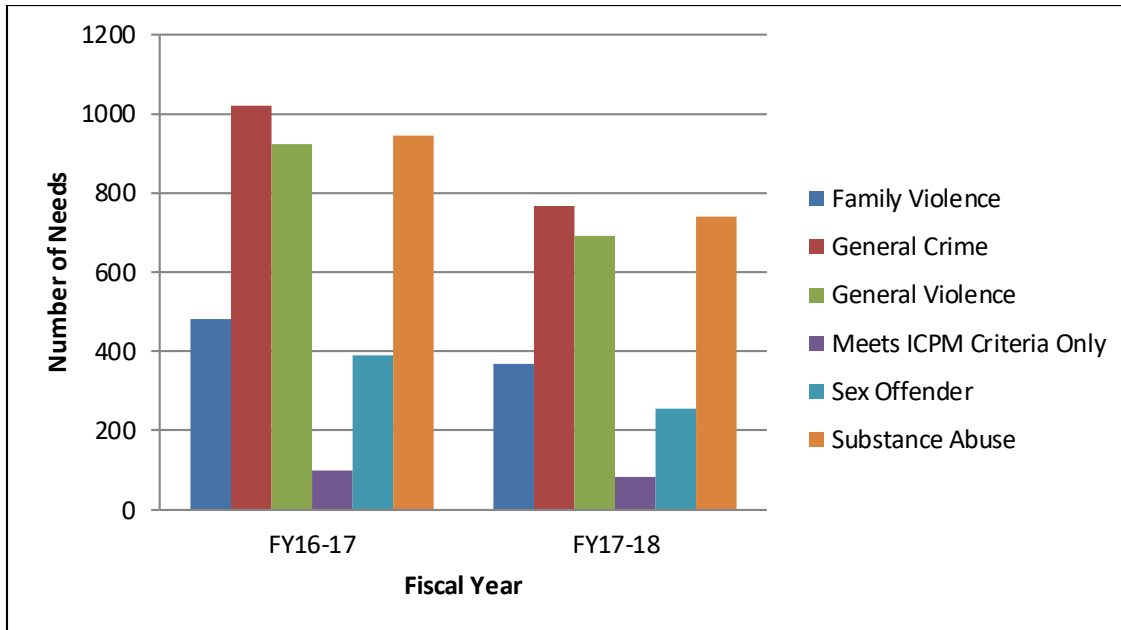
Evaluation of Correctional Reintegration Programs

- Offenders who meet the selection criteria for a correctional program during the offender intake assessment process are designated as having an identified program need and are referred to the appropriate correctional program (i.e., ICPM/WOCP stream).
- In FY2016-2017, 2,972 men were admitted to CSC custody on a Warrant of Committal in regions where ICPM was fully implemented⁴⁴ (CSC, PMMR, 2018, July 4a), 58% ($n = 1,733$) of whom were identified for ICPM participation to address 3,859 program need areas (CSC, PMMR, 2018, July 4b). In FY2017-2018, 2,903 men were admitted to CSC custody on a Warrant of Committal in regions where ICPM was fully implemented⁴⁵ (CSC, PMMR, 2018, July 4a), 45% ($n = 1,298$) of whom were identified for ICPM participation to address 2,905 program need areas (CSC, PMMR, 2018, July 4b).
- As outlined in Figure 4 below, the most common program target areas over 2 years were related to substance abuse, general crime, and general violence (see Appendix C for more detailed information).

⁴⁴ ICPM was fully implemented in every region except the Prairies.

⁴⁵ ICPM was fully implemented in every region except the Prairies.

Figure 4. The Number of Programming Needs at Admission for Men Offenders by Need Area⁴⁶

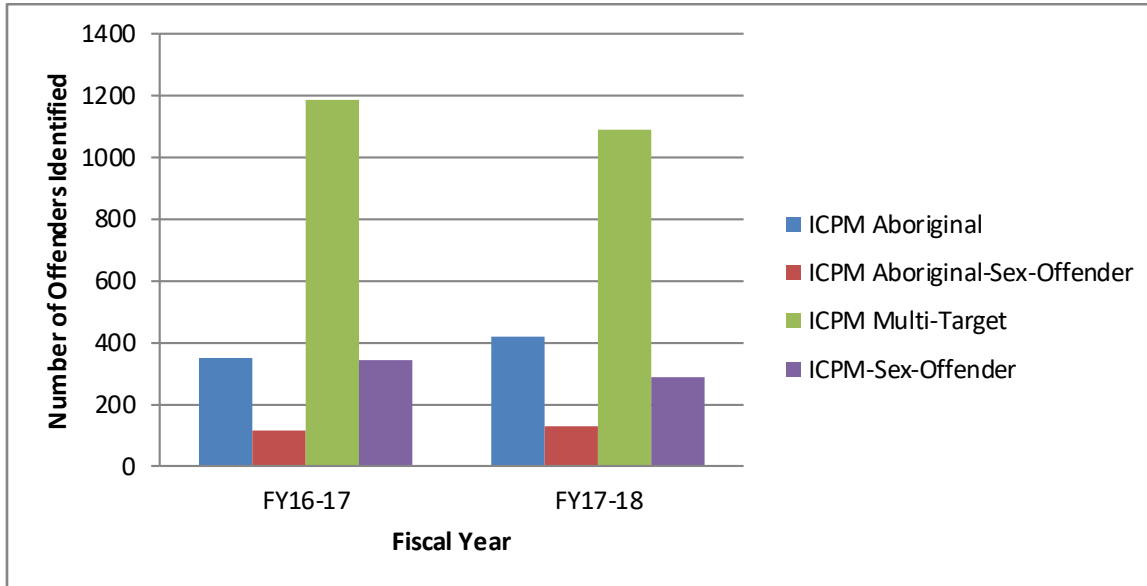


Note. *Meets ICPM Criteria Only* refers to men offenders who meet the program referral criteria but whose criminal history and supplementary assessment results do not meet the requirements for the identification of needs in any of the other five need areas. Source: CSC, PMMR (2018, July 4b).

- An offender could have multiple correctional program need areas; however, a given offender will only have one target program identified to address all of their program need areas. Figure 5 below indicates that a total of 1,996 men were identified at admission during FY2016-2017 as having a need for participation in ICPM, while 1,926 men were identified at admission during FY2017-2018 (CSC, PMMR, 2018, July 4b). As outlined in Figure 5, the streams that were most commonly identified for referral in FY2016-2017 and 2017-2018 were ICPM MT, AICPM, and ICPM SO streams (See Appendix C for more detailed numbers).

⁴⁶ The unit of measure is the number of program needs. The categories are not mutually exclusive, meaning one offender could have multiple program needs.

Figure 5. Number of Men Offenders Identified for ICPM Participation at Admission by ICPM Stream⁴⁷



Note. Source: CSC, PMMR (2018, July 4b).

- Given the overall findings regarding the number of offenders identified as having a need for correctional programming due to their assessed risk to reoffend using assessment tools, and the diverse number and type of program need areas identified for men at admission, there is clear evidence to support the ongoing delivery of effective correctional programs for federal offenders. However, the quality of data used to assess program need could be improved.
- The specific program need areas that offenders will address through program participation have not been identified in OMS for women until recently. CSC’s RPD implemented the INCP screen into OMS for women offenders in March 2018. As a result, correctional program need data for women offenders are not included in this report.
- Data on correctional programming need for men are also not fully representative due to missing data. A number of federally sentenced men offenders do not have INCP information in OMS (CSC, PMMR, 2018) as, prior to February 2018, CSC policy did not

⁴⁷ The unit of measurement is the number of offenders with a target program identified. Unlike the program need areas, these categories should be mutually exclusive as an offender should only be identified as requiring one target program to address his program need areas.

require staff to enter information related to the most appropriate correctional program stream and intensity level for each offender. Therefore, the following data, which were obtained from the INCP screen of OMS, should be interpreted with caution.⁴⁸

Skills Provided by Correctional Programs

Correctional programs provide offenders with the skills necessary to successfully transition to the community.

- A substantial amount of research and evidence has confirmed that effective correctional programs that target specific risk and need factors significantly reduced offender recidivism (Andrews & Bonta, 2010a).
- Specifically, correctional programming that incorporated Cognitive Behavioural Therapy (CBT), matched offender risk levels, targeted offender needs related to criminal behaviour, and matched an offender's abilities, learning style, and mental health capacity (i.e., Risk-Need-Responsivity [RNR] principles) significantly reduced the likelihood of readmission to custody (Andrews & Dowden, 2006; Hanson, Bourgon, Helmus, & Hodgson, 2009; Landenberger & Lipsey, 2005; Usher & Stewart, 2014).
- A meta-analysis conducted by Landenberger and Lipsey (2005) examined 58 experimental and quasi-experimental studies on the effectiveness of CBT correctional programming with offender samples. Results indicated that within 12 months of post-treatment, a 25%-50% decrease was observed in the likelihood of recidivism for CBT participants in comparison to control group participants. The odds of successful reintegration were 1.53 times higher for CBT participants in comparison to individuals in the control groups. The only participant characteristic that affected the size of the treatment effect was the recidivism risk ratings of the offenders, and not the gender composition of the sample, nor whether it was comprised of juveniles or adults.

⁴⁸ Based on the ICRT data quality report, as of April 8, 2018, approximately 27% ($n = 868$) of federally sentenced men offenders who were admitted to CSC custody on a Warrant of Committal in FY2017-2018 and remained incarcerated were missing INCP information (CSC, 2018a).

Evaluation of Correctional Reintegration Programs

- A 2009 CSC evaluation of the traditional *multi-program* model, which was based on CBT and RNR principles, demonstrated that, overall, program participation was associated with reductions in readmissions for both technical revocations and reoffending. Success rates were significantly greater when the program intensity level matched the offender's level of risk and when offenders successfully completed the program (CSC, 2009).
- Recent research at CSC examined the ICPM model of correctional programs. Findings demonstrated stronger reductions in recidivism rates among federal men offenders in a region where ICPM was being delivered compared to a region where ICPM had not yet been implemented (CSC, 2016b).⁴⁹

Specific Needs of Women and Indigenous Offenders

There is a need for correctional programs that address the specific needs of women and Indigenous offenders.

- Although correctional programs that incorporated CBT and RNR principles reduced the likelihood of recidivism, regardless of an offender's gender or ethnic background (Usher & Stewart, 2014), research has indicated that correctional interventions should be provided in a manner that takes into consideration the characteristics of the offender, such as learning style and ability, motivation, gender, ethnicity, and age (Andrews & Bonta, 2010b).
- Research on the effects of gender and culturally-informed correctional programs on correctional outcomes is limited; however, there is evidence to suggest that these programs had a positive impact on their participants.
- Gender-responsive approaches are relationally-grounded, trauma-informed, and take a holistic and culturally appropriate approach. Research has demonstrated the merit of gender-responsive or gender-informed correctional programming for women offenders, particularly when these programs adhere to the RNR model (Blanchette & Brown, 2006; Bloom, Owen, & Covington, 2006).

⁴⁹ It is unclear whether other factors (such as offender risk levels) that could have changed over time were accounted for in the analysis. Thus, factors other than program participation might have contributed to reductions in recidivism over time.

Evaluation of Correctional Reintegration Programs

- Findings have demonstrated that WOCP and AWOCF did contribute to meeting immediate treatment objectives (e.g., improvement in offender skills, pro-social attitudes, motivation) and intermediate objectives (e.g., increased likelihood of discretionary release for those who completed correctional programs vs. those who did not) (Derkzen, Harris, & Wardrop, 2017; Harris, Thompson, & Derkzen, 2015). Additionally, women offenders had a decrease in the majority of the criminogenic needs that were examined following participation in the WOCP model programs (Wardrop & Pardoel, 2018).
- Two meta-analytic reviews examining interventions for women offenders found overall positive results for women participating in correctional programs (whether gender-neutral or gender-informed), with substance abuse programs showing the strongest results (Gobeil, Blanchette, & Stewart, 2016; Tripodi, Bledsoe, Kim, & Bender, 2011). However, when analyses were limited to higher quality empirical studies, gender-informed programs yielded superior outcomes to gender-neutral programs (Gobeil et al., 2016).
- There is an increasingly disproportionate representation of Indigenous peoples in the federal offender population (CSC, 2013). Accordingly, CSC's evaluation report on the Strategic Plan for Aboriginal Corrections identified the ongoing need for culturally appropriate interventions that address the criminogenic needs of Indigenous offenders (CSC, 2013).
- A 2009 study examined the effectiveness of Tupiq, a CSC culturally specific program for Inuit SOs that adheres to effective correctional principles and incorporates teachings based on traditional Inuit culture. In comparison to Inuit SOs who participated in non-culturally responsive programming, the Tupiq participants had a higher program completion rate, and significantly lower rates of general and violent recidivism. Additionally, the Tupiq participants had a lower rate of sexual recidivism, although it was not statistically significant different from that of the comparison group (Stewart, Hamilton, Wilton, Cousineau, & Varrette, 2009).
- International research from Australia and New Zealand, where there is a similar overrepresentation of Indigenous populations in the correctional system, has also shown promising results for culturally-specific programming. Although statistically significant

results are limited, there have been findings that demonstrated positive outcomes (e.g., increased knowledge, pro-social attitudes) and reductions in recidivism for culturally-specific programming (Nathan, Wilson, & Hillman, 2009; New Zealand Department of Corrections, 2009).

FINDING 2: ALIGNMENT WITH PRIORITIES AND FEDERAL ROLES AND RESPONSIBILITIES

CSC's correctional programs align with CSC's and the federal government's priorities, roles, and responsibilities. The delivery of effective correctional programs contributes to the overall priority of a just, peaceful, and safe society.

The Government of Canada is responsible for the safety of its citizens. CSC contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure, and humane control (Corrections and Conditional Release Act [CCRA], 1992). The following section provides an overview of how correctional programs align with CSC's and the federal government's priorities, roles and responsibilities.

Evidence:

CSC's correctional programs are aligned with CSC's corporate priorities, roles, and responsibilities.

- The purpose of the Canadian federal correctional system is to contribute to the maintenance of a just, peaceful, and safe society (CCRA, 1992). Accordingly, it is CSC's role and responsibility to assist with the rehabilitation and safe integration of offenders into the community as law-abiding citizens through the provision of programs offered in custody and in the community (CCRA, 1992).
- The ultimate goal of correctional programs is to assist offenders in becoming law-abiding citizens (CSC, 2018e). This goal is directly linked to four of CSC's six corporate priorities, as outlined below.

Evaluation of Correctional Reintegration Programs

1. Correctional programs contribute to the priority of “safe management of eligible offenders during their transition from the institution to the community and while on supervision” (CSC, 2018e, p. 3). Offenders are provided evidence-based correctional programs designed to address their criminogenic needs (in and out of the institution), which, in turn, will assist with their successful reintegration into the community.
 2. Correctional programs support the priority of “safety and security of the public, victims, staff and offenders in institutions and in the community” (CSC, 2018e, p. 3) by contributing to reductions in institutional misconduct and targeting factors to reduce the likelihood of reoffending upon release (CSC, 2016b).
 3. Correctional programs contribute to the corporate priority of providing “effective, culturally appropriate interventions and reintegration support for First Nations, Métis and Inuit offenders” (CSC, 2018e, p. 3). Culturally-specific correctional programs are delivered and contribute to the reintegration of Indigenous offenders (Stewart & Wilton, 2014). Examples include the implementation and delivery of the AICPM, which includes MT and SO components for men and the AWOC stream for women. CSC began implementation of the IICPs in September 2017. These programs replaced the Inuit Offender Substance Abuse Program and Tupiq SO program to provide an integrated model that addresses the unique needs of the Inuit offender population.
 4. Correctional programs contribute to the corporate priority of providing “effective and timely interventions in addressing mental health needs of offenders,” (CSC, 2018e, p. 3) along with a number of additional responsiveness factors. For example, adapted correctional programs provide accommodations for offenders with mental disorders and other significant learning and functional challenges.
- To support these priorities in practice, CSC also has policies and guidelines in place, such as the *Commissioner’s Directive (CD) 726 on Correctional Programs* and corresponding Guidelines 726-1, 726-2 and 726-3, to ensure that correctional programs respect gender, ethnic, cultural,

Evaluation of Correctional Reintegration Programs

and linguistic differences, and are responsive to the special needs of women, Indigenous offenders, offenders requiring mental health care, and other groups.

- As outlined in CSC's *Departmental Plan (2018-2019)*, one of the main themes for FY2018-2019 is offender reintegration. It is noted in the Plan that this focus on offender reintegration includes the ongoing delivery of correctional programs that target criminal behaviours efficiently and effectively, and culturally and gender-appropriate programs for both Indigenous and women offenders (CSC, 2018e).

CSC's correctional programs are aligned with federal legislation, priorities, roles, and responsibilities.

- CSC's correctional programs contribute to the federal government's responsibility and priority to keep Canadians safe by assisting in the rehabilitation and safe reintegration of offenders into the community as law-abiding citizens (CCRA, 1992).
- CSC is mandated by the CCRA (1992) for the "provision of programs that contribute to the rehabilitation of offenders and to their successful reintegration into the community" (*Section 5b*). *Sections 3, 4g, and 76-80* describe the purposes, principles, and the legislative framework guiding the development, implementation, and maintenance of CSC's reintegration programs.
- As outlined in *Section 76*, the CCRA (1992) mandates CSC to "provide a range of programs designed to address the needs of offenders and contribute to their successful reintegration into the community." The CCRA also states that CSC "shall provide programs designed particularly to address the needs of female offenders" (*Section 77*) and Indigenous offenders (*Section 80*).
- More recently, as outlined in the Prime Minister's Mandate letter to the Minister of Public Safety and Emergency Preparedness (2015), the Government of Canada is focused on addressing gaps in services to Indigenous Peoples and those with mental illness throughout the criminal justice system.
- Accordingly, the delivery of effective correctional programs that are culturally and gender-responsive, as well as responsive to offenders requiring mental health care, supports an

identified need in the current offender population, contributes to CSC priorities, roles, and responsibilities, and contributes to the governmental priority of keeping Canadians safe.

Next Steps for CSC:

CSC should strengthen the quality of the data on identified need for correctional programs in the OMS.

- Currently, offender program need is recorded in the INCP screen in OMS. The data that are captured include information on program need areas (e.g., family violence, substance abuse, SO) and the program streams (e.g., Aboriginal, MT) that will address these needs. These data are currently reported in CSC's ICRT.
- Data quality issues have been flagged. In particular, a significant number of federally sentenced men offenders do not have INCP information in OMS, creating a gap in the data. According to a data quality report, approximately 27% ($n = 868$) of federally sentenced men offenders who were admitted to CSC custody on a Warrant of Committal in FY2017-2018 and remain incarcerated were missing INCP information as of April 8th, 2018 (CSC, PMMR, 2018).⁵⁰ The proportion of missing data varies across the regions, indicating inconsistent data entry practices (CSC, PMMR, 2018). Additionally, policy first required that INCP information for women offenders be entered into OMS beginning in March 2018. As a result, this report was only able to provide an estimate of the number of programming needs for men offenders at admission.
- Given that the ICRT was developed as a primary source for managing offender programs and to provide access to pertinent program information, it is important to ensure that all data entry practices are standardized, mandatory, clearly outlined in policy, and consistently applied across the regions. The use of consistent data entry procedures will ultimately strengthen the data quality and reporting of offenders' programming needs.
- Moreover, it is important for program staff to be able to review the results of all risk assessments used to identify program need. Although responses to the CRI are entered

⁵⁰ The data quality report included only those offenders with a locked correctional plan.

into OMS, the Static-99R and Stable-2007 are only recorded in OMS-R, making it difficult for staff to verify the assessment results and the appropriateness of the recommended program.

3.1.1 RECOMMENDATIONS –RELEVANCY

RECOMMENDATION 1: IDENTIFICATION OF NEEDS FOR CORRECTIONAL PROGRAMS (INCP) DATA ENTRY PRACTICES

Data quality issues regarding the INCP data in OMS were identified. The RPD has been monitoring the scope of incomplete assessments through a report that was built in partnership with the PMMR. The RPD has been working with the Information Management Services (IMS) to request enhancements to the INCP screen that will be implemented in 2020. The proposed changes to the screen include the ability for the INCP screen to pull static assessment results that are critical for correctional program referral purposes, prior to the Static Factors Assessment (SFA) screen being locked. This will enable the INCP screen to be completed earlier during the intake process. Further, the RPD will revise CD 726 and the corresponding Guidelines to align with these requested changes, making the INCP screen mandatory, and will be promulgated at the same time as the OMS release.

Therefore, it is recommended that efforts continue to be supported to enhance the INCP screen and amend policy to make the completion of the INCP screen mandatory.

3.2 FIFE # 2 - EFFECTIVENESS OF CORRECTIONAL PROGRAMS – PROGRAM ACCESS AND DELIVERY

The second component of the correctional programs evaluation focuses on access to and delivery of correctional programs. Specifically, the evaluation questions are:

- Are offenders being granted timely access to programs (including Indigenous offenders being granted timely access to culturally-specific programs and programs overall)?
- Are correctional programs engaging and retaining offenders?
- Do the programs offered align with the risk and need profiles of CSC's offender population?

Literature that pertains to timely access to correctional programs, engagement and retention in the programs, and alignment of programs with risks and needs of offenders is presented below. It is then followed by the evaluation findings, supporting evidence, and recommendations.

3.2.1 LITERATURE REVIEW

Are Offenders Being Granted Timely Access to Programs?

The Office of the Auditor General of Canada (OAG) presented a series of three audit reports on preparing men (OAG, 2015), Indigenous (OAG, 2016), and women (OAG, 2017) federal offenders for release, including a focus on their access to correctional programs. These audits identified concerns with timely access to correctional programs for offenders serving federal sentences, which affected the timely completion of these programs. Many offenders had not completed programs prior to their first parole eligibility date for release, including about 65% of non-Indigenous men⁵¹ in the 2013-2014 FY (OAG, 2015) and half of women offenders (OAG, 2017). Notably, up to 75% of Indigenous women taking culturally-specific correctional programming did not complete programs prior to their first parole eligibility date for release (OAG, 2017). Few (20%) of the 843 Indigenous offenders serving a sentence of 4 years or less and who were released in 2015-2016 had completed their correctional programs by their first

⁵¹ The audit on programs for male offenders looked at data from fiscal year 2013-2014. Of the men enrolled in a correctional program, 47% were enrolled in an ICPM program and 53% in a program from the old cadre.

Evaluation of Correctional Reintegration Programs

parole eligibility dates (OAG, 2016).⁵² It was concluded that the lack of timeliness of program completion had implications for offenders. The OAG reported that 83% of the 1,066 Indigenous offenders released in 2015-16 had waived or postponed parole hearings (OAG, 2016), which was attributed partly to non-completion of programs (OAG, 2016, 2017).

For Indigenous offenders, it is unclear whether the time to complete programs differs between general and culturally-specific programs. The report on preparing Indigenous offenders for release found that the time to complete programs was the same for mainstream and culturally-specific programs (OAG, 2016). However, the report addressing the release of women offenders reported that twice as many Indigenous women who participated in the mainstream programs completed by their first parole eligibility date, compared with Indigenous women who participated in the culturally-specific programs. It was not specified whether this was due to the time to begin a program or the time to complete a program for women. However, the culturally-specific programs have more group sessions than the mainstream programs.

Research from CSC has also identified program non-completion as a reason for the waiver, postponement, and withdrawal of scheduled parole reviews (Farrell MacDonald, 2017; Keown, Farrell MacDonald, & Gobeil, 2015). Of the day and full parole reviews scheduled in 2013-2014, OMS data indicated that program non-completion was cited as the reason for 27% of waivers, 1% of postponements, and 15% of withdrawals, with program non-completion noted as the reason for 11% of waivers, 1% of postponements, and 9% of withdrawals among low-risk offenders referred to programs (Keown et al., 2015). However, just over a third of the low-risk offenders were still in a program or had completed their program within 30 days before the review. About a third had not been assigned to core programs (34%) or had completed their programs (27%), although this analysis just examined programs in which they were enrolled and not additional programs that might be required. A more recent review of OMS data pertaining to parole reviews scheduled for men in 2014-2015 and women in 2014-2015 and 2015-2016 found that 13% of waivers, 5% of postponements, and 7% of withdrawals for low-

⁵² It is unclear what percentage of these Indigenous offenders had participated in ICPM versus the old cadre of programs.

risk offenders were attributed to program non-completion, and Indigenous men were most likely to have had program non-completion as the reason for waiver or withdrawal of the parole review (Farrell MacDonald, 2017). Two-thirds of offenders (64%) citing program non-completion had been assigned to a correctional program. However, ICPM was not implemented in all regions at the time of the studies.

The development of the ICPM programs appeared to improve access to programs compared with the previous suite of programs, according to some reports, although contrasting findings were described in the Departmental Results Report. In 2013-2014, the regions delivering the ICPM programs had 23% more men offenders who completed programs by their FPED than the regions with the old programs, although the offenders were released at approximately the same point in their sentence (OAG, 2015). Note that regional differences related to the offender profile could potentially have also contributed to differences in the completion rates. Additionally, more offenders serving sentences of four years or less completed their programs by FPED in FY 2013-2014 compared with 2009-2010, when programs were first being implemented across the regions. Derkzen et al. (2017) found that in a sample of 549 federally sentenced women who were enrolled in one or more of the AWOCB components between 2010 and 2015, time to start the Aboriginal Women's Engagement Program had decreased since the program's initial implementation, as had the time to program completion for AWOMIP. In contrast, findings in recent Departmental Results Reports described a decrease in the percentage of offenders who completed a correctional program prior to their FPED, from 65% in 2014 -2015 to 54% by 2017-2018 (CSC, 2017c; CSC, 2018f). The percentage who completed prior to their WED also decreased, although it remained above 80%.

Are Correctional Programs Engaging and Retaining Offenders?

A range of factors, both internal (e.g., cognitive, behavioural) and external (e.g., feeling safe, support from staff), have been identified as affecting the engagement of offenders in correctional programs (Holdsworth, Bowen, Brown, & Howat, 2014; Sturgess, Woodhams, & Tonkin, 2016). Considering offenders' level of engagement and the factors that contribute to it is relevant given the relationship between engagement, treatment outcomes (e.g., reduction in

risk), and premature termination (Drieschner & Verschuur, 2010); and the relationship between motivation and program completion (Nunes & Cortoni, 2006; Wormith & Olver, 2002). In addition, retention in programs is important as non-completion is associated with higher rates of recidivism, whether compared to offenders who completed their program (Wormith & Olver, 2002) or to those who are untreated and were not considered to be of lower risk than the treatment group (McMurran & Theodosi, 2007).

Do Programs Offered Align with the Risk/Need Profiles of CSC's Offender Population?

Alignment between an offender's level of risk and program intensity is crucial. The risk principle of the RNR model highlights the importance of targeting higher risk offenders with more intensive services, as well as offering fewer services to lower risk offenders (Andrews & Bonta, 2010a). In addition, the need principle of the RNR model indicates which criminogenic needs should be the focus for treatment (Andrews & Bonta, 2010a). Correctional programs that target offenders at greater risk of recidivism have a greater impact on reducing recidivism (Andrews & Bonta, 2010a; Andrews & Dowden, 2006; Lipsey, Landenberger, & Wilson, 2007). The intensity of service also matters; programs that offered a greater number of services or longer duration of services for offenders at higher-risk of recidivism, compared with lower risk offenders, had better outcomes (Lowencamp, Latessa, & Holsinger, 2006; Makarios, Sperber, & Latessa, 2013). This finding applies to the CSC context. Specifically, congruency between offenders' level of risk and program intensity was associated with better correctional outcomes in a previous evaluation of CSC's correctional programs (Nafekh et al., 2009).

A study that examined whether CSC's WOCP model addresses the criminogenic needs of women offenders found improvements for women from before to after program completion (Wardrop & Pardoel, 2018). Women who completed a moderate intensity main program were rated as having improvements with respect to the following dynamic needs according to their rating on the DFIA-R (a measure of dynamic need): marital/family, substance abuse, associates, community functioning, and attitudes. The personal/emotional domain was the only one on which women did not have a decrease in need. When assessed by reviews of program performance reports, women in the moderate intensity main programs had treatment gains

across all 6 areas. Women in high intensity main programs experienced treatment gains in all areas, with the exception of community functioning.

3.2.2 TIMELY ACCESS

FINDING 3: DEFINITION OF TIMELY ACCESS

CSC does not have a definitive and standardized definition of timely access. Staff provided varied definitions that defined timely access in relation to parole eligibility dates, in consideration of an offender's level of need and sentence length, or access to programs as early as possible in an offender's sentence.

Evidence:

Definition of Timely Access

The concept of timely access to correctional programs has not been defined in CSC policy,⁵³ thus, there is no clear specification detailing by which point in an offender's sentence the offender should begin a correctional program.

Staff were asked to define timely access to programs. The definitions that they provided were varied. Approximately half (55%, $n = 161$ of 292) reported that timely access to correctional programs entailed either participation in, or completion of, programs prior to an offender's parole eligibility date, such as day parole (20%, $n = 59$), full parole (8%, $n = 24$), or an unspecified parole or conditional release date (17%, $n = 50$). Additionally, a third (36%, $n = 106$) defined timely access to correctional programs in relation to an offender's level of need and sentence length, and a few (23%, $n = 67$) described timely access as delivering the program at the earliest possible point in an offender's sentence.

⁵³ GL 726-3 states that offenders are to be prioritized for program assignment and that it is possible for Program Managers to assign indeterminate and long-term offenders to programming in order to avoid them facing unreasonable delays in accessing correctional programs. The definition of "unreasonable" is not, however, expanded upon.

FINDING 4: TIMELY ACCESS TO PROGRAMS

Based on the indicators used in this evaluation, most offenders enrolled in a main program before their FPED and about half enrolled before their DPED. Women offenders had more timely access to programs than men offenders as they were enrolled in and began their programs more quickly. The hybrid programs were associated with quicker access. Overall, there were no significant differences in enrollment and time to start programs between Indigenous and non-Indigenous offenders.

For the purposes of this evaluation, timely access is considered in terms of enrolling in and completing a main program by DPED and FPED.

Evidence:

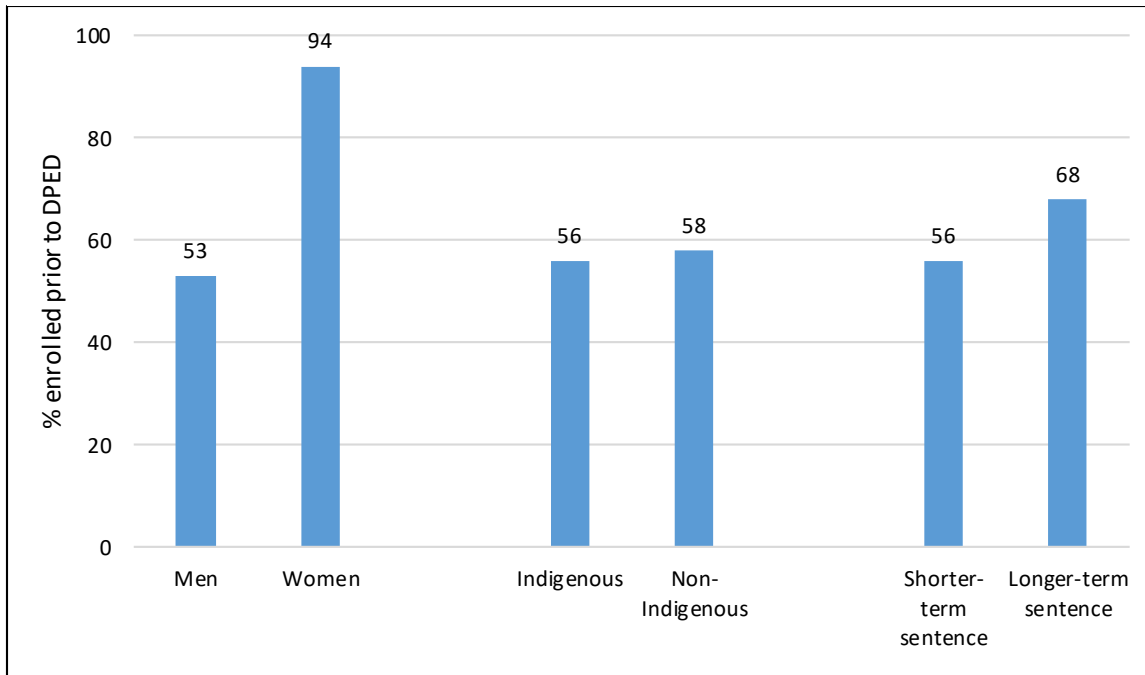
Enrollment in Programs

Data extracted from OMS indicated that, between April 1, 2016 and March 31, 2018, 58%⁵⁴ of offenders in the admissions cohort⁵⁵ who had enrolled in a main program had done so before their DPED. This was the case for a higher proportion of women than men. Also, a greater proportion of offenders with longer-term sentences (i.e., more than four years; 68%, $n = 163$) enrolled in a main program prior to DPED compared with offenders with shorter-term sentences (i.e., four years or less; 56%, $n = 943$). No difference was found in the proportion of Indigenous and non-Indigenous offenders who enrolled in a main program before DPED (56%, $n = 208$, vs. 58%, $n = 848$, respectively). Figure 6 presents the percent of offenders who enrolled in a program prior to DPED, separated by gender, Indigenous identification, and sentence length.

⁵⁴ These numbers reflect those reaching their DPED within the timeframe of data collection.

⁵⁵ Includes offenders admitted to federal custody on a federal term of imprisonment in Atlantic, Québec, Ontario, and Pacific regions from April 1st, 2016 and March 31st, 2018, and those admitted in the Prairie region between July 1st, 2017 and March 31st, 2018. As the Prairie region has the greatest proportion of Indigenous offenders, and the latest ICPM implementation date, this admissions cohort may underrepresent Indigenous offenders.

Figure 6. Percentage of Offenders Enrolled in a Main Program Prior to DPED



Note. The categories are not mutually exclusive. Significant difference between women and men: $\chi^2(1, N = 1,916) = 139.37, p < .001$. No significant difference between Indigenous and non-Indigenous offenders: $\chi^2(1, N = 1,824) = 0.64, p = .42$. Significant difference between offenders with shorter-term and longer-term sentences: $\chi^2(1, N = 1,916) = 11.10, p < .001$.

Table 11 reports the percentage and number of offenders who enrolled prior to DPED, of those who were enrolled in a main program, separated by program type and offender characteristics. The specific programs included in each program type are outlined in Appendix D. More of the moderate intensity program participants enrolled in their first main program prior to their DPED compared with those enrolled in the high intensity program (67%, $n = 859$ vs. 39%, $n = 248$, respectively). In addition, more non-Indigenous than Indigenous men enrolled in a hybrid program prior to DPED (96%, $n = 272$ vs. 76%, $n = 65$, respectively), although the hybrid program was associated with higher rates of enrollment by DPED (92%, $n = 373$). Fewer men were enrolled in the SO program by DPED (40%, $n = 148$) compared with any main program (53%, $n = 891$). It should be noted that the differences between shorter-term and longer-term sentences were not observed for the women offender main program.

Evaluation of Correctional Reintegration Programs

Table 11. Percentage of Offenders Who Enrolled in their Main Program Prior to DPED, by Main Program Type

Program	Number of Offenders who Enrolled in Main Program Prior to DPED												
	All % (n/ N)	Men				Women				Indigenous		Sentence Length	
		All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	Yes % (n/ N)	No % (n/ N)	Shorter-term % (n/ N)	Longer-term % (n/ N)
Any Main Program	58% (1,106/ 1,916)	53% (891/ 1,687)	50% (159/ 317)	54% (687/ 1,283)	52% (45/ 87)	94% (215/ 229)	91% (49/ 54)	95% (161/ 170)	-	56% (208/ 371)	58% (848/ 1,453)	56% (943/ 1,675)	68% (163/ 241)
Moderate Intensity	67% (858/ 1,284)	61% (644/ 1,057)	55% (132/ 240)	63% (478/ 762)	62% (34/ 55)	94% (214/ 227)	92% (48/ 52)	95% (161/ 170)	-	61% (180/ 292)	69% (639/ 932)	66% (737/ 1,115)	72% (121/ 169)
High Intensity	39% (248/ 637)	39% (247/ 635)	35% (27/ 77)	40% (209/ 526)	34% (11/ 32)	-	-	-	-	35% (28/ 79)	40% (209/ 526)	36% (206/ 565)	58% (42/ 72)
Hybrid Program	92% (373/ 404)	92% (373/ 404)	76% (65/ 85)	96% (272/ 282)	97% (36/ 37)	N/A	N/A	N/A	N/A	76% (65/ 85)	96% (272/ 282)	92% (360/ 391)	100% (13/ 13)
ICPM Hybrid	97% (320/ 331)	97% (320/ 331)	93% (13/ 14)	97% (271/ 280)	97% (36/ 37)	N/A	N/A	N/A	N/A	93% (13/ 14)	97% (271/ 280)	97% (307/ 318)	100% (13/ 13)
AICPM Hybrid	73% (53/ 73)	73% (53/ 73)	73% (52/ 71)	-	-	N/A	N/A	N/A	N/A	73% (52/ 71)	-	73% (53/ 73)	-
Indigenous Main Program	58% (150/ 260)	51% (110/ 215)	52% (108/ 206)	25% (2/ 8)	-	89% (40/ 45)	86% (30/ 35)	100% (10/ 10)	-	57% (138/ 241)	67% (12/ 18)	56% (130/ 232)	71% (20/ 28)
Moderate Intensity	63% (130/ 205)	56% (91/ 162)	57% (89/ 155)	33% (2/ 6)	-	89% (39/ 43)	86% (29/ 33)	100% (10/ 10)	-	62% (118/ 188)	75% (12/ 16)	61% (114/ 185)	80% (16/ 20)

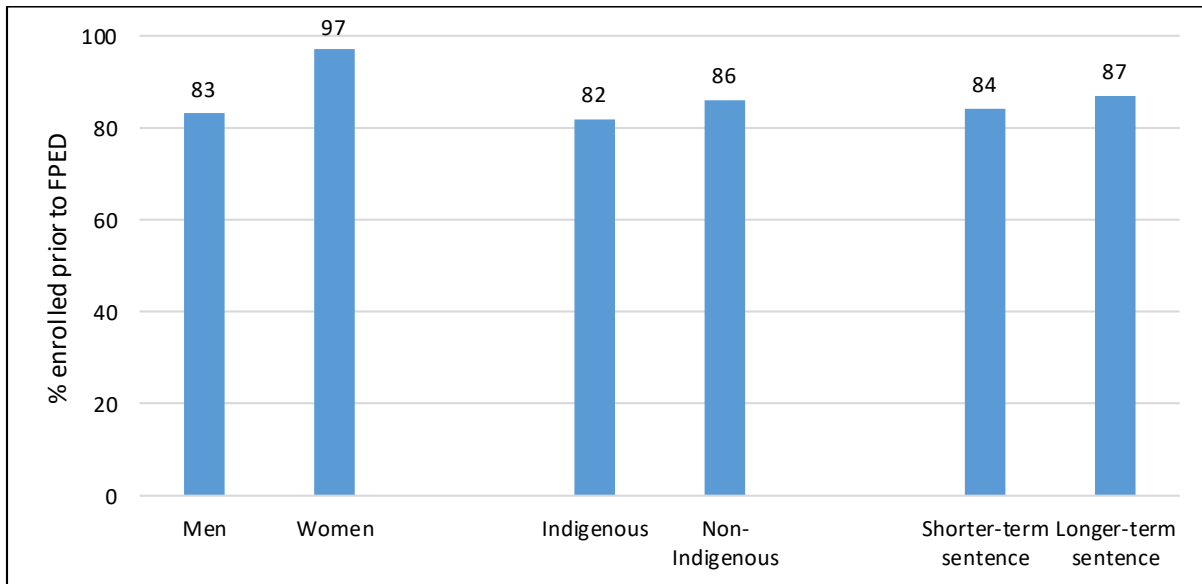
Evaluation of Correctional Reintegration Programs

High Intensity	36% (20/ 55)	36% (19/ 53)	37% (19/ 51)	-	-	-	-	-	-	38% (20/ 53)	-	34% (16/ 47)	50% (4/ 8)
Sex Offender Program	40% (148/ 369)	40% (148/ 369)	29% (21/ 73)	41% (112/ 274)	68% (15/ 22)	-	-	-	-	29% (21/ 73)	41% (112/ 274)	36% (114/ 313)	61% (34/ 56)
Moderate Intensity	44% (130/ 294)	44% (130/ 294)	33% (19/ 57)	45% (98/ 218)	68% (13/ 19)	-	-	-	-	33% (19/ 57)	45% (98/ 218)	42% (106/ 255)	62% (24/ 39)
High Intensity	24% (18/ 76)	24% (18/ 76)	13% (2/ 16)	25% (14/ 57)	-	-	-	-	-	13% (2/ 16)	25% (14/ 57)	14% (8/ 59)	59% (10/ 17)

Note. One offender can be counted under multiple categories. The women enrolled in a high intensity program were only counted under the high intensity category and not in the moderate intensity program category. Values in parentheses represent the following: numerator (n) = number of offenders who enrolled in the program prior to DPED; denominator (N) = number of offenders who enrolled in the program. N/A = offenders are not eligible for this program. If the denominator is equal to, or less than, 5, then the percent was not reported.

Timeliness of access to programs was also examined in terms of the percentage of offenders enrolling in a main program prior to their FPED. Most of the offenders⁵⁶ (85%, $n = 1,621$) in the admission cohort who had enrolled in a main program had done so prior to FPED, although this was the case for a higher proportion of women (97%, $n = 223$) than men (83%, $n = 1,398$; see Figure 7 and Table 12). Similar proportions of Indigenous and non-Indigenous offenders (82%, $n = 305$, vs. 86%, $n = 1,244$) were enrolled in a main program before FPED and there were no significant differences in enrollment based on sentence length (84%, $n = 1,411$, for shorter-term sentence vs. 87%, $n = 210$, for longer-term sentence).

Figure 7. Percentage of Offenders Enrolled Prior to FPED



Note. The categories are not mutually exclusive. Significant difference between men and women: $\chi^2(1, N = 1,916) = 32.59, p < .001$. No significant difference between Indigenous and non-Indigenous offenders: $\chi^2(1, N = 1,824) = 2.68, p = .10$, or between offenders with shorter-term and longer-term sentences: $\chi^2(1, N = 1,916) = 1.36, p = .24$.

As reported in Table 12, almost all of the hybrid program participants (97%, $n = 393$) were enrolled before their FPED, particularly offenders in the ICPM hybrid (99%, $n = 328$). Similar results were obtained for the woman offender main program (97%, $n = 223$). In general, as the intensity level of the program increased, there was a decrease in the number of offenders enrolled prior to FPED.

⁵⁶ Only included offenders who reached FPED within the timeframe examined.

Evaluation of Correctional Reintegration Programs

Table 12. Offenders Who Enrolled in Main Program, the Percentage Prior to FPED, by Main Program Type

Program	Number of Offenders that Enrolled in Main Program Prior to FPED												
	All % (n/ N)	Men				Women				Indigenous		Sentence Length	
		All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	Yes % (n/ N)	No % (n/ N)	Shorter-term % (n/ N)	Longer-term % (n/ N)
Any Main Program	85% (1,621/ 1,916)	83% (1,398/ 1,687)	80% (253/ 317)	84% (1,078/ 1,283)	77% (67/ 87)	97% (223/ 229)	96% (52/ 54)	98% (166/ 170)	-	82% (305/ 371)	86% (1,244/ 1,453)	84% (1,411/ 1,675)	87% (210/ 241)
Moderate Intensity	87% (1,123/ 1,284)	85% (901/ 1,057)	82% (196/ 240)	87% (660/ 762)	82% (45/ 55)	98% (222/ 227)	98% (51/ 52)	98% (166/ 170)	-	84% (247/ 292)	89% (826/ 932)	87% (971/ 1,115)	90% (152/ 169)
High Intensity	79% (501/ 637)	79% (500/ 635)	74% (57/ 77)	80% (421/ 526)	69% (22/ 32)	-	-	-	-	73% (58/ 79)	80% (421/ 526)	78% (443/ 565)	81% (58/ 72)
Hybrid Program	97% (393/ 404)	97% (393/ 404)	89% (76/ 85)	99% (280/ 282)	100% (37/ 37)	N/A	N/A	N/A	N/A	89% (76/ 85)	99% (280/ 282)	97% (380/ 391)	100% (13/ 13)
ICPM Hybrid	99% (328/ 331)	99% (328/ 331)	93% (13/ 14)	99% (278/ 280)	100% (37/ 37)	N/A	N/A	N/A	N/A	93% (13/ 14)	99% (278/ 280)	99% (315/ 318)	100% (13/ 13)
AICPM Hybrid	89% (65/ 73)	89% (65/ 73)	89% (63/ 71)	-	-	N/A	N/A	N/A	N/A	89% (63/ 71)	-	89% (65/ 73)	-
Indigenous Main Program	81% (210/ 260)	78% (167/ 215)	79% (162/ 206)	63% (5/ 8)	-	96% (43/ 45)	94% (33/ 35)	100% (10/ 10)	-	81% (195/ 241)	83% (15/ 18)	80% (186/ 232)	86% (24/ 28)
Moderate Intensity	83% (172/ 205)	80% (129/ 162)	81% (125/ 155)	67% (4/ 6)	-	98% (42/ 43)	94% (32/ 33)	100% (10/ 10)	-	83% (157/ 188)	88% (14/ 16)	82% (153/ 188)	90% (18/ 20)

Evaluation of Correctional Reintegration Programs

High Intensity	69% (39/ 55)	72% (38/ 53)	73% (37/ 51)	-	-	-	-	-	-	72% (38/ 53)	-	70% (33/ 47)	75% (6/ 8)
Sex Offender Program	77% (283/ 369)	77% (283/ 369)	74% (54/ 73)	77% (210/ 274)	86% (19/ 22)	-	-	-	-	74% (54/ 73)	77% (210/ 274)	74% (232/ 313)	91% (51/ 56)
Moderate Intensity	79% (231/ 294)	79% (231/ 294)	79% (45/ 57)	78% (169/ 218)	89% (17/ 19)	-	-	-	-	79% (45/ 57)	78% (169/ 218)	77% (196/ 255)	90% (35/ 39)
High Intensity	70% (53/ 76)	70% (53/ 76)	56% (9/ 16)	74% (42/ 57)	-	-	-	-	-	56% (9/ 16)	74% (42/ 57)	63% (37/ 59)	94% (16/ 17)

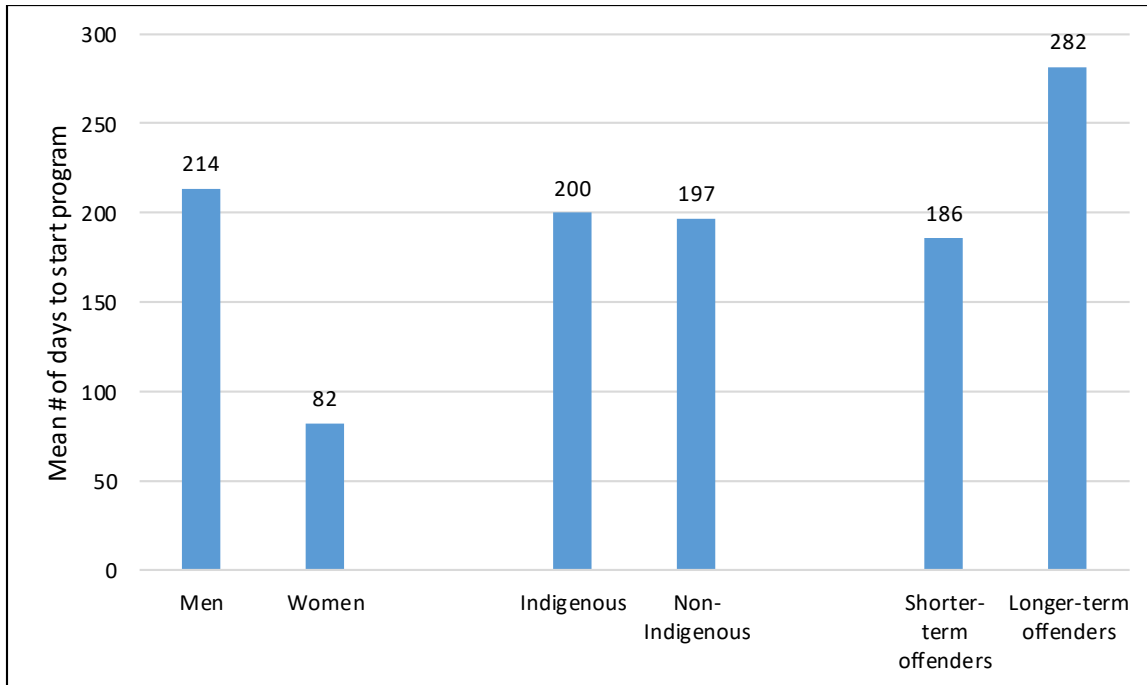
Note. One offender can be counted under multiple categories. Women in high intensity programs were counted only under the high intensity program and not the moderate program category. Values in parentheses represent the following: numerator (n) = number of offenders who enrolled in the program prior to FPED; denominator (N) = number of offenders who enrolled in the program. N/A = offenders were not eligible for this program. If the denominator is less than 5, then the percent was not reported.

Time to Begin Programs

The mean number of days to begin a main program were compared by gender, Indigenous identification, and sentence length (see Figure 8). Results indicated that women offenders began their main program significantly earlier in their sentence than men (82 days for women vs. 214 days for men).⁵⁷ Not surprisingly, offenders with a longer-term sentence also had more days between their admission and first main program than offenders with a shorter-term sentence (282 days vs. 186 days). There was no significant difference between the number of days from admission to main program for Indigenous (200 days) and non-Indigenous offenders (197 days). The mean numbers of days to begin a main program appeared lower than the median numbers of days to begin a main program for men, women, Indigenous and non-Indigenous offenders, and shorter and longer-term offenders, suggesting that extreme scores affected the means.

⁵⁷ Women can be enrolled in an engagement program upon admission to federal custody prior to the completion of their intake assessments. Once the intake assessments are completed, women can begin their main program, if required. Men who require a correctional program can only begin a primer once their intake assessments are completed.

Figure 8. Mean Number of Days to Main Program Start Date



Note. Categories are not mutually exclusive. Significant difference between men and women: $t(591.85) = -28.68, p < .001$. No significant difference between Indigenous and non-Indigenous offenders: $t(1,822) = 0.42, p = .67$. Significant difference between offenders with shorter-term and longer-term sentences: $t(275.39) = -9.25, p < .001$.

In addition to examining the mean number of days to begin a main program, this section also explored the time to begin a primer or engagement program in order to identify where delays might exist along the program continuum. Offenders in the admission cohort began a program a median of 54 days post-admission to custody (see Table 13). Time to begin a primer/engagement program varied, with the Indigenous primer/engagement programs taking longer to begin compared with any primer/engagement program (86 vs. 51 days). Time to begin an Indigenous main program (160 days) was similar to the duration to begin any main program (173 days). Women appeared to begin their programs more quickly, whether an engagement program (25 days vs. 57 days for primer for men) or main program (70 days vs. 186 days for men). The length time to begin a hybrid appeared similar to the time to start a primer/engagement program (62 vs. 51 days).

Evaluation of Correctional Reintegration Programs

Table 13. Median Number of Days from Admission to Custody to Program Start Date by Program Type

Program	Median Number of Days to Program Start Date												
	All	Men				Women				Indigenous		Sentence Length	
		All	Indigenous	Non-Indigenous	Unknown	All	Indigenous	Non-Indigenous	Unknown	Yes	No	Shorter-term	Longer-term
Any Program	54	58	82	55	81	25	29	24	14	69	49	52	68
	<i>n</i> = 2,861	<i>n</i> = 2,516	<i>n</i> = 487	<i>n</i> = 1,888	<i>n</i> = 141	<i>n</i> = 345	<i>n</i> = 76	<i>n</i> = 258	<i>n</i> = 11	<i>n</i> = 563	<i>n</i> = 2,146	<i>n</i> = 2,549	<i>n</i> = 312
Indigenous Program	109	130	125	264	-	49	66	44	-	112	59	106	162
	<i>n</i> = 436	<i>n</i> = 347	<i>n</i> = 333	<i>n</i> = 13		<i>n</i> = 89	<i>n</i> = 52	<i>n</i> = 36		<i>n</i> = 385	<i>n</i> = 49	<i>n</i> = 398	<i>n</i> = 38
Any Primer / Engagement Program	51	57	79	54	98	25	29	24	14	61	48	49	66
	<i>n</i> = 2,323	<i>n</i> = 1,978	<i>n</i> = 372	<i>n</i> = 1,506	<i>n</i> = 100	<i>n</i> = 345	<i>n</i> = 76	<i>n</i> = 258	<i>n</i> = 11	<i>n</i> = 448	<i>n</i> = 1,764	<i>n</i> = 2,035	<i>n</i> = 288
Indigenous Primer / Engagement	86	132	131	-	-	31	34	22	-	106	28	83	101
	<i>n</i> = 241	<i>n</i> = 186	<i>n</i> = 183			<i>n</i> = 55	<i>n</i> = 31	<i>n</i> = 23		<i>n</i> = 214	<i>n</i> = 26	<i>n</i> = 213	<i>n</i> = 28
Any Main Program	173	186	188	186	193	70	82	68	-	169	172	160	251
	<i>n</i> = 1,916	<i>n</i> = 1,687	<i>n</i> = 317	<i>n</i> = 1,283	<i>n</i> = 87	<i>n</i> = 229	<i>n</i> = 54	<i>n</i> = 170		<i>n</i> = 371	<i>n</i> = 1,453	<i>n</i> = 1,675	<i>n</i> = 241
Indigenous Main	160	183	177	291	-	85	87	75	-	162	96	153	202
	<i>n</i> = 260	<i>n</i> = 215	<i>n</i> = 206	<i>n</i> = 8		<i>n</i> = 45	<i>n</i> = 35	<i>n</i> = 10		<i>n</i> = 241	<i>n</i> = 18	<i>n</i> = 232	<i>n</i> = 28
Hybrid Program	62	62	92	57	66	N/A	N/A	N/A	N/A	92	57	62	69
	<i>n</i> = 404	<i>n</i> = 404	<i>n</i> = 85	<i>n</i> = 282	<i>n</i> = 37					<i>n</i> = 85	<i>n</i> = 282	<i>n</i> = 391	<i>n</i> = 13
Sex Offender Program	235	235	230	241	193	-	-	-	-	230	241	222	352
	<i>n</i> = 369	<i>n</i> = 369	<i>n</i> = 73	<i>n</i> = 274	<i>n</i> = 22					<i>n</i> = 73	<i>n</i> = 274	<i>n</i> = 313	<i>n</i> = 56

Note. One offender can be counted under multiple categories. N/A=offenders are not eligible for this program. If the number of participants who participated in the program is equal to or less than 5, then the number of days was not reported. One offender in the non-Indigenous men category was admitted to a women offender engagement program. It is unclear whether this is a data entry error. Hybrid programs were only counted in the hybrid category and not counted in the primer/engagement or main categories. The hybrid start date was identified using the actual start date, which includes the primer portion of the program

FINDING 5: IDENTIFIED BARRIERS TO TIMELY ACCESS

According to staff, some barriers to program access included a lack of resources, particularly human resources, and insufficient program availability. Many of the 20 Indigenous offenders who were interviewed and had wanted to participate in an Indigenous program reported that they had not taken an AICPM or AWOCIP as the programs were unavailable or not offered in a timely manner.

Evidence

Barriers to Accessing Programs

Staff described the reasons for which specific program streams were not accessible to Indigenous and non-Indigenous offenders (see Table 14). Notably, a lack of resources, particularly human resources, were reported to impede access to Indigenous programs for Indigenous offenders. Insufficient program availability (i.e., that a program was not offered frequently or at all) was commonly identified as a factor affecting access to programs for non-Indigenous offenders.

Evaluation of Correctional Reintegration Programs

Table 14. Staff Perceptions of Reasons for Which Program Streams Are Inaccessible to Indigenous and Non-Indigenous Offenders

Reason Program Stream was Inaccessible	Indigenous Stream				Mainstream Stream				Stream Not Specified			
	Non-Indigenous Offenders (n = 47)		Indigenous Offenders (n = 120)		Non-Indigenous Offenders (n = 23)		Indigenous Offenders (n = 18)		Non-Indigenous Offenders (n = 78)		Indigenous Offenders (n = 47)	
	n	%	n	%	n	%	n	%	n	%	n	%
Lack of resources ^a	14	30	71	59	9	39	9	50	28	36	18	38
<i>Lack of human resources</i>	11	23	63	53	7	30	8	44	24	31	14	30
Insufficient program availability ^b	29	62	48	40	14	61	6	33	44	56	16	34
Operational and population management ^c	3	6	17	14	4	17	4	22	13	17	11	23
Too few participants to launch a program	3	6	34	28	5	22	0	0	11	14	12	26
Indigenous offenders prioritized for Indigenous stream	15	32	-	-	-	-	-	-	-	-	-	-

^a Examples of resources include physical, financial and human resources.

^b Examples of insufficient program availability include that the program was not offered, that it was offered infrequently, and that it was not in a language spoken by the offender.

^c Operational and population management reasons include managing incompatible populations.

In order to better understand the reasons for which Indigenous offenders do not participate in an Indigenous program, 27 Indigenous offenders who had not participated in an Indigenous-specific program, but who had participated in a mainstream program, were asked about their interest in the Indigenous program. Three-quarters of those offenders (74%, $n = 20$) reported that they were interested in an Indigenous program. Many offenders who were interested in an Indigenous program (60%, $n = 12$ of 20) stated that they had not taken AICPM or AWOCIP because the programs were unavailable, or not offered in a timely manner.⁵⁸ Consequently, some offenders (30%, $n = 6$) participated in mainstream programming as it began sooner than

⁵⁸ Program availability was reported as a reason for non-participation in Indigenous programs in all regions, most commonly in Pacific region ($n = 4$), followed by Québec ($n = 3$), Atlantic ($n = 2$), Prairie ($n = 2$), and Ontario ($n = 1$).

the Indigenous programming. Some offenders (30%, $n = 6$) mentioned a lack of information regarding Indigenous programs in their institutions as their reason for not participating.

Many staff (73%, $n = 162$ of 221) indicated that Indigenous offenders often or always chose culturally-specific programming over mainstream programming. The remaining staff indicated that Indigenous offenders sometimes (19%, $n = 41$), rarely (8%, $n = 17$), or never (<1%, $n = 1$) chose culturally-specific programming.⁵⁹ Staff outlined reasons for which an Indigenous offender would not participate in AICPM or AWOCP. The most commonly mentioned reason was that the offender did not identify with Indigenous culture (78%, $n = 157$ of 201). Additional reasons endorsed by staff were that the program was not offered frequently enough (65%, $n = 130$); the program was unavailable (39%, $n = 78$); the longer duration of AICPM and AWOCP (23%, $n = 47$); the offender was not informed of culturally-specific streams (8%, $n = 17$); as well as 'other' reasons (7%, $n = 15$), such as timelier access to mainstream programs (2%, $n = 5$).

3.2.3 TIMELY COMPLETION OF PROGRAMS

FINDING 6: TIME TO COMPLETE PROGRAMS

Over half of offenders completed a main program by FPED, whereas a quarter completed a main program before DPED. Women completed their programs more quickly than men, and hybrid programs were completed more rapidly than other men's moderate programs. There was no difference in the time to program completion for Indigenous and non-Indigenous offenders for men and women offenders combined.

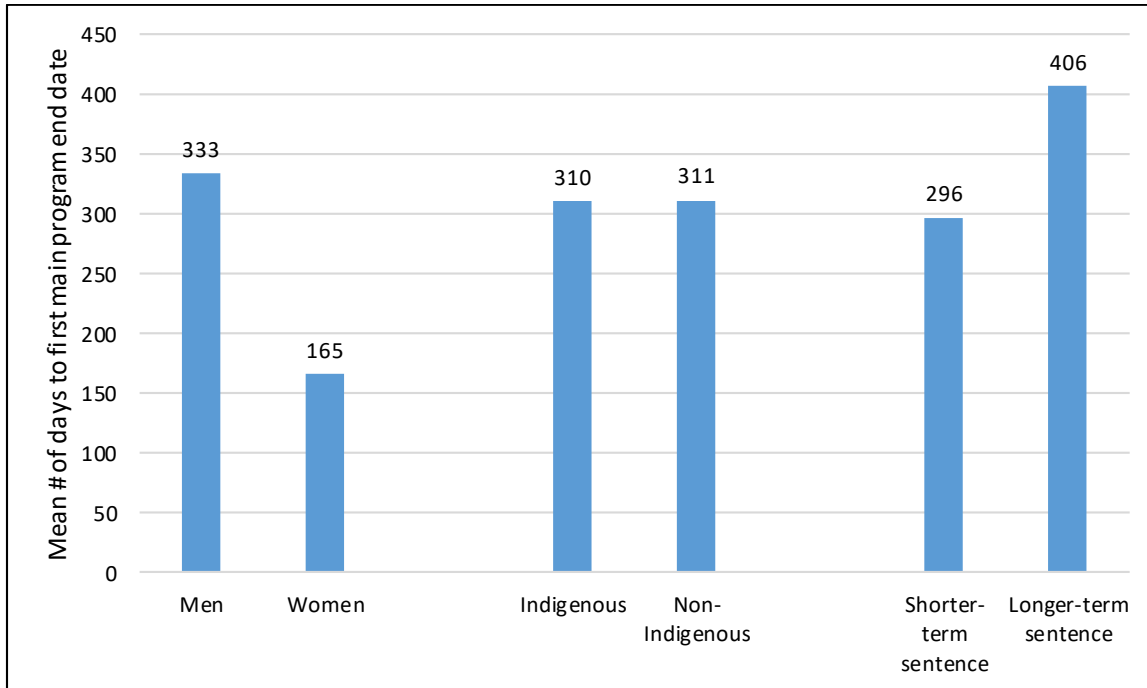
⁵⁹ The INCP screen in OMS captures information about whether an Indigenous offender prefers to participate in Indigenous-specific programming. If the offender does not want to participate in Indigenous-specific programming, the reason is collected. These data were not included in this report as this field was added to the INCP screen in November 2017, the INCP screen for women was not implemented until March 2018, and the cohort of offenders whose data are presented in this section of the report included only those admitted to custody by March 31st, 2018.

Evidence:

Completion of Main Programs before Parole Eligibility Dates

When the mean number of days to the first main program end date were compared between groups, women were found to complete their first main program in fewer days post-admission to custody, compared with men (165 vs. 333 days) (see Figure 9). Offenders with shorter-term sentences also completed their first main program in fewer days after admission to custody than offenders with longer-term sentences (296 vs. 406 days). There were no differences between Indigenous (310 days) and non-Indigenous offenders (311 days).

Figure 9. Mean Days from Admission to Main Program End Date



Note. Categories are not mutually exclusive. Significant difference between men and women: $t(770.54) = -33.62, p < .001$. No significant difference between Indigenous and non-Indigenous offenders: $t(1,574) = -0.18, p = .85$. Significant difference between offenders with shorter-term and longer-term sentences: $t(262.48) = -9.53, p < .001$.

Offenders in the admission cohort completed their main program a median of 292 days after admission into custody (see Table 15). The programs with more sessions took longer to complete. The high intensity main programs took the longest to complete following admission

to custody (377 days), particularly the Indigenous high intensity streams (415 days).⁶⁰ The hybrid program, which combines the readiness and main programs with no breaks between components, was completed more quickly after admission to custody than any main program (189 vs. 292 days), although the AICPM hybrid was completed after a greater number of days after admission than the ICPM hybrid (235 vs. 185 days).⁶¹

⁶⁰ The ICPM high intensity programs have approximately twice as many sessions as the moderate intensity programs. Including group, individual, and, for the Indigenous programs, ceremonial sessions, the ICPM-MT-Moderate program is 51 sessions in length versus the 92 sessions of the ICPM-MT-High, and the AICPM-MT-Moderate contains 62 sessions, in contrast with the 111 sessions of the AICPM-MT-High. For women, the WOMIP has 45 sessions, while the WOHIP had 57 sessions, and the AWOMIP had 48 sessions and the AWOHIP has 62 sessions. Additionally, women who require the high intensity program first complete the moderate intensity program prior to the high intensity program.

⁶¹ The AICPM hybrid includes the AICPM-MT-Moderate, which is 62 sessions in length, while the ICPM hybrid includes the ICPM-MT-Moderate, which is 51 sessions.

Table 15. Median Number of Days from Admission to Custody to First Main Program End Date by Program Type

Program	Median Number of Days to First Main Program End Date												
	All	Men				Women				Indigenous		Sentence Length	
		All	Indigenous	Non-Indigenous	Unknown	All	Indigenous	Non-Indigenous	Unknown	Yes	No	Shorter-term	Longer-term
Any Main Program	292 <i>n</i> = 1,648	314 <i>n</i> = 1,431	308 <i>n</i> = 267	315 <i>n</i> = 1,097	323 <i>n</i> = 67	155 <i>n</i> = 217	169 <i>n</i> = 49	153 <i>n</i> = 163	-	280 <i>n</i> = 316	293 <i>n</i> = 1,260	280 <i>n</i> = 1,428	385 <i>n</i> = 220
Moderate Intensity	241 <i>n</i> = 1,186	272 <i>n</i> = 969	280 <i>n</i> = 215	267 <i>n</i> = 705	289 <i>n</i> = 49	155 <i>n</i> = 217	169 <i>n</i> = 49	153 <i>n</i> = 163	-	258 <i>n</i> = 264	237 <i>n</i> = 868	230 <i>n</i> = 1,025	352 <i>n</i> = 161
High Intensity	377 <i>n</i> = 462	377 <i>n</i> = 462	426 <i>n</i> = 52	371 <i>n</i> = 392	428 <i>n</i> = 18	-	-	-	-	426 <i>n</i> = 52	371 <i>n</i> = 392	370 <i>n</i> = 403	487 <i>n</i> = 59
Hybrid Program	189 <i>n</i> = 323	189 <i>n</i> = 323	233 <i>n</i> = 52	182 <i>n</i> = 236	196 <i>n</i> = 35	N/A	N/A	N/A	N/A	233 <i>n</i> = 52	182 <i>n</i> = 236	189 <i>n</i> = 313	197 <i>n</i> = 10
ICPM Hybrid	185 <i>n</i> = 280	185 <i>n</i> = 280	204 <i>n</i> = 10	182 <i>n</i> = 235	196 <i>n</i> = 35	N/A	N/A	N/A	N/A	204 <i>n</i> = 10	182 <i>n</i> = 235	184 <i>n</i> = 270	197 <i>n</i> = 10
AICPM Hybrid	235 <i>n</i> = 43	235 <i>n</i> = 43	241 <i>n</i> = 42	-	-	N/A	N/A	N/A	N/A	241 <i>n</i> = 42	-	235 <i>n</i> = 43	-
Indigenous Main Program	278 <i>n</i> = 220	313 <i>n</i> = 180	308 <i>n</i> = 172	437 <i>n</i> = 7	-	174 <i>n</i> = 40	182 <i>n</i> = 31	159 <i>n</i> = 9	-	279 <i>n</i> = 203	187 <i>n</i> = 16	270 <i>n</i> = 196	382 <i>n</i> = 24
Moderate Intensity	256 <i>n</i> = 187	287 <i>n</i> = 147	279 <i>n</i> = 141	-	-	174 <i>n</i> = 40	182 <i>n</i> = 31	159 <i>n</i> = 9	-	258 <i>n</i> = 172	180 <i>n</i> = 14	251 <i>n</i> = 169	319 <i>n</i> = 18
High Intensity	415 <i>n</i> = 33	415 <i>n</i> = 33	405 <i>n</i> = 31	-	-	-	-	-	-	405 <i>n</i> = 31	-	415 <i>n</i> = 27	536 <i>n</i> = 6

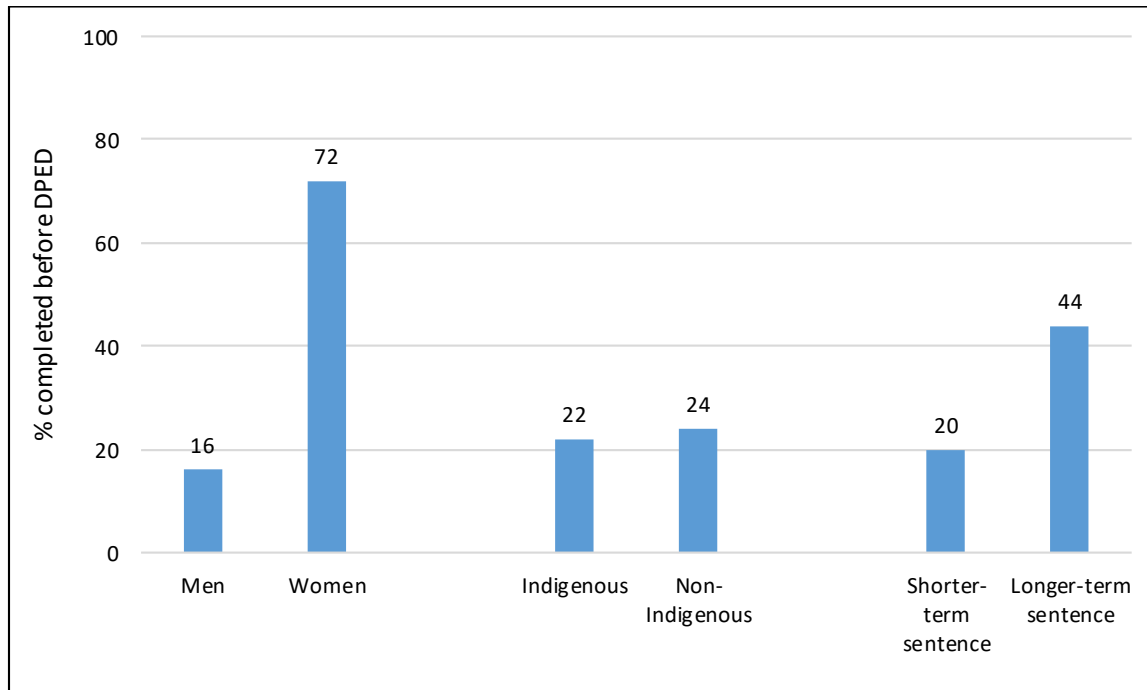
Evaluation of Correctional Reintegration Programs

Program	Median Number of Days to First Main Program End Date												
	All	Men				Women				Indigenous		Sentence Length	
		All	Indigenous	Non-Indigenous	Unknown	All	Indigenous	Non-Indigenous	Unknown	Yes	No	Shorter-term	Longer-term
Sex Offender Program	370 <i>n</i> = 321	370 <i>n</i> = 321	353 <i>n</i> = 63	371 <i>n</i> = 238	323 <i>n</i> = 20	-	-	-	-	353 <i>n</i> = 63	371 <i>n</i> = 238	346 <i>n</i> = 267	512 <i>n</i> = 54
Moderate Intensity	336 <i>n</i> = 267	336 <i>n</i> = 267	338 <i>n</i> = 51	342 <i>n</i> = 198	316 <i>n</i> = 18	-	-	-	-	338 <i>n</i> = 51	342 <i>n</i> = 198	325 <i>n</i> = 228	499 <i>n</i> = 39
High Intensity	473 <i>n</i> = 54	473 <i>n</i> = 54	483 <i>n</i> = 12	468 <i>n</i> = 40	-	-	-	-	483 <i>n</i> = 12	468 <i>n</i> = 40	463 <i>n</i> = 39	548 <i>n</i> = 15	

Note. One offender can be counted under multiple categories. N/A=offenders are not eligible for this program. If the number of participants who participated in the program is equal to or less than 5, then the number of days was not reported.

Comparisons between subgroups were also made regarding the percentage of offenders who completed their first main program prior to DPED. As shown in Figure 10, a higher proportion of women⁶² (72%, $n = 157$) than men (16%, $n = 231$) completed a main program prior to DPED. There was also a difference observed with respect to sentence length as a greater proportion of offenders with a longer-term sentence completed their main program before DPED compared with those who had a shorter-term sentence (44%, $n = 96$ vs. 20%, $n = 292$). Similar proportions of Indigenous and non-Indigenous offenders completed a main program before DPED (22%, $n = 70$, vs. 24%, $n = 302$).

Figure 10. Percent of Offenders who Completed Main Program Before DPED



Note. Categories are not mutually exclusive. Significant difference between men and women: $\chi^2(1, N=1,648) = 330.71, p < .001$. No significant difference between Indigenous and non-Indigenous offenders: $\chi^2(1, N=1,576) = 0.46, p = .50$. Significant difference between offenders with shorter-term and longer-term sentence: $\chi^2(1, N=1,648) = 56.94, p < .001$.

Overall, a quarter (24%, $n = 388$) of offenders⁶³ completed a main program prior to DPED (see Table 16). However, very few high intensity program participants (5%, $n = 21$) completed their first main program prior to DPED compared with those who participated in a moderate

⁶² Women assigned to a high intensity main program were considered to have completed their main when they completed a main program of that intensity level.

⁶³ Only included offenders who reached DPED within the study timeframe.

intensity program (31%, $n = 367$).⁶⁴ The same pattern was observed with the Indigenous programs (3%, $n = 1$, for high intensity, vs. 22%, $n = 41$, for moderate intensity). Yet, 72% ($n = 157$) of women were able to complete a main program before DPED,⁶⁵ although fewer Indigenous women (51%, $n = 25$) completed their main program compared to non-Indigenous women (79%, $n = 128$). Thirty-nine percent of the offenders ($n = 125$) in a hybrid program completed a main program before DPED.

⁶⁴ The ICPM high intensity programs have approximately twice as many sessions as the moderate intensity programs. Including group, individual, and, for the Indigenous programs, ceremonial sessions, the ICPM-MT-Moderate program is 51 sessions in length versus the 92 sessions of the ICPM-MT-High, and the AICPM-MT-Moderate contains 62 sessions, in contrast with the 111 sessions of the AICPM-MT-High. For women, the WOMIP has 45 sessions, while the WOHIP has 57 sessions, and the AWOMIP has 48 sessions and the AWOHIP has 62 sessions. Additionally, women who require the high intensity program first complete the moderate intensity program prior to the high intensity program.

⁶⁵ Most women completed a moderate intensity program and those programs contain fewer sessions than the moderate intensity men's programs.

Table 16. Of Offenders Who Completed a Main Program, the Percent Who Completed Prior to DPED by Program Type

Program	Number of Offenders that Completed Main Program Prior to DPED												
	All % (n/ N)	Men				Women				Indigenous		Sentence Length	
		All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	Yes % (n/ N)	No % (n/ N)	Shorter-term % (n/ N)	Longer-term % (n/ N)
Any Main Program	24% (388/ 1,648)	16% (231/ 1,431)	17% (45/ 267)	16% (174/ 1,097)	18% (12/ 67)	72% (157/ 217)	51% (25/ 49)	79% (128/ 163)	-	22% (70/ 316)	24% (302/ 1,1260)	20% (292/ 1,428)	44% (96/ 220)
Moderate Intensity	31% (367/ 1,186)	22% (210/ 969)	20% (43/ 215)	22% (156/ 705)	22% (11/ 49)	72% (157/ 217)	51% (25/ 49)	79% (128/ 163)	-	26% (68/ 264)	33% (284/ 868)	28% (286/ 1,025)	50% (81/ 161)
High Intensity	5% (21/ 462)	5% (21/ 462)	4% (2/ 52)	5% (18/ 392)	6% (1/ 18)	-	-	-	-	4% (2/ 52)	5% (18/ 392)	1% (6/ 403)	25% (15/ 59)
Hybrid Program	39% (125/ 323)	39% (125/ 323)	13% (7/ 52)	45% (107/ 236)	31% (11/ 35)	N/A	N/A	N/A	N/A	13% (7/ 52)	45% (107/ 236)	37% (115/ 313)	100% (10/ 10)
ICPM Hybrid	44% (122/ 280)	44% (122/ 280)	40% (4/ 10)	46% (107/ 235)	31% (11/ 35)	N/A	N/A	N/A	N/A	40% (4/ 10)	46% (107/ 235)	41% (112/ 270)	100% (10/ 10)
AICPM Hybrid	7% (3/ 43)	7% (3/ 43)	7% (3/ 42)	-	-	N/A	N/A	N/A	N/A	7% (3/ 42)	-	7% (3/ 43)	-
Indigenous Main Program	19% (42/ 220)	13% (24/ 180)	14% (24/ 172)	0% (0/ 7)	-	45% (18/ 40)	32% (10/ 31)	89% (8/ 9)	-	17% (34/ 203)	50% (8/16)	16% (32/ 196)	42% (10/ 24)
Moderate Intensity	22% (41/ 187)	16% (23/ 147)	16% (23/ 141)	-	-	45% (18/ 40)	32% (10/ 31)	89% (8/ 9)	-	19% (33/ 172)	57% (8/14)	19% (32/ 169)	50% (9/ 18)

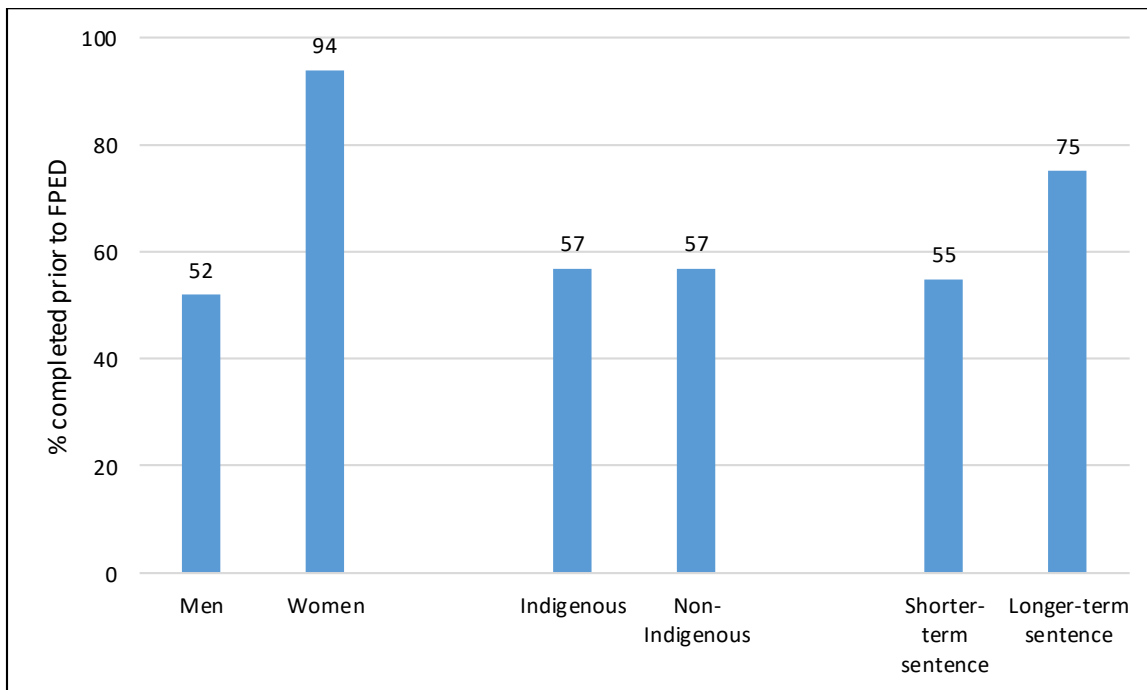
Evaluation of Correctional Reintegration Programs

High Intensity	3% (1/ 33)	3% (1/ 33)	3% (1/ 31)	-	-	-	-	-	-	3% (1/ 31)	-	0% (0/ 27)	17% (1/ 6)
Sex Offender Program	13% (41/ 321)	13% (41/ 321)	19% (12/ 63)	11% (26/ 238)	15% (3/ 20)	-	-	-	-	19% (12/ 63)	11% (26/ 238)	9% (24/ 267)	31% (17/ 54)
Moderate Intensity	15% (39/ 267)	15% (39/ 267)	22% (11/ 51)	13% (25/ 198)	17% (3/ 18)	-	-	-	-	22% (11/ 51)	13% (25/ 198)	11% (24/ 228)	38% (15/ 39)
High Intensity	4% (2/ 54)	4% (2/ 54)	8% (1/ 12)	3% (1/ 40)	-	-	-	-	-	8% (1/ 12)	3% (1/ 40)	0% (0/ 39)	13% (2/ 15)

Note. One offender can be counted under multiple categories. Values in parentheses represent the following: numerator (*n*) = number of offenders who completed the program prior to DPED; denominator (*N*) = number of offenders who completed a main program. N/A = offenders were not eligible for this program. If the denominator is equal to or less than 5, then the percent not reported. Women who required the high intensity program were considered to have completed a program if they had completed a high intensity main program.

Figure 11 presents the percentage of offenders who completed a main program prior to FPED, of those who completed a program. A higher proportion of women⁶⁶ than men completed a main program before FPED (94%, $n = 204$, vs. 52%, $n = 741$), and a higher proportion of offenders with a longer-term sentence completed a main program prior to FPED than offenders with a shorter-term sentence (75%, $n = 164$, vs. 55%, $n = 781$). Similar proportions of Indigenous (57%, $n = 180$) and non-Indigenous offenders (57%, $n = 724$) completed a main program prior to FPED.

Figure 11. Percent of Offenders who Completed a Main Program Prior to FPED



Note. Categories are not mutually exclusive. Significant difference between men and women: $\chi^2(1, N = 1,648) = 137.36, p < .001$. No significant difference for Indigenous and non-Indigenous offenders: $\chi^2(1, N = 1,576) = 0.03, p = .87$. Significant difference between offenders with shorter-term and longer-term sentences: $\chi^2(1, N = 1,648) = 30.72, p < .001$.

Fifty-seven percent ($n = 945$) of offenders in the admissions cohort completed a main program prior to FPED (see Table 17). A greater percentage of offenders in a moderate intensity program completed their main program prior to FPED than high intensity program participants (69%, $n = 816$, vs. 28%, $n = 129$). The same pattern was observed with the Indigenous main programs

⁶⁶ Women assigned to a high intensity main program were considered to have completed their main when they completed a main program of that intensity level.

Evaluation of Correctional Reintegration Programs

(moderate intensity: 58%, $n = 109$; high intensity: 24%, $n = 8$) and SO program (moderate intensity: 48%, $n = 128$; high intensity: 20%, $n = 11$).⁶⁷ Most of the women offender main program participants (93%, $n = 204$) completed the program before FPED. In addition, most of the hybrid program participants completed a main program before FPED (91%, $n = 294$), although fewer AICPM hybrid participants completed a main prior to FPED compared with the ICPM hybrid (67%, $n = 29$, vs. 95%, $n = 265$).⁶⁸

⁶⁷ The ICPM high intensity programs have approximately twice as many sessions as the moderate intensity programs. Including group, individual, and, for the Indigenous programs, ceremonial sessions, the ICPM-MT-Moderate program is 51 sessions in length versus the 92 sessions of the ICPM-MT-High; the AICPM-MT-Moderate contains 62 sessions, in contrast with the 111 sessions of the AICPM-MT-High; the ICPM-SO-Moderate has 62 sessions while the high intensity program has 108 sessions; and the AICPM-SO-Moderate has 70 sessions and the AICPM-SO-High has 117 sessions. For women, the WOMIP has 45 sessions, while the WOHIP had 57 sessions, and the AWOMIP had 48 sessions and the AWOHIP has 62 sessions. Additionally, women who require the high intensity program first complete the moderate intensity program prior to the high intensity program.

⁶⁸ The AICPM hybrid includes the AICPM-MT-Moderate, which is 62 sessions, while the ICPM hybrid includes the ICPM-MT-Moderate, which is 51 sessions long.

Evaluation of Correctional Reintegration Programs

Table 17. Of Offenders Who Completed a Main Program, the Percent that Completed Prior to FPED by Program Type

Program	Number of Offenders that Completed a Main Program Prior to FPED												
	All % (n/ N)	Men				Women				Indigenous		Sentence Length	
		All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	All % (n/ N)	Indigenous % (n/ N)	Non-Indigenous % (n/ N)	Unknown % (n/ N)	Yes % (n/ N)	No % (n/ N)	Shorter-term % (n/ N)	Longer-term % (n/ N)
Any Main Program	57% (945/ 1,648)	52% (741/ 1,431)	51% (135/ 267)	52% (570/ 1,097)	54% (36/ 67)	94% (204/ 217)	92% (45/ 49)	94% (154/ 163)	-	57% (180/ 316)	57% (724/ 1,260)	55% (781/ 1,428)	75% (164/ 220)
Moderate Intensity	69% (816/ 1,186)	63% (612/ 969)	57% (122/ 215)	65% (459/ 705)	63% (31/ 49)	94% (204/ 217)	92% (45/ 49)	94% (154/ 163)	-	63% (167/ 264)	71% (613/ 868)	67% (688/ 1,025)	80% (128/ 161)
High Intensity	28% (129/ 462)	28% (129/ 462)	25% (13/ 52)	28% (111/ 392)	28% (5/ 18)	-	-	-	-	25% (13/ 52)	28% (111/ 392)	23% (93/ 403)	61% (36/ 59)
Hybrid Program	91% (294/ 323)	91% (294/ 323)	71% (37/ 52)	95% (224/ 236)	94% (33/ 35)	N/A	N/A	N/A	N/A	71% (37/ 52)	95% (224/ 236)	91% (284/ 313)	100% (10/ 10)
ICPM Hybrid	95% (265/ 280)	95% (265/ 280)	90% (9/ 10)	95% (223/ 235)	94% (33/ 35)	N/A	N/A	N/A	N/A	90% (9/ 10)	95% (223/ 235)	94% (255/ 270)	100% (10/ 10)
AICPM Hybrid	67% (29/ 43)	67% (29/ 43)	67% (28/ 42)	-	-	N/A	N/A	N/A	N/A	67% (28/ 42)	-	67% (29/ 43)	-
Indigenous Main Program	53% (117/ 220)	45% (81/ 180)	47% (80/ 172)	14% (1/ 7)	-	86% (36/ 40)	87% (27/ 31)	100% (9/ 9)	-	52% (107/ 203)	63% (10/ 16)	52% (101/ 169)	67% (16/ 24)
Moderate Intensity	58% (109/ 187)	50% (73/ 147)	51% (72/ 141)	-	-	90% (36/ 40)	87% (27/ 31)	100% (9/ 9)	-	58% (99/ 172)	71% (10/ 14)	56% (95/ 169)	78% (14/ 18)

Evaluation of Correctional Reintegration Programs

High Intensity	24% (8/ 33)	24% (8/ 33)	26% (8/ 31)	-	-	-	-	-	-	26% (8/ 31)	-	22% (6/ 27)	33% (2/ 6)
Sex Offender Program	43% (139/ 321)	43% (139/ 321)	41% (26/ 63)	42% (101/ 238)	60% (12/ 20)	-	-	-	-	41% (26/ 63)	42% (101/ 238)	39% (103/ 267)	67% (36/ 54)
Moderate Intensity	48% (128/ 267)	48% (128/ 267)	47% (24/ 51)	47% (93/ 198)	61% (11/ 18)	-	-	-	-	47% (24/ 51)	47% (93/ 198)	44% (101/ 228)	69% (27/ 39)
High Intensity	20% (11/ 54)	20% (11/ 54)	17% (2/ 12)	20% (8/ 40)	-	-	-	-	-	17% (2/ 12)	20% (8/ 40)	5% (2/ 39)	60% (9/ 15)

Note. One offender can be counted under multiple categories. Values in parentheses represent the following: numerator (*n*) = number of offenders who completed the program prior to FPED; denominator (*N*) = number of offenders who completed a main program. N/A = offenders were not eligible for this program. If the denominator is equal to or less than 5, then the percent was not reported. Women who required the high intensity program were considered to have completed a program if they had completed a high intensity main program

FINDING 7: OFFENDER AND STAFF-IDENTIFIED BARRIERS TO TIMELY PROGRAM COMPLETION

Staff and offenders reported that a lack of program availability and delayed program starts interfered with timely completions of programs, as did operational and population management constraints. Staff also described offender-related factors and lack of resources as barriers to timely program completion.

Evidence:

Offenders were asked to indicate whether they had sufficient time to complete their main program before their earliest parole eligibility date. Many offenders (men: 60%, $n = 89$ of 149; women: 77%, $n = 39$ of 51) reported that they had sufficient time to do so. Staff, along with many of the offenders who did not have sufficient time (55 men; 12 women), described the reasons for which offenders do not have enough time to complete correctional programs before their earliest parole eligibility date:

- Half of the staff (51%, $n = 92$ of 182) stated that offender-related factors (e.g., short sentences, illness, responsivity needs, and behaviour) interfered with the offenders' completion of their main program prior to their parole eligibility date. A short sentence was an offender-related factor that was mentioned frequently by staff (35%, $n = 64$). In contrast, only a few offenders described offender-related factors (men: 7%, $n = 4$ of 55; women: 8%, $n = 1$ of 12; e.g., short sentence, court dates).
- Offenders perceived a lack of program availability (men: 42%, $n = 23$; women: 58%, $n = 7$), including delays in beginning the program (men: 35%, $n = 19$; women: 42%, $n = 5$), as problematic. Some staff (41%, $n = 75$) also described program unavailability (e.g., program started too late, long waitlists) as a challenge.
- Lack of resources (26%, $n = 48$), particularly human resources (22%, $n = 40$), along with operational and population management constraints (26%, $n = 47$; e.g., lockdowns, placement in segregation, managing incompatible populations) were also reported by staff as impediments to completion of correctional programs by the DPED. A few offenders (men:

9%, $n = 5$; women: 17%, $n = 2$) also identified operational constraints (e.g., segregation and institutional transfers).

3.2.4 ENGAGEMENT AND RETENTION

FINDING 8: PERCEPTIONS OF ENGAGEMENT AND SATISFACTION

Many offenders described the main program as engaging. Most offenders were satisfied with the information provided in the programs, however, staff were less satisfied with the program content. Many offenders and half of the staff were satisfied with how the information was communicated. Suggested improvements included changes to the content, such as a) increasing its relevance to offenders, and b) reducing repetition, simplifying the material, and reviewing it for errors.

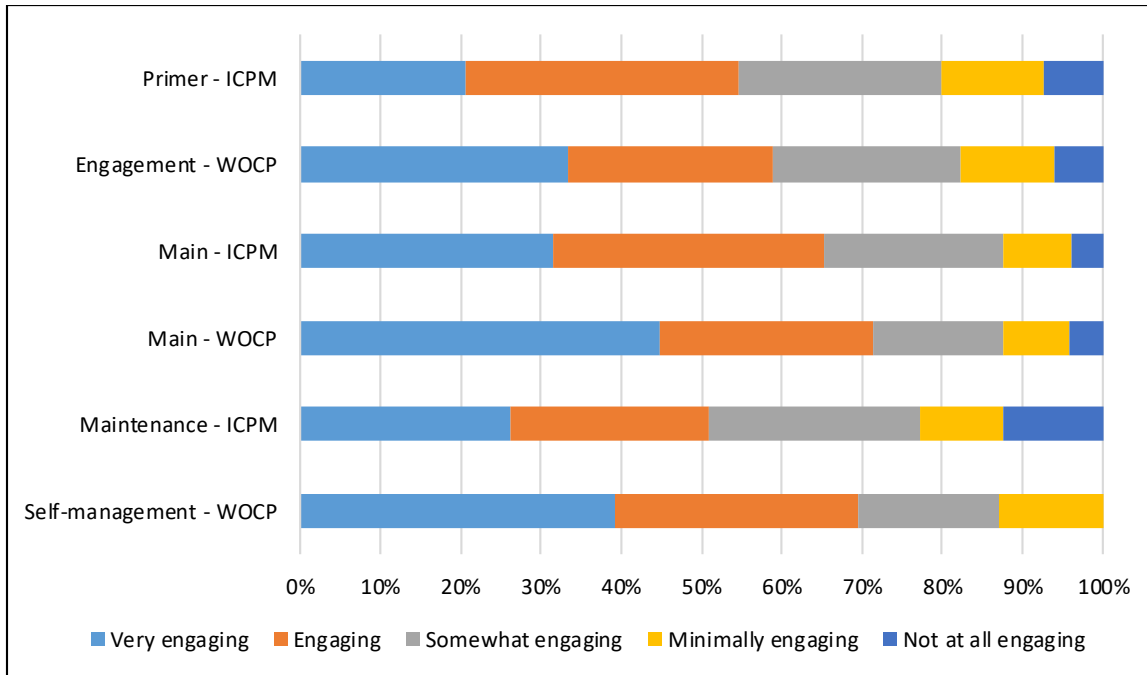
Program engagement was examined with respect to the perceptions of offenders and staff regarding the offenders' level of engagement in the program, as well as factors that could contribute to engagement such as satisfaction with the program content and format. Program retention was assessed by the number of program completions and non-completions, as well as the reasons for program non-completion.

Evidence:

Perceptions of Program Engagement

Offenders described their perceived level of engagement in the programs. Two-thirds considered the main program as engaging/very engaging (ICPM: 65%, $n = 100$ of 153; WOCP: 71%, 35 of 49). Around half of offenders reported that the men's primer (55%, $n = 82$ of 150), women's engagement (59%, $n = 30$ of 51), and men's maintenance programs (47%, $n = 29$ of 57) were engaging/very engaging, whereas 70% of participants in the women's self-management programs (70%, $n = 16$ of 23) reported the same. Figure 12 presents the offenders' levels of engagement.

Figure 12. Offenders’ Self-Reported Levels of Engagement

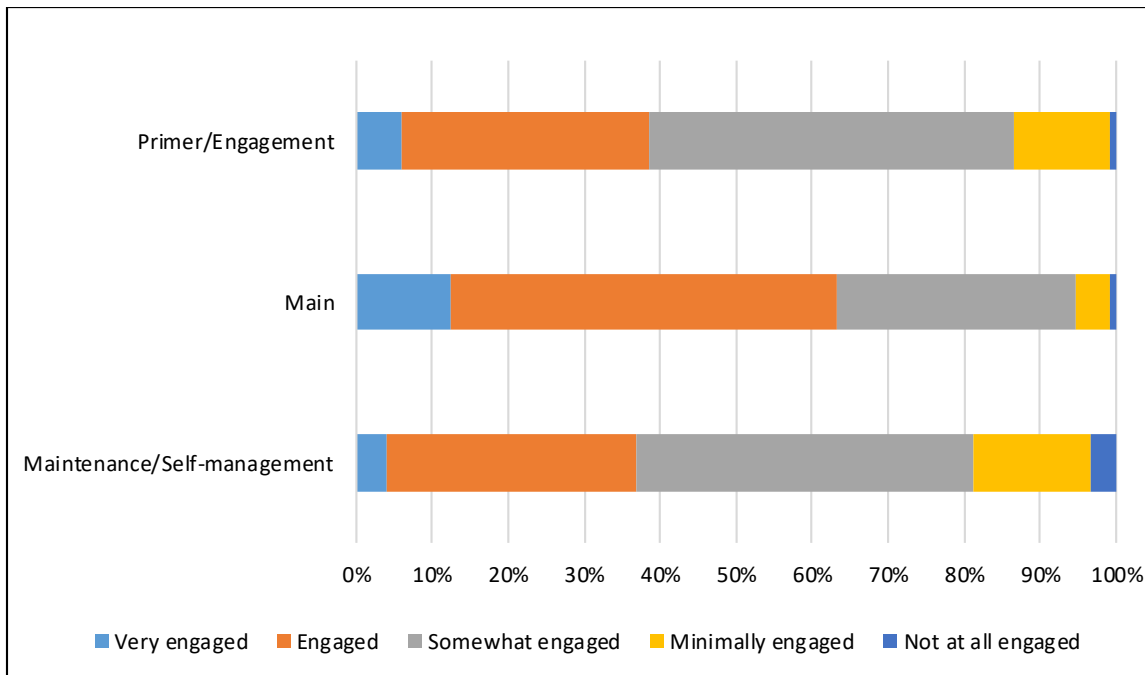


Note. ‘ICPM’ and ‘WOCP’ are used to identify all programs within the respective models, including mainstream and Indigenous programs.

Staff reported their perceptions of offenders’ levels of engagement in the programs (see Figure 13).⁶⁹ Over sixty percent (63%, $n = 97$ of 153) of staff reported that offenders were engaged/very engaged in the main program, but less than forty percent of staff indicated that offenders were engaged/very engaged in the primer/engagement (39%; $n = 58$ of 150) and maintenance/self-management programs (37%; $n = 45$ of 122). Therefore, overall, results from both offenders and staff suggest that the main program had the highest level of engagement among the three general program types examined.

⁶⁹ Staff data are not disaggregated by ICPM and WOCP as it was not possible to identify to which programs the staff responses pertained.

Figure 13. Staff Perceptions of Offender Engagement



Note. Staff who had delivered a program since July 1st, 2017 were asked about their perceptions of offender engagement.

Offenders and staff were asked to describe which aspects of the program were engaging for offenders.⁷⁰ For offenders in ICPM, the group component, which included discussions, activities, and the opportunity to learn from others, was commonly mentioned as an engaging aspect of correctional programs (37%, $n = 52$ of 139), followed by the increased self-awareness, the possibility of self-improvement, and taking steps to change (32%, $n = 44$). While the interactions and relationships with staff, as well as the personal characteristics of the staff, were the third most common theme for ICPM participants (25%, $n = 35$), these interpersonal components were more commonly mentioned for WOCP participants (50%, $n = 24$ of 48). The content, such as the skills that were taught and the cultural components of the Indigenous-specific programs, were mentioned by about half of WOCP participants (46%, $n = 22$) and some described the group aspect as engaging (33%, $n = 16$ of 48). In contrast, staff (43%, $n = 56$ of 129) commonly reported that the program’s most engaging aspects were the content of the modules and the

⁷⁰ Offenders were asked, “Overall, on a scale from Not At All Engaging to Very Engaging, how engaging are the programs you have participated in?” Staff were asked “From your perspective, how engaged are offenders in their CRPs [Correctional Reintegration Programs]?” The options for staff ranged from Not At All Engaged to Very Engaged.

Evaluation of Correctional Reintegration Programs

skills that were taught, including cognitive (19%, $n = 24$) and emotional skills (16%, $n = 20$).

According to staff, material was engaging when it was relevant to offenders and when they had ownership of it (30%, $n = 39$), such as setting goals and identifying their risk factors. A few staff identified program activities (23%, $n = 30$), specifically group activities (16%, $n = 20$; e.g., role plays and discussions), and Indigenous cultural elements (20%, $n = 26$) as engaging.

Offenders also described the less engaging aspects of the program. Many offenders (ICPM: 64%, $n = 74$ of 115; WOCP: 54%, $n = 19$ of 35) mentioned issues with the content, including its perceived limited relevance (ICPM: 23%, $n = 26$; WOCP: 23%, $n = 8$) and repetitiveness (ICPM: 15%, $n = 17$; WOCP: 17%, $n = 6$). Other aspects of the content also commonly mentioned by ICPM participants were discomfort and disinterest in sharing personal or offence-related details (17%, $n = 19$), and WOCP participants described concerns about specific content (17%, $n = 6$). Additionally, a few offenders from ICPM (24%, $n = 28$) and some offenders from WOCP (34%, $n = 12$) indicated that the program structure, such as its length or pacing, or the composition of the group, was not engaging. Finally, a few offenders in ICPM (20%, $n = 23$) reported that staff-related factors affected engagement (e.g., not enough Elder presence or dissatisfaction with facilitator), and WOCP participants described issues about the modes of delivery of the content (14%, $n = 5$).

Offenders and staff provided suggestions for changes in order to improve these aspects of the programs:

- Offenders (ICPM: 36%, $n = 30$ of 84; WOCP: 50%, $n = 10$ of 20) frequently suggested changes to the content, in particular, making it more relevant and tailored to the individual (ICPM: 18%, $n = 15$; WOCP: 15%, $n = 3$) and adapting the amount of content on specific topics (e.g., substance use, fraud) (ICPM: 11%, $n = 9$; WOCP: 20%, $n = 4$). Staff also suggested (54%, $n = 64$ of 119) changing the program content, for example, making it less repetitive (20%, $n = 24$) and more comprehensible (14%, $n = 17$).
- Some offenders (ICPM: 32%, $n = 27$; WOCP: 35%, $n = 7$) mentioned improvements to the program structure. Examples included changes to group formation (ICPM: 15%, $n = 13$; WOCP: 15%, $n = 3$) such as smaller groups, placing offenders with similar offence types

Evaluation of Correctional Reintegration Programs

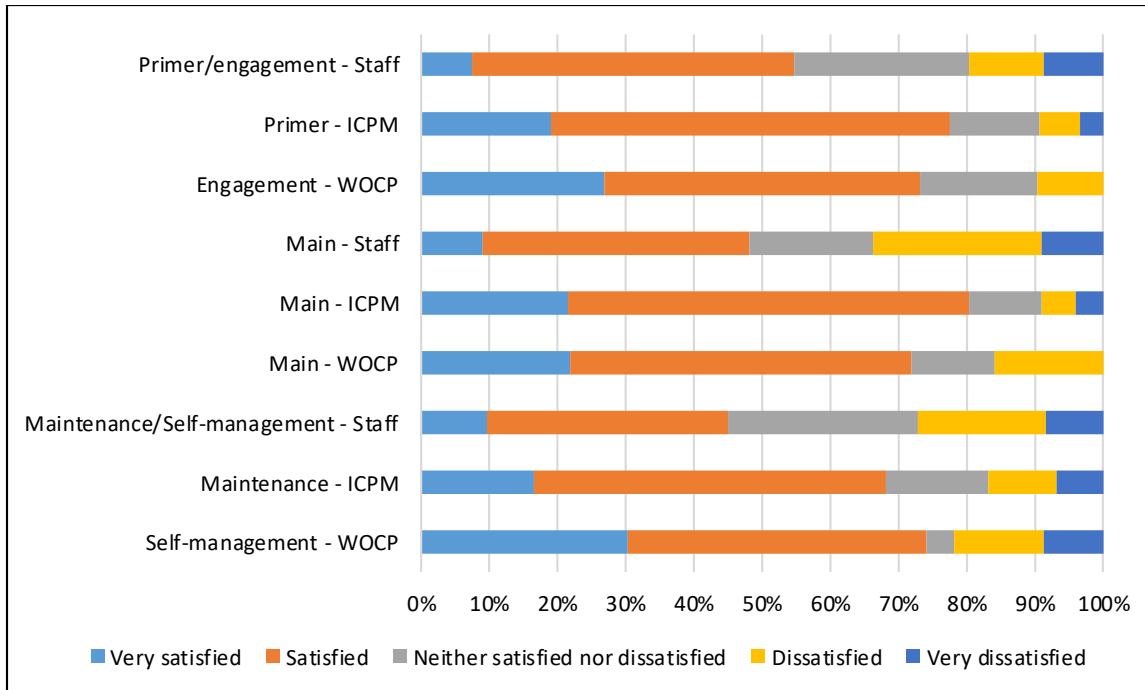
together, and ensuring offenders are ready for programs. They also suggested modifying the length or pace of programs (ICPM: 14%, $n = 12$; WOCP: 15%, $n = 3$).

- Finally, some offenders in ICPM (33%, $n = 28$) and a small number of offenders in WOCP (25%, $n = 5$) discussed changes to program delivery, such as more of certain activities (e.g., videos, speaking with former offenders with a successful story), or less of others (e.g., role-playing and homework). About half of the staff (46%, $n = 55$) indicated a need to adapt the delivery, for example, by modifying the medium of delivery (26%, $n = 31$; e.g., more technology and visual aids, additional group activities, and fewer handouts).
- A small number of staff (22%, $n = 26$) suggested that offenders should not begin programs until they are ready and appropriate support is available, and they should receive additional rewards for participating.

Satisfaction with Program Content and Format

Program Content. Figure 14 presents the level of satisfaction of offenders and staff with the information provided in the programs. Approximately three-quarters of offenders and approximately 60% of staff were satisfied/very satisfied with the information provided in the primer/engagement (offenders in ICPM: 78%, $n = 119$ of 153; offenders in WOCP: 73%, $n = 38$ of 52; staff: 61%, $n = 97$ of 160) and main programs (offenders in ICPM: 81%, $n = 124$ of 154; offenders in WOCP: 72%, $n = 36$ of 50; staff: 59%, $n = 94$ of 158). Many offenders (ICPM: 68%, $n = 41$ of 60; WOCP: 74%, $n = 17$ of 23) and about half of staff (47%, $n = 57$ of 121) were satisfied/very satisfied with the information in the maintenance/self-management program.

Figure 14. Offender and Staff Level of Satisfaction with Information in Programs



Note. 'ICPM' and 'WOCP' are used to identify all programs within the respective models, including mainstream and Indigenous programs.

The aspects of the information provided in the programs that offenders and staff reported liking differed between the groups. Most offenders (ICPM: 78%, $n = 99$ of 127; WOCP: 76%, $n = 35$ of 46) described specific components that they liked, such as cognitive and emotion management tools and skills (ICPM: 40%, $n = 51$; WOCP: 48%, $n = 22$; e.g., Consequences, Personal standards, and Reality (CPR) check tool to challenge thoughts, Red/Yellow/Green, problem solving), the opportunity for self-awareness and reflecting on goals (ICPM: 27%, $n = 34$; WOCP: 28%, $n = 13$), and information on crime and risk factors (ICPM: 20%, $n = 26$; WOCP: 15%, $n = 7$; e.g., crime process, identifying triggers, substance use, violence). Many offenders (ICPM: 57%, $n = 72$; WOCP: 65%, $n = 30$) provided general observations about the information, such as its quality (ICPM: 13%, $n = 17$; WOCP: 33%, $n = 15$; i.e., it is applicable, interesting, practical, and in-depth), and noted that they had learned new perspectives or behaviour (ICPM: 12%, $n = 15$; WOCP: 17%, $n = 8$). Others (ICPM: 12%, $n = 15$; WOCP: 13%, $n = 6$) reported having used the information and skills, which they found to be helpful.

Evaluation of Correctional Reintegration Programs

When asked what they liked about the information provided in the correctional programs, some of the staff (42%, $n = 31$ of 73) mentioned the manner in which the information was presented, in particular the ease of understanding the materials (25%, $n = 18$). Some staff liked the relevance of the skills and information (33%, $n = 24$), the specific cognitive and emotional skills and tools (33%, $n = 24$), and others commented generally on the usefulness of the information and skills (33%, $n = 24$).

Offenders and staff offered the following suggestions to improve the information provided in the program:

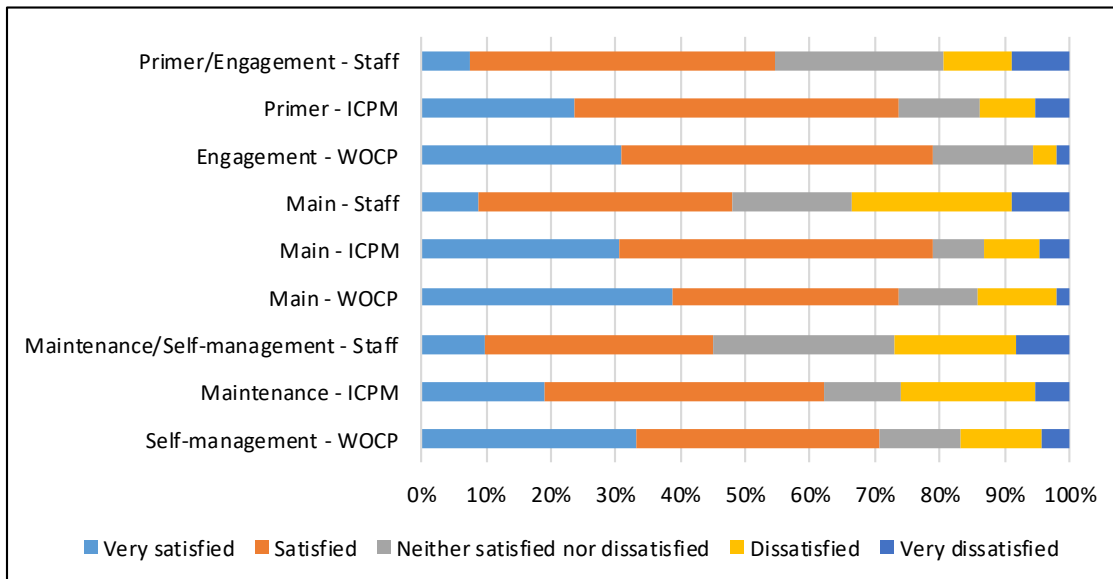
- Many offenders in ICPM (54%, $n = 37$ of 68), and most offenders in WOCP (85%, $n = 17$ of 20) suggested modifying specific aspects, such as changing the content (ICPM: 28%, $n = 19$; e.g., more discussion of mental health and substance use; WOCP: 60%, $n = 12$; e.g., substance use and relationships), focusing on offender needs (ICPM: 24%, $n = 16$; WOCP: 25%, $n = 5$), and introducing topics that are practical and useful for real life (ICPM: 13%, $n = 9$; WOCP: 30%, $n = 6$; e.g., life skills, employability, life outside or inside the institution).⁷¹
- Many staff (61%, $n = 75$ of 123) also reported that the content should be modified, including increasing its relevance to offenders (24%, $n = 29$), and half of the staff (50%, $n = 61$) suggested simplifying the content.
- About half of offenders from ICPM (54%, $n = 37$) and some from WOCP (25%, $n = 5$) suggested general changes to the information, such as making it less repetitive and more streamlined (ICPM: 29%, $n = 20$; WOCP: 10%, $n = 2$), making it more understandable by simplifying the content and fixing grammatical errors (ICPM: 13%, $n = 9$; WOCP: 5%, $n = 1$), and providing more realistic and practical examples (ICPM: 9%, $n = 6$; WOCP: 10%, $n = 2$).
- Finally, some staff (41%, $n = 51$) indicated that the program materials, including those shared with offenders (29%, $n = 36$, e.g., handouts, flip charts) and the manuals (12%, $n = 15$), should be revised. For example, suggestions included improving the formatting,

⁷¹ Although CSC's social programs, employment programs, and educational programs aim to address these skills, the results were presented to highlight that some offenders felt that their reintegration would benefit from a focus on these skills in correctional programming. Despite these skills not necessarily aligning with the objectives of correctional programming, they nonetheless serve as potential areas for improvement to assist offenders with reintegration.

simplifying the materials, and eliminating errors, such as spelling errors and inaccurate translation into French.

Program Format. Overall, more offenders reported higher levels of satisfaction than staff for all types of programs with respect to how information was communicated. Three-quarters of the offenders and about half of the staff were satisfied/very satisfied with how information is communicated in the primer/engagement (offenders in ICPM: 74%, *n* = 112 of 152; offenders in WOCP: 79%, *n* = 41 of 52; staff: 55%; *n* = 87 of 159) and main programs (offenders in ICPM: 79%, *n* = 121 of 153; offenders in WOCP: 73%, *n* = 36 of 49; staff: 48%; *n* = 76 of 158). Figure 15 presents the level of satisfaction of offenders and staff. Two-thirds of offenders and less than half of staff were satisfied/very satisfied with this aspect of the maintenance/self-management (offenders in ICPM: 62%, *n* = 36 of 58; offenders in WOCP: 71%, *n* = 17 of 24; staff: 45%; *n* = 55 of 122).

Figure 15. Offender and Staff Satisfaction with how Information is Communicated



Note. 'ICPM' and 'WOCP' are used to identify all programs within the respective models, including mainstream and Indigenous programs.

Offenders described what they liked about the delivery of information. Many ICPM participants frequently reported a positive view of the facilitator (ICPM: 50%, *n* = 65 of 129; WOCP: 61%, *n* = 30 of 49), including their teaching style (35%, *n* = 45; WOCP: 29%, *n* = 14; e.g., engaging, held offender accountable, respectful). Many WOCP participants (67%, *n* = 33) and some ICPM

Evaluation of Correctional Reintegration Programs

participants (ICPM: 41%, $n = 53$) liked the presentation methods such as the visual approaches (WOCP: 20%, $n = 10$; ICPM: 15%, $n = 19$) and use of examples (WOCP: 20%, $n = 10$; ICPM: 15%, $n = 19$). About half of offenders (ICPM: 46%, $n = 59$; WOCP: 47%, $n = 23$) appreciated the group aspect (e.g., group discussions and exercises, hearing other perspectives), and a number made specific mention of role-playing (ICPM: 22%, $n = 29$; WOCP: 12%, $n = 6$).

According to some staff (43%, $n = 20$ of 47), the exercises, such as mock Parole Board interviews and group work, were positive aspects of how the information was communicated. Some staff (40%, $n = 19$) liked the program's structure and flow, that is, the layout of the lesson plans and the way in which the modules build on each other. Some of the staff (34%, $n = 16$) reported liking the approach used to teach the material, including the interactivity and the variety of activities and communication methods, and some (26%, $n = 12$) liked the audio-visual materials and handouts.

Offenders and staff suggested improvements to the communication of information as follows:

- Some offenders (ICPM: 47%, $n = 34$ of 73; WOCP: 42%, $n = 10$ of 24) discussed the activities and exercises, such as increasing the level of engagement and relevance of the content (e.g., guest speakers, increased group discussion, more interactive; ICPM: 16%, $n = 12$; WOCP: 13%, $n = 3$) and greater use of technology (ICPM: 11%, $n = 8$; WOCP: 13%, $n = 3$).
- Staff also discussed the mode of program delivery, with many (64%, $n = 70$ of 109) recommending adaptations such as increased use of multimedia and modern technology (45%, $n = 49$), more interactivity (19%, $n = 21$), and less reading (9%, $n = 10$).
- Additionally, some offenders (ICPM: 30%, $n = 22$; WOCP: 38%, $n = 9$) proposed restructuring the program to meet participants' needs (e.g., address language barriers, group offenders by offence type and level of functioning, offer flexibility to the facilitator, additional ongoing emotional support [for WOCP participants]).
- Some offenders (ICPM: 26%, $n = 19$; WOCP: 38%, $n = 9$) suggested changes at the staff level, including improvements to the facilitators' teaching (e.g., more engaging, offer more training to facilitators).

Evaluation of Correctional Reintegration Programs

- Half of the staff (49%, $n = 53$) suggested a change in the format or structure of modules or programs, including adjusting the pace of delivery or the amount of content (16%, $n = 17$).

Self-Management Plans. Most offenders (ICPM: 85%, $n = 117$ of 137; WOCP: 94%, $n = 46$ of 49) and many staff (64%, $n = 178$ of 277) agreed/strongly agreed that the program components adequately helped offenders to design a self-management or healing plan. Most offenders in ICPM (83%, $n = 114$ of 137), many offenders in WOCP (71%, $n = 35$ of 49) and many staff (60%, $n = 165$ of 275) also agreed/strongly agreed that offenders were provided with the skills and strategies required to apply the self-management or healing plan.

Many offenders from WOCP (63%, $n = 20$ of 32) and most offenders from ICPM (76%, $n = 58$ of 76) provided positive feedback regarding the skills and strategies that they were provided in order to apply their self-management or healing plans. These skills were related to self-awareness, goal setting, and future planning (ICPM: 18%, $n = 14$; WOCP: 22%, $n = 7$), as well as understanding and changing behaviour (ICPM: 16%, $n = 12$; WOCP: 13%, $n = 4$). However, a few offenders in ICPM (24%, $n = 18$) and a few offenders in WOCP (34%, $n = 11$) reported areas of disagreement, noting that the skills and strategies were difficult to apply, were irrelevant, and would not apply outside the institution (ICPM: 7%, $n = 5$; WOCP: 16%, $n = 5$). A few offenders mentioned that they lacked interest in using the program, plan, or skills (ICPM: 9%, $n = 7$; WOCP: 9%, $n = 3$).

To better support offenders in developing and applying their self-management and healing plans, about half of the staff (46%, $n = 76$ of 165) suggested adapting the teaching of the plans, for example, offering continued support and follow-up after program completion (19%, $n = 32$) and providing additional time to develop the plans and more one-on-one support (7%, $n = 12$). Some staff (27%, $n = 45$) suggested modifying the correctional programs and plans to increase their relevance to offenders, for example, focusing on practical life skills and creating more realistic plans. Others (25%, $n = 42$) indicated that the worksheet used to develop the plans should be modified, with more space to write, the content simplified and reworded, and, conversely, more detail added. Another suggestion was increased collaboration with other

staff, such as the case management team, and teaching other staff about the programs (13%, $n = 22$).

Gender. Staff were asked to rate the extent to which the content and format of correctional programs were gender-informed (i.e., relevant or sensitive to the gender of program participants). About half of the staff believed that the content and format of correctional programs were gender-informed to a large/very large extent (content: 47%, $n = 66$ of 140; format: 47%, $n = 63$ of 133), a third endorsed a moderate extent (content: 33%, $n = 46$; format: 30%, $n = 40$), and others indicated that they were gender-informed to a small extent (content: 15%; $n = 21$; format: 17%, $n = 22$) or not at all (content: 5%, $n = 7$; format: 6%, $n = 8$).

To make correctional programs more gender-informed, some staff (44%, $n = 15$ of 34) suggested modifying the language, including how offenders are addressed by program facilitators and the use of gender-neutral language in program materials. Some staff (32%, $n = 11$) advocated for making the materials more inclusive of diversity in gender expression and sexual orientation. A few (18%, $n = 6$) suggested adding content related to gender.

FINDING 9: SATISFACTION WITH INDIGENOUS PROGRAMS

Most AICPM and AWOCF participants described the information provided in the program and the way it was communicated as culturally relevant and appropriate. A third of staff who delivered these programs agreed that the information and its communication were culturally relevant and appropriate to a large/very large extent and around 40% agreed to a moderate extent. Staff suggested adapting the content to increase its relevance to the cultural background of the participants.

Evidence:

Indigenous Programs

Most of the AICPM and AWOCF participants, 89% of whom were Indigenous, agreed/strongly agreed that the information provided in the Indigenous programs (AICPM: 82%, $n = 37$ of 45; AWOCF: 86%, $n = 19$ of 22) and the way in which it was communicated (AICPM: 71%, $n = 32$ of 45; AWOCF: 68%, $n = 15$ of 22) were culturally relevant and appropriate. Many of the same

Evaluation of Correctional Reintegration Programs

Indigenous program participants (AICPM: 70%, $n = 21$ of 30; AWOCPC: 81%, $n = 13$ of 16) identified the teaching of Indigenous beliefs and ceremonies (AICPM: 33%, $n = 10$; AWOCPC: 56%, $n = 9$; e.g., sweats, smudging, and sacred circles), as well as discussion of Aboriginal social history and its impact (AICPM: 37%, $n = 11$; AWOCPC: 19%, $n = 3$), as culturally relevant and appropriate aspects of the information and its delivery. Some (AICPM: 37%, $n = 11$; AWOCPC: 31%, $n = 5$) mentioned the presence of, and opportunity to work with, an Elder.⁷² A small number of offenders (AICPM: 17%, $n = 5$; AWOCPC: 25%, $n = 4$) observed that the format was culturally appropriate (i.e., passing feather). However, some (AICPM: 30%, $n = 9$; AWOCPC: 25%, $n = 4$) believed that the information, or the way it was communicated, was not culturally relevant or appropriate, and that ceremonies were not done properly. While these results are important to mention, they do only represent a very small number of offenders. As such, caution is warranted when interpreting these findings.

Indigenous program participants described what they liked about the presence of an Elder. Most offenders (AICPM: 79%, $n = 31$ of 39; AWOCPC: 80%, $n = 16$ of 20) appreciated the Elders' knowledge and teachings (e.g., their stories, input, life perspective). In particular, offenders valued the Elders' knowledge of their culture and experience (AICPM: 21%, $n = 8$; AWOCPC: 20%, $n = 4$), the relevant information that they provided (AICPM: 18%, $n = 7$; AWOCPC: 20%, $n = 4$), and the spiritual and ceremonial aspects of the programs (AICPM: 5%, $n = 2$; AWOCPC: 25%, $n = 5$). Finally, some offenders from AICPM (36%, $n = 14$) and about half from AWOCPC (50%, $n = 10$) described the Elders' personal characteristics (e.g., caring, non-judgmental, genuine) that helped to create an emotional connection and a positive group atmosphere.

Of staff who had delivered an Indigenous program since July 2017,^{73,74} over a third described the information and the way it was provided within the programs as culturally relevant and appropriate to a large/very large extent (content and format: 36%, $n = 15$ of 42). Forty percent

⁷² An Elder is to attend 50% of the AICPM sessions and 80% of the AWOCPC sessions.

⁷³ July 1st, 2017 was selected as the cut-off date to ensure that staff had recent experience with ICPM/WOCP programs and, as the programs were implemented nationally by that date, that their exposure to correctional programs included the ICPM and WOCP versions.

⁷⁴ Staff were not asked to provide information around their ethnicity, therefore, it is unknown if those delivering Indigenous correctional programs were Indigenous themselves.

described the content and format as culturally relevant and appropriate to a moderate extent (content: 43%, $n = 18$; format: 41%, $n = 17$), whereas others indicated a small extent (content: 21%, $n = 9$; format: 19%, $n = 8$) or not at all (format: 5%, $n = 2$).

Twenty-three staff who had delivered Indigenous correctional programs provided suggestions to increase the cultural relevance and appropriateness of these programs. Many (65%, $n = 15$) proposed adapting the content. More specifically, the teachings should be adapted to local Indigenous groups (22%, $n = 5$) and applicable to different Indigenous peoples (22%, $n = 5$).

They also mentioned that there should be more cultural sensitivity and respect within the program (35%, $n = 8$) and that Elder involvement should be increased (17%, $n = 4$) and the teachings made more applicable as well as linked to the offenders' circumstances (17%, $n = 4$).

FINDING 10: PROGRAM COMPLETIONS AND NON-COMPLETIONS

Most offenders had completed a primer or engagement program and a main program, with few non-completions. According to the data extracted from OMS, non-completions were primarily due to reasons unrelated to program participation (such as the offender is deceased, cannot participate due to responsivity needs, or absent for outside court or hospital).

Evidence:

Program Assignment and Completion

Of the offenders in the admissions cohort with a program need ($n = 3,013$), 97% ($n = 2,927$) had been assigned⁷⁵ to a correctional program at the time of data extraction (December 7th, 2018), by which time all offenders had, at a minimum, reached their FPED. Assignments were to a primer/engagement, main, maintenance/self-management, hybrid program, or motivation module. Of those who received a correctional program assignment:⁷⁶

- 85% ($n = 2,486$) were assigned to a primer or engagement program;

⁷⁵ An offender is considered to be assigned to a program if they have a valid program start date or an assignment status date with a status of *waitlisted* or *temporarily reassigned*.

⁷⁶ Note: these categories are not mutually exclusive, as one offender could have multiple program assignments.

Evaluation of Correctional Reintegration Programs

- 78% ($n = 2,288$) were assigned to a main program;
- 43% ($n = 1,261$) were assigned to a motivation module;
- 15% ($n = 451$) were assigned to a maintenance or self-management program; and,
- 14% ($n = 414$) were assigned to a hybrid program.

The numbers of completions and non-completions⁷⁷ of primer/engagement, main, institutional maintenance, motivation modules, and hybrid programs were examined. Of the 2,374 program outcomes of a primer or engagement program by the time of data extraction, 94% ($n = 2,223$) were a program completion (see Table 18). Overall, women offender programs had the highest proportion of completions, as 95% of the WOCP engagement program outcomes and 93% of AWOCPP engagement program outcomes were completions.

Table 18. Status of Primer and Engagement Program Assignments

Program Assignment	Program Completed		Program Not Completed		Total	
	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%
ICPM-MT Primer	1,373	94	94	6	1,467	62
ICPM-SO Primer	360	95	19	5	379	16
AICPM-MT Primer	130	87	19	13	149	6
AICPM-SO Primer	21	95	1	5	22	1
WOCP Engagement	288	95	14	5	302	13
AWOCP Engagement	51	93	4	7	55	2
Total	2,223	94	151	6	2,374	100

Note. *N* represents a count of program assignments, excluding those that were wait listed or temporarily reassigned.

Of the 1,976 main program outcomes observed, 83% resulted in a program completion by the time of data extraction, while 17% ended in a non-completion (see Table 19). Notably, most of

⁷⁷ Non-completions are due to offender and administrative reasons such as offender suspended, offender transferred, program cancelled, offender released, program assignment transferred, and program incomplete. These reasons for non-completion are presented for each program type in Table 23.

Evaluation of Correctional Reintegration Programs

the assignments to a women’s program were completed (WOCP = 91%, AWOCP = 89%), as were the SO programs (ICPM-SO: 89%, AICPM-SO: 92%, and ICPM-SO Adapted: 91%).

Table 19. Status of Main Program Assignments

Program Assignment	Program Status				Total	
	Program Completed		Program Not Completed		N	%
	N	%	N	%		
ICPM-MT	919	81	222	19	1,141	58
ICPM-SO	297	89	38	11	335	17
AICPM-MT	162	81	39	19	201	10
AICPM-SO	12	92	1	8	13	<1
ICPM-MT Adapted	25	74	9	26	34	2
ICPM-SO Adapted	10	91	1	9	11	<1
WOCP	177	91	17	9	194	10
AWOCP	42	89	5	11	47	2
Total	1,644	83	332	17	1,976	100

Note. N represents a count of program assignments, excluding those that were wait listed or temporarily reassigned. Due to rounding, the percentages might sum to over 100%.

The program outcomes of the mainstream maintenance programs show a high rate of completion (see Table 20; ICPM-SO: 100%, ICPM-MT: 85%, WOCP: 85%). Fewer outcomes were available for the Indigenous maintenance programs. Of the few outcomes that were reported for Indigenous maintenance programs, there were fewer completions compared with the mainstream maintenance and self-management programs.

Evaluation of Correctional Reintegration Programs

Table 20. Status of Institutional Maintenance Program Assignments

Program Assignment	Study Group				Total	
	Program Completed		Program Not Completed		N	%
	N	%	N	%		
ICPM-MT	142	85	26	15	168	51
ICPM-SO	29	100	.	.	29	9
AICPM-MT	12	71	5	31	17	5
AICPM-SO
WOCP	83	85	15	15	98	30
AWOCP	11	58	8	42	19	6
Total	277	84	54	16	331	100

Note. N represents a count of program assignments, excluding those that were wait listed or temporarily reassigned.

The program outcomes for the support motivation module were almost all completions (95%) (see Table 21). Many (71%) of the assignments to the drop-out stream resulted in completion, and 60% of refuser stream outcomes were program completions.

Table 21. Status of Motivation Module Assignments

Module Assignment	Study Group				Total	
	Module Completed		Module Not Completed		N	%
	N	%	N	%		
Support	657	95	31	5	688	55
Drop-Out	113	71	47	29	160	13
Refuser	236	60	156	40	392	32
Total	1,006	81	234	19	1,240	100

Note. N represents a count of program assignments, excluding those that were wait listed or temporarily reassigned. Motivation modules are components of the ICPM model and not available in the WOCP model.

Evaluation of Correctional Reintegration Programs

The ICPM hybrid model appeared successful in supporting offenders to complete their program, as 83% of offenders in that program had completed it (see Table 22). However, 39% of the program outcomes for the AICPM hybrid were non-completions.

Table 22. Hybrid Program Assignments

Program Assignment	Program Status				Total	
	Program Completed		Program Not Completed		N	%
	N	%	N	%		
ICPM Hybrid Moderate	280	83	58	17	338	83
AICPM Hybrid Moderate	43	61	27	39	70	17
Total	323	79	85	21	408	100

Note. N represents a count of program assignments, excluding those that were wait listed or temporarily reassigned.

Reasons for Non-Completions

Reasons for non-completions of the program include:

- offender suspended (offender assigned to a program, and will not be reassigned without a new placement decision by the Correctional Intervention Board. Often used when there are disciplinary concerns, when the quality of participation does not meet expectations, or when an offender withdraws from an assignment specified in the correctional plan);
- offender transferred (transferred outside the current facility, but was assigned to or participated in a program immediately prior to transfer);
- program cancelled (program cancelled while the offender was participating in it for reasons outside the control of the offender);
- offender released (offender assigned to and participated in program up to and immediately prior to release from incarceration);
- program assignment transferred (offender left the program to participate in a different assignment at the same site, or the same program at a different security level unit); and

Evaluation of Correctional Reintegration Programs

- program incomplete (offender did not complete the assignment and/or was removed from program for reasons unrelated to program participation. Often used when offender is deceased, cannot participate due to responsivity needs, attending outside court or hospital. Also used when offender refused to attend all sessions of the refuser/dropout stream of motivational module).

Table 23 presents the reasons for program non-completion. Within the admission cohort, a common reason for program non-completion was that the offender did not complete the program or was removed for reasons unrelated to program participation (55%). This response was followed by offender suspension (33%). Offender suspension was a common reason for non-completion of primer/engagement and main programs. Offender transfer, program cancellation, and transfer of program assignment were infrequent, as was offender released, with the exception of non-completion of the maintenance/self-management program (26%).

Table 23. Reasons for Program Non-Completion

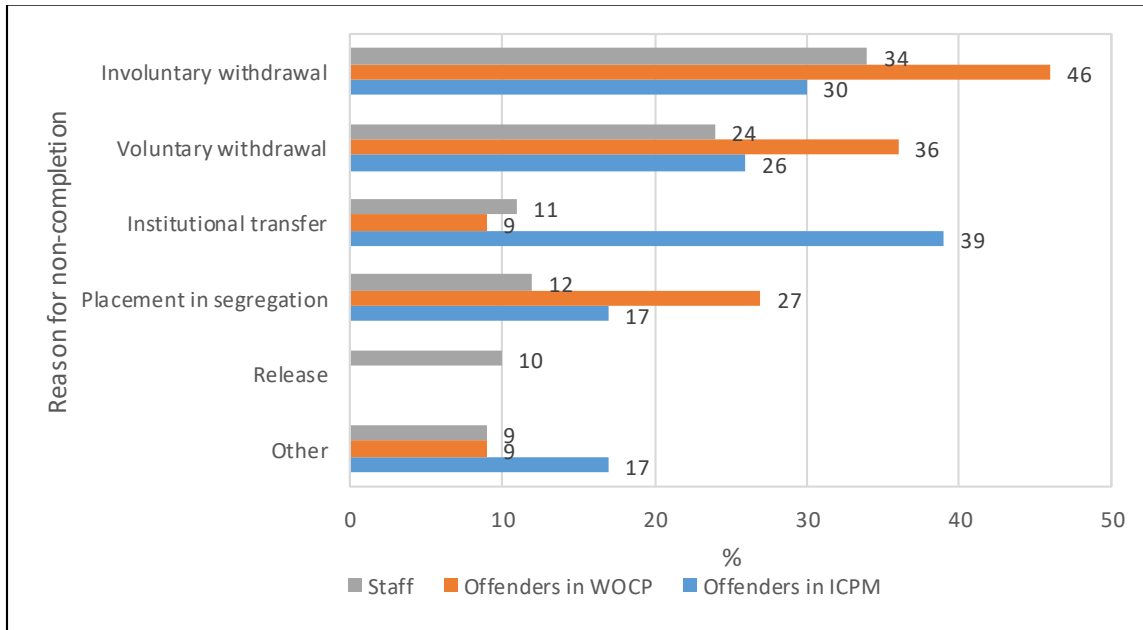
Program Type	Program Non-Completion Reasons												Total	
	Offender Suspended		Offender Transfer		Program Cancelled		Offender Released		Program Assignment Transferred		Program Incomplete			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Primer/engagement	85	54	2	1	1	1	70	44	158	18
Motivation modules	1	<1	4	2	.	.	11	5	4	2	206	91	226	28
Main	153	45	15	4	1	<1	33	10	6	2	129	38	337	39
Hybrid	31	37	4	5	.	.	2	2	5	6	43	51	85	10
Maintenance / Self-management	15	28	1	2	.	.	14	26	1	2	23	43	54	6
Total	285	33	26	3	1	<1	62	7	17	2	477	55	868	100

Note. The motivation modules and hybrid programs are available only in the ICPM model.

Evaluation of Correctional Reintegration Programs

Data previously reported have been supplemented by results from offender interviews and staff questionnaires. Offenders who started a program that they did not complete (ICPM: $n = 23$; WOCP: $n = 11$) identified the reasons for the non-completion, which are described in Figure 16, along with reasons for non-completion reported by staff ($n = 265$). The staff and offenders in WOCP both reported involuntary withdrawal (could be due to missing sessions, or disruptive behaviour) as the most common reason (staff: 34%, offenders in WOCP: 46%, offenders in ICPM: 30%), followed by voluntary withdrawal (could be due to lack of interest) (staff: 24%, offenders in WOCP: 36%, offenders in ICPM: 26%). ICPM participants identified institutional transfers as a reason for non-completion (39%), and few staff and WOCP participants also did (staff: 11%, WOCP: 9%). Ten percent of staff also classified release as a reason for program non-completion.

Figure 16. Staff and Offender-Reported Reasons for Program Non-Completion



Note. Offenders were allowed to provide more than one reason for non-completion.

Offenders who reported voluntary withdrawal, involuntary withdrawal, or 'other' as the reason for non-completion (ICPM: $n = 16$; WOCP: $n = 8$) and staff who had selected voluntary withdrawal, involuntary withdrawal, or 'other' as the most common reason for program non-completion ($n = 128$) were asked to provide further details regarding the reason (see Table 24). Offenders (ICPM: 50%, WOCP: 63%) and staff (93%) most commonly endorsed offender-level

Evaluation of Correctional Reintegration Programs

factors. The offender-level factor frequently reported by staff was a lack of readiness or interest on the part of the offender (54%), in contrast with offenders who reported that it was their behaviour that led to the program non-completion (ICPM: 25%, WOCP: 25%). Offenders (ICPM: 38%, WOCP: 25%) and staff (21%) both mentioned institutional or operational reasons for program non-completion.

Table 24. Reasons for Program Non-Completion Reported by Offenders and Staff who Selected Voluntary or Involuntary Withdrawal, or 'Other' Reasons for Non-Completion

Reason for Non-Completion	Offenders in ICPM (n = 16)		Offenders in WOCP (n = 8)		Staff (n = 128)	
	n	%	n	%	n	%
Institutional factors (operational, transfer, population management)	6	38	2	25	27	21
Offender-level factors	8	50	5	63	119	93
<i>Offender's behaviour</i>	4	25	2	25	69	54
<i>Lack of readiness or interest, offender discomfort with sharing</i>	1	6	2	25	78	61
<i>Offender's health</i>	0	0	1	13	22	17
Program design	0	0	0	0	8	6
Dissatisfied with program	2	13	1	13	0	0
Other	1	6	0	0	4	3

Staff offered suggestions to support offenders in completing their correctional programs.

- About half of staff suggested changing the program delivery (47%; n = 87 of 184), such as additional support and adapting the program for offenders with higher needs (15%, n = 28), offering the program in smaller groups or one-on-one (14%, n = 25), as well as allowing more flexibility in the delivery (10%, n = 19).
- Some respondents proposed changes to staffing (31%, n = 57; e.g., increasing the number of staff, 15%, n = 27; and increased staff collaboration, 15%, n = 27).

- Finally, some staff (30%, $n = 56$) reported that increased offender engagement could assist them in finishing their correctional program. Further, a few staff suggested that including consequences for non-completion or benefits for program completion (20%, $n = 37$) could be a solution.

3.2.5 PROGRAM ALIGNMENT WITH RISK NEED PROFILES OF OFFENDER POPULATION

FINDING 11: IDENTIFICATION OF RISK NEED PROFILES AND ASSIGNMENT TO PROGRAMS

Men offenders' risk and need profiles are being correctly identified, and they are generally being assigned to the proper program intensity and stream. When an override is granted, it is most commonly to override an offender to a higher intensity program. The concordance between program need and program assignment could not be assessed for women offenders due to the recent implementation of the INCP screen.

Evidence:

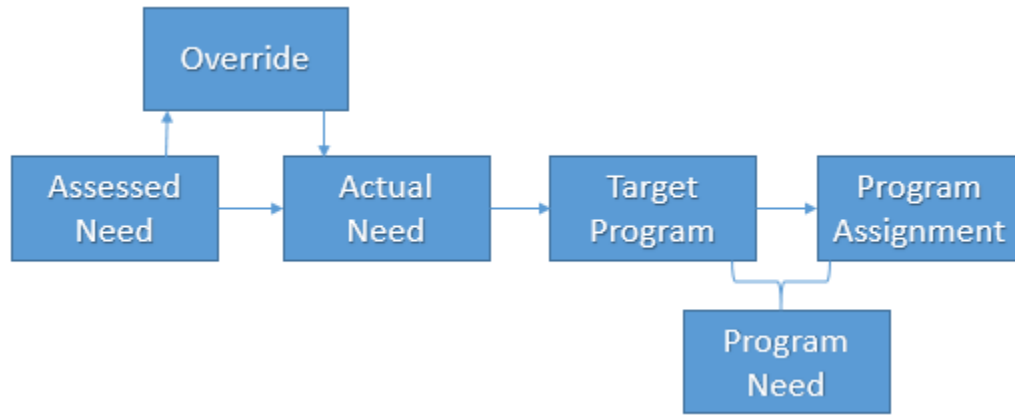
Were Offenders' Risk and Need Profiles Accurately Identified?

Figure 17 provides an overview of the program need assessment process. At intake, the offender undergoes actuarial risk assessments and a review of their criminal history to identify the assessed need for a program. A Parole Officer can submit an override for review by the Regional Program Manager if they disagree with the assessed need.⁷⁸ Following a review by the Correctional Intervention Board, the offender's actual need is identified. A target program is then identified based on the actual need. Once an offender has a target program, they are considered to have an identified program need. However, as noted in FIFE 1, there are data quality issues based on inconsistent data entry practices for the INCP screen data. The INCP screen for women was not implemented until March 2018. As a result, it is possible that an offender could have a program need that is not identified in the OMS INCP screen; thus, if an

⁷⁸ An override can be identified if the assessed need based on the actuarial assessments do not match the stream or intensity of the program to which the offender was assigned.

offender has a target program or a program assignment, they are considered to have a program need.

Figure 17. Program Need Assessment Process



Seventy-one percent of the offenders in the admission cohort ($n = 3,013$) had an identified program need (i.e., had a target program or program assignment). More specifically:

- 96% ($n = 345$) of women offenders⁷⁹ and 69% ($n = 2,668$) of men offenders had an identified program need;
- 84% ($n = 612$) of Indigenous offenders and 70% ($n = 2,242$) of non-Indigenous offenders had an identified program need; and,
- 72% ($n = 2,682$) of shorter-term offenders and 67% ($n = 331$) of longer-term offenders had an identified program need.

Men Offender Need for Target Program. The following findings are based on the INCP screen and, therefore, are only presented for men offenders. Eighty-six percent ($n = 2,307$) of men offenders with an identified program need ($n = 2,669$) had a target program and 14% had a program assignment but no target program. Among those with a target program, 97% ($n = 2,233$) were considered by the Correctional Intervention Board to have an actual need for their

⁷⁹ Program need for women offenders is based solely on program assignments, as the Identified Need for Correctional Program (INCP) screen was not available for women offenders in OMS until March 2018. As a result, it is not possible to determine if women offenders were assessed correctly based on their assessed vs. actual needs and overrides.

Evaluation of Correctional Reintegration Programs

target program. Of those whose target program was discrepant with their actual need ($n = 74$), the two most common inconsistencies were that offenders:

- had an actual need for the AICPM-SO stream, but the target program identified to meet their needs was the ICPM-SO stream (34%, $n = 25$); or,
- had an actual need for the AICPM-MT stream, but the target program identified to meet their needs was the ICPM-MT program (16%, $n = 12$).

In summary, the data extracted from OMS indicates that the risk assessment process is accurately identifying the correct stream and intensity level for most men offenders. The staff survey data was consistent with these findings as most staff agreed/strongly agreed that offenders are placed in the appropriate program stream (89%, $n = 265$ of 299) and intensity level (82%, $n = 233$ of 284). The remaining staff indicated that they neither agreed nor disagreed (program stream: 5%, $n = 15$; intensity: 8%, $n = 24$), disagreed (stream: 6%, $n = 18$; intensity: 8%, $n = 24$), or strongly disagreed (stream: <1%, $n = 1$; intensity: 1%, $n = 3$). According to staff questionnaire results, when staff disagreed with the program recommendations based on the actuarial risk assessment process (e.g., SIR, CRS, Static-99R, and, as of January 2018, CRI), one reason for disagreement was that no programming was recommended, despite the perception that the offender could potentially benefit (61%, $n = 133$ of 219). Other staff indicated that the recommended programming was not sufficiently intense (18%, $n = 39$), was too intense (10%, $n = 21$), or indicated an 'other' reason (12%, $n = 26$), such as offenders placed in a SO program when the staff perceived that a MT program would be more appropriate.

Accuracy of Program Assignments. In terms of the accuracy of program assignments, 78% ($n = 1,803$) of the 2,307 men offenders with a target program received the correct main program assignment, meaning that they were assigned to their target program. Of these men correctly assigned to their target program:⁸⁰

- 78% ($n = 1,406$) had already completed it;
- 10% ($n = 186$) were assigned to it (i.e., waitlisted);
- 2% ($n = 39$) were enrolled in it; and,

⁸⁰ The data were extracted November 29, 2018, by which time all offenders in the cohort had reached their FPED.

Evaluation of Correctional Reintegration Programs

- 10% ($n = 172$) did not complete it.

Five hundred and four offenders (22%) had not been assigned to their target program, but had been assigned to, enrolled in, or completed:

- a primer and/or maintenance program (47%, $n = 235$);
- another main program (25%, $n = 126$);
- another program (e.g., hybrid of a different stream,⁸¹ motivation module⁸²) (11%, $n = 56$); or
- had no correctional program assignments (17%, $n = 86$).

Program Overrides. If a Parole Officer does not agree with an offender's assessed program need, the Parole Officer can request an override. Most men offenders who completed an actuarial risk assessment(s) to determine their need for correctional programming had assessments that matched with the stream and intensity level provided, with only 8% ($n = 295$) of men receiving a program override to a different stream or intensity level. Of the men who received a program override, 99% ($n = 291$) were identified as having an actual program need. Overrides appear to be more common amongst:

- Indigenous offenders (15%, $n = 97$) compared to non-Indigenous offenders (6%, $n = 186$);
- Longer-term offenders (14%, $n = 63$) compared to shorter-term offenders (7%, $n = 232$);
- Those admitted in the Pacific region (14%, $n = 56$ of 401) and Québec (9%, $n = 120$ of 1,303) compared to Ontario (6%, $n = 85$ of 1,331), Prairie (5%, $n = 15$ of 316), and the Atlantic region (4%, $n = 19$ of 523).

⁸¹ When the stream of the hybrid program that was assigned/enrolled/completed matched the target main program stream (e.g., ICPM-MT-Moderate), it was considered to be a correct main program assignment.

⁸² Although motivation modules were included in the 'another program' category, they are interventions rather than correctional programs.

Evaluation of Correctional Reintegration Programs

Many offenders who received an override were overridden to a higher intensity (60%; $n = 176$), while 5% ($n = 14$)⁸³ were overridden to a lower intensity program. More specifically, of those who received an override due to intensity:

- 66% ($n = 126$) were overridden from no program to moderate intensity;
- 15% ($n = 28$) were overridden from no program to high intensity;
- 8% ($n = 16$) were overridden from moderate intensity to high intensity;
- 5% ($n = 9$) were overridden from high intensity to moderate intensity
- 1% ($n = 2$) were overridden from high intensity to no program; or,
- 1% ($n = 1$) were overridden from moderate intensity to no program.

Forty-two percent ($n = 124$) of offenders who received an override were overridden into another stream. The most common overrides were from:

- the ICPM-SO stream to the ICPM-MT stream (31%, $n = 38$);
- the AICPM-SO stream to the ICPM-SO stream (22%, $n = 27$); or,
- the AICPM-MT stream to the ICPM-MT stream (15%, $n = 19$).

The types of overrides identified through data extracted from the OMS are consistent with the reasons for overrides reported by staff who completed the survey. The reason identified by half of responding staff for the use of overrides was that the offender did not meet the program criteria despite the perception that the offender would benefit (50%, $n = 62$ of 123), followed by the reason that the recommended program was not intense enough to address the offender's actual level of risk or need (27%, $n = 33$). Other reasons included that the recommended program stream was not appropriate (11%, $n = 13$), 'other' reasons (11%, $n = 13$; e.g., override from an Indigenous program to a mainstream program, an override into an Adapted program), and the recommended program was too intense for the offender's actual level of risk or need (2%, $n = 2$).

⁸³ Data for eight of the overrides from a higher to lower intensity reflected potential data quality issues. Eight of the offenders had the same assessed and actual needs, suggesting that the program need did not change after the override was granted.

FINDING 12: PERCEPTIONS OF WHETHER PROGRAMS ADDRESS OFFENDERS' RISK FACTORS

Offenders and staff generally agreed that the program addresses offenders' risk factors. In order to better address offenders' risk factors, the most common suggestion was to adapt the program content. Overall, the frequency and length of the program were deemed appropriate by offenders, given their assessed level of risk.

This section described the perceptions of offenders and staff regarding whether or not the programs address offenders' risk factors. Previous research conducted by CSC has found improvement in these areas (marital/family, substance abuse, associates, community functioning, attitudes) for women who participated in moderate intensity programs, according to DFIA-R ratings completed before and after program participation, with the exception of the personal/emotional domain (Wardrop & Pardoel, 2018). Additionally, final reports described treatment gains for women in moderate intensity main programs across all domains, as well for women in high intensity programs, except for the area of community functioning (Wardrop & Pardoel, 2018).

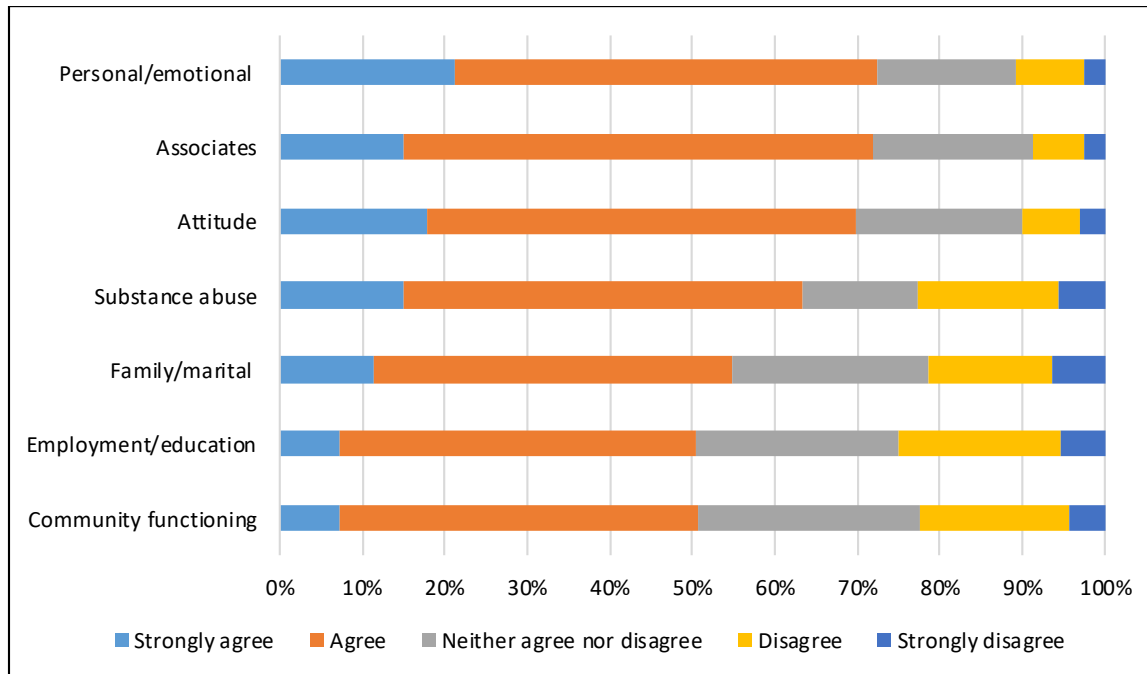
Evidence:

Most of the offenders (ICPM: 80%, $n = 123$ of 153; WOCP: 76%, $n = 39$ of 51) agreed/strongly agreed that correctional programs were able to address their risk factors. They described how the program addressed their risk factors, with about half of the ICPM participants (52%, $n = 75$ of 144) and some of the WOCP participants (43%, $n = 20$ of 46) stating that the program increased their awareness of their risk factors. The program helped them understand their crime cycles, identify warning signs and triggers related to offending and risk factors, and become aware of their emotions (ICPM: 10%, $n = 14$; WOCP: 17%, $n = 8$). Some offenders (ICPM: 30%, $n = 43$; WOCP: 39%, $n = 18$) reported that they gained the awareness, tools, and skills to manage risk factors. Some offenders (ICPM: 25%, $n = 36$; WOCP: 35%, $n = 16$) provided general comments indicating that the program offered information on their risk factors.

Evaluation of Correctional Reintegration Programs

Staff rated the extent to which they agreed or disagreed that correctional programs addressed specific dynamic risk factors (see Figure 18). Personal/emotional (72%, $n = 194$ of 268) and associates (72%, $n = 191$ of 266) were the dynamic risk factors that many commonly agreed as being addressed, whereas community functioning (51%, $n = 134$ of 264) and employment/education⁸⁴ (50%, $n = 132$ of 262), were the least agreed upon.

Figure 18. Staff Perceptions that Correctional Programs Address Specific Dynamic Risk Factors



Offenders provided suggestions to better address offenders' risk factors. Many offenders from WOCP (64%, $n = 18$ of 28) and about half of offenders from ICPM (49%, $n = 39$ of 79) suggested a change in content, such as additional information on specific topics (e.g., relationships and using the new skills in the community; ICPM: 14%, $n = 11$; WOCP: 50%, $n = 14$), individualized or more relevant content (ICPM: 23%, $n = 18$; WOCP: 14%, $n = 4$), and more discussion of substance use (ICPM: 10%, $n = 8$; WOCP: 11%, $n = 3$). Some offenders (ICPM: 42%, $n = 33$; WOCP: 39%, $n = 11$) proposed changes to the program's structure and delivery. These suggestions included a one-on-one format or smaller group setting, potentially organized by risk factor (ICPM: 16%, $n = 13$; WOCP: 7%, $n = 2$); more focus on each risk factor or one program

⁸⁴ Correctional programs are not designed to address employment and education. Other types of CSC programming address these areas.

Evaluation of Correctional Reintegration Programs

per risk factor (ICPM: 11%, $n = 9$; WOCP: 11%, $n = 3$); making the activities and skill practice more interactive and including discussions with former inmates who have successfully reintegrated (ICPM: 10%, $n = 8$; WOCP: 14%, $n = 4$); as well as increasing facilitators' knowledge of offenders' backgrounds and experiences (ICPM: 9%, $n = 7$; WOCP: 11%, $n = 3$). A small number of staff also (14%, $n = 15$) suggested that additional training and support for facilitators would be useful.

Staff also provided suggestions regarding how to better address offenders' risk factors. Many staff (61%, $n = 62$ of 102) stated that content should be added or modified, particularly on substance use (21%, $n = 21$) and family violence (15%, $n = 15$). Moreover, some respondents (35%, $n = 36$) mentioned that the correctional programs should provide content and skills that are practical and that prepare offenders for release, such as education and employment (19%, $n = 19$). A small number (20%, $n = 20$) suggested individualizing the programs by targeting an offender's specific risk factors or offering risk factor-specific programming.

Three-quarters of offenders indicated that, given their assessed level of risk, the sessions within their main program were offered at the appropriate frequency (ICPM: 71%, $n = 108$ of 152; WOCP: 78%, $n = 40$ of 51). Other offenders reported that the sessions were too often (ICPM: 15%, $n = 23$; WOCP: 14%, $n = 7$), or not often enough (ICPM: 14%, $n = 21$; WOCP: 8%, $n = 4$). With respect to the length of the program, given their assessed level of risk, half of the offenders in ICPM (50%, $n = 76$ of 152) and many offenders in WOCP (66%, $n = 33$ of 50) stated that the length was just right. Others reported that it was too long (ICPM: 38%, $n = 58$; WOCP: 24%, $n = 12$), whereas a few indicated it to be too short (ICPM: 12%, $n = 18$; WOCP: 10%, $n = 5$).

3.2.6 RECOMMENDATIONS – ACCESS AND DELIVERY

RECOMMENDATION 2: DEFINITION OF TIMELY ACCESS

CSC does not have a definitive and standardized definition of timely access.

It is recommended that clearly articulated guidelines for defining timely access to correctional programs with respect to program enrollment and completion dates be established and added to the Commissioner's Directives on correctional programs.

Evaluation of Correctional Reintegration Programs

Communication of clear guidance on the definition of timely access will alleviate some of the confusion of staff regarding what constitutes timely access, as well as facilitate a transition towards reliable measurement of timely access outcomes.

RECOMMENDATION 3: TIMELY COMPLETION OF PROGRAMS

Differences were observed between different program streams, as well as between men and women offenders, in terms of program enrollment and completion by parole eligibility dates.

It is recommended that RPD: a) identifies the best practices that allow for timely enrollment and completion of programs delivered by CSC and those offered in other jurisdictions, and b) considers how these can be applied to the men's programs with lengthier wait times and completion times.

By applying the best practices learned from the programs delivered in a timely manner, the timeliness of men's programs can be improved.

RECOMMENDATION 4: PROGRAM CONTENT

Staff and offenders reported that the program content would benefit from review, particularly concerning its relevance to offenders, simplifying the language, reducing excessive repetition, and removing errors from the written materials.

It is recommended that ICPM and WOCP content be reviewed, and if required, its content should be simplified and streamlined.

RECOMMENDATION 5: RELEVANCE OF INDIGENOUS STREAM CONTENT AND DELIVERY

In regards to the Indigenous program streams, a third of staff agreed that the content and delivery were culturally relevant and appropriate to a large or very large extent. However, some staff indicated that there was a disconnect between the program content and delivery and the

cultural background of some participants (i.e., teachings not applicable or relevant to members of certain Indigenous groups).⁸⁵

It is recommended that CSC increases the relevance of the Indigenous streams (AICPM and AWOCIP) to Indigenous offenders through consultation with Indigenous Initiatives Directorate, as well as consideration of feedback from staff and offenders outlined in this evaluation.

For example, the following strategies, based on staff and offender feedback, could be considered:

- Re-examining the placement of Elders from Indigenous backgrounds similar to offenders;
- Reviewing content of manuals for the Indigenous streams given to participants; and
- Reviewing the cultural-specific activities outlined in the curriculum.

⁸⁵ During training for Indigenous programs, CPOs and ACPOs are instructed to adapt the content and ceremonies to the Elder and the local community, recognizing and respecting the diversity of Indigenous peoples.

3.3 FIFE # 3 - EFFECTIVENESS OF CORRECTIONAL PROGRAMS – PROGRAM OUTCOMES

The third component of this evaluation focuses on the effectiveness of correctional programs, specifically the outcomes associated with participation in and completion of these programs.

This section outlines the findings and recommendations related to program outcomes.

The evaluation questions related to program outcomes included:

- Does participation and/or completion of correctional programs impact institutional behaviour (e.g., institutional incidents)?
- Does participation and/or completion of correctional programs increase the likelihood of obtaining a discretionary release?
- Does participation and/or completion of correctional programs reduce the likelihood of a revocation for any reason and/or a revocation with offence?
- Does the integrated model address substance abuse and specific offending behaviours (e.g., family violence)?
- Are programs responsive to the special needs of offenders (e.g., those with mental health care needs, learning disabilities)?

Literature on how the integrated model addresses substance abuse and specific offending behaviours; responding to the needs of offenders; and the impact of correctional programs on institutional behaviour, discretionary release, and revocations to custody (with or without an offence) is presented below. It is followed by the evaluation findings, supporting evidence, and recommendations.

3.3.1 LITERATURE REVIEW

Does Participation and/or Completion of Correctional Programs Impact Institutional Behaviour?

Some research has supported a relationship between participation in and/or completion of correctional programs and institutional behaviour. The findings of a meta-analysis of correctional programming indicated that behavioural treatment programs were associated with

Evaluation of Correctional Reintegration Programs

reductions in institutional misconduct (French & Gendreau, 2006). In addition, participation in previous CSC programs was related to fewer major incidents (such as fighting, making threats, or dealing contraband) for gang members; however, there was no significant treatment difference on the rate of minor institutional incidents (such as disobeying rules/orders or possessing an unauthorized object) for these individuals (Di Placido, Simon, Witte, Gu, & Wong, 2006). One study has explored the institutional behaviour of CSC ICPM participants (Stewart & Wilton, 2014). It found that participants in the current AICPM program and those who took the Indigenous-specific programs from the traditional cadre of correctional programs had similar rates of institutional charges.

Does Participation and/or Completion of Correctional Programs Increase the Likelihood of Obtaining a Discretionary Release?

The findings of previous investigations of the impact of correctional programs on obtaining discretionary release have been inconsistent. Research conducted by West-Smith, Pogrebin, and Poole (2000) suggests links between factors such as program (treatment) completion, good behaviour, time served, and the likelihood of obtaining discretionary release. Program completion was shown to increase offenders' likelihood of obtaining any form of release by four-and-a-half times (Viľcicǎ, 2018). It also found that offenders who had completed programs or were enrolled in programs were far less likely to experience delays in obtaining a hearing with the Parole Board of Canada or have their hearing cancelled (Cabana, Wilton & Stewart, 2011).

Four reports have explored the relationship between ICPM and WOCP program completion and discretionary release. In the report *Preparing Male Offenders for Release*, the OAG (2015) noted that upon comparing participants of ICPM to participants from the traditional cadre of correctional programs, it was found that both groups were released at comparable time points during their sentence (i.e., no difference in the time by which the offenders were released during their sentences). However, another study found that offenders who completed AICPM were more likely to receive day or full parole than Indigenous offenders who participated in the traditional cadre of Aboriginal-specific correctional programs (Stewart & Wilton, 2014). Also,

women who completed all of the WOCP or AWOCPC program components were more likely to have a discretionary release, whereas those who did not complete a WOCP or AWOCPC were more likely to receive a statutory release (Derkzen et al., 2017; Harris et al., 2015).

Does Participation and/or Completion of Correctional Programs Impact the Likelihood of a Revocation for Any Reason and/or a Revocation with an Offence?

Participation in correctional programming, including CBT, substance abuse, and SO programs, is associated with reductions in recidivism (Duwe, 2017; Lipsey et al., 2007). The previous evaluation of correctional programs found that the majority of programs were associated with reductions in recidivism (Nafekh et al., 2009). Initial research on ICPM also suggested positive effects on recidivism. A study of AICPM found that, when covariates and time at risk were controlled, AICPM participants were less likely to have any revocation and a revocation with an offence than participants of Indigenous-specific programs from the multi-program model. However, controlling for risk factors and region, there were no differences on revocations for any reason and revocation with an offence for these groups (Stewart & Wilton, 2014). A recent examination of ICPM effectiveness noted that a region offering ICPM demonstrated increased rates of offenders who completed their sentence without readmission from 2012-13 to 2014-15, from 51.5% to 56.4%, in contrast with readmission rates that remained stable in the region where ICPM had not been implemented (44.5% in 2012-13 to 44.6% in 2014-15) (Motiuk & Vuong, 2016). Although these findings suggest positive impacts of ICPM on revocation rates, these findings are preliminary as ICPM was not implemented in all regions until 2017.

Does the Integrated Model Address Substance Abuse and Specific Offending Behaviours?

The ICPM was introduced to address multiple criminogenic needs in the context of one comprehensive program, whereas the previous multi-program model in which individual programs focused on specific offending behaviours or need areas. It was therefore not explicitly tailored to address specific offending behaviours (e.g., violence against intimate partners, general violence) or need areas (e.g., substance abuse). Limited research has explored whether this new approach is effective in addressing specific need areas for offenders. One study explored the adequacy of ICPM in addressing domestic violence relative to Family Violence

Prevention Program (FVPP) and other programs from the old model (Motiuk & Vuong, 2016). The findings revealed, among offenders who perpetrated domestic assault, those who completed ICPM had a 37.8% readmission rate compared with 40.5% for those who completed the FVPP and 45.3% for those in the traditional cadre of correctional programs.

Are Correctional Programs Responsive to the Special Needs of Offenders?

The *responsivity principle* of the RNR model includes the concept of specific responsivity, namely that treatment should be adapted to the characteristics of the offender, such as their strengths, ability, motivation, and demographic characteristics, addressing barriers that could negatively impact participation in the program (Andrews & Bonta, 2010a). In the case of Indigenous women, research has shown that tailoring the programs and its content in the form of the AWOCP has led to improvements in offenders' skills and attitudes (Derkzen et al., 2017). The same positive trends have also been observed generally when correctional programs are responsive to the needs of women (Harris et al., 2015). CSC has also adopted a correctional programming approach that is culturally responsive to the Indigenous population. Research by Kunic and Varis (2009) has shown that participants recognize the importance of traditional healing and the importance of Elder support, and that by completing the Indigenous-specific correctional programs, the offenders gain cultural knowledge and experience with the teachings and ceremonies.

3.3.2 CORRECTIONAL PROGRAMS AND INSTITUTIONAL BEHAVIOUR

Pre-Post Comparison of Institutional Indicators of Behaviour

Institutional outcomes were examined with respect to non-random and random urinalysis refusals and positive screening results, minor and serious violent charges, minor and serious drug charges, and minor and serious other charges. These outcomes were compared between those who completed the specified main programs (*completers*), those who began, but did not complete a main program (*non-completers*), and offenders who did not participate in a main program during the study period but who met the program referral criteria (*eligible non-participants*). Only descriptive results are presented for urinalysis outcomes and institutional

charge outcomes for certain groups, as the data did not meet the assumptions required to conduct statistical analyses.

FINDING 13: INSTITUTIONAL OUTCOMES – URINALYSIS TEST RESULTS

The non-random urinalysis test results for the main program completers were generally similar in the 6 months prior to a main program and the 6 months following a main program. There was no clear pattern with the random urinalysis test results.

Evidence:

Urinalysis Results

Table 25 presents the percentage and number of refused or positive non-random urinalyses. Few offenders refused or had a positive non-random urinalysis result. The percentage of refused or positive non-random urinalysis results ranged from 0% to 3% in the 6 months prior to the beginning of programs and from 0% to 5% in the 6 months following completion of a main program. The pattern of refusals and positive non-random urinalysis results was generally stable over time for completers and eligible non-participants, whereas the rates for non-completers varied slightly. Though the overall completers group showed an increased rate (1% to 2%) of refusals or positive urinalysis results from 6 months prior to main program to 6 months following main program, there was evidence of a larger increase for men non-completers (1% to 5%), whereas the rate of the eligible non-participants remained the same.

Table 25. Refused or Positive Non-Random Urinalysis Outcomes 6 Months Prior To and Following Main Program^a

Group	6 Months Prior to Main Program ^b			6 Months Following Main Program		
	<i>n</i>	<i>N</i>	%	<i>n</i>	<i>N</i>	%
Completers						
All completers	36	2,859	1	62	2,859	2
AICPM-MT-High	2	102	2	1	102	1
AICPM-MT-Moderate	3	180	2	6	180	3
SO moderate	0	394	0	3	394	1
Hybrid	2	199	1	6	199	3
ICPM-MT-High	7	505	1	17	505	3
ICPM-MT-Moderate	17	1,064	2	20	1,064	2
Adapted	0	63	0	1	63	2
ICPM-SO-High	0	201	0	0	201	0
WOMIP and AWOMIP	5	151	3	8	151	5
Non-completers						
All non-completers	4	441	1	23	441	5
Men	4	428	1	23	428	5
Women	0	13	0	0	13	0
Eligible non-participants						
All eligible non-participants	8	464	2	11	464	2
Men	7	426	2	10	426	2
Women	1	38	3	1	38	3

Note. Hybrid includes the hybrid ICPM-MT-Moderate and the hybrid AICPM-MT-Moderate. The SO moderate programs include the ICPM-SO-Moderate and AICPM-SO-Moderate. The adapted programs include the ICPM-MT-Moderate adapted and the ICPM-SO-Moderate adapted. Offenders were not designated to complete a non-random urinalysis during these times were considered as not have a refusal or positive test result.

^a The main program start and end dates were estimated for the non-participants and the end date was estimated for non-completers.

^b Recall that the average time to program enrollment from FIFE 2 was 214 days for men and 82 days for women. As a result, the 6 month requirement prior to main program enrollment would have resulted in fewer men being excluded from the analysis relative to women.

Table 26 presents the percentage and number of offenders who refused or had a positive random urinalysis result during the 6 months before or after a main program. For program completers, the percentage of refusals or positive random urinalysis results ranged from 2% to 17% in the 6 months prior to the main program and from 1% to 20% following the main program. Generally, there was no clear pattern of increased or decreased refusals or positive urinalysis results between the two time periods. For men non-completers, the percentage of

Evaluation of Correctional Reintegration Programs

refusals and positive urinalyses decreased over time, whereas the eligible non-participant group had an increase.

Table 26. Refused or Positive Random Urinalysis Outcomes 6 Months Prior to and Following Main Program^a

Group	6 Months Prior to Main Program ^b			6 Months Following Main Program		
	<i>n</i>	<i>N</i>	%	<i>n</i>	<i>N</i>	%
Completers						
All completers	59	514	11	64	514	12
AICPM-MT-High	1	12	8	2	12	17
AICPM-MT-Moderate	5	29	17	3	29	10
SO moderate	4	70	6	1	70	1
Hybrid	1	21	5	2	21	10
ICPM-MT-High	16	103	16	21	103	20
ICPM-MT-Moderate	29	187	16	33	187	18
Adapted	1	13	8	1	13	8
ICPM-SO-High	1	50	2	1	50	2
WOMIP and AWOMIP	1	29	3	0	29	0
Non-completers						
All non-completers	19	55	35	14	55	25
Men	19	54	35	14	54	26
Women	c	c	c	c	c	c
Eligible non-participants						
All eligible non-participants	16	85	19	20	85	24
Men	15	81	19	20	81	25
Women	c	c	c	c	c	c

Note. Hybrid includes the hybrid ICPM-MT-Moderate and the hybrid AICPM-MT-Moderate. The SO moderate programs include the ICPM-SO-Moderate and AICPM-SO-Moderate. The adapted programs include the ICPM-MT-Moderate adapted and the ICPM-SO-Moderate adapted. The results were only provided for offenders who had a refusal or positive urinalysis both before and after the main program or the estimated program start and end dates.

^a The main program start and end dates were estimated for the non-participants and the end date was estimated for non-completers.

^b recall that the average time to program enrollment from FIFE 2 was 214 days for men and 82 days for women. As a result, the 6 month requirement prior to main program enrollment would have resulted in fewer men being excluded from the analysis relative to women.

^c Numbers have been suppressed due to a sample size equal to or less than 5.

FINDING 14: INSTITUTIONAL OUTCOMES – CHARGES

Most program completers did not have violent, drug, or other charges both before and after a main program. In comparison to the non-completers and the eligible non-participants, program completers did not increase or decrease in violent, drug, or other charges after the main program. Women program completers and women eligible non-participants had similar patterns of change in violent and other charges, although a higher percentage of women in the eligible non-participant group had no drug charges.

Institutional Charges

Institutional violent, drug, and other minor and serious charges were examined in the 6 months prior to and after a main program for three groups of offenders: main program completers, non-completers, and eligible non-participants. The groups were compared on the frequencies of offenders with 1) no change in receiving a charge in the 6 months before and after a main program (no charges before and after), 2) no change in receiving a charge in the 6 months before and after a main program (received charges before and after), 3) an increase in charges (no charges before a main and one or more charges after the program), or 4) a decrease in charges (received a charge in the 6 months before a program and no charges after the program).

Violent Charges. The proportion of offenders with violent charge outcomes differed between the program completers, non-completers, and eligible non-participants for all of the programs that were examined (see Table 27). Most offenders had no charges either before or after the main program. Overall, proportionally fewer program completers had an increase in violent charges over time than non-completers and eligible non-participants; however, this was also true for decreases in charges. This is due to the large percentage of program completers who had no change over time. These findings are encouraging given that a greater proportion of program completers were Indigenous, relative to non-completers and eligible non-participants, and Indigenous offenders tend to experience higher rates of institutional charges.

Of the three groups, program completers had the highest percentage of offenders with no change in charges (from 0 charges to 0 charges) before and after the main program (91%, $n = 2,592$), compared to non-completers (79%, $n = 348$) and eligible non-participants (73%, $n =$

Evaluation of Correctional Reintegration Programs

341). Overall, program completers (5%, $n = 129$) had the lowest percentage of offenders who had an increase in violent charges compared with 10% ($n = 42$) of all non-completers and 9% ($n = 40$) of all eligible non-participants. Program completers also had the lowest percentage of offenders who had a decrease in violent charges at 4% ($n = 112$), in contrast with 8% ($n = 36$) of the non-completers and 12% ($n = 56$) of the eligible non-participants. The completers also had the lowest percentage with charges both before and after (1%, $n = 26$), compared with non-completers (3%, $n = 15$) and eligible non-participants (6%, $n = 27$). Particularly favourable results with respect to lower percentages of increase in charges before and after main program appeared to occur for offenders who had completed the AICPM-MT-Moderate, SO moderate programs, and ICPM-SO-High (2%, $n = 4$; 2%, $n = 7$; and 2%, $n = 4$; respectively) compared to men non-completers (9%, $n = 38$) and men eligible non-participants (9%, $n = 38$), though program-specific results are based upon lower sample sizes and should be interpreted with caution.

No statistical comparison was conducted for WOMIP and AWOMIP. The WOMIP and AWOMIP completers had a similar pattern of results as the women eligible non-participants, except that women completers had a higher percentage with an increase (11%, $n = 17$) and a lower percentage with charges both before and after (2%, $n = 3$) than women eligible non-participants (5%, $n = 2$; 11%, $n = 4$).

Table 27. Violent Charge Outcomes 6 Months Prior to and Following Main Program^a

Group	No Change – No Charges Before and After		Increase in Charges		Decrease in Charges		No Change – Charges Before and After		N	χ^2	p- value	Cramer's V
	n	%	n	%	n	%	n	%				
Completers												
All completers	2,592	91	129	5	112	4	26	1	2,859	159.29	<.001	.15
AICPM-MT-High	86	84	9	9	7	7	0	0	102	15.05	.02	.09
AICPM-MT-Moderate	169	94	4	2	5	3	2	1	180	37.43	<.001	.14
SO moderate	377	96	7	2	7	2	3	1	394	80.87	<.001	.18
Hybrid	188	94	9	5	2	1	0	0	199	45.63	<.001	.15
ICPM-MT-High	443	88	26	5	27	5	9	2	505	36.97	.001	.12
ICPM-MT-Moderate	952	89	51	5	53	5	8	1	1,064	79.27	<.001	.14
Adapted	57	90	2	3	3	5	1	2	63	15.28	.02	.09
ICPM-SO-High	193	96	4	2	4	2	0	0	201	49.81	<.001	.15
WOMIP and AWOMIP	127	84	17	11	4	3	3	2	151	-	-	-
Non-completers												
All non-completers	348	79	42	10	36	8	15	3	441	-	-	-
Men	341	80	38	9	36	8	13	3	428	-	-	-
Women	-	-	-	-	-	-	-	-	-	-	-	-
Eligible non-participants												
All eligible non-participants	341	73	40	9	56	12	27	6	464	-	-	-
Men	310	73	38	9	55	13	23	5	426	-	-	-
Women	31	82	2	5	1	3	4	11	38	-	-	-

Note. Hybrid includes the hybrid ICPM-MT-Moderate and the hybrid AICPM-MT-Moderate. The SO moderate programs include the ICPM-SO-Moderate and AICPM-SO-Moderate. The adapted programs include the ICPM-MT-Moderate adapted and the ICPM-SO-Moderate adapted. No change means that the offender had no charges in the 6 months prior to or following the program, or had charges in the 6 months both prior to and following the program. Charges included minor and serious charges. Chi square analyses were not conducted for WOMIP and AWOMIP as this group did not meet the statistical assumptions required to conduct the statistical test.

^a The main program start and end dates were estimated for the non-participants and the end date was estimated for non-completers.

Drug Charges. There were slight differences in the proportion of completers, non-completers, and eligible non-participants who had institutional charges that were drug related (see Table 28). Most offenders had no drug charges in the 6 months before and after a main program. It is important to note that the proportion of no drug charges before and after programming was highest for all program completers, compared to non-completers and eligible non-participants. These findings are encouraging given that a greater proportion of program completers were Indigenous, relative to non-completers and eligible non-participants, and Indigenous offenders tend to experience higher rates of institutional charges and are more likely to have a need domain for substance use (Stewart, Wardrop, Wilton, Thompson, Derkzen, & Motiuk, 2017). Almost all of the completers of the SO programs (SO moderate programs: 98%, $n = 387$; ICPM-SO-High: 99.5%, $n = 200$) had no charges prior to or following a main program, while 85% ($n = 374$) of men non-completers had the same. With respect to increases in drug charges, the SO programs (SO moderate: <1%, $n = 1$; ICPM-SO-High 1%, $n = 1$) had the lowest percentage of offenders with an increase, while the men non-completers (7%, $n = 30$), along with the completers of the hybrid programs (7%, $n = 13$) and ICPM-MT-High (7%, $n = 37$), had the highest percentages of offenders with an increase in charges. The ICPM-SO-High had the lowest percentage of men offenders with a decrease in drug charges over time (0%, $n = 0$), along with the hybrid (1%, $n = 2$) and SO moderate programs (2%, $n = 6$), while the AICPM-MT-High (8%, $n = 8$) and men non-completers (7%, $n = 30$) had the highest percentages of offenders with a decrease in charges, and the men eligible non-participants were in the middle (5%, $n = 25$).

No statistical analyses were conducted for adapted programs, WOMIP, and AWOMIP. The adapted program appeared to have a greater percentage of offenders with no charges before and after (90%, $n = 57$) compared with the men non-completers (85%, $n = 362$). All of the eligible non-participants had no charges either before or after. Although most women who completed WOMIP and AWOMIP did not have any changes before or after (93%, $n = 141$), a few had an increase (3%, $n = 5$), decrease (1%, $n = 2$), or charges both before and after (2%, $n = 3$).

Table 28. Drug Charge Outcomes 6 Months Prior to and Following Main Program^a

Group	No Change – No Charges Before and After		Increase in Charges		Decrease in Charges		No Change – Charges Before and After		N	χ^2	p- value	Cramer’s V
	n	%	n	%	n	%	n	%				
Completers												
All completers	2,590	91	142	5	104	4	23	1	2,859	23.11	.001	.06
AICPM-MT-High	88	86	6	6	8	8	0	0	102	4.09	.66	.05
AICPM-MT-Moderate	161	89	10	6	8	4	1	1	180	4.91	.56	.05
SO moderate	387	98	1	<1	6	2	0	0	394	50.08	<.001	.14
Hybrid	184	92	13	7	2	1	0	0	199	15.65	.02	.09
ICPM-MT-High	432	86	37	7	31	6	5	1	505	4.56	.60	.04
ICPM-MT-Moderate	940	88	65	6	46	4	13	1	1,064	8.23	.22	.05
Adapted	57	90	4	6	1	2	1	2	63	-	-	-
ICPM-SO-High	200	99.5	1	<1	0	0	0	0	201	32.79	<.001	.13
WOMIP and AWOMIP	141	93	5	3	2	1	3	2	151	-	-	-
Non-completers												
All non-completers	374	85	30	7	30	7	7	2	441	-	-	-
Men	362	85	29	7	30	7	7	2	428	-	-	-
Women	-	-	-	-	-	-	-	-	-	-	-	-
Eligible non-participants												
All eligible non-participants	406	88	23	5	25	5	10	2	464	-	-	-
Men	368	86	23	5	25	6	10	2	426	-	-	-
Women	38	100	0	0	0	0	0	0	38	-	-	-

Note. Hybrid includes the hybrid ICPM-MT-Moderate and the hybrid AICPM-MT-Moderate. The SO moderate programs include the ICPM-SO-Moderate and AICPM-SO-Moderate. The adapted programs include the ICPM-MT-Moderate adapted and the ICPM-SO-Moderate adapted. No change means that the offender had no charges in the 6 months prior to or following the program, or had charges in the 6 months both prior to and following the program. Charges included minor and serious charges. Chi square analyses were not conducted for the Adapted programs and for WOMIP and AWOMIP as these groups did not meet the statistical assumptions required to conduct the statistical test.

^a The main program start and end dates were estimated for the non-participants and the end date was estimated for non-completers.

Other Charges. The proportion of offenders with the other charge outcomes differed between the program completers, non-completers, and eligible non-participants for all of the men's programs that were examined, except for AICPM-MT-High and the adapted programs (see Table 29). The women in programs (WOMIP and AWOMIP) and the women eligible non-participants had similar patterns of change.

Of the overall groups, the completers (68%, $n = 1,933$) had the highest percentage of offenders with no charges before and after, while half of non-completers (49%, $n = 216$) and eligible non-participants (52%, $n = 240$) had no charges before and after. These findings are encouraging given that a greater proportion of program completers were Indigenous, relative to non-completers and eligible non-participants, and Indigenous offenders tend to experience higher rates of institutional charges. Of the specific programs, the SO programs had the highest percentage with no charges prior to and following programs (SO moderate: 84%, $n = 331$; ICPM-SO-High: 84%, $n = 169$). With respect to an increase in charges, SO programs (SO moderate: 5%, $n = 20$; ICPM-SO-High: 6%, $n = 12$) had the lowest percentage of offenders with an increase in charges, while similar percentages of all program completers (14%, $n = 400$), all non-completers (15%, $n = 66$), and all eligible non-participants (14%, $n = 66$) had an increase. The group with the highest percentage of offenders with a decrease in charges was the non-completer group, with 19% having this outcome ($n = 87$), while 11% ($n = 312$) of the all program completer group and 15% ($n = 68$) of eligible non-participants had a decrease in charges. Given that 36% ($n = 159$) of offenders in the non-completer group had a charge in the 6 months prior to a main program, in contrast with 18% ($n = 526$) of completers and 34% ($n = 158$) of eligible non-participants,⁸⁶ the non-completer group had the highest percentage of offenders who had the possibility of having a decrease in charges.

⁸⁶ These percentages were based on the number of offenders who had a decrease in charges and the number with charges before and after, as they had charges in the 6 months prior to a main program.

Table 29. Other Charge Outcomes 6 Months Prior to and Following Main Program^a

Program	No Change – No Charges Before and After		Increase in Charges		Decrease in Charges		No Change – Charges Before and After		N	χ^2	p- value	Cramer's V
	n	%	n	%	n	%	n	%				
Completers												
All completers	1,933	68	400	14	312	11	214	7	2,859	135.53	<.001	.13
AICPM-MT-High	55	54	19	19	15	15	13	13	102	7.53	.28	.06
AICPM-MT-Moderate	117	65	31	17	26	14	6	3	180	32.83	<.001	.13
SO moderate	331	84	20	5	28	7	15	4	394	136.41	<.001	.23
Hybrid	138	69	45	23	12	6	4	2	199	64.11	<.001	.17
ICPM-MT-High	309	61	83	16	64	13	49	10	505	31.85	<.001	.11
ICPM-MT-Moderate	692	65	153	14	124	12	95	9	1,064	64.02	<.001	.13
Adapted	36	57	11	17	8	13	8	13	63	6.97	.32	.06
ICPM-SO-High	169	84	12	6	15	7	5	2	201	83.02	<.001	.20
WOMIP and AWOMIP	86	57	26	17	20	13	19	13	151	4.00	.26	.15
Non-completers												
All non-completers	216	49	66	15	85	19	74	17	441	-	-	-
Men	211	49	65	15	84	20	68	16	428	-	-	-
Women	-	-	-	-	-	-	-	-	-	-	-	-
Eligible non-participants												
All eligible non-participants	240	52	66	14	68	15	90	19	464	-	-	-
Men	218	51	57	13	67	16	84	20	426	-	-	-
Women	22	58	9	24	1	3	6	16	38	-	-	-

Note. Hybrid includes the hybrid ICPM-MT-Moderate and the hybrid AICPM-MT-Moderate. The SO moderate programs include the ICPM-SO-Moderate and AICPM-SO-Moderate. The adapted programs include the ICPM-MT-Moderate adapted and the ICPM-SO-Moderate adapted. No change means that the offender had no charges in the 6 months prior to or following the program, or had charges in the 6 months both prior to and following the program. Charges included minor and serious charges.

^a The main program start and end dates were estimated for the non-participants and the end date was estimated for non-completers.

FINDING 15: PERCEIVED IMPACT ON INSTITUTIONAL BEHAVIOUR

Most of the staff reported that participation in correctional programming was related to decreased incidents in the institution, while about half of offenders thought that it had a positive impact on institutional security. Most offenders agreed that they had applied the skills learned in programs within the institution. Further, qualitative findings indicated that according to staff and offenders, additional skills could be taught to offenders to improve institutional security.

Evidence:

Perceptions of the Impact of Programs on Institutional Behaviour

In addition to the data extracted from the OMS, staff and offenders were asked for their perspectives regarding the impact of correctional programs on offenders' institutional behaviour. Among staff, around a third (38%, $n = 108$ of 285) reported that they had frequently/very frequently seen offenders applying the skills taught in the correctional programs within the institution. Around half of staff indicated that they had sometimes observed offenders applying the skills around the institution (52%, $n = 148$), whereas other staff had infrequently (7%, $n = 19$) or very infrequently (4%, $n = 10$) seen offenders using the skills in the institution.

Most staff (81%, $n = 136$ of 168) reported that correctional programs were associated with decreases/large decreases in the number of institutional incidents. Around half of offenders (ICPM: 52%, $n = 81$ of 156; WOCP: 49%, $n = 26$ of 53) indicated that correctional programs had either a positive or very positive impact on safety and security in the institution, 41% ($n = 64$) of ICPM participants and 49% ($n = 26$) of WOCP participants thought that there was no impact, and few (ICPM: 6%, $n = 10$; WOCP: 11% ($n = 6$) reported a negative or very negative impact. Note that some offenders provided more than one response.

Offenders provided examples of how other offenders have used the strategies and skills learned in correctional programs in a way that has had positive impacts on the safety and security of the institution.

Evaluation of Correctional Reintegration Programs

- About half of the offenders (ICPM: 46%, $n = 59$ of 127; WOCP: 51%, $n = 23$ of 45) had noticed changes in another offender. In particular, they (ICPM: 22%, $n = 28$; WOCP: 29%, $n = 13$) had observed that other participants applied the skills, including strategies to manage emotions and thoughts. A few offenders (ICPM: 11%, $n = 14$; WOCP: 13%, $n = 6$) identified increased self-awareness and changed attitude in other participants, while a small number (ICPM: 6%, $n = 8$) observed changes in behaviour. Some offenders (ICPM: 32%, $n = 41$; WOCP: 40%, $n = 18$) mentioned the program's positive impact on interpersonal relationships, such as avoiding and managing conflict (ICPM: 22%, $n = 28$; WOCP: 24%, $n = 11$), and encouraging supportive and respectful relationships (ICPM: 8%, $n = 10$; WOCP: 7%, $n = 3$).
- However, some offenders (ICPM: 31%, $n = 40$; WOCP: 33%, $n = 15$) stated that the program had no impact on the behaviour of other participants.

A small number of offenders (ICPM: 8%, $n = 10$; WOCP: 20%, $n = 9$) reported that the impact of the program depended on an individual's willingness to change and apply the skills. A few (ICPM: 9%, $n = 11$; WOCP: 11%, $n = 5$) observed that the program had negative impacts on the safety and security of the institution. For example, a few offenders (ICPM: 6%, $n = 8$; WOCP: 2%, $n = 1$) mentioned that conflict was triggered when confidential information was shared (e.g., participants in the SO program were identified).

Program Content and Institutional Behaviour

Most offenders reported that they had been taught the skills intended to be covered by the program and had applied them within the institutional setting. Note that not all offenders had completed the programs. Most offenders agreed that they were taught emotion management (ICPM: 98%, $n = 149$ of 152; WOCP: 100%, $n = 53$ of 53), problem solving (ICPM: 97%, $n = 148$; WOCP: 96%, $n = 51$), goal setting (ICPM: 95%, $n = 145$; WOCP: 100%, $n = 53$), self-monitoring (ICPM: 97%, $n = 148$; WOCP: 94%, $n = 50$), managing thinking (ICPM: 95%, $n = 144$; 98%, $n = 52$), and social skills (ICPM: 91%, $n = 139$; WOCP: 87%, $n = 46$). Of the offenders who indicated that they were taught these skills, most agreed that they had applied them within the institution: emotion management (ICPM: 86%, $n = 128$ of 148; WOCP: 87%, $n = 45$ of 52), problem solving

Evaluation of Correctional Reintegration Programs

(ICPM: 82%, $n = 120$ of 147; WOCP: 80%, $n = 41$ of 51), goal setting (ICPM: 83%, $n = 120$ of 144; WOCP: 75%, $n = 40$ of 53), self-monitoring (ICPM: 83%, $n = 122$ of 147; WOCP: 76%, $n = 38$ of 50), managing thinking (ICPM: 80%, $n = 114$ of 143; WOCP: 85%, $n = 44$ of 52), and social skills (ICPM: 82%, $n = 112$ of 137; WOCP: 78%, $n = 36$ of 46).

Offenders (ICPM: $n = 65$; WOCP: $n = 21$) and staff ($n = 121$) identified additional skills that would be useful for managing their institutional behaviour.

- Offenders (ICPM: 22%, $n = 14$; WOCP: 19%, $n = 4$) and staff (26%, $n = 32$) reported that the programs should focus on, or teach, additional emotion and cognitive skills (e.g., mindfulness, relaxation techniques, anger management, problematic thinking).
- A few offenders from ICPM (20%, $n = 13$), some offenders from WOCP (29%, $n = 6$), and a few staff (12%, $n = 15$) suggested there should be more focus on life skills (e.g., employment, money management, parenting, leisure⁸⁷).
- Other offenders stated that additional skills and information to understand and manage behaviour (ICPM: 14%, $n = 9$; WOCP: 19%, $n = 4$) and social and communication skills (ICPM: 14%, $n = 9$; WOCP: 14%, $n = 3$) could be useful. Some staff (32%, $n = 39$) also proposed an additional focus on teaching social skills (e.g., conflict resolution, tolerance of others).
- A few staff suggested additional focus on institutional behaviour (10%, $n = 12$), and more discussion around problematic behaviour (e.g., family violence; 9%, $n = 11$).
- A few offenders (ICPM: 17%, $n = 11$; WOCP: 19%, $n = 4$) indicated that the program already adequately addresses the relevant skills.
- A small number of staff (23%, $n = 28$) suggested that the staff should support the use and the maintenance of the skills; for example, non-program staff should be trained to understand and reinforce the lessons and skills taught to offenders (11%, $n = 13$).

⁸⁷It is important to note that these skills are emphasized in CSC's social and employment programs.

3.3.3 CORRECTIONAL PROGRAM COMPLETION AND DISCRETIONARY RELEASE

FINDING 16: DISCRETIONARY RELEASE

Across all program streams, men program completers were granted discretionary release more often than men eligible non-participants. Although not statistically significant, the results suggested that women program completers were granted discretionary release more often than women eligible non-participants.

Evidence:

Discretionary Release Outcomes

The odds of discretionary release (release on day parole or full parole) were compared between those who completed programs, eligible non-participants, and non-participants with no-intent-to-treat.

Outcomes for Men. As a means of assessing whether completing an ICPM program led to increased odds of discretionary release, logistic regressions were conducted comparing all identified program completers with men non-participants who met program criteria (referred to as *eligible non-participants* in the text and tables) and with non-participants with no-intent-to-treat (referred to as *no-intent-to-treat* in the text and tables).⁸⁸ CRI level at intake, Indigenous ancestry, age of offender at release, number of days from admission to release, and motivation level at intake were also added to the model as covariates in order to control for any impact that they may have had as explanatory variables in the likelihood of discretionary release (i.e., day parole/full parole vs. statutory release).

Overall, where significant differences were observed, the odds of discretionary release among program completers in particular streams were significantly higher when compared to the eligible non-participants, and significantly lower when compared to the no-intent-to-treat group.

⁸⁸ Offenders on a long-term supervision order were excluded from the analysis of discretionary release.

Table 30 presents the relationship between study group and discretionary release for men for all the programs combined and in each of the streams examined. More detailed statistics are presented in Appendix E. When examining the relationship between study group and discretionary release, the results indicated that, when the effects of the covariates were held constant, the overall program completer group differed from the eligible non-participants; this finding held when examining the program completers in each program stream compared to eligible non-participants. Specifically, the odds of obtaining discretionary release for all program completers combined were approximately 4 times higher when compared to the eligible non-participants (Inverse Odds Ratio [IOR] = 4.07).⁸⁹ Examining the specific streams, the program completer group had between 2 to 6.5 times greater odds of obtaining discretionary release compared to the eligible non-participant group (IOR = 1.93-6.49).

In comparing the odds of discretionary release for all program completers to the no-intent-to-treat group, results suggested that odds were roughly halved for the all program completers group relative to the no-intent-to-treat group (IOR = 0.54). The pattern of findings remained consistent across all program streams that were examined, with the exception of the ICPM-MT-Moderate and AICPM-MT-Moderate streams, where the differences were not statistically significant (see Table 30). The findings for ICPM-MT-Moderate suggested that program completers were granted discretionary release less often than the no-intent-to-treat group, although this was not statistically significant, whereas the rate of discretionary release was comparable between AICPM-MT-Moderate completers and the no-intent-to-treat group. Notably, the likelihood of discretionary release for ICPM-MT-High and ICPM-SO-Moderate program completers was approximately one-third the likelihood relative to the no-intent-to-treat group (IOR = 0.29 and IOR = 0.32, respectively).

⁸⁹ The direction of the effect can be reversed by taking the inverse of the hazard ratio (1/OR). This allows for the interpretation to identify the effect of program completion relative to the comparison groups, rather than the effect of comparison groups relative to the program completer group.

Evaluation of Correctional Reintegration Programs

Table 30. Relationship between Study Group and Discretionary Release for Men

Group	Eligible Non-Participants (<i>n</i> = 784) vs. Completers			No-Intent-to-Treat (<i>n</i> = 1,617) vs. Completers		
	<i>B</i>	OR	IOR (1/OR) ^b	<i>B</i>	OR	IOR (1/OR) ^b
All programs ^a (<i>n</i> = 1,608)	-1.40	0.25**	4.07	0.62	1.86**	0.54
ICPM-MT-Moderate (<i>n</i> = 967)	-1.73	0.18**	5.65	0.27	1.30	0.77
ICPM-MT-High (<i>n</i> = 299)	-0.71	0.49**	2.04	1.22	3.39**	0.29
AICPM-Moderate (<i>n</i> = 94)	-1.87	0.15**	6.49	-0.02	0.98	1.02
ICPM-SO-Moderate (<i>n</i> = 248)	-0.66	0.52**	1.93	1.13	3.10**	0.32

Note. The sample sizes following each program stream indicate the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IOR = inverse of the odds ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

In addition to assessing whether the completion of the identified ICPM main programs led to an increased likelihood of obtaining discretionary release, logistic regressions were conducted to assess whether the relationship between program completion and discretionary release remained for Indigenous men and for non-Indigenous men, separately.

Table 31 presents the relationship between study group and discretionary release for Indigenous and non-Indigenous men combined across all programs. The results revealed that the likelihood of discretionary release among non-Indigenous program completers paralleled those for all program completers. Specifically, the likelihood of obtaining discretionary release for program completers was significantly higher when compared to the eligible non-participants (IOR = 3.76), and significantly lower than the no-intent-to-treat group (IOR = 0.52). Indigenous men who completed programming across all streams also demonstrated a significantly higher (nearly 7 times; IOR = 6.94) likelihood of obtaining discretionary release compared to Indigenous men eligible non-participants. However, the difference in the likelihood of discretionary release was not significant among program completers and the no-intent-to-treat group for Indigenous men. This finding may not be due to there truly being no difference in the likelihood to receive discretionary release between program completers and the no-intent-to-treat group for Indigenous men. Rather, a substantially smaller sample size for Indigenous men

($n = 508$) when compared to non-Indigenous men ($n = 3,501$) may have limited the ability of the model to detect any significant relationships. It is also noteworthy that the finding for program completion on discretionary release, compared to the no-intent-to-treat group, is consistent with the effect obtained for non-Indigenous men.

Table 31. Relationship between Study Group and Discretionary Release for non-Indigenous and Indigenous Men

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	OR	IOR (1/OR) ^c	<i>B</i>	OR	IOR (1/OR) ^c
Non-Indigenous men ($n = 1,400$)	-1.33	0.27**	3.76	0.65	1.91**	0.52
Indigenous men ($n = 208$)	-1.94	0.14**	6.94	0.49	1.63	0.61

Note. The programs included in the analyses were ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Sample size for non-Indigenous men: eligible non-participants = 638, no-intent-to-treat = 1,463.

^b Sample size for Indigenous men: eligible non-participants = 146, no-intent-to-treat = 154.

^c IOR = inverse of the odds ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* $p < .01$, ** $p < .001$.

Outcomes for Women. The approach used for the analysis of men was also utilized for women, meaning that the effect of study group on the likelihood of discretionary release was examined, while holding the effects of relevant covariates constant. Women who completed WOMIP and AWOMIP were examined individually, and as a combined group, and compared to women who were considered eligible non-participants, as well as those who had no-intent-to-treat. Results are presented in Table 32, with more detailed statistics presented in Appendix E.

Overall, the results indicated that, when controlling for risk relevant covariates, women who completed either WOMIP or AWOMIP were granted discretionary release at similar rates as eligible non-participants and women in the no-intent-to-treat group. When looking at WOMIP or AWOMIP separately, findings indicated that program completers tended to receive discretionary release more often than eligible non-participants (IOR = 1.25 and 1.69, respectively), although this was not statistically significant. Interestingly, comparisons between program completers and the no-intent-to-treat women suggested that the two groups

Evaluation of Correctional Reintegration Programs

experienced similar rates of discretionary release, both overall (IOR = 0.88) and within the WOMIP and AWOMIP streams (IOR = 0.93 and 0.86).

Table 32. Relationship between Study Group and Discretionary Release for Women

Group	Eligible Non-Participants (<i>n</i> = 71) vs. Completers			No-Intent-to-Treat (<i>n</i> = 264) vs. Completers		
	<i>B</i>	OR	IOR (1/OR) ^b	<i>B</i>	OR	IOR (1/OR) ^b
All moderate programs ^a (<i>n</i> = 723)	-0.20	0.82	1.22	0.13	1.14	0.88
WOMIP (<i>n</i> = 505)	-0.23	0.80	1.25	0.08	1.08	0.93
AWOMIP (<i>n</i> = 221)	-0.53	0.59	1.69	0.15	1.16	0.86

Note. The sample sizes following each program stream indicates the number of completers. The sample sizes of the individual streams do not sum to the total because 3 women completed both a WOMIP and AWOMIP so are reflected in each stream but only once in the overall category. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Includes WOMIP and AWOMIP completers.

^b IOR = inverse of the odds ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

This evaluation was unable to examine separate models testing whether the relationship between study group and discretionary release were different for Indigenous and non-Indigenous women. The sample size of Indigenous women in the eligible non-participant group was too small (*n* = 6) to make meaningful comparisons. That being said, Indigenous ancestry was included as a covariate in the models discussed above. It is noteworthy that in the analysis of study group overall and within the WOMIP and AWOMIP streams, results suggested that non-Indigenous women were granted discretionary release more often than Indigenous women, while accounting for the effects of study group, CRI, motivation at intake, age at release, and days between admission and release (see Appendix E), although this was not statistically significant.

FINDING 17: PERCEPTIONS OF IMPACT ON DISCRETIONARY RELEASE

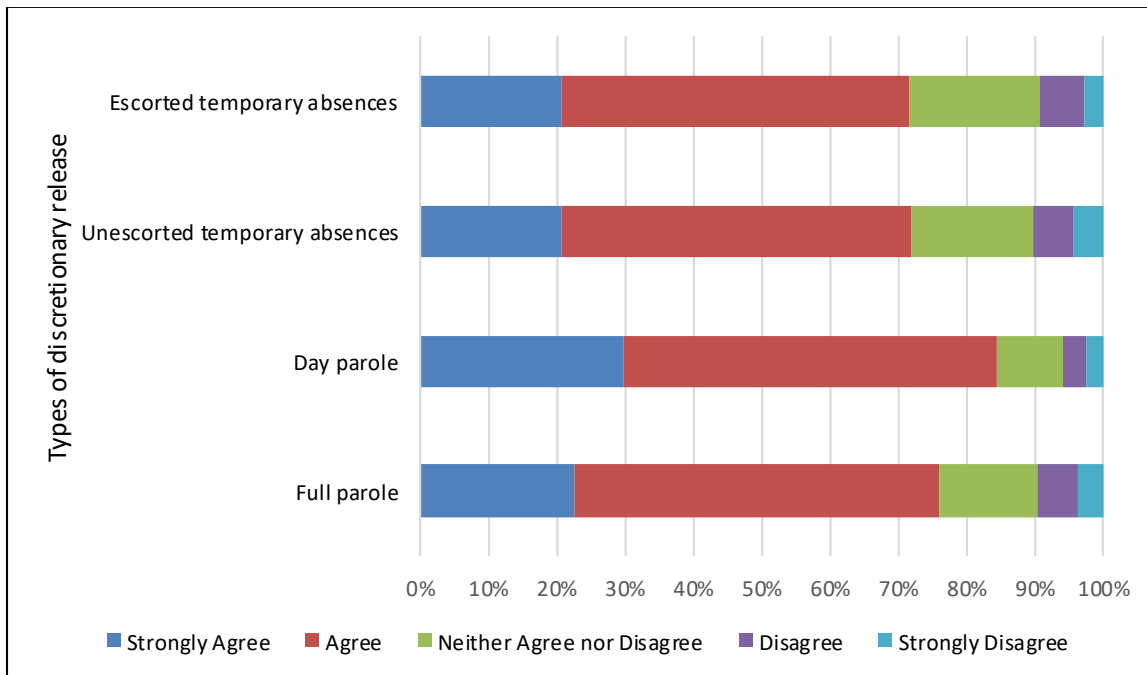
Generally, staff and offenders perceived that participation in correctional programs had a positive impact on the ability of offenders to obtain discretionary release.

Evidence:

Perceived Impact on Discretionary Release

To supplement the information drawn from data extracted from the OMS, staff and offender perspectives on the impact of correctional programs on discretionary release were obtained. Figure 19 presents staff perceptions of the impact of correctional programs on discretionary release. Most staff agreed/strongly agreed that the correctional programs had a positive impact on the likelihood of offenders being granted day parole (85%, *n* = 246 of 291). Over 70% of staff agreed that correctional programs had a positive impact on the likelihood of offenders obtaining escorted temporary absences (72%, *n* = 190 of 265), unescorted temporary absences (72%, *n* = 185 of 257), and full parole (76%, *n* = 215 of 283). Many offenders from ICPM (70%, *n* = 101 of 145) and most offenders from WOCP (86%, *n* = 44 of 51) also agreed/strongly agreed that correctional programs would have a positive impact on their likelihood of receiving escorted temporary absences, unescorted temporary absences, day parole, or full parole.

Figure 19. Staff Perceptions of Impact of Correctional Programs on Offenders Obtaining Discretionary Release



Evaluation of Correctional Reintegration Programs

Staff who did not agree⁹⁰ that correctional programs have a positive impact on discretionary release were asked to explain why they perceived that the programs did not have a positive effect on that outcome.

- Most of the staff (77%, $n = 49$ of 64) indicated that correctional programs may not have a positive impact because other factors are considered more relevant. Staff perceived that more relevant factors for discretionary release decisions include the offender's behaviour and willingness to demonstrate change (28%, $n = 18$), or that the security level of the institution dictates which types of release are possible (25%, $n = 16$).
- Moreover, a small number of staff (19%, $n = 12$) indicated that the program may not have a positive impact on discretionary release due to program-related factors, for example, the program did not address the cause of criminal behaviour or risk (9%, $n = 6$) and/or it was not offered in a timely manner (6%, $n = 4$).
- Finally, a few (14%, $n = 9$) attributed the program's lack of impact on discretionary release to the decision making of the members of the Parole Board of Canada and their limited knowledge and consideration of programs.

Offenders described the impact of correctional programs on their likelihood of obtaining discretionary release, such as escorted temporary absences, unescorted temporary absences, day parole, or full parole.

- Many offenders from ICPM (71%, $n = 87$ of 123) and most offenders from WOCP (82%, $n = 32$ of 39) agreed that correctional programs have an impact on obtaining discretionary release. Specifically, participating in correctional programs resulted in positive changes for the offenders, such as improving their perspective and behaviour (ICPM: 28%, $n = 34$; WOCP: 33%, $n = 13$), improving how they are perceived by the Parole Board (ICPM: 22%, $n = 27$; WOCP: 31%, $n = 12$), and impacting how they were perceived by institutional staff, including their facilitator and parole officer (ICPM: 10%, $n = 12$; WOCP: 8%, $n = 3$). A few

⁹⁰ Staff who selected one of the following responses: 'Neither agree nor disagree', 'Disagree', or 'Strongly disagree'.

offenders also reported that program completion is required to obtain discretionary release (ICPM: 11%, $n = 13$; WOCP: 13%, $n = 5$).

- Some offenders from ICPM (32%, $n = 39$) and a few offenders from WOCP (15%, $n = 6$) did not believe that correctional programs had an impact on obtaining discretionary release. In particular, these offenders (ICPM: 13%, $n = 16$; WOCP: 3%, $n = 1$) considered other factors, such as institutional behaviour as more important, and others (ICPM: 7%, $n = 9$; WOCP: 5%, $n = 2$) reported they had finished their program but did not receive discretionary release or missed their parole date.

3.3.4 IMPACT OF PROGRAMS ON THE LIKELIHOOD OF A REVOCATION

FINDING 18: LIKELIHOOD OF A REVOCATION AND SUBSTANCE USE OUTCOMES FOR MEN

Overall, men completers, in particular those who participated in the multi-target moderate programs, were revoked for any reason less often than eligible men non-participants. The lower likelihood of any revocation was observed for both Indigenous and non-Indigenous men program completers. Although not statistically significant, results indicated that program completers overall tended to have a revocation with an offence less often than eligible non-participants. In contrast, program completers were revoked more often than men offenders with no-intent-to-treat (regardless of the type of revocation).

The findings related to the effect of program completion on substance use outcome were mixed. Results suggested that program completers more often had a substance use outcome, in comparison to eligible non-participants, although these findings were not statistically significant. Notably, men in the ICPM-MT high intensity program were significantly more likely to have a substance use outcome.

Evidence:

Post-Release Outcomes

The relationships between study group and several indicators of post-release outcomes were examined to determine the effectiveness of program completion for men. These indicators included any revocation (i.e., due to the breach of a condition of release or due to a new

Evaluation of Correctional Reintegration Programs

offence), revocation for any new offence, revocation for a new violent offence, substance use outcomes, and revocation with a new sexual offence. Table 33 presents the unadjusted base rates of the post-release outcomes for the entire follow-up across the study groups. It is important to note that these rates do not account for risk relevant differences between the groups, so it would be inappropriate to conclude that treatment exposure explains any observed differences.

Table 33. Occurrence of Community Outcomes among Men Eligible for Inclusion in Survival Analysis

	Treatment Group (<i>n</i>)											
	Treatment Completers ^a			Eligible non-participants			No-intent-to-treat			Total		
	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome
Any Revocation ^b	1,608	23	371	784	41	318	1,615	9	144	4,007	21	833
Revocation with offence	1,608	3	54	783	6	50	1,615	1	17	4,006	3	121
Revocation with violent offence	1,607	1	11	780	2	19	1,613	0	2	4,000	1	32
Revocation with sexual offence ^c	246	0	1	700	0	2	1,595	0	0	2,541	0	3
Substance use outcome ^d	1,608	27	439	784	27	208	1,617	11	169	4,009	20	816

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate

^b Revocation with or without offence

^c Only those men who completed ICPM-SO-Moderate were included in the treatment completers sample for this outcome.

^d Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community

Outcomes for Men. Hazard functions represent the risk or the ‘hazard’ of experiencing an event. To determine the likelihood of being revoked for various reasons (e.g., technical violation of conditions of release, or commission of a new offence), given the length of time for which an offender remains in the community, Cox regression survival analyses were conducted to compare all identified program completers with eligible non-participants and with non-participants with no-intent-to-treat.⁹¹ CRI at intake, Indigenous ancestry, age of offender at release, number of days from admission to release, motivation level at intake, a flag for any maintenance program completion, and a flag for any community program completion were also added to the model as covariates in order to control for any impact that they had as explanatory variables. Cox regression models were conducted for each outcome of interest, namely any revocation, revocation with a new offence, revocation with a violent offence, and any substance use related post-release outcome (includes suspensions due to a breach of a substance use related condition and/or a positive urinalysis results in the community). Revocations with any sexual offence were not examined using Cox regression due to the low occurrence of this event.

Any Revocation. Table 34 presents the relationship between study group and any revocation (with or without a new offence) for men collapsed across all programs and in each of the streams examined. More detailed statistics are presented in Appendix F. Out of 4,007 men offenders included in the analyses, 833 experienced a revocation. When examining the relationship between study group and any revocation with or without an offence for all program completers (while holding the effect of the covariates constant), the results indicated that the program completer group experienced a 36% lower likelihood of a revocation for any reason compared with the eligible non-participants (IHR = 0.64). The significant effect was observed for offenders who completed an ICPM-MT-Moderate (IHR = 0.56) or AICPM-Moderate streams (IHR = 0.45), but was not evident for those who completed the ICPM-MT-High or the

⁹¹ Note that the eligible non-participants and the no-intent-to-treat non-participants had not participated in a main program. However, they could have participated in other programs. For example, 13% of eligible men non-participants and 1% of no-intent-to-treat men non-participants had completed a maintenance program, and 34% of eligible men non-participants and 2% of no-intent-to-treat men non-participants had completed the community program.

ICPM-SO-Moderate. Among these two program streams, the likelihood of any revocation was comparable.

Compared to the no-intent-to-treat group, the program completers were almost 4 times (IHR = 3.89) more likely to have a revocation for any reason. The pattern of findings remained consistent across all program streams that were examined. Specifically, those who completed programs consistently demonstrated higher likelihoods of a revocation relative to the no-intent-to-treat group (ranging from approximately 2.6 times to 5.4 times more likely, based upon the IHR).

Table 34. Relationship between Study Group and Any Revocation

Group	Eligible Non-Participants (<i>n</i> = 784) vs. Completers			No-Intent-to-Treat (<i>n</i> = 1,615) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 1,608)	0.45	1.57**	0.64	-1.36	0.26**	3.89
ICPM-MT-Moderate (<i>n</i> = 967)	0.58	1.78**	0.56	-1.23	0.29**	3.41
ICPM-MT-High (<i>n</i> = 299)	0.11	1.12	0.89	-1.68	0.19**	5.38
AICPM-Moderate (<i>n</i> = 94)	0.80	2.23*	0.45	-0.97	0.38*	2.62
ICPM-SO-Moderate (<i>n</i> = 248)	0.14	1.15	0.87	-1.57	0.21**	4.78

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The ‘all programs’ category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

The relationship between study group and revocation for any reason, combined across all program streams, was also examined separately by Indigenous ancestry⁹² (i.e., Indigenous or non-Indigenous). The results are reported in Table 35. The detailed statistics related to these analyses can be found in Appendix F. Overall, of the 508 Indigenous men offenders and 3,499 non-Indigenous men included in the analyses, 141 Indigenous men and 692 non-Indigenous men had a revocation for any reason. When separated by Indigenous ancestry, program completers were still significantly less likely to be revoked for any reason compared to the

⁹² Note that in these analyses, Indigenous ancestry was removed as a covariate.

eligible non-participants. Specifically, non-Indigenous men who completed programming had approximately 35% lower likelihood (IHR = 0.65) than the eligible non-participants to be revoked for any reason. Indigenous men program completers were approximately half as likely to be revoked for any reason (IHR = 0.55), relative to the eligible non-participants.

Relative to the no-intent-to-treat group, non-Indigenous men were 4.5 times more likely to be revoked for any reason (IHR = 4.50). Although not statistically significant, the results suggested that, among Indigenous men, program completers were revoked for any reason more often than the no-intent-to-treat group. However, it is possible that a significant effect did not emerge as a result of the reduced sample size for the model including Indigenous men.

Table 35. Relationship between Study Group and Any Revocation for Indigenous and non-Indigenous Men

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Non-Indigenous men (<i>n</i> = 1,400)	0.44	1.55**	0.65	-1.51	0.22**	4.50
Indigenous men (<i>n</i> = 208)	0.61	1.83*	0.55	-0.50	0.61	1.65

Note. The programs included in the analyses were ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Sample size for non-Indigenous men: eligible non-participants = 638, no-intent-to-treat = 1,461.

^b Sample size for Indigenous men: eligible non-participants = 146, no-intent-to-treat = 154.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups

* *p* < .01, ** *p* < .001.

Revocation with New Offence. Table 36 presents the relationship between study group and revocation for a new offence, while accounting for the effects of the covariates, for men participating in any program and in each of the streams examined. More detailed statistics, including the relationships between the covariates and outcome, are presented in Appendix F. Of the 4,006 men offenders included in the analyses, 121 had a revocation for a new offence. When considering all programs overall (IHR = 0.69) and ICPM-MT-Moderate (IHR = 0.68), results suggested that program completers had a revocation with a new offence less often than eligible non-participants, although these findings were not significant. This result was not apparent with those who completed ICPM-MT-High, where program completers and eligible non-

Evaluation of Correctional Reintegration Programs

participants had a revocation with an offence at a comparable rate. Lastly, although not statistically significant, results suggested that ICPM-SO-Moderate program completers were revoked with an offence more often than eligible non-participants. It is important to note that the low occurrence of the event can impact the ability of the model to provide stable results, and therefore these results should be monitored and updated once more data are available (i.e., longer follow-up period).

When combining across all program streams, results demonstrated that the program completers exhibited a likelihood of revocation due to a new offence that was over 3.5 times higher than the no-intent-to-treat group (IHR = 3.57). This pattern of findings remained consistent within each individual program stream (IHRs ranging from 3.50 to 6.10). The relationship between completion of the AICPM-Moderate program and the likelihood to be revoked due to a new offence was unable to be assessed due to insufficient sample size.

Table 36. Relationship between Study Group and Revocation with Offence

Group	Eligible Non-Participants (<i>n</i> = 783) vs. Completers			No-Intent-to-Treat (<i>n</i> = 1,615) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 1,608)	0.37	1.44	0.69	-1.27	0.28**	3.57
ICPM-MT-Moderate (<i>n</i> = 967)	0.38	1.46	0.68	-1.25	0.29**	3.50
ICPM-MT-High (<i>n</i> = 299)	-0.08	0.93	1.08	-1.75	0.17**	5.75
AICPM-Moderate (<i>n</i> = 94)	-	-	-	-	-	-
ICPM-SO-Moderate (<i>n</i> = 248)	-0.25	0.78	1.28	-1.81	0.16*	6.10

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001

The relationship between study group and revocation for a new offence, combined across all program streams, was also examined separately by Indigenous ancestry.⁹³ The results are

⁹³ Note that in these analyses, Indigenous ancestry was removed as a covariate.

reported in Table 37, and more detailed statistics can be found in Appendix F. Overall, of the 491 Indigenous men offenders and 3,498 non-Indigenous men included in the analyses,⁹⁴ 28 Indigenous men and 93 non-Indigenous men had a revocation with a new offence. The findings for non-Indigenous and Indigenous men mirrored the results of the overall model. Although not statistically significant, results suggested that both non-Indigenous and Indigenous program completers had a revocation with an offence less often than eligible non-participants. However, non-Indigenous program completers were over 4.5 times more likely (IHR = 4.67) to be revoked due to a new offence, relative to non-Indigenous men in the no-intent-to-treat group. Although not statistically significant, results also suggested that Indigenous program completers had a revocation with an offence more often than Indigenous men in the no-intent-to-treat group. These findings should be interpreted with caution given the low event occurrence, along with the small sample size for the model involving Indigenous men ($n = 491$).

Table 37. Relationship between Study Group and Revocation with Offence for Indigenous and non-Indigenous Men

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Non-Indigenous men ($n = 1,400$)	0.27	1.32	0.76	-1.54	0.21**	4.67
Indigenous men ($n = 204$)	0.73	2.08	0.48	-0.44	0.64	1.56

Note. The programs included in the analyses were ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Sample size for non-Indigenous men: eligible non-participants = 637, no-intent-to-treat = 1,461.

^b Sample size for Indigenous men: eligible non-participants = 135, no-intent-to-treat = 152.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* $p < .01$, ** $p < .001$.

Revocation with Violent Offence. Table 38 presents the relationship between study group and revocation for a violent offence, while accounting for the effects of the covariates, both overall (i.e., all programs) and within each of the program streams individually. More

⁹⁴ A total of 3,989 Indigenous and non-Indigenous men were included in this analysis, in contrast with the 4,006 men included in the analyses presented in Table 37. This discrepancy was due to 17 Indigenous men who did not meet the minimum threshold regarding the number of days to the event in the analysis specific to Indigenous men.

Evaluation of Correctional Reintegration Programs

detailed statistics, including the relationships between the covariates and outcome, are presented in Appendix F. Of the 4,000 men offenders included in the analyses, 32 had a revocation for a violent offence. It is important to note that the infrequent occurrence of this event can lead to imprecise estimates of the effect of program completion on outcome, as a result the findings should be interpreted with caution. Results were generally consistent with the findings pertaining to the relationship between program completion and revocation due to a new offence. Although not statistically significant, results suggested that, for all programs overall (IHR = 0.51) and ICPM-MT-Moderate (IHR = 0.20), program completers had a revocation with a violent offence less often than eligible non-participants. However, program completers across all programs were approximately 9.5 times more likely to be revoked with a new violent offence compared to offenders in the no-intent-to-treat group (IHR = 9.43). Although not statistically significant, results suggested that completers of ICPM-MT-Moderate were revoked with a violent offence more often than the no-intent-to-treat group.

Estimates of the relationship between study group and the likelihood of a revocation with a new violent offence could not be calculated for the ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate programs. The infrequent occurrence of revocations with a new violent offence resulted in an unstable estimate of the relationship, ultimately preventing the models from providing meaningful information. As mentioned, this issue also affected the models for all men completers and ICPM-MT-Moderate, those findings should therefore be interpreted with caution as well.

Table 38. Relationship between Study Group and Revocation with Violent Offence

Group	Eligible Non-Participants (<i>n</i> = 780) vs. Completers			No-Intent-to-Treat (<i>n</i> = 1,613) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 1,607)	0.68	1.97	0.51	-2.24	0.11*	9.43
ICPM-MT-Moderate (<i>n</i> = 967)	1.62	5.03	0.20	-1.24	0.29	3.44
ICPM-MT-High (<i>n</i> = 298)	-	-	-	-	-	-
AICPM-Moderate (<i>n</i> = 94)	-	-	-	-	-	-
ICPM-SO-Moderate (<i>n</i> = 248)	-	-	-	-	-	-

Note. The sample sizes following each program stream indicate the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The ‘all programs’ category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

Analyses for all program completers were also conducted separately for Indigenous and non-Indigenous men to examine whether the relationship between study group and revocation with a new violent offence was different for either of the two groups. Both groups had an extremely low revocation rate due a new violent offence (i.e., 0.7% for non-Indigenous model; 1.6% for Indigenous model), which prevented any meaningful conclusions from being drawn from these analyses. As a result, the findings are not presented here, but are included in Appendix F.

Substance Use Post-Release. Table 39 presents the relationship between study group and a substance use outcome (i.e., suspension due to breach of a substance use related condition and/or a positive urinalysis result in the community), while accounting for the effects of the covariates, for men participating in any program and in each of the streams examined. More detailed statistics are presented in Appendix F. Of the 4,009 men offenders included in the analysis collapsing across programming streams, 816 had a substance use outcome. Although not statistically significant, results for all programs combined and AICPM-Moderate suggested that program completers had a substance use outcome more often than eligible non-participants. A significant effect emerged for the ICPM-MT-High program, indicating that program completers had a likelihood of a substance use outcome that was more than 1.5 times

Evaluation of Correctional Reintegration Programs

(IHR = 1.70) higher than eligible non-participants.⁹⁵ Conversely, although not statistically significant, results suggested that ICPM-SO-Moderate completers had a substance use outcome less often than eligible non-participants (IHR = 0.49).

Within each individual program stream, the results consistently indicated that relative to the no-intent-to-treat group, program completers experienced a greater likelihood of a substance use outcome (ranging from approximately 2 times to 3.7 times more likely), with the exception of the ICPM-SO-Moderate program completers who had a comparable likelihood of having a substance use outcome as the no-intent-to-treat group.

Table 39. Relationship between Study Group and Substance Use Outcome

Group	Eligible Non-Participants (<i>n</i> = 784) vs. Completers			No-Intent-to-Treat (<i>n</i> = 1,617) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 1,608)	-0.25	0.78	1.29	-0.94	0.39**	2.56
ICPM-MT-Moderate (<i>n</i> = 967)	-0.07	0.93	1.07	-0.86	0.42**	2.36
ICPM-MT-High (<i>n</i> = 299)	-0.53	0.59**	1.70	-1.31	0.27**	3.70
AICPM-Moderate (<i>n</i> = 94)	-0.53	0.59	1.70	-1.22	0.30**	3.38
ICPM-SO-Moderate (<i>n</i> = 248)	0.72	2.05	0.49	0.09	1.09	0.92

Note. The sample sizes following each program stream indicate the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to being in the comparison groups.

* $p < .01$, ** $p < .001$

Separate analyses examining the relationship between study group and substance use outcomes were conducted for non-Indigenous and Indigenous subgroups (see Table 40 and Appendix F). Overall, of the 508 Indigenous men offenders and 3,501 non-Indigenous men included in the analyses, 144 Indigenous men and 672 non-Indigenous men had a substance

⁹⁵ Within the group of ICPM-MT-High program completers, 59% (*n* = 177) of offenders were within the high level on the CRI, while the remaining 41% (*n* = 122) were within a moderate level. In comparison, 48% (*n* = 376) of offenders in the eligible non-participant group were within the high level on the CRI, 44% (*n* = 345) were within the moderate and 8% (*n* = 63) were within the low level. However, given that CRI level was controlled for in the model, these differences were taken into account.

use outcome. Results indicated that for non-Indigenous men, there was no significant difference in the likelihood of experiencing a substance use outcome for the program completers compared to the eligible non-participants. However among Indigenous men, program completers demonstrated a significantly higher likelihood (more than 2 times) of a substance use outcome than eligible non-participants (IHR = 2.29). Given that the sample size for the Indigenous men subsample was considerably smaller, caution should be exercised when interpreting this effect. The results indicated that, for both Indigenous men and non-Indigenous men, program completers had a more than a 2 times increase in the likelihood of a substance use outcome relative to the no-intent-to-treat group (Indigenous IHR = 2.19; non-Indigenous IHR = 2.78).

Table 40. Relationship between Study Group and Substance Use Outcomes for Indigenous and non-Indigenous Men

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Non-Indigenous men (<i>n</i> = 1,400)	-0.07	0.93	1.07	-1.02	0.36**	2.78
Indigenous men (<i>n</i> = 208)	-0.83	0.44*	2.29	-0.78	0.46*	2.19

Note. The programs included in the analyses were ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, and ICPM-SO-Moderate. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Sample size for non-Indigenous men: eligible non-participants = 638, no-intent-to-treat = 1,463.

^b Sample size for Indigenous men: eligible non-participants = 146, no-intent-to-treat = 154.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001

Revocation with Sexual Offence. The relationship between study group and revocation with a new sexual offence was unable to be examined due to the low occurrence of the event. Out of the 2,541 individuals who were eligible to be included in the analysis, including 246 individuals who completed the ICPM-SO-Moderate, there were 3 instances of a revocation due to a new sexual offence. Such a low occurrence prevented drawing any meaningful conclusions regarding the relationship between study group and this outcome.

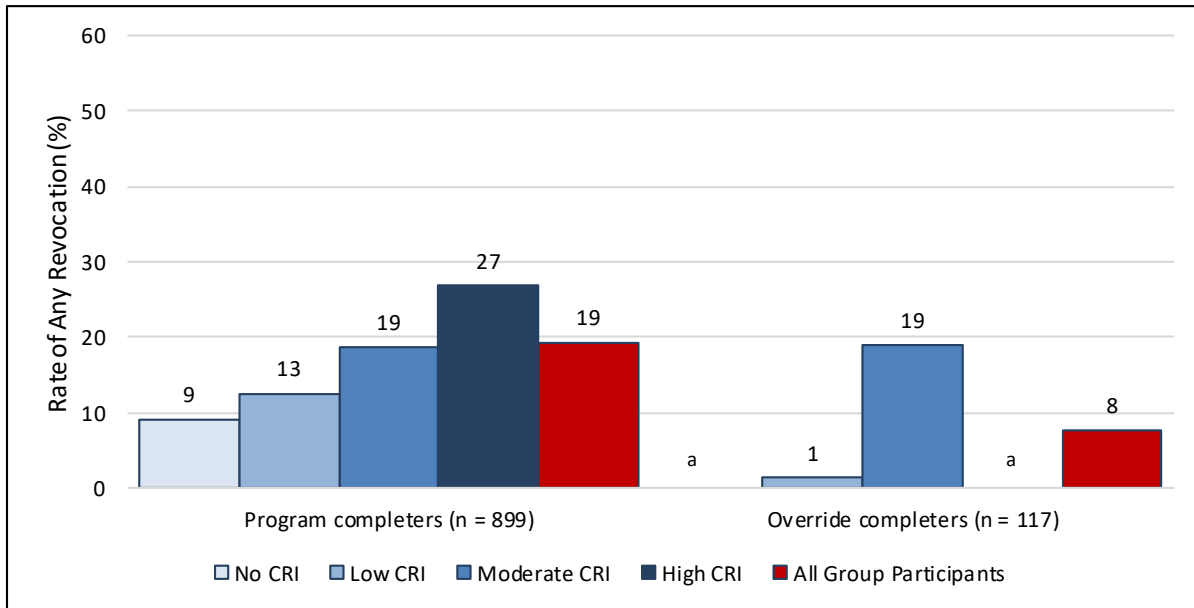
Program Overrides. The rates of revocation for any reason were examined for men offenders who participated in a program but who did not meet the program referral criteria

and therefore participated in a program after they received an override.⁹⁶ A small portion of men offenders ($n = 117$, 12% of program completers) who had completed a program had received an override. As a result, the rates of revocation presented for this group may not in fact generalize to the overall population of men offenders who receive an override to participate in programming. This means that comparisons of rates between this group and men offenders who met program criteria and subsequently completed programming should be made with caution.

As presented in Figure 20, the overall rate of revocation for any reason was considerably lower for override completers (8%, $n = 9$) compared to men offenders who met program referral criteria (19%, $n = 174$). The findings across CRI categories are consistent with expectations, given that those who are overridden into a program are likely to be lower risk, as they did not initially meet the criteria to be referred to a correctional program. However, caution is warranted due to the small sample size across the CRI categories. The rates of revocation are not presented (i.e., suppressed) for those in the override sample that were classified as High CRI, and for those who did not have a CRI score, since the sample sizes were less than 5. Detailed tables that include data pertaining to these comparisons can be found in Appendix F. The rates of revocation due to a new offence are not presented because no program completer who received an override ($n = 117$) was revoked due to a new offence.

⁹⁶ Offenders were identified as having received an override if they did not meet the initial program referral criteria, but had completed a correctional program.

Figure 20. Rate of Any Revocation within 1 Year of Release by Override Status and CRI Level for Men



Note. 'Program completers' refers to any offender that initially met the criteria for programming (i.e., without requiring an override).

^a Rates have been suppressed due to a sample size equal to or less than 5.

Summary of Results and Comparison to Case Study of Long-Term Outcomes. Several community outcomes during the first release were examined as a measure of program effectiveness. Results indicated that program completers were significantly less likely to have a revocation for any reason compared to eligible non-participants. Although not statistically significant, results suggested that program completers had a revocation with an offence and a violent offence less often than eligible non-participants. These findings are encouraging as they suggest that the completion of programming is associated with improved outcomes immediately following first-release. Further, it is possible that an examination of community outcomes beyond first release will provide additional evidence that completing programming is associated with reductions in reoffending. Due to the recent implementation of ICPM across the regions, it was not possible to examine longer term outcomes for the existing cohort. However, since ICPM implementation began in the Pacific region in 2010, there was an opportunity to conduct a case study that examined long term outcomes for offenders who had exposure to ICPM as it was being rolled out in this particular region (see Case Study 3.1). This facilitated a comparison between the first release community outcome findings obtained from

the primary release cohort and the findings based on the Pacific region cohort with an extended follow-up period, including post-WED offending.

The pattern of results was generally consistent across the two cohorts. To directly compare the results between the two cohorts, any revocation on first release and the substance use outcome on first release were examined. Interestingly, the finding that program completers experienced a significantly lower likelihood of any revocation during the first release was not maintained among the Pacific region cohort. Instead, the results indicated that program completers and eligible non-participants had a comparable likelihood of any revocation during the first release. Findings related to the substance use outcome were more consistent among the case study sample, with program completers and eligible non-participants experiencing a comparable likelihood. This differed from the full study sample, where results suggested that all program completers combined tended to have a substance use outcome more often than eligible non-participants, although this was not statistically significant.

When reoffending in the Pacific region cohort was examined over a greater period of time, including post-WED offending, results suggested that program completers reoffended less often than eligible non-participants, although this was not statistically significant. This finding was consistent with the overall programming effect (i.e., collapsed across programming streams) from the full study sample. When considering all program streams together, the case study sample demonstrated a comparable likelihood of violent reoffending between program completers and eligible non-participants. This differed from the full sample, which found that, although not statistically significant, program completers were revoked on the first release with a violent offence less often than eligible non-participants. However, given the infrequent occurrence of this outcome, the difference in the findings between the two cohorts may be a result of the instability in the estimate of the relationship between study group and outcome.

When information on longer-term outcomes was also included, the overall conclusions drawn about the effectiveness of programming did not change. As mentioned, the case study sample consisted of offenders who had early exposure to ICPM as it was first being implemented in the Pacific region. Although estimates of program effectiveness during this period of time may

differ once the program is fully implemented, it provided an opportunity to examine the relationship between program completion and community outcomes that included post-WED offending.

Pacific Region Case Study FIFE 3.1

Purpose

Given the limited opportunity to examine longer-term community outcomes (including post-WED offending) for the full study sample included in FIFE 3, it was of interest to conduct a case study of an earlier release cohort who had exposure to ICPM as it was being implemented in the Pacific region. ICPM programs began the pilot phase in 2010 within the Pacific region, making it possible to establish a release cohort who had ICPM exposure and could be followed for an extended period of time. This provided an opportunity to examine whether the patterns of results obtained from the full study sample were consistent when a more comprehensive assessment of community outcomes was available.

Methodology

Sample. Offenders were considered for inclusion in the first-release cohort if they were admitted and released from the Pacific region any time between January 1st, 2010 and March 31st, 2015. The case study was restricted to a sample of men offenders. Since the overall analysis of program outcomes for women included a release cohort as early as May 1st of 2013, the number of women who completed programming in the Pacific region during the timeframe for the case study was too small to warrant further analysis. As with the full study sample, program completers were defined as those who completed an ICPM main program during the study timeframe ($n = 677$). The overall program completer group was made up of completers of ICPM-MT-Moderate, ICPM-MT-High, AICPM-MT-Moderate, and ICPM-SO-Moderate. The number of offenders who completed ICPM-SO-High ($n = 26$), AICPM-SO-Moderate ($n = 0$), AICPM-MT-High ($n = 35$), and ICPM-Adapted-Moderate ($n = 15$), was too small to be included in the analysis. Offenders who met program referral criteria for ICPM programs but did not participate during the study timeframe were considered eligible non-participants ($n = 207$). Offenders who did not meet the program referral criteria were included in the analyses as a no-intent-to-treat group ($n = 447$). Any offender who participated in the traditional cadre of programs was excluded from the cohort ($n = 715$).

Characteristics of Sample. Most (89%; $n = 1185$ of 1,331) of the offenders classified into the study groups had complete information on the risk relevant covariates, and could therefore be included in the analysis. The characteristics of those eligible to be included in the analyses are presented in Table 3.1.1 below. It is important to highlight that there was a similar proportion of Indigenous offenders within the program completers (26%, $n = 137$) and eligible non-participant groups (31%, $n = 64$), whereas Indigenous offenders made up a smaller portion of the no-intent-to-treat group (20%, $n = 61$). Program completers were most commonly rated as moderate on the CRI (48%, $n = 319$), while eligible non-participants were most commonly rated as high (56%, $n = 115$). About a third of eligible non-participants scored as low motivation at intake, compared to

Pacific Region Case Study FIFE 3.1

only 9% of both program completers ($n = 63$) and the no-intent-to-treat group ($n = 29$). Taken together, the characteristics of the study groups highlight that the eligible non-participants tend to be higher risk compared to program completers. As a result, these risk-relevant differences will be accounted for in the analyses to estimate the relationship between program completion and community outcomes.

Outcomes. Community outcomes were examined starting at the date of first release until October 14th, 2018. Any revocation and any substance use outcome during the first release were examined to allow for comparisons to the overall results obtained in FIFE 3. The average time from the first release to the end of the first release or to the study end date or WED was 17 months (SD = 14 months). In addition to examining the first revocation while supervised in the community, a measure of any reoffending was analyzed, which included a revocation on the first release with an offence or any readmission to CSC custody following WED – whichever came first. Violent reoffending was examined based on whether the offence identified for any reoffending was violent. There were too few instances of sexual offending ($n = 7$) to analyze it separately, therefore, those with a sexual reoffence were considered in the any reoffending outcome. On average, the study sample was followed for more than 5 years (61 months, SD = 23 months) between first release and either any offending, or the end of the study period. To estimate the actual time at risk of a reoffence, if an offender had a revocation during their first release, the time from the end of the first release to WED was subtracted from the overall follow-up time, or from first release to either a new admission to CSC custody post-WED or end of the study period.

Data Analysis. The relationship between study group and the various community outcomes was examined while accounting for the effects of the CRI score, Motivation level at intake, age at release, number the days between admission and release, Indigenous ancestry, the completion of a maintenance program, and the completion of the community program. Separate analyses were not performed for Indigenous and non-Indigenous offenders due to the reductions in sample size. However, Indigenous ancestry was included as a covariate in the overall models, meaning that the estimate of the relationship between study group and community outcomes accounts for Indigenous ancestry (see Appendix H). It is also important to note that across the models, Indigenous ancestry did not emerge as a significant predictor, indicating that Indigenous and non-Indigenous offenders experienced comparable likelihoods of the community outcomes, while controlling for all other covariates and study group.

Pacific Region Case Study FIFE 3.1

Table 3.1.1. Characteristics of Men in the Pacific Region Case Study

Characteristics	Completers		Eligible Non-Participants		No-Intent-To-Treat	
	N = 669		N = 205		N = 311	
	n	%	n	%	n	%
Indigenous	173	26	64	31	61	20
Age, M (SD)	37 (11)		35 (10)		41 (13)	
Days between admission and release, M (SD)	686 (358)		640 (378)		701 (522)	
CRI Level						
Low	117	17	15	7	213	68
Moderate	319	48	75	37	77	25
High	233	35	115	56	21	7
Motivation Level						
Low	63	9	70	34	29	9
Medium	511	76	107	52	171	55
High	95	14	28	14	111	36
Completed maintenance program	490	73	35	17	11	4
Completed community program	0	0	57	28	15	5

Note. Age at release was reported. Motivation and CRI were assessed at intake.

Results

Any Revocation During the First Release. Table 3.1.2 presents the relationship between study group and any revocation on the first release for men collapsed across all programs and in each of the streams examined. Out of 1,184 men offenders included in the analysis, 394 (33%) experienced a revocation of a first term release for any reason. Results indicated that when risk relevant differences were held constant between the groups, program completers and eligible non-participants had a comparable rate of revocations for any reason (IHR = 0.85). This finding was obtained for each individual program stream, except for the ICPM-SO moderate stream, where results suggested that program completers had a revocation for any reason less often than eligible non-participants, although this finding was not statistically significant. Compared to offenders in the no-intent-to-treat group, program completers experienced a significantly higher likelihood of a revocation for any reason (ranging from 2.7 times to nearly 3.5 times). Although not statistically significant, results suggested that ICPM-SO-Moderate completers had a revocation for any reason more often than the no-intent-to-treat group.

Pacific Region Case Study FIFE 3.1

Table 3.1.2. Relationship between Study Group and Any Revocation on First Release.

Group	Eligible Non-Participants (<i>n</i> = 205) vs. Completers			No-Intent-to-Treat (<i>n</i> = 311) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 668)	0.16	1.17	0.85	-1.24	0.29**	3.44
ICPM-MT-Moderate (<i>n</i> = 298)	0.09	1.10	0.91	-1.19	0.31**	3.29
ICPM-MT-High (<i>n</i> = 184)	0.19	1.21	0.82	-1.00	0.37**	2.71
AICPM-MT-Moderate (<i>n</i> = 91)	0.05	1.05	0.95	-1.14	0.32**	3.12
ICPM-SO-Moderate (<i>n</i> = 95)	0.43	1.54	0.65	-0.82	0.44	2.27

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

First Release Substance Use Outcome. Table 3.1.3 presents the results examining the relationship between study group and the likelihood of a substance use outcome during the first release. Of the 1,185 offenders included in the analysis, 349 (29%) had a substance use outcome. Results indicated that program completers and eligible non-participants had similar rates of a substance use outcomes. This finding was apparent when examining program completion overall, and within each program stream separately, except ICPM-SO-Moderate. Although not statistically significant, results suggested that ICPM-SO-Moderate completers had a substance use outcome less often than eligible non-participants.

Pacific Region Case Study FIFE 3.1

Table 3.1.3. Relationship between Study Group and Substance Use Outcome on First Release

Group	Eligible Non-Participants (<i>n</i> = 205) vs. Completers			No-Intent-to-Treat (<i>n</i> = 311) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 669)	0.14	1.16	0.87	-0.57	0.57*	1.76
ICPM-MT-Moderate (<i>n</i> = 299)	0.19	1.21	0.83	-0.58	0.56	1.78
ICPM-MT-High (<i>n</i> = 184)	-0.10	0.91	1.10	-0.80	0.45*	2.24
AICPM-MT-Moderate (<i>n</i> = 91)	0.17	1.19	0.84	-0.53	0.59	1.69
ICPM-SO-Moderate (<i>n</i> = 95)	0.70	2.02	0.50	0.09	1.09	0.92

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

Any New Offending. Table 3.1.4 presents the relationship between study group and any new offending (i.e., revocation with an offence on first release or first readmission following WED). Of the 1,185 offenders included in the analysis, 155 (13%) had committed a new offence during the follow-up. Results indicated that, while holding the effects of relevant covariates constant, program completers, overall (IHR = 0.72) and within ICPM-MT-Moderate and ICPM-SO-Moderate, tended to have lower rates of reoffending compared to eligible non-participants, although this was not statistically significant. Results suggested that there was no discernable difference in the likelihood of any reoffending between ICPM-MT-High or AICPM-MT-Moderate completers and eligible non-participants. Similar to previous results, program completers consistently demonstrated a significantly higher likelihood of any new offending than those classified as no-intent-to-treat (ranging from 2 times more likely to approximately 5 times more likely). The only exception was the effect for ICPM-SO-Moderate program completers, which was non-significant, but suggested that program completers had higher rates of any reoffending than the no-intent-to-treat group.

Pacific Region Case Study FIFE 3.1

Table 3.1.4. Relationship between Study Group and Any New Offending (Pre and Post-WED)

Group	Eligible Non-Participants (<i>n</i> = 205) vs. Completers			No-Intent-to-Treat (<i>n</i> = 311) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 669)	0.33	1.40	0.72	-1.28	0.28*	3.58
ICPM-MT-Moderate (<i>n</i> = 299)	0.47	1.61	0.62	-1.19	0.30	3.30
ICPM-MT-High (<i>n</i> = 184)	0.11	1.12	0.90	-1.46	0.23*	4.29
AICPM-MT-Moderate (<i>n</i> = 91)	-0.12	0.88	1.13	-1.63	0.20*	5.10
ICPM-SO-Moderate (<i>n</i> = 95)	0.95	2.59	0.39	-0.70	0.50	2.02

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

Violent Offending. Table 3.1.5 presents the relationship between study group and any new violent offending during the follow-up period (i.e., first release and post-WED). Of the 1,185 offenders included in the analysis, 72 (6%) committed a new violent offence. When considering all programs overall, results suggested that program completers and eligible non-participants have comparable rates of violent offending (IHR = 0.82). Models were unable to produce estimates of the relationship between study group and violent reoffending for those who completed the ICPM-MT-High or the AICPM-MT-Moderate streams. Although not statistically significant, program completers of ICPM-MT-Moderate and ICPM-SO-Moderate streams had a violent offence less often than eligible non-participants (IHR = 0.56 and 0.67, respectively). Relative to those in the no-intent-to-treat group, program completers were considerably more likely to have a violent reoffence (nearly 16 times; IHR = 15.9), although caution is warranted in interpreting this effect, given the imprecision in the estimated effect caused by the low occurrence of the event.

Evaluation of Correctional Reintegration Programs

Pacific Region Case Study FIFE 3.1

Table 3.1.5. Relationship between Study Group and Violent Offending (Pre and Post-WED)

Group	Eligible Non-Participants (<i>n</i> = 205 ^c) vs. Completers			No-Intent-to-Treat (<i>n</i> = 311) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 669)	0.19	1.21	0.82	-2.76	0.06*	15.87
ICPM-MT-Moderate (<i>n</i> = 299)	0.58	1.79	0.56	-2.28	0.10	9.80
ICPM-MT-High (<i>n</i> = 184)	-	-	-	-	-	-
AICPM-MT-Moderate (<i>n</i> = 91)	-	-	-	-	-	-
ICPM-SO-Moderate (<i>n</i> = 95)	0.40	1.50	0.67	-2.65	0.07	14.08

Note. The sample size following each program stream indicates the number of completers. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The 'all programs' category includes those who completed any program stream listed in the table.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

^c Sample size was reduced to 204 for ICPM-MT-Moderate, AICPM-MT-Moderate, and ICPM-SO-Moderate due to minimum follow-up not being met.

* *p* < .01, ** *p* < .001.

Summary

Overall, results indicated that program completers and eligible non-participants had a comparable likelihood of all post-release outcomes when risk relevant differences were accounted for. When considering program completers across all streams, the examination of any reoffending was the only outcome where program completers appeared to experience the outcome less often than the comparison groups. Within the specific program streams, completers of ICPM-MT-Moderate experienced any reoffending and violent reoffending less often than eligible non-participants, although this was not statistically significant. Results for ICPM-SO-Moderate suggested program completers experienced all community outcomes less often than eligible non-participants. However, given the occurrence of violent offending, the results for this outcome should be interpreted with caution.

FINDING 19: LIKELIHOOD OF A REVOCATION AND SUBSTANCE USE OUTCOMES FOR WOMEN

Although not statistically significant, results indicated that women completers of WOMIP and AWOMIP were revoked for any reason more often than eligible non-participants.

Separate models could not be conducted for Indigenous and non-Indigenous women due to sample size. However, the overall models that accounted for Indigenous ancestry indicated that Indigenous women tended to be revoked for any reason more often than non-Indigenous women, although this was not statistically significant.

While the findings suggest that program completers had a substance use outcome more often than eligible non-participants, the results were also not statistically significant.

More than half of the women who completed programming were overridden into the program as they did not initially meet program referral criteria. Override completers had lower rates of any revocation compared to women who initially met program referral criteria, but when risk relevant differences were controlled for, both groups experienced a comparable rate of revocations for any reason.

Evidence:

Post-Release Outcomes

The relationships between study group and several indicators of post-release outcomes were examined to determine the effectiveness of program completion for women. Due to the low occurrence of revocations with a new violent offence, Cox regression models were only conducted for any revocation, revocation with a new offence, and for the substance use outcome. Table 41 presents the unadjusted base rates of the post-release outcomes for the entire follow-up across the study groups. It is important to note that these rates do not account for risk relevant differences between the groups, so it would be inappropriate to conclude that treatment exposure explains any observed differences.

Table 41. Occurrence of Community Outcomes among Women Eligible for Inclusion in Survival Analysis

	Study Group											
	Treatment Completers ^a		Eligible non-participants				No-intent-to-treat				Total	
	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome	<i>N</i> total	%	<i>N</i> outcome
Any Revocation ^b	723	31	226	70	21	15	264	9	25	1,057	25	266
Revocation with offence	716	5	38	69	6	4	261	1	3	1,046	4	45
Substance use outcome ^c	723	30	214	71	13	9	264	13	33	1,058	24	256

Note: Women were included in the analysis if they did not have missing information across all covariates and had a follow-up time that was greater than the time of the first event. *N* total reflects the number of offenders eligible for inclusion in each analysis, *N* outcome reflects the number of women who experienced the outcome of interest.

^a Programs include: WOMIP and AWOMIP.

^b Revocation with or without offence.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

Outcomes for Women. The relationship between study group and post-release outcomes was examined using Cox regression survival analysis to control for group differences on risk relevant covariates. Similar to the analysis for men, these analyses included CRI at intake, Indigenous ancestry, age of offender at release, the number of days from admission to release, motivation level at intake, and a flag for completion of a self-management program. Notably, other services and interventions that women may have received (e.g., employability programs, mental health programs, trauma and abuse counselling, etc.) were not examined. As such, the extent to which the different study groups have engaged in these additional services are unknown. Since the evaluation focussed exclusively on correctional programming, overall conclusions regarding the effectiveness of reintegration efforts should also consider that research has demonstrated the importance of these additional services in promoting successful community release for women.

Any Revocation. Table 42 presents the relationship between study group and any revocation for women overall, and within the WOMIP and AWOMIP streams. More detailed statistics are presented in Appendix F. Out of the 1,057 women included in the analysis, 266 (25%) had a revocation for any reason. Although not statistically significant, results suggested that women program completers were revoked for any reason more often than eligible non-participants. For example, completion of either WOMIP or AWOMIP was associated with a nearly 2 times higher likelihood of a revocation for any reason (IHR = 1.88). This finding remained consistent when examining WOMIP and AWOMIP completers separately.

Compared to no-intent-to-treat women, women who completed either WOMIP or AWOMIP were significantly more likely to have a revocation for any reason (IHR = 2.27). The significant effect held for WOMIP completers, but was not maintained among AWOMIP completers.

Despite not being significant, the results suggested that AWOMIP completers had a revocation for any reason more often than women in the no-intent-to-treat group.

The results were unable to be separated by Indigenous ancestry since there were few Indigenous women included in the eligible non-participant group. However, Indigenous ancestry was included as a covariate in the overall models, meaning that the estimate of the

relationship between study group and any revocation accounts for Indigenous ancestry. It is also important to note that across the models, Indigenous ancestry did not emerge as a significant predictor of any revocation, although results suggested that non-Indigenous women had a revocation for any reason less often than Indigenous women, across all study groups (see Appendix F).

Notably, the finding that women program completers were more likely to receive a revocation for any reason (in comparison to both the eligible non-participants and the no-intent-to-treat group) remain unclear as the reasons behind why women were being revoked was not examined. Future research should further examine the types of revocations that women are receiving (including the reasons why they received a revocation, the severity of the offence or breach of condition, etc.). Further understanding around the context of the revocations women receive is useful for informing programming and intervention targets that may further enhance the effectiveness of reintegration efforts.

Table 42. Relationship between Study Group and Any Revocation - Women

Group	Eligible Non-Participants (n = 70) vs. Completers			No-Intent-to-Treat (n = 264) vs. Completers		
	B	HR	IHR (1/HR) ^b	B	HR	IHR (1/HR) ^b
All programs ^a (n = 723)	-0.63	0.53	1.88	-0.82	0.44**	2.27
WOMIP (n = 505)	-0.46	0.63	1.58	-0.69	0.50*	1.98
AWOMIP (n = 221)	-0.41	0.66	1.51	-0.63	0.53	1.87

Note. The sample size following each program stream indicates the number of completers. The sample sizes of the individual program streams do not sum to the total because 3 women completed both a WOMIP and AWOMIP and are reflected in each stream but only once in the overall category. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The ‘all programs’ category includes completers of WOMIP and AWOMIP.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* $p < .01$, ** $p < .001$.

Revocation with New Offence. Table 43 presents the relationship between study group and revocation for a new offence, while accounting for the effects of the covariates, for women participating in any program, and for WOMIP and AWOMIP separately. More detailed statistics, including the relationship between each of the covariates and outcome, are presented in Appendix F. Of the 1,046 women included in the analysis, 45 (4%) experienced a revocation due

Evaluation of Correctional Reintegration Programs

to a new offence. Given this low occurrence, caution is warranted when interpreting the following findings. The results indicated that, compared to eligible non-participants, women completers experienced similar rates of a revocation with a new offence (IHR = 0.86). Although not statistically significant, results suggested that when examining each stream separately, program completers had a revocation with a new offence less often than eligible non-participants.

Program completers overall, and for AWOMIP, tended to have a revocation with a new offence more often than women in the no-intent-to-treat group, although these findings were not significant. It is interesting to note that WOMIP completers had a comparable rate of revocations with a new offence than those in the no-intent-to-treat group. Again, given the low rates of women who experienced a revocation due to a new offence, results should be interpreted with caution.

Although it was not possible to examine separate models for Indigenous women and non-Indigenous women, the relationship between Indigenous ancestry and the likelihood to have a revocation with a new offence was examined from the overall model, where it was entered as a covariate. While holding the effects of all other covariates constant, including study group, non-Indigenous women were less likely than Indigenous women to have a revocation with a new offence. The effect was noted in the analysis of programs overall and within the AWOMIP program, but there were no differences among the WOMIP completers (see Appendix F).

Table 43. Relationship between Study Group and Revocation with a New Offence - Women

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	B	HR	IHR (1/HR) ^c	B	HR	IHR (1/HR) ^b
All programs ^d (n = 716)	0.15	1.16	0.86	-0.46	0.63	1.58
WOMIP (n = 493)	0.76	2.13	0.47	0.00	1.00	1.00
AWOMIP (n = 219)	0.24	1.28	0.78	-0.67	0.51	1.96

Note. The sample size following each program stream indicates the number of completers. The sample sizes of the individual streams do not sum to the total because 3 women completed both a WOMIP and AWOMIP and are reflected in each stream but only once in the overall category. Sample sizes fluctuated slightly among comparison groups due to minimum time to event for survival analyses. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a Sample size for eligible non-participants: all programs = 69, WOMIP = 66, AWOMIP = 69.

^b Sample size for no-intent-to-treat: all programs = 261, WOMIP = 260, AWOMIP = 261.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

^d The 'all programs' category includes completers of WOMIP and AWOMIP.

* $p < .01$, ** $p < .001$.

Substance Use Post Release. Table 44 presents the relationship between study group and a substance use outcome, while accounting for the effects of the covariates, for women participating in any program, and for WOMIP and AWOMIP separately. More detailed statistics are provided in Appendix F. Of the 1,058 women included in the analysis, 256 (24%) had a substance use outcome while in the community. The results indicated that, although not statistically significant, program completers tended to have a substance use outcome more often than eligible non-participants. Across both programs combined and within the WOMIP, program completers were more than twice as likely as eligible non-participants to have a substance use outcome (IHR = 2.23 and 2.17). This was also observed for AWOMIP, but the size of the relationship diminished, suggesting program completers were 1.5 more likely to have a substance use outcome (IHR = 1.48).

Similarly, program completers were found to be significantly more likely than the no-intent-to-treat group to have a substance use outcome. Specifically, program completers collapsed across program stream were twice as likely as women in the no-intent-to-treat group to have a substance use outcome (IHR = 2.00). Similar effects were maintained when examining each program stream individually, although the effect for AWOMIP did not remain significant,

despite results indicating that program completers had a substance use outcome more often than women in the no-intent-to-treat group.

Table 44. Relationship between Study Group and Substance Use Outcome - Women

Group	Eligible Non-Participants (<i>n</i> = 71) vs. Completers			No-Intent-to-Treat (<i>n</i> = 264) vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^b	<i>B</i>	HR	IHR (1/HR) ^b
All programs ^a (<i>n</i> = 723)	-0.80	0.45	2.23	-0.70	0.50*	2.00
WOMIP (<i>n</i> = 505)	-0.78	0.46	2.17	-0.63	0.54*	1.87
AWOMIP (<i>n</i> = 221)	-0.39	0.68	1.48	-0.50	0.61	1.65

Note. The sample size following each program stream indicates the number of completers. The sample sizes of the individual streams do not sum to the total because 3 women completed both a WOMIP and AWOMIP and are reflected in each stream but only once in the overall category. The sample size for the comparison groups remained consistent across the models examining the different program streams. Non-significant findings are interpreted when the IHR or HR < 0.80.

^a The ‘all programs’ category includes completers of WOMIP and AWOMIP.

^b IHR = inverse of the hazard ratio, which reverses the direction of the effect, making it the effect of program completion relative to being in the comparison groups.

* *p* < .01, ** *p* < .001.

Similar to examinations of previous outcomes, it was not possible to conduct separate models for Indigenous and non-Indigenous women. The relationship between Indigenous ancestry and the likelihood of a substance use outcome, adjusted for other risk relevant covariates, was examined based on the overall models presented above. The findings indicated that non-Indigenous women had a substance use outcome less often than Indigenous women, but the effect was only significant for the examination of program completers of AWOMIP (see Appendix F).

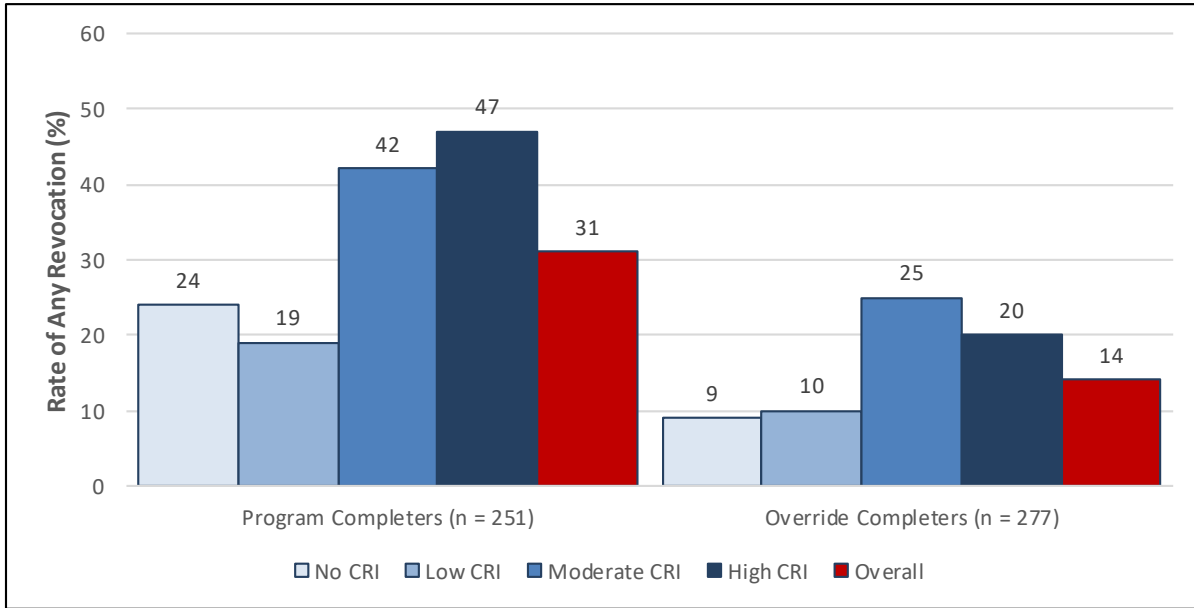
Program Overrides. The rates of a revocations for any reason were examined for women offenders who completed either WOMIP or AWOMIP but who did not initially meet the program referral criteria. Of the 723 women program completers, 373 (52%) were considered to be an override. First, a descriptive analysis comparing the rates of revocations for any reason within 12 months of release across override status was conducted (see Figure 21 below). The sample size was reduced for program completers (*n* = 251) and override completers (*n* = 277) due to the requirement of 12 months of follow-up. Relative to program completers who initially

Evaluation of Correctional Reintegration Programs

met program referral criteria, override completers tended to have lower rates of any revocation across all levels of the CRI and overall (31% vs. 14%).

Group differences on risk relevant covariates were examined to determine whether the observed differences across override status could be partially explained by existing differences. A smaller portion of override completers were Indigenous compared to program completers who met referral criteria (26% vs. 36%), and a greater portion were considered to have high motivation at intake (71%) compared to program completers who met referral criteria (51%). It appeared that both groups were equally as likely to complete a self-management program. Override completers were also substantially older, on average ($M = 41$ vs. $M = 30$), and had spent nearly 100 fewer days in custody, relative to program completers who met referral criteria ($M = 351$ days between admission and release vs. 453 days). Given that the two groups differed on these risk relevant covariates, it was necessary to control for the effects of these variables to more accurately assess the relationship between receiving an override and the likelihood of having a revocation for any reason. A survival analysis was conducted for all women who completed a program, regardless of their override status (i.e., met criteria or were overridden). The model examined the relationship between having an override and the likelihood of a revocation for any reason, while controlling for the effects of CRI level, motivation at intake, Indigenous ancestry, completion of a self-management program, age at release, and number of days between admission and release. This analysis allowed for the entire sample of completers to be included in the model, increasing the group size for both those who met referral criteria and completed the program ($n = 350$) and override completers ($n = 373$). Results indicated that there was no relationship between override status and the likelihood of any revocation, while controlling for the effects of the covariates (HR = 1.21; see Appendix F for detailed statistics). In other words, when the differences between the groups were considered, it appeared that override completers had comparable rates of any revocation compared to those who initially met program referral criteria.

Figure 21. Rate of Any Revocation within 1 Year of Release by Override Status and CRI Level for Women



Note. ‘Program completers’ refers to any women offender that initially met the criteria for programming (i.e., without requiring an override).

FINDING 20: PERCEPTIONS OF PROGRAM’S ABILITY TO PREPARE OFFENDERS FOR REINTEGRATION

Offenders and staff generally perceived that correctional programs provided and effectively taught the correct tools and skills needed for reintegration. While most offenders indicated that they learned important skills necessary for reintegration, approximately half indicated that they anticipated challenges when applying these skills, with the most common concern referring to applying the skills in a different environment than which they learned (e.g., from the institution to the community). Nonetheless, most offenders and many staff agreed that programs will have a positive impact on an offenders’ reintegration.

Evidence:

Perceptions of Whether Programs Provide Correct Tools and Skills

Staff and offender perceptions were obtained regarding whether or not correctional programs provide offenders with the right tools and skills to assist in community reintegration. Most offenders (ICPM: 89%, n = 133 of 150; WOCP: 79%, n = 41 of 52) and staff (80%, n = 229 of 286)

agreed or strongly agreed that the skills and strategies provided in correctional programs are those that offenders will need during their community reintegration.

Offenders described how the skills and strategies provided in correctional programs were those that they will need during their community reintegration:

- Most offenders (ICPM: 83%, $n = 86$ of 104; WOCP: 78%, $n = 29$ of 37) agreed that they were indeed taught the required skills and strategies. In particular, they reported that they were taught basic life, social, behavioural, cognitive, and emotional skills (e.g., skills for managing emotions and thoughts, interacting with others, and increased self-awareness; ICPM: 36%, $n = 37$; WOCP: 46%, $n = 17$).
- A few offenders described that it also targeted their risk factors, triggers, and crime process (ICPM: 20%, $n = 21$; WOCP: 8%, $n = 3$).
- A few offenders (ICPM: 14%, $n = 15$; WOCP: 24%, $n = 9$) indicated that these were not the correct skills and strategies, as they were missing topics that they believed should be addressed (ICPM: 7%, $n = 7$; WOCP: 8%, $n = 3$), such as employment, or were perceived as not applicable to a real life situation (ICPM: 2%, $n = 2$; WOCP: 5%, $n = 2$).

Offenders identified additional skills and strategies that they believed would be helpful to their reintegration that were not provided by correctional programs. About half of ICPM offenders (46%, $n = 41$ of 90) and some of WOCP offenders (44%, $n = 16$ of 36) suggested life skills and preparation for reintegration such as employment, educational, and computer skills (ICPM: 30%, $n = 27$; WOCP: 22%, $n = 8$); skills focused on relationships, creating a social network, and connecting to resources (ICPM: 10%, $n = 9$; WOCP: 17%, $n = 6$); financial management (ICPM: 6%, $n = 5$; WOCP: 14%, $n = 5$); and finding housing and maintaining a household (ICPM: 2%, $n = 2$; WOCP: 8%, $n = 3$).⁹⁷ Some offenders (ICPM: 34%, $n = 31$; WOCP: 19%, $n = 7$) did not think that additional skills were required or did not provide a suggestion. A few (ICPM: 9%, $n = 8$; WOCP:

⁹⁷Although CSC's social programs, employment programs, and educational programs aim to address these skills, the results were presented to highlight that some offenders felt that their reintegration would benefit from a focus on these skills in correctional programming. Despite these skills not necessarily aligning with the objectives of correctional programming, they nonetheless serve as potential areas for improvement to assist offenders with reintegration.

17%, $n = 6$) suggested additional focus on risk factors and reoffending, such as skills related to coping with substance abuse (ICPM: 4%, $n = 4$; WOCP: 11%, $n = 4$).

Perceptions of Whether Programs Effectively Teach How to Use Tools and Skills

Most offenders (ICPM: 78%, $n = 115$ of 147; WOCP: 76%, $n = 37$ of 49) agreed or strongly agreed that they were taught how to apply skills and strategies effectively during their reintegration. Approximately two-thirds of staff (65%, $n = 183$ of 280) also agreed or strongly agreed that correctional programs effectively teach offenders how to apply the skills and strategies needed for community reintegration.

Offenders further explained their perceptions of whether they were taught how to effectively apply skills and strategies learned in their program during their community reintegration.

- Many offenders who elaborated on their initial response (ICPM: 67%, $n = 66$ of 99; WOCP: 64%, $n = 21$ of 33) agreed that they were taught to effectively apply the skills and strategies. In particular, practicing the skills (ICPM: 18%, $n = 18$; WOCP: 18%, $n = 6$), learning social and life skills (ICPM: 13%, $n = 13$; WOCP: 24%, $n = 8$; e.g., thinking of consequences of your action), group discussion and the use of examples (ICPM: 12%, $n = 12$; WOCP: 9%, $n = 3$), and good delivery from facilitator (ICPM: 13%, $n = 13$; WOCP: 3%, $n = 1$) were helpful, and a few reported that they had already applied the skills and strategies (ICPM: 10%, $n = 10$; WOCP: 3%, $n = 1$).
- A small number (ICPM: 15%, $n = 15$; WOCP: 15%, $n = 5$) reported that the teaching was not effective, for example, it was too theoretical and offenders needed additional demonstration of how to apply the skills or needed more practice (ICPM: 7%, $n = 7$; WOCP: 6%, $n = 2$).
- A few offenders (ICPM: 11%, $n = 11$; WOCP: 18%, $n = 6$) reported that the skills and strategies are not applicable in real life situation or skills were not useful.

Although offenders were in agreement that they were taught how to effectively apply skills and strategies, approximately half (ICPM: 49%, $n = 71$ of 145; WOCP: 59%, $n = 30$ of 51) foresaw challenges in actually applying the skills and strategies learned in correctional programs when

Evaluation of Correctional Reintegration Programs

reintegrating into the community. Offenders who foresaw challenges in applying the skills and strategies from their correctional program during community reintegration elaborated on these challenges. Most (ICPM: 81%, $n = 58$ of 72; WOCP: 86%, $n = 24$ of 28) described the anticipated challenges, such as their concerns about whether the skills from the program will apply in the community as the community is a different environment (ICPM: 19%, $n = 14$; WOCP: 43%, $n = 12$), the potential pressures that they will face, such as pressure from friends and family and temptations (ICPM: 22%, $n = 16$; WOCP: 25%, $n = 7$), the possibility that situations will override what they have learned and it will be difficult to remember the skills (ICPM: 17%, $n = 12$; WOCP: 29%, $n = 8$), and it may be difficult to change old patterns (ICPM: 11%, $n = 8$; WOCP: 11%, $n = 3$). A small number (ICPM: 21%, $n = 15$; WOCP: 18%, $n = 5$) reported that the skills will make their life easier if they apply them or they were confident that they can apply the skills.

Perceptions Regarding the Impact of Programs on Reintegration

Most of the offenders (ICPM: 87%, $n = 130$ of 149; WOCP: 88%, $n = 45$ of 51) and many of the staff (69%, $n = 197$ of 285) agreed or strongly agreed that participating in correctional programs will have a positive impact on offenders' reintegration into the community.

Offenders described how they expect that participating in correctional programs will impact their reintegration into the community.

- Many spoke of how the programs are, or would be helpful during their reintegration (ICPM: 81%, $n = 81$ of 100; WOCP: 72%, $n = 26$ of 36). In particular, these offenders mentioned that correctional programs equip them with tools and skills to face future challenges (ICPM: 32%, $n = 32$; WOCP: 31%, $n = 11$), increased their self-awareness (e.g., knowledge of risk factors and problematic behaviour [ICPM: 20%, $n = 20$, WOCP: 19%, $n = 7$]), helped to address emotions and thoughts (ICPM: 11%, $n = 11$; WOCP: 17%, $n = 6$), supported improvements in interpersonal relationships and support reintegration (ICPM: 12%, $n = 12$; WOCP: 3%, $n = 1$), and offenders reported that they were motivated and confident in applying what they have learned (ICPM: 5%, $n = 5$; WOCP: 14%, $n = 5$).

Evaluation of Correctional Reintegration Programs

- A small number (ICPM: 14%, $n = 14$; WOCP: 19%, $n = 7$) did not believe that the programs will help with reintegration. Specifically, a few offenders mentioned that the programs did not teach the required skills or their issues had not been addressed (ICPM: 3%, $n = 3$; WOCP: 6%, $n = 2$). A few also stated that the impact of programs on reintegration depends on an individual's willingness to change (ICPM: 11%, $n = 11$; WOCP: 8%, $n = 3$).

Staff were asked to provide suggestions regarding changes to the correctional program content to improve the ability of offenders to successfully reintegrate into the community.

- Half of the staff (50%, $n = 53$ of 106) proposed changing the content, such as including content on the specific needs of the offenders (14%, $n = 15$); adding resources and information on the integration process (12%, $n = 13$); and providing more specific and practical skills and tools (9%, $n = 10$).
- About half of staff (48%, $n = 51$) recommended changes to the delivery of the correctional program, for instance, changing the role-plays and adding discussions and skills practice (12%, $n = 13$), adapting the material (e.g., the manual, handouts, or visual materials; 9%, $n = 10$), and having longer programs or more access to maintenance programming (8%, $n = 9$).
- A few staff suggested changing the integration process and offering more support for the integration process in the community (20%, $n = 21$).
- Staff also recommended improving access to other resources, both internal and external to CSC (e.g., counselling), and enhancing collaboration between service providers (13%, $n = 14$).

3.3.5 INTEGRATED MODEL AND SPECIFIC OFFENDING BEHAVIOURS AND SUBSTANCE USE

FINDING 21: SPECIFIC OFFENDING BEHAVIOURS AND SUBSTANCE USE FOR MEN

Overall, for men who were identified as having a program need for general violence, program completers were revoked for any reason less often than eligible non-participants.

A similar finding was obtained for men offenders with a program need for substance use, whereby program completers were revoked for any reason less often than eligible non-participants. Conversely, eligible non-participants had a substance use outcome while in the community less often than program completers, although this finding was not statistically significant. This suggests that, among men with a program need for substance use, correctional programming appears to be effective at reducing revocations, but does not impact the likelihood of a substance use outcome in the same way.

Although not statistically significant, program completers with a program need related to family violence and program completers with a program need in sexual offending had a revocation for any reason less often than eligible non-participants with a program need related to family violence or sexual offending.

Evidence:

Specific Offending Behaviours and Substance Use

As described in the Methodology section, program need areas can be identified in the areas of family violence, general violence, sexual offending, and substance abuse.⁹⁸ Post-release outcomes of subgroups of offenders identified as having needs in these areas are presented.

Outcomes for Men. The relationships between study group and each of the outcomes in the community post-release were examined for men offenders who were identified as having a specific program need area. The analyses controlled for the effects of CRI level, Indigenous

⁹⁸ Offenders who have a program need within a specific area (e.g., substance use) may not be eligible for referral to a correctional program as they do not meet the referral criteria, which are based on risk level. However, other information may have been taken into account for program completers who did not meet the program referral criteria but were overridden.

ancestry, offender's age at release, number of days from admission to release, motivation level at intake, maintenance program completion, and community program completion. The results are presented below and are separated by program need area. More detailed statistics from each analysis are presented in Appendix G.

Family Violence. Men offenders who had at least one incident of violence against an intimate partner and who were rated as moderate or high for imminent risk of violence toward an intimate partner were identified as having a family violence program need ($n = 600$). Of the 600 men with a family violence program need, 188 had a revocation for any reason. Twenty-six (of 599) men had a revocation with an offence, and 7 (of 588) had a revocation due to a violent offence. Although not statistically significant, results suggested that among those with a family violent program need, program completers had a revocation for any reason less often than eligible non-participants (see Table 45). This finding was also observed for the Indigenous men subgroup, whereas among non-Indigenous men, program completers and eligible non-participants had a similar rate of revocation for any reason. As a result of the reduced sample size of individuals included in this analysis, the results should be interpreted with caution. The smaller sample size, coupled with the low occurrence of revocations due to new offences (3.8%) and new violent offences (1.0%), prevented a reliable examination of the effect of program completion relative to the comparison groups for these outcomes.

Table 45. Relationship between Treatment Group and Community Outcomes for Men with a Family Violence Program Need

Group	Eligible Non-Participants ^a			No-Intent-to-Treat ^b vs.		
	vs. Completers			Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Any revocation						
Overall (<i>n</i> = 345)	0.26	1.30	0.77	-0.79	0.46	2.20
Non-Indigenous men (<i>n</i> = 264)	0.22	1.24	0.81	-0.81	0.45	2.24
Indigenous men (<i>n</i> = 81)	0.40	1.49	0.67	-0.33	0.72	1.39
Revocation with offence						
Overall (<i>n</i> = 345)	-	-	-	-	-	-
Non-Indigenous men (<i>n</i> = 264)	-	-	-	-	-	-
Indigenous men (<i>n</i> = 73)	-	-	-	-	-	-
Revocation with violent offence						
Overall (<i>n</i> = 341)	-	-	-	-	-	-
Non-Indigenous men (<i>n</i> = 262)	-	-	-	-	-	-
Indigenous men (<i>n</i> = 77)	-	-	-	-	-	-

Note. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome. Non-significant findings are interpreted when the IHR or HR < 0.80. Sample sizes fluctuated slightly among comparison groups and subsamples due to minimum time to event for survival analyses.

^a Eligible non-participant sample size: any revocation: overall = 187, non-Indigenous = 135, Indigenous = 52; revocation for new offence: overall = 186, non-Indigenous = 134, Indigenous = 36; revocation for new violent offence: overall = 180, non-Indigenous = 130, Indigenous = 43.

^b No-intent-to-treat sample size: any revocation: overall = 68, non-Indigenous = 46, Indigenous = 22; revocation for new offence: overall = 68, non-Indigenous = 46, Indigenous = 20; revocation for new violent offence: overall = 67, non-Indigenous = 46, Indigenous = 21.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to the comparison groups on the likelihood of the outcome.

* *p* < .01, ** *p* < .001.

General Violence. Men offenders with a history of any violent offence were identified as having a general violence program need (*n* = 2,118). Of 2,118 men with a general violence program need, 462 had a revocation, 64 (of 2,092 men) were revoked with a new offence, and 30 (of 2,117) had a revocation due to a violent offence. Results indicated that, among those with a general violence program need, program completers demonstrated a 34% lower likelihood of any revocation relative to the eligible non-participants (IHR = 0.66; see Table 46). However, program completers were nearly 4 times (IHR = 3.95) more likely than those in the no-intent-to-treat group to have any revocation. When subsamples separated by Indigenous

Evaluation of Correctional Reintegration Programs

ancestry were examined, the results indicated that non-Indigenous men who completed programs experienced a 32% reduction in the likelihood of revocation for any reason compared to non-Indigenous men who were eligible non-participants. Although not statistically significant for Indigenous men, results indicated that program completers were revoked for any reason less often than eligible non-participants. The absence of a significant effect for Indigenous men should be interpreted with caution, given the substantially smaller sample size.

Although not statistically significant, the results for the relationships between study group and revocation due to a new offence or a new violent offence generally suggested that program completers were less likely than the eligible non-participants, and more likely than the no-intent-to-treat group, to have a revocation due to a new offence or a new violent offence. However, comparable likelihoods of a revocation with a new offence were observed between Indigenous men completers and the no-intent-to-treat group, and between non-Indigenous men completers and eligible non-participants. The relationship between study group and revocation due to a violent offence could not be examined for Indigenous men due to the combination of a small sample size and low event occurrence. It is important to highlight that revocations due to a new offence or a new violent offence occurred infrequently (3.1% and 1.4%, respectively), so caution is warranted when interpreting the findings presented.

Table 46. Relationship between Study Group and Community Outcomes for Men with a General Violence Program Need

Group	Eligible Non-Participants ^a			No-Intent-to-Treat ^b vs.		
	vs. Completers			Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Any revocation						
Overall (<i>n</i> = 870)	0.42	1.52*	0.66	-1.38	0.25**	3.95
Non-Indigenous men (<i>n</i> = 742)	0.39	1.47*	0.68	-1.51	0.22**	4.52
Indigenous men (<i>n</i> = 128)	0.65	1.92	0.52	-0.79	0.45	2.21
Revocation with offence						
Overall (<i>n</i> = 866)	0.51	1.66	0.60	-1.03	0.36	2.79
Non-Indigenous men (<i>n</i> = 740)	0.17	1.19	0.84	-1.48	0.23	4.37
Indigenous men (<i>n</i> = 124)	1.83	6.25	0.16	0.03	1.03	0.98
Revocation with violent offence						
Overall (<i>n</i> = 870)	0.71	2.03	0.49	-1.85	0.16	6.37
Non-Indigenous men (<i>n</i> = 742)	0.51	1.67	0.60	-1.28	0.28	3.61
Indigenous men (<i>n</i> = 124)	-	-	-	-	-	-

Note. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome. Non-significant findings are interpreted when the IHR or HR < 0.80. Sample sizes fluctuated slightly among comparison groups and subsamples due to minimum time to event for survival analyses.

^a Eligible non-participant sample size: any revocation: overall = 439, non-Indigenous = 336, Indigenous = 102; revocation for new offence: overall = 419, non-Indigenous = 324, Indigenous = 94; revocation for new violent offence: overall = 438, non-Indigenous = 337, Indigenous = 94.

^b No-intent-to-treat sample size: any revocation: overall = 809, non-Indigenous = 746, Indigenous = 63; revocation for new offence: overall = 807, non-Indigenous = 745, Indigenous = 61; revocation for new violent offence: overall = 809, non-Indigenous = 746, Indigenous = 61.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to the comparison groups on the likelihood of the outcome.

* *p* < .01, ** *p* < .001.

Sexual Offending. Men offenders with a history of sexual offending, or who scored on one or more indicators on the Sex Offender History Checklist section of the SFA, were identified as having a sexual offending program need (*n* = 848). Of the 848 men with a sexual offending program need, 137 had a revocation. Twenty (of 847) men had a revocation with a new offence and three (of 829) had a revocation with a sexual offence. Although not statistically significant, results suggested that, among those with a sexual offending program need, program completers had a revocation for any reason less often than eligible non-participants (see Table 47). This was also the case when examining the relationship for non-Indigenous men, but the

Evaluation of Correctional Reintegration Programs

rates appeared similar between program completers and eligible non-participants for Indigenous men. When program completers were compared to those in the no-intent-to-treat group, the program completers experienced a likelihood of revocation for any reason that was 6 times higher (IHR = 6.02). This finding was also observed with both subsamples of non-Indigenous men and Indigenous men. Due to the reduced sample size used in this analysis, the results should be interpreted with caution. Given the smaller number of men identified as having a sexual offending program need, along with the low event occurrence, models examining the relationship between study group and outcome did not produce reliable estimates for revocations due to new offences or new sexual offences.

Table 47. Relationship between Treatment Group and Community Outcomes for Men with a Sexual Offending Program Need

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Any revocation						
Overall (<i>n</i> = 326)	0.41	1.50	0.66	-1.80	0.17**	6.02
Non-Indigenous men (<i>n</i> = 274)	0.64	1.90	0.53	-1.62	0.20**	5.05
Indigenous men (<i>n</i> = 52)	-0.01	0.99	1.01	-2.41	0.09*	11.11
Revocation with offence						
Overall (<i>n</i> = 326)	-	-	-	-	-	-
Non-Indigenous men (<i>n</i> = 274)	-	-	-	-	-	-
Indigenous men (<i>n</i> = 44)	-	-	-	-	-	-
Revocation with sexual offence						
Overall (<i>n</i> = 323)	-	-	-	-	-	-
Non-Indigenous men (<i>n</i> = 272)	-	-	-	-	-	-
Indigenous men (<i>n</i> = 46)	-	-	-	-	-	-

Note. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome. Non-significant findings are interpreted when the IHR or HR < 0.80. Sample sizes fluctuated slightly among comparison groups and subsamples due to minimum time to event for survival analyses.

^a Eligible non-participants sample size: any revocation: overall = 164, non-Indigenous = 109, Indigenous = 55; revocation for new offence: overall = 163, non-Indigenous = 108, Indigenous = 41; revocation for new sexual offence: overall = 148, non-Indigenous = 97, Indigenous = 43.

^b No-intent-to-treat sample size: any revocation: overall = 358, non-Indigenous = 319, Indigenous = 39; revocation for new offence: overall = 358, non-Indigenous = 319, Indigenous = 39; revocation for new sexual offence: overall = 358, non-Indigenous = 319, Indigenous = 39.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to the comparison groups on the likelihood of the outcome.

* *p* < .01, ** *p* < .001.

Substance Abuse. Individuals who were assessed as either moderate or high need using the initial Dynamic Factors Identification and Analysis (DFIA or DFIA-R) and/or the CASA were identified as having a program need for substance abuse (*n* = 2,181). Of the 2,181 men with a substance abuse program need, 660 experienced a revocation for any reason and 691 had a substance use outcome. In addition, 96 men (of 2,180) had a revocation due to an offence. Results indicated that, among those who had a program need related to substance abuse, program completers were significantly less likely than eligible non-participants to be revoked for any reason (IHR = 0.62; see Table 48). This finding was also observed when the sample was separated by Indigenous ancestry, with results indicating that program completers were less

Evaluation of Correctional Reintegration Programs

likely than eligible non-participants to have a revocation for any reason for both Indigenous and non-Indigenous men. For example, Indigenous men program completers had a likelihood of a revocation for any reason that was 57% lower (IHR = 0.43) than Indigenous men eligible non-participants. When comparing the program completers with those in the no-intent-to-treat group, the program completers had a likelihood of any revocation that was approximately 3 times higher. This effect was seen with non-Indigenous men, but did not remain significant with the Indigenous men. Although not statistically significant, the results did suggest that Indigenous men program completers had a revocation for any reason less often than Indigenous eligible non-participants. Given that the number of Indigenous men was considerably smaller, the absence of a significant effect could be attributed to the sample size.

The relationship between study group and the likelihood of a revocation with a new offence was assessed. Although not statistically significant, results suggested that program completers, regardless of Indigenous ancestry, had a revocation with a new offence less often than eligible non-participants. Program completers were nearly 3 times more likely than the no-intent-to-treat group to be revoked for a new offence (HR = 2.84). Results did not remain significant when separate models by Indigenous ancestry were examined, but the results continued to suggest that program completers had a revocation with an offence more often than men in the no-intent-to-treat group.

The relationship between study group and the likelihood of having a substance use outcome (i.e., suspension due to a breach of a substance use related condition and/or a positive urinalysis result in the community) was also assessed. Although not statistically significant, results suggested that program completers had a substance use outcome more often than eligible non-participants (see Table 48). When separate models were examined for Indigenous and non-Indigenous men, results indicated that Indigenous men program completers were significantly more likely to have a substance use outcome relative to eligible non-participants (IHR = 2.03). Findings for non-Indigenous men suggested that the likelihood of experiencing a substance use outcome was comparable between the two groups. Relative to those in the no-intent-to-treat group, program completers demonstrated a likelihood of having a substance use

Evaluation of Correctional Reintegration Programs

outcome that was 2 times higher (IHR = 2.01). This finding was also observed among non-Indigenous men. Although not statistically significant, Indigenous men program completers had a substance use outcome more often than Indigenous men in the no-intent-to-treat group.

Table 48. Relationship between Treatment Group and Community Outcomes for Men with a Substance Abuse Program Need

Group	Eligible Non-Participants ^a vs. Completers			No-Intent-to-Treat ^b vs. Completers		
	<i>B</i>	HR	IHR (1/HR) ^c	<i>B</i>	HR	IHR (1/HR) ^c
Any revocation						
Overall (<i>n</i> = 1,050)	0.48	1.62**	0.62	-1.15	0.32**	3.15
Non-Indigenous men (<i>n</i> = 882)	0.44	1.56**	0.64	-1.32	0.27**	3.76
Indigenous men (<i>n</i> = 168)	0.85	2.33**	0.43	-0.41	0.66	1.51
Revocation with offence						
Overall (<i>n</i> = 1,050)	0.37	1.45	0.69	-1.04	0.35*	2.84
Non-Indigenous men (<i>n</i> = 882)	0.31	1.36	0.73	-1.15	0.32	3.14
Indigenous men (<i>n</i> = 164)	0.95	2.59	0.39	-0.79	0.45	2.21
Substance use outcome						
Overall (<i>n</i> = 1,050)	-0.30	0.74	1.34	-0.70	0.50**	2.01
Non-Indigenous men (<i>n</i> = 882)	-0.17	0.84	1.19	-0.77	0.46**	2.16
Indigenous men (<i>n</i> = 168)	-0.71	0.49*	2.03	-0.73	0.48	2.07

Note. Non-significant findings are interpreted when the IHR or HR < 0.80. Sample sizes fluctuated slightly among comparison groups and subsamples due to minimum time to event for survival analyses.

^a Eligible non-participant sample size: any revocation: overall = 582, non-Indigenous = 462, Indigenous = 120; revocation for new offence: overall = 581, non-Indigenous = 461, Indigenous = 109; substance use outcome: overall = 582, non-Indigenous = 462, Indigenous = 120.

^b No-intent-to-treat sample size: any revocation: overall = 549, non-Indigenous = 447, Indigenous = 102; revocation for new offence: overall = 549, non-Indigenous = 447, Indigenous = 100; substance use outcome: overall = 549, non-Indigenous = 447, Indigenous = 102.

^c IHR = inverse of the hazard ratio, which reverses the direction of the effect making it the effect of program completion relative to the comparison groups on the likelihood of the outcome.

* *p* < .01, ** *p* < .001.

FINDING 22: COMMUNITY OUTCOMES FOR WOMEN WITH A SUBSTANCE ABUSE NEED

Overall, for women identified as having a program need for substance abuse, program completers and eligible non-participants had comparable rates of any revocation and a substance use outcome. The pattern of results remained consistent when comparing Indigenous women with non-Indigenous women.

Evidence:

Program need for Substance Abuse

As described in the Methodology section, a program need for substance abuse was able to be identified for women. Post-release outcomes for women with substance abuse needs are presented.

Outcomes for Women. The relationship between study group and community outcomes were examined for women offenders who were identified as having a need area for substance abuse. The analyses controlled for the effects of CRI level, Indigenous ancestry, offender's age at release, number of days from admission to release, motivation level at intake, maintenance program completion, and community program completion. The results are presented below. More detailed statistics from each analysis are presented in Appendix G.

Substance Abuse. Women who scored moderate or high intensity on the women's version of the CASA (i.e., W-CASA) were considered to have a program need for substance abuse ($n = 686$). Of the 686 women with a substance abuse program need, 238 (35%) had a revocation for any reason and 238 (35%) had a substance use outcome. It is important to note that most women included in this analysis were classified as program completers (82%; $n = 561$). Given the uneven distribution between the study groups, the following results should be interpreted with caution. Results indicated that, among those with a program need for substance abuse, program completers and eligible non-participants had a comparable rate of any revocation (IHR = 0.88; see Appendix G for more detailed statistics). Although not statistically significant, results suggested that program completers with a program need for

substance use were revoked for any reason more often than women in the no-intent-to-treat group (IHR = 1.47).

Similarly, no significant findings emerged when examining the relationship between study group and the likelihood of a substance use outcome, among those with a program need for substance abuse. Program completers had a comparable likelihood of a substance use outcome relative to eligible non-participants (IHR = 0.99). Although not statistically significant, results suggested that program completers had a substance use outcome more often than women in the no-intent-to-treat group (IHR = 1.25). Similar to previous findings presented, analyses were unable to be performed by Indigenous ancestry. It is important to note that, among women with a program need for substance abuse, Indigenous women and non-Indigenous women demonstrated similar rates of either a revocation for any reason or a substance use outcome.

FINDING 23: PERCEPTIONS OF WHETHER CORRECTIONAL PROGRAMS TARGET SPECIFIC OFFENDING BEHAVIOURS

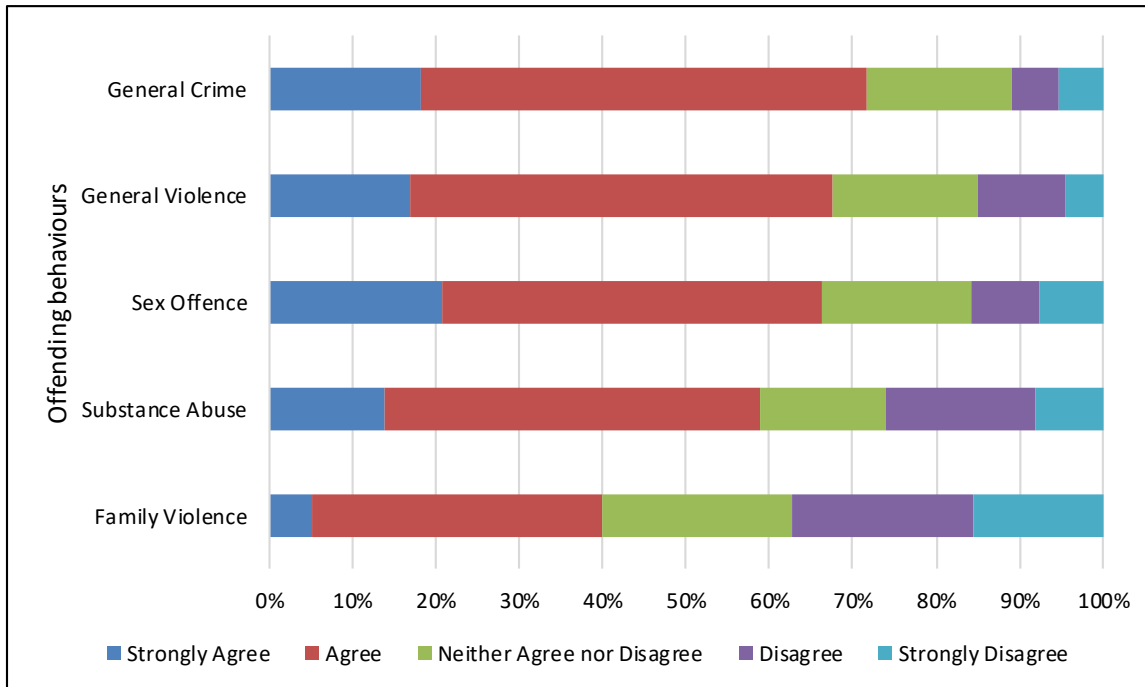
Staff most commonly agreed that correctional programs sufficiently addressed specific offending behaviours related to general crime, general violence, and sexual offending. However, fewer than 60% agreed that substance use was sufficiently addressed and less than half reported the same regarding family violence.

Evidence:

Staff Perceptions of Whether the Integrated Model Targets Specific Offending Behaviours

Staff were asked to what extent correctional programs sufficiently address specific offending behaviours/needs. The results are presented in Figure 22. The offending behaviours that staff frequently agreed/strongly agreed were sufficiently addressed included general crime (72%, $n = 189$ of 264), general violence (68%, $n = 179$ of 265) and sexual offending (66%, $n = 122$ of 184). Fewer than 60% of staff agreed/strongly agreed that substance abuse (59%, $n = 158$ of 268) was sufficiently addressed and less than half reported the same regarding family violence (40%, $n = 103$ of 258).

Figure 22. Staff Perceptions of Extent to Which Correctional Programs Address Offending Behaviours/Needs



The staff who did not agree that correctional programs sufficiently address the offending behaviours elaborated on their response in a follow-up question. Many of those staff (70%, $n = 99$ of 141) described the program as having an inadequate focus on certain offending behaviours and that the content is too general. Specifically, some wanted additional content on family violence (32%, $n = 45$), substance abuse (20%, $n = 28$), and sexual offending (5%, $n = 7$). Moreover, around half of the staff (51%, $n = 72$) indicated that the delivery of the program should be altered to address the offending behaviours (including adapting the manual, the format of the group, and the activities). A few specified (23%, $n = 32$) that it is difficult to have a group discussion regarding certain behaviours, particularly family violence, and a few (18%, $n = 25$) proposed offering a separate program for some offending behaviours/needs (e.g., family violence, substance abuse) or tailoring the content to the offenders.

3.3.6 RESPONSIVENESS TO THE SPECIAL NEEDS OF OFFENDING

FINDING 24: ADDRESSING SPECIAL NEEDS OF OFFENDERS

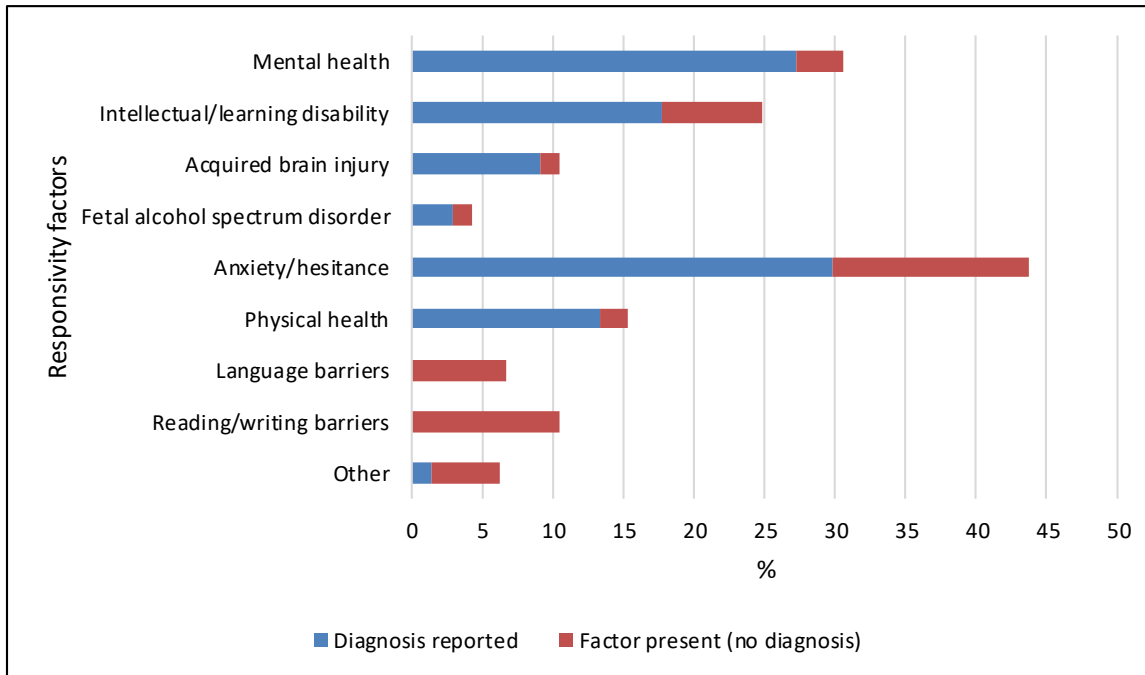
Several offenders reported a responsiveness need that interfered with their ability to participate in a correctional program. Although those with reading and writing barriers often had their needs addressed, fewer than half of offenders with mental health, intellectual or learning disability, anxiety/hesitance (for men only), or a brain injury agreed that they received accommodations, tools, or support to help them participate despite these needs. Staff also reported having access to limited tools to address offenders' needs. Offenders and staff provided suggestions regarding possible accommodations.

Evidence:

Perceptions Regarding the Ability of Correctional Programs to Meet Offender Needs

Offenders were asked to identify whether they had responsiveness factors that interfered with learning or participating in programs (see Figure 23). Offenders identified the presence of, or a diagnosis related to, anxiety/hesitance (men: 42%, $n = 65$ of 155; women: 49%, $n = 26$ of 53), mental health (men: 28%, $n = 44$ of 156; women: 38%, $n = 20$ of 53), or an intellectual or learning disability (men: 26%, $n = 40$ of 156; women: 23%, $n = 12$ of 53). Offenders also reported the presence of, or a diagnosis related to, physical health (men: 15%, $n = 24$ of 156; women: 15%, $n = 8$ of 53), acquired brain injury (men: 10%, $n = 16$ of 156; women: 11%, $n = 6$ of 53), reading or writing barriers (men: 12%, $n = 18$ of 156; women: 8%, $n = 4$ of 53), language barriers (men: 6%, $n = 10$ of 155; women: 8%, $n = 4$ of 53), other factors (men: 6%, $n = 10$ of 156; women: 6%, $n = 3$ of 53), and fetal alcohol spectrum disorder (men: 4%, $n = 7$ of 156; women: 4%, $n = 2$ of 53).

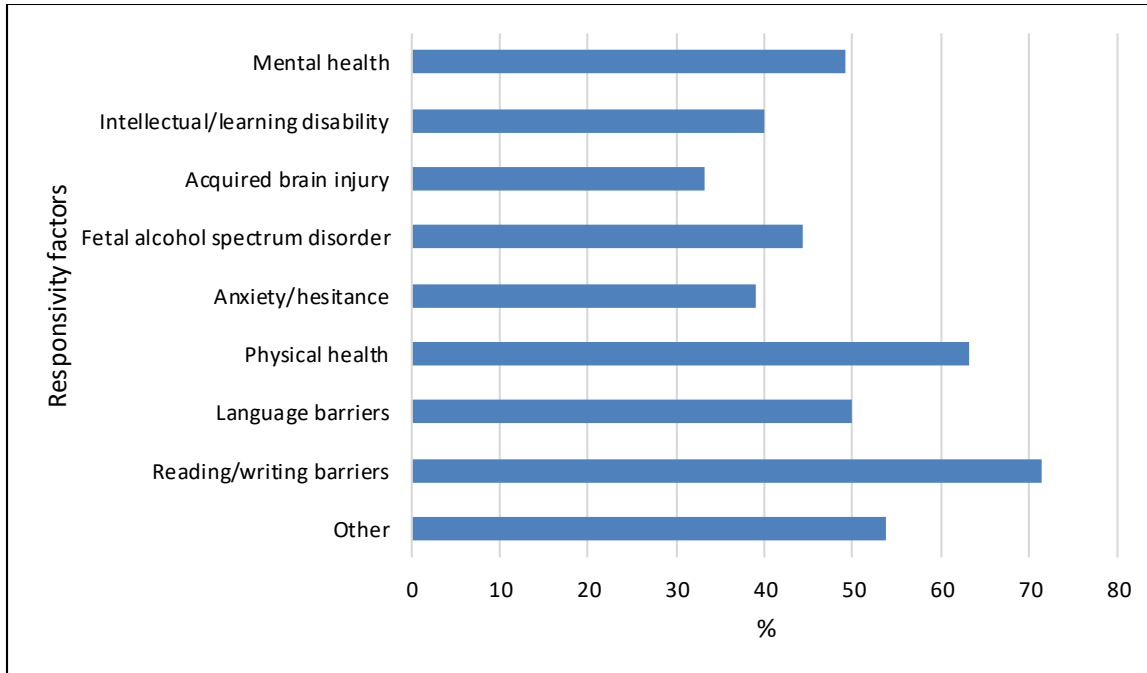
Figure 23. Offenders' Self-Reported Responsivity Factors that Interfere with Program Participation and Learning



Offenders with a responsivity need were asked whether they received support, tools, or accommodations for those needs to help them participate in correctional programs despite these needs (see Figure 24). Many offenders with reading or writing barriers (men: 72%, $n = 13$ of 18; women: 67%, $n = 2$ of 3) indicated that correctional programming provided them with support, tools, or accommodations. Accommodations were also reported by at least half of offenders with physical health needs (men: 64%, $n = 14$ of 22; women: 63%, $n = 5$ of 8), other needs (men: 50%, $n = 5$ of 10; women: 67%, $n = 2$ of 3), or language barriers (men: 50%, $n = 5$ of 10; women: 50%, $n = 2$ of 4). Women offenders with mental health needs (men: 36%, $n = 16$ of 45; women: 80%, $n = 16$ of 20), intellectual or learning disabilities (men: 34%, $n = 13$ of 38; women: 58%, $n = 7$ of 12), and/or anxiety/hesitance (men: 30%, $n = 19$ of 63; women: 63%, $n = 15$ of 24) reported having received accommodations, tools, or support for these needs more often than men offenders. Although over half of offenders with fetal alcohol spectrum disorder (57%, $n = 4$ of 7) in ICPM had received accommodations, tools, or support, none of the WOCP participants reported the same (0%, $n = 0$ of 2). Fewer than half of the offenders with or

acquired brain injury (men: 33%, $n = 5$ of 15; women: 33%, $n = 2$ of 6) indicated that they received accommodations, tools, or support.

Figure 24. Percentage of Offenders Who Perceive that Accommodations Are Provided for Their Responsivity Needs



Offenders described the accommodations that they received for their responsivity needs:

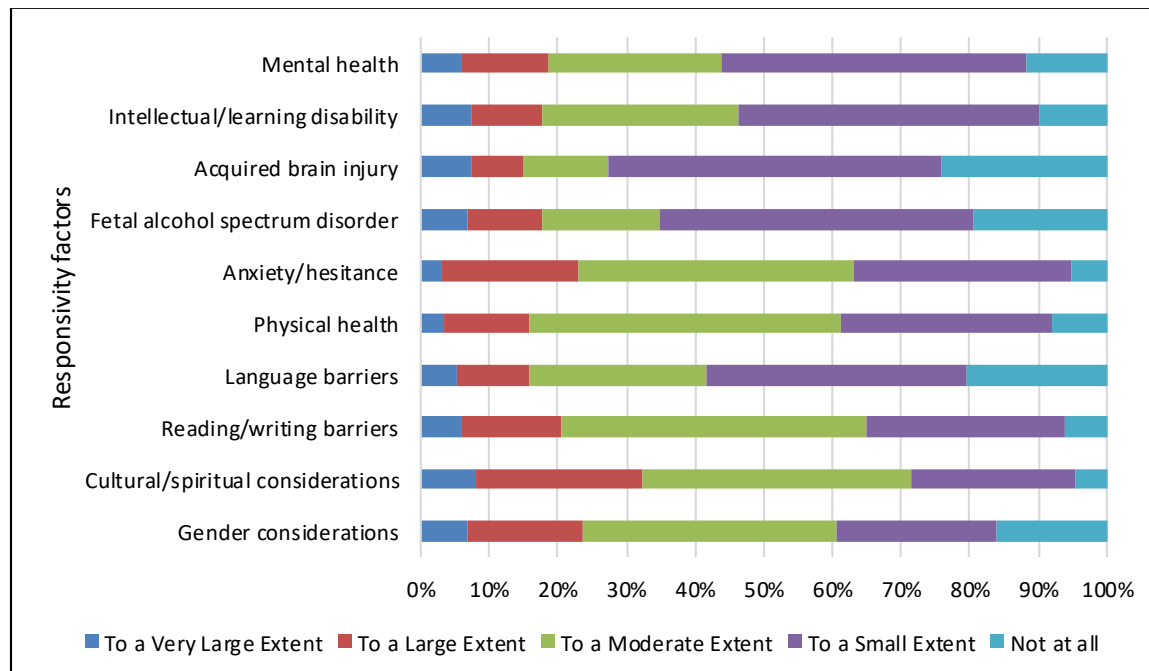
- Of the offenders who reported that their responsivity factors had been accommodated (men: $n = 57$; women: $n = 26$), about half (men: 46%, $n = 26$; women: 58%, $n = 15$) indicated that one accommodation entailed support from others to understand the material, to catch up, or to write. A few offenders (men: 18%, $n = 10$; women: 15%, $n = 4$) reported they received additional help from CSC staff (CPO, behavioural technologist, or Elder) and a few described emotional support from facilitators or Elders, who demonstrated awareness, understanding, and respect (men: 14%, $n = 8$; women: 23%, $n = 6$).
- About half of the offenders (men: 42%, $n = 24$; women: 54%, $n = 14$) also mentioned accommodations in the classroom, such as being permitted to fidget, to use relaxation techniques, to move during class, and to follow at their own pace.

Evaluation of Correctional Reintegration Programs

- A few men offenders (19%, $n = 11$) and some women offenders (27%, $n = 7$) mentioned the facilitator adapted how they communicated the material to better fit the learning style of the offender, for example, the facilitator used visual materials, repeated the content, or delivered material in another language.

Staff were also asked to rate the extent to which they had the tools to accommodate offenders' needs. The results are presented in Figure 25. Some staff reported that CPOs/ACPOs have the tools to accommodate cultural or spiritual considerations (32%, $n = 85$ of 262) and mental health (25%, $n = 50$ of 267) from a large to a very large extent. However, few staff reported that they had the tools to accommodate the following needs to a large to very large extent: gender considerations (24%, $n = 56$ of 238), anxiety/hesitance (23%, $n = 61$ of 266), reading or writing barriers (21%, $n = 55$ of 268), intellectual or learning disability (18%, $n = 47$ of 268), fetal alcohol spectrum disorder (18%, $n = 46$ of 262), language barriers (16%, $n = 42$ of 265), physical health (16%, $n = 42$ of 265), and acquired brain injury (15%, $n = 38$ of 258).

Figure 25. Staff Perceptions of CPOs/ACPOs Having Tools to Accommodate Offender Needs



Evaluation of Correctional Reintegration Programs

To be more responsive to the unique needs of offenders that may interfere with learning and participation in programs, staff and offenders with responsivity needs provided the following suggestions:

- About half of the staff (46%, $n = 91$ of 199) proposed changing the delivery of correctional programs (e.g., adapt the class, more discussion, adapt to different learning styles). Specifically, a few (19%, $n = 38$) proposed having smaller groups and one-on-one sessions. Offenders (ICPM: 29%, $n = 8$ of 28; WOCP: 46%, $n = 6$ of 13) also proposed changing the delivery of the program to be more responsive to their needs (e.g., address language barriers, smaller group, access to spiritual ceremonies).
- Some of the staff (39%, $n = 77$) also reported that correctional programs should have access to additional resources, such as additional staff and support within the program (e.g., tutors, peers; 18%, $n = 35$), access to services outside of the program (e.g., counselling, mental health services; 10%, $n = 19$), and collaboration with other staff or services (9%, $n = 17$). Some offenders with responsivity needs from ICPM (39%, $n = 11$) and a few from WOCP (8%, $n = 1$) also stated that they require additional health services, particularly for mental health.
- Some staff (29%, $n = 58$) said there is a need for additional training, information, and support for CPOS and ACPOs, with a few noting the need for training and information about mental health (6%, $n = 12$).
- A few staff indicated a need for more access to the adapted program (18%, $n = 36$), as well as additional screening, diagnosis, checking participants' readiness for programs (e.g., literacy and mental health), and ongoing monitoring (18%, $n = 36$).
- Other offenders with responsivity needs (ICPM: 18%, $n = 5$; WOCP: 46%, $n = 6$) wanted the content of the program to be more relevant and to better meet their needs.

Staff were asked the extent to which the adapted program is able to accommodate offenders with cognitive impairments (e.g., significant learning disability, intellectual disability, and/or

other mental health needs). Around half of the staff⁹⁹ (48%, $n = 11$ of 23) indicated that the adapted program is able to do so to a large/very large extent. The remaining staff agreed that the adapted program accommodated these needs to a moderate extent (13%, $n = 3$), small extent (30%, $n = 7$), or not at all (9%, $n = 2$).

Cultural, Spiritual, and Gender-Related Needs. Few participants reported cultural/spiritual (ICPM: 8%, $n = 12$ of 154; WOCP: 4%, $n = 2$ of 53) or gender-related (ICPM: 1%, $n = 1$ of 152; WOCP: 8%, $n = 4$ of 53) factors as impeding their learning or participation in their program. Of the offenders who indicated that cultural/spiritual or gender-related factors interfered with programs, 36% of those who had described cultural/spiritual factors and 25% of those with gender-related factors reported that they received the support, tools, or accommodations to help them participate.

The offenders who reported that cultural, spiritual, or gender-related factors made it difficult to learn or participate in a program were asked to describe how the factors were accommodated. Given the small number of offenders who provided qualitative responses, this data will not be separated by ICPM and WOCP participants. Of the seven offenders that described related accommodations, many mentioned that the Elder or facilitator understood or made an effort to understand the backgrounds and perspectives of offenders (57%, $n = 4$). Additionally, some inmates (29%, $n = 2$) reported that they had access to a program (e.g., AICPM) or to ceremonies that accommodated cultural factors.

Of the offenders who indicated that cultural, spiritual, or gender factors were not accommodated ($n = 9$), many (56%, $n = 5$) reported that they wanted more specific content related to culture or spirituality (33%, $n = 3$) or gender or sexual orientation (22%, $n = 2$). Four offenders (44%) provided varied responses.

⁹⁹ Included staff who worked in a Regional Treatment Centre, taught the adapted program since July 1st, 2017, or worked as Regional Program Manager or Regional Administrator, Assessment and Interventions.

3.3.7 SUMMARY

This FIFE examined the impact of correctional programs on institutional, discretionary release, and community outcomes for men and women.

Institutional Outcomes

With respect to institutional outcomes, the program completers had similar results with respect to non-random urinalysis tests before and after program participation, and there was no clear pattern for random urinalysis test results. Overall, in comparison to the percentages of non-completer and eligible non-participant groups, the program completer group had the highest percentage of offenders who had no violent, drug, and other charges both before and after their program. Fewer completers had an increase or decrease in charges, or had charges both before and after. In comparison, the evaluation of the previous suite of correctional programs reported that participation in a correctional program was generally not related to a decrease in major institutional incidents (Nafekh et al., 2009).

Discretionary Release

Compared to eligible non-participants, men offenders who completed a program were more likely to obtain discretionary release. Although not statistically significant, women program completers were also granted discretionary release more often than eligible non-participants. This relationship between discretionary release and program participation is similar to that reported in the previous evaluation of CSC's correctional programs, which found that offenders who participated in a correctional program were more likely to obtain discretionary release than offenders who were assigned to a program in which they did not participate (Nafekh et al., 2009).

Community Outcomes

With respect to community outcomes, men offenders who completed a program, including the ICPM-MT-Moderate and AICPM-Moderate, were less likely to be revoked for any reason compared with eligible non-participants. The low occurrence of revocations due to a new

offence limited the ability to determine the outcomes of the program. Generally, although there were no statistically significant findings, the results suggested that program completers had a revocation with a new offence or a new violent offence less often than eligible non-participants. It was not possible to determine if there were differences between the groups on revocations with sexual reoffences due to infrequent occurrences.

Although not statistically significant, results suggested that women program completers tended to have a revocation for any reason more often than eligible non-participants. Conversely, results suggested that women program completers had a revocation with an offence less often than eligible non-participants, but this finding was not statistically significant.

The previous evaluation of correctional programs reported that generally, with some differences between programs, offenders who participated in programs had fewer readmissions, including for non-violent, violent, and sexual offences (Nafekh et al., 2009). The short follow-up time in the community for the current evaluation might have limited the detection of significant group differences for revocations with a reoffence.

Findings involving the relationship between the treatment group and the likelihood of a substance use outcome were mixed. Although not statistically significant, results suggested that men program completers that collapsed across all streams had a substance use outcome more often than eligible non-participants. Those who completed ICPM-MT-High were significantly more likely to have a substance use outcome compared to eligible non-participants. For women, findings suggested that program completers had a substance use outcome more often than eligible non-participants, although this was not statistically significant.

Addressing Specific Offending Behaviours and Substance Use

The outcomes of offenders who had a specific program need (family violence, general violence, sexual offending, and substance abuse) were examined. Results for men offenders with a family violence need or a sexual offending need suggested that program completers experienced the community outcomes less often than eligible non-participants, although this was not statistically significant. However, it was not possible to determine the effect of programs on

violent reoffending for those with a family violence need or for sexual reoffending for those with a sexual offending program need. Thus, the effect of programming on offences related to these program needs was unclear. In terms of general violence need, program completers were less likely to have a revocation for any reason than eligible non-participants. Although not statistically significant, results suggested that program completers with a general violence need had a revocation with a violent offence less often than eligible non-participants. However, it is important to note that revocations due to a new violent offence were infrequent and caution is warranted in interpreting this result. For substance abuse program need, men program completers were less likely to have a revocation than eligible non-participants. However, results suggested that program completers had a substance use outcome more often than eligible non-participants, although these findings were not statistically significant. For women offenders with a substance abuse need, program completers and eligible non-participants tended to have similar rates of a revocation for any reason and a substance use outcome. The findings for men and women suggest that programs may not be sufficiently targeting specific offending behaviours and substance use, but the limited differences between program completers and eligible non-participants may be due to insufficient follow-up time in the community.

The previous evaluation of correctional programs also found mixed results regarding the ability of programs to address specific offending behaviours (Nafekh et al., 2009). For violence prevention programs, there was no statistically significant reduction in readmissions with a new violent offence for Indigenous participants in the programs examined; however, there was a significant reduction for non-Indigenous offenders. In addition, no significant reduction in readmission with a new violent offence was seen for Indigenous offenders in high and moderate intensity FVPPs. While non-Indigenous participants of the moderate intensity FVPP were less likely to be readmitted with a new violent offence, this improvement was not seen for the high intensity FVPP. With respect to SO programs, while these programs were associated with reductions in readmissions with a new sexual offence for Indigenous and non-Indigenous offenders, these reductions were only statistically significant for one program and only for Indigenous offenders. Post-release substance use outcomes were not examined in the previous evaluation of correctional programs, though a reduction in the yearly rate of substance-related

institutional incidents were found under one circumstance (i.e., for non-Indigenous men offenders participating in the moderate intensity national substance abuse program).

Two-thirds to three-quarters of staff agreed that general crime, general violence, and sexual reoffending are sufficiently addressed, fewer agreed that substance abuse and family violence are sufficiently addressed.

Responsiveness to Special Needs

Although offenders with reading and writing barriers often had their needs addressed, fewer than half of offenders with mental health, fetal alcohol spectrum disorder, an intellectual or learning disability, anxiety/hesitance, or a brain injury agreed that they received accommodations, tools, or support to help them participate despite these needs. Staff also reported having limited access to tools to address offenders' needs.

3.3.8 RECOMMENDATIONS: PROGRAM OUTCOMES

RECOMMENDATION 6: TIMELY ACCESS AND POST-RELEASE OUTCOMES

Program completers were significantly more likely to get discretionary release than eligible non-participants. However, there is lack of clear findings regarding the relationship between timely program participation and post-release outcomes.

It is recommended that CSC conducts research on the relationship between timely access to programs and post-release outcomes for both men and women to determine the optimal timing of program delivery throughout an offender's sentence.

Identifying the optimal timing of program delivery will contribute to ensuring that offenders are best positioned for early release and successful reintegration.

RECOMMENDATION 7: FURTHER RESEARCH ON OFFENDING OUTCOMES AND SUBSTANCE USE

Due to the limited ability to examine sexual offence and violent offence outcomes for men, as well as the preliminary nature of the findings related to substance use for men and women, it is recommended that research be conducted in the following areas:

- **Conduct a study examining violent and sexual reoffending for men offenders wherein the sample size of offenders who have completed programs is increased and the follow-up period is extended. This study should occur in 5 years to ensure adequate follow-up.**
- **In the interim, if feasible, examine changes over time in pre and post-program measures related to violent and sexual offending for men offenders to determine if program participation is related to reductions in the likelihood of violent and sexual offending.**
- **Conduct a replication study of substance use outcomes separately for men and women identified as having a substance use need. Consideration should be given to expanding the substance use outcome to account for changes in the severity of substance use over time, and whether returns to custody or new offences are directly related to substance use.**

Further exploration of the impact of programs on violent reoffending, sexual reoffending, and substance use would assist in providing more substantive evidence regarding the relationship between the current program model and outcomes, which will continue to support informed decision-making.

RECOMMENDATION 8: PROGRAM OVERRIDES AND COMMUNITY OUTCOMES

A large proportion of women offenders who completed a correctional program received an override in order to enroll in a main program, as they did not meet the program referral criteria. However, as of January 2018, the referral criteria for women have changed and are now based upon scores on the CRI.

It is recommended that CSC examines the volume of overrides used to refer women offenders to correctional programs (both AWOC and WOC) and the justifications for the overrides. Further, CSC should examine the community outcomes for women offenders who received an override relative to women who initially met program referral criteria, and determine whether modifications to the program referral criteria are warranted.

Further understanding of the number of overrides and the relationship between overrides and outcomes can guide decisions regarding the appropriateness of the program criteria and the use of overrides.

RECOMMENDATION 9: CONSIDERING RESPONSIVITY NEEDS OF OFFENDERS IN PROGRAMMING

The evaluation highlighted that there is a need to provide accommodations, tools, and support to help offenders with self-identified needs (e.g., mental health, fetal alcohol spectrum disorder, an intellectual or learning disability, anxiety/hesitance, or an acquired brain injury) participate in correctional programs. There is also a need to provide staff with access to tools to accommodate the responsivity needs of offenders. Although CSC's adapted moderate intensity program is designed for men offenders who may require additional support with engaging in correctional programming due to cognitive impairments, mental health problems, and/or learning disabilities, access to the adapted programs is limited and may not be appropriate for all offenders with responsivity needs. In an effort to increase the strategies available to respond to the responsivity needs of offenders, it is recommended that CSC:

Identifies how correctional program officers address the various responsivity needs of men and women offenders that may interfere with their ability to participate in programs.

By offering additional tools to staff that can be used with offenders with responsivity needs, the barriers presented by these needs may be reduced.

3.4 FIFE # 4 - EFFICIENCY OF CORRECTIONAL PROGRAMS

The fourth component of this evaluation focuses on the efficiency of correctional programs. It outlines the findings and recommendations pertaining to the expenditures required to deliver correctional programming, as well as staffing and training resources.

The evaluation questions related to efficiency included:

- Are CSC's correctional programs delivered in a cost-effective manner (i.e., cost per offender, cost-benefit analysis)?
- Given the number of offenders, is there sufficient staff¹⁰⁰ trained to deliver correctional programming?
- Is there sufficient, efficient and appropriate training for CPOs/ACPOs?

Literature on cost-effectiveness of correctional programming is presented below. The literature review is followed by a presentation of the findings, supporting evidence, and related recommendations.

3.4.1 LITERATURE REVIEW

Are CSC's correctional reintegration programs delivered in a cost-effective manner (i.e., cost per offender, cost-benefit analysis)?

Various methods have been used to assess whether the benefits associated with a given program outweigh the costs (i.e., cost-benefit analysis). Given the strong body of evidence supporting the effectiveness of correctional programming, it is not surprising that findings tend to indicate that programs are effective when considering both benefits and costs. However, there is substantial variation in the approaches used to perform a cost-benefit analysis.

Acknowledging these methodological differences is important when making comparisons across different programs, as the estimates of the cost-benefit ratio can vary substantially. One of the core methodological decisions involves how to define the monetary benefits associated with a program. For example, avoiding direct costs associated with readmission to correctional

¹⁰⁰ Includes CPOs, ACPOs, and Elders.

Evaluation of Correctional Reintegration Programs

facilities represents a narrow definition of the potential benefits associated with a program. A broad approach allows for the consideration of avoided costs associated with victims of crime, criminal justice expenditures, increased use of social services (e.g., healthcare, employment), and intangible costs, such as pain and suffering of crime victims. A brief summary of the literature on cost-benefit analyses for correctional program follows.

This body of literature has found that correctional programs are generally cost-effective relative to no treatment (Aos, Phipps, Barnoski, & Lieb, 1999; 2001). A recent review of cost-benefit analyses on correctional programs indicated that CBT programs were identified as providing some of the highest return on investment (Duwe, 2017). According to Aos and Drake's (2013) summary of correctional interventions in Washington State, that considered avoided costs for program participants, taxpayers, and crime victims, it was found that CBT treatment for moderate and high risk offenders had a cost-benefit ratio of \$1 to approximately \$25. These findings reinforced Welsh's (2004) earlier review of 14 studies that evaluated the impact of correctional treatment on reoffending in the community and subsequently performed a cost-benefit analysis. All of the studies with the exception of one yielded a favourable cost-benefit ratio, with ratios ranging from as low as nearly 1:1 to as high as 1:270. It is important to note that the studies with the highest cost-benefit ratio utilized a comprehensive measurement of crime-related benefits, including both criminal justice related expenses as well as crime victim expenses.

The previous evaluation of CSC's correctional programs (Nafekh et al., 2009) utilized a narrow definition of the monetary benefits associated with effective programming. Cost-effectiveness was assessed by considering institutional cost savings resulting from earlier discretionary release, as well as community cost savings resulting from reduced readmission rates. Overall, results indicated that the various correctional programs were cost-effective, meaning that the avoided incarceration costs (i.e., the benefits of programming) were greater than the cost of delivering programming. Specifically, each dollar spent on correctional programming resulted in cost savings of between 1 to 8 dollars, depending on the program (Nafekh et al., 2009).

The current evaluation also utilized a narrow definition of the monetary benefits associated with correctional programming, which involved examining the avoided costs of a revocation during the first release. This approach aligned with the RAND model of cost-benefit analysis (Davis et al., 2013) and the recent evaluation of CSC's education programs (Richer et al., 2015), while still allowing general comparisons to be made to the previous evaluation of correctional programs. Given that other potential cost savings associated with effective programming (e.g., reduced days incarcerated as the result of earlier discretionary release) are not captured in this model, the results can be considered a conservative estimate of the cost-effectiveness of delivering correctional programming.

3.4.2 ARE CSC'S CORRECTIONAL REINTEGRATION PROGRAMS DELIVERED IN COST-EFFECTIVE MANNER?

FINDING 25: COST-EFFECTIVENESS OF CORRECTIONAL PROGRAMS

Correctional programming for men (overall, across ICPM/AICPM) was found to be cost-effective according to an examination of the direct costs associated with program delivery and first-release outcomes for program participants and eligible non-participants. For every offender who received programming, there was an approximate savings of \$5,675 in avoided readmission costs, after considering the cost of programming, compared to eligible non-participants.

Cost-effectiveness could not be examined for women's correctional programming since all women are referred to the engagement program and the current evaluation required a comparison group with no exposure to correctional programming (i.e., a no cost comparison group). However, it was found that the cost per participant for women's correctional programming was lower than the cost per participant for men's correctional programming.

Evidence:

Inputs for Cost-Benefit Analysis

The inputs for the calculation of whether CSC's programs are cost effective are detailed below. As detailed in the limitations section, each input to the model is estimated using information derived for this evaluation. As a result, the findings obtained speak to the cost-effectiveness of

Evaluation of Correctional Reintegration Programs

correctional programs based on how the inputs in the model were defined, as discussed below. Given that the cost-effectiveness of correctional programming was assessed overall, the findings may not generalize to all correctional program streams and intensity levels.

Number of Program Participants/Completers. Data from CSC's ICRT were examined to determine the number of unique offenders who had either participated (i.e., enrolled but did not necessarily complete) or completed an ICPM/AICPM readiness program, a main program, or an institutional maintenance program during FY 2017-2018. Global counts across ICPM/AICPM components were derived to remain consistent with the financial data available for the cost-benefit analysis. Offenders who participated in correctional programs that were delivered in the community were not reflected in the count. The ICRT indicated that a total of 7,501 men offenders participated in at least one component of ICPM/AICPM (i.e., readiness, main, institutional maintenance), while 5,605 (75%) of these had completed at least one component of ICPM/AICPM. Similarly, a count of unique women offenders who participated in any WOCP/AWOCP component was performed. A total of 750 women participated in at least one WOCP/AWOCP component while incarcerated, while 630 (85%) of these had completed at least one component of WOCP/AWOCP.

Cost Per Participant. Financial data indicated that the total costs directly related to the delivery of ICPM/AICPM were \$41,090,998 in FY 2017-2018.¹⁰¹ The costs directly related to the delivery of WOCP/AWOCP during the same period were \$3,512,906. It was not possible to separate the financial data according to the costs associated with main programs compared to the other components of both the men's and women's correctional programming models (e.g., primer/engagement programs or maintenance/self-management). The number of unique offenders who completed at least one correctional programming component in FY 2017-2018 was considered for the overall number of completers. Similarly, each unique offender who had enrolled in any program element during FY 2017-2018 contributed to the count of the number

¹⁰¹Total cost includes costs associated with operating, salaries, and employee benefit plans across all institutions and national headquarters, but excludes program management costs and retroactive payments (pertaining to previous years) of salaries for newly signed collective agreements as well as any costs tied to community settings.

Evaluation of Correctional Reintegration Programs

of participants.¹⁰² Table 49 presents the cost per participant and completer for ICPM/AICPM and WOCP/AWOCP. The cost per participant for men’s correctional programs was approximately 14% higher than the cost per participant for women’s correctional programs. Additionally, women’s correctional programs had a higher rate of completion than men’s correctional programs, which led to a greater discrepancy in the costs per completer (\$7,331 per ICPM/AICPM completer vs. \$5,576 per WOCP/AWOCP completer).

Table 49. Cost of Correctional Programming for Men and Women – FY 2017/2018

	Cost ^a	N participants	N completers	Cost per participant	Cost per completer
ICPM/AICPM	\$41,090,998	7,501	5,605	\$5,478	\$7,331
WOCP/AWOCP	\$3,512,906	750	630	\$4,684	\$5,576

Note: Unique offenders who participated or completed in any component of institutional correctional programs (e.g., readiness, main, maintenance) are reflected in the respective counts. Cost per participant/completer was derived by dividing total cost by the number of participants/completers.

^a Total cost includes costs associated with operating, salaries, and the employee benefit plan across all institutions and national headquarters, but excludes program management costs and retroactive payments (pertaining to previous years) of salaries for newly signed collective agreements as well as any costs tied to community settings.

Cost of Re-incarceration. All re-admissions during a first term release from 2016-2017 and 2017-2018 were examined to determine the average duration of time incarcerated prior to release back into the community (i.e., on a 2nd term release or WED). A total of 3,496 offenders were readmitted to custody and subsequently released to the community after an average of 279 days. The COMO was used to estimate the cost associated with a readmission. The average COMO was calculated by considering the costs associated with minimum, medium, and maximum security institutions for men during FY 2016-2017.¹⁰³ A total of 13,570 individuals were represented across the three security levels, resulting in a total annual cost of

¹⁰² If an offender had completed multiple components of programming (e.g., a primer, a main program, and a maintenance program), they would only contribute once to the overall count. As a result, the cost per participant is likely an underestimate of the actual cost of programming for someone who engages in all programming elements.

¹⁰³ A total institutional average is calculated in the annual analysis on the average cost of maintaining a federal offender. This total institutional average includes costs associated with all men and women facilities, as well as Exchange of Service Agreements. For the purposes of this evaluation, it was necessary to isolate the institutional average for men. The average institutional cost per men offender was calculated by summing costs associated with Maximum, Medium, and Minimum facilities and dividing by the average population during 2016-17 $((453,627,409 + 875,030,265 + 199,863,575) / (2,869 + 8,306 + 2,395) = 1,528,521,249 / 13,570 = \$112,640)$.

incarceration equalling \$1,528,521,249. As a result, the average annual COMO per offender was calculated to be \$112,640. Given that the average length of readmission was 279 days, the annual COMO was adjusted to reflect the estimated average cost associated with a readmission following a first release revocation, which was calculated to be \$85,792 ($(\$112,640 * (279 \text{ days incarcerated}/365)) = \$85,792$).¹⁰⁴ This means that for every first-term release that ends with a revocation, there is an average of \$85,792 spent on maintaining the offender in custody.

Rates of Readmission. A logistic regression was conducted to calculate the odds of a revocation within 12 months of release for men program participants ($n = 1,045$) and eligible non-participants ($n = 206$). Results indicated that study group was significantly related to the odds of a revocation for any reason, while controlling for the effects of CRI level, Motivation at intake, Indigenous ancestry, age at release, and number of days from admission to release. Participating in a correctional program was related to a 50% reduction in the odds of experiencing a revocation, relative to eligible non-participants ($OR = 0.49, p < .001$). The expected probability of a revocation was calculated for program participants versus eligible non-participants, while accounting for the variables in the model (see Appendix I). The typical program participant¹⁰⁵ had a predicted probability of 20% for a revocation, compared to an eligible non-participant with the same characteristics, who had a 33% predicted probability of a revocation. These rates of revocation that are adjusted for risk relevant variables generally align with the descriptive rates not accounting for group differences, which indicated that 20% ($n = 224$) of all program participants had a revocation within 12 months of release, compared to 37% ($n = 78$) of eligible non-participants.¹⁰⁶

¹⁰⁴ It was explored whether the cost of a readmission differed if the security level of institutions that offenders returned to was considered in the calculation of COMO. There was an approximate difference in the estimate of the cost of readmission amounting to \$2,000 per offender. However, the security level of the admitting institution was not known for all offenders with a return to custody, so it was decided to utilize the average COMO, which does not consider the proportion of offenders returning to each security level.

¹⁰⁵ Defined as the average score for continuous variables and the most common category for categorical variables. The typical men offender was non-Indigenous, moderate risk on the CRI, scored as moderate motivation at intake, was 38 years old, and spent 625 days incarcerated between admission and release.

¹⁰⁶ Models examining program completers versus program participants produced a similar index of program effectiveness (15% absolute reduction in revocation rate versus 13%, respectively), which resulted in consistent results across models. See Appendix I for alternative models based on program completers.

Evaluation of Correctional Reintegration Programs

Cost-Effectiveness. The inputs for the cost-effectiveness calculation discussed above were compiled to determine the average cost savings associated with delivering correctional programming (see Table 50). A scenario of providing correctional programming to 100 offenders (i.e., program participants) compared to 100 eligible non-participants is outlined in Table 50 to enhance the interpretation of the cost-effectiveness. The results indicated that for every 100 offenders who receive correctional programming, total savings due to reductions in readmission rates amount to more than \$1.1 million. Correctional programs are considered cost effective, as after accounting for the cost of correctional programming, the net savings equals approximately \$567,496 per 100 offenders, or \$5,675 per offender. Note that variations on the inputs to the cost-effectiveness calculation were explored (e.g., cost per completer, descriptive versus adjusted readmission rates). The findings from these additional models supported the overall conclusion that ICPM programs are cost-effective (see Appendix I), with minor variations in the magnitude of savings (i.e., benefits) relative to costs.

Although at the individual level, the direct cost of delivering correctional programming is only slightly less than the anticipated direct savings (i.e., every \$1 spent on correctional programming yields \$1.04 in savings), it is important to acknowledge that this cost analysis does not account for other tangible costs of crime, such as police and court costs, and healthcare costs for victims. Previous studies have indicated that the tangible costs of crime are substantial. For example, in 2008, the Department of Justice Canada conducted a study that estimated that the tangible costs of crime in 2008 amounted to approximately \$31 billion (Zhang, 2008). When the annual cost of federal corrections is accounted for, each incident costs approximately \$11,805 on average.¹⁰⁷ Although the RAND model utilized in the current evaluation does not account for these additional costs, doing so would provide further support that CSC's correctional programs are cost-effective. Applying the same estimation procedure as the evaluation of CSC's education programs (Richer et al., 2015), correctional programs may play a role in reducing the tangible costs of crime by an additional \$153,465¹⁰⁸ for every 100

¹⁰⁷ $(\$31.4 \text{ billion in total tangible costs} - \$2.06 \text{ billion in federal correctional costs}) / 2,485,043 \text{ incidents in 2008} = \$11,805 \text{ per incident.}$

¹⁰⁸ $(100 \text{ eligible non-participants} * 33\% \text{ revocation rate} * \$11,805) - (100 \text{ program participants} * 20\% \text{ revocation rate} * 11,805) = \$153,465.$

participants. Additionally, program effectiveness was assessed in the current evaluation by examining rates of revocation during the first release. This does not consider that the benefits of correctional programming could continue to persist as time goes on, further widening the gap in benefits between program participants compared to non-participants. Taken together, the results of the cost analysis, coupled with the estimates of additional averted tangible cost of crime, suggest that delivering correctional programs is cost-effective.

Table 50. Inputs for the Cost Analysis of Men’s Correctional Programming

Inputs for Cost-Analysis				
Study Group	Revocation (%) ^a	Cost of Readmission	Cost of Programming	
Participants	20	\$85,792	\$5,478	
Eligible non-participants	33	\$85,792	\$0	
Cost-Analysis for 100 program participants and 100 eligible non-participants				
Study Group	Revocation (%)	Cost of Readmission	Cost of Programming	Total Cost
Participants	20	\$1,715,840	\$547,800	\$2,263,640
Eligible non-participants	33	\$2,831,136	-	\$2,831,136
Return on Investment				
Total savings per 100 offenders = \$567,496				
Every \$1 spent on programming yields \$1.04 in savings ^b				

^a Rate of revocation is derived from the logistic regression model presented in Table I.2 and calculated with formula 1 presented in Appendix I. The rate of revocation represents the expected probability of a return for an offender with average values on the covariates. Programming refers to correctional programming.

^b Difference in total cost between program participants and eligible non-participants divided by cost of programming.

3.4.3 GIVEN THE NUMBER OF OFFENDERS, ARE THERE SUFFICIENT STAFF TRAINED TO DELIVER CORRECTIONAL PROGRAMMING?

FINDING 26: NUMBER OF CORRECTIONAL PROGRAM STAFF

While many staff who were interviewed indicated that there was a sufficient number of trained CPOs given the number of offenders requiring programs, only about a third of staff agreed that the number of ACPOs was sufficient. A comparison of the number of funded positions to active employees identified a vacancy rate for ACPO positions of 11%, suggesting there may be an opportunity to increase the workforce.

Evidence:

Number of CPOs/ACPOs

The number of funded CPO/ACPO positions was extracted from the HRMS Data Warehouse to provide an index of the vacancy rate (i.e., number of active¹⁰⁹ CPOs/ACPOs divided by number of funded positions). As shown in Table 51, there was little variation from one year to the next in the number of funded CPO/ACPO positions across the regions. The distribution of positions across regions also closely aligned with the distribution of the offender population. For example, the number of funded positions is highest in the Prairie region, where the largest portion of the custodial population is located (28%, CRS-M, FY 2018/2019).

Table 51. Count of Funded CPOs and ACPOs Positions by Region

	<u>FY 2017/2018</u>			<u>FY 2018/2019</u>		
	CPO	ACPO	Total	CPO	ACPO	Total
Atlantic	80	1	81	79	5	84
Quebec	126	9	135	126	8	134
Ontario	137	16	153	137	17	154
Prairie	165	48	213	162	53	215
Pacific	110	17	127	104	18	122
Total	618	91	709	608	101	709

Note: funded positions include positions in either the institution or the community.

Table 52 presents a snapshot of the number of active CPOs and ACPOs working in the community and the institution at the end of FY 2017-2018 and 2018-2019. Employees working in either the community or the institution who are substantively a CPO or ACPO or who are acting in a CPO or ACPO position are reflected in the active count. It is important to note that 96% ($n = 591$) of active CPOs/ACPOs were considered trained¹¹⁰ at the end of FY 2017-2018. This increased to 97% ($n = 588$) of active CPOs/ACPOs at the end of FY 2018-2019.

There was a slight decrease in the total number of CPOs from the end of FY 2017/2018 to the end of FY 2018/2019, while the number of ACPOs increased slightly. Given that the proportion

¹⁰⁹ Active employees were defined as those who are currently a substantive CPO/ACPO working in their substantive position as well as those acting in a CPO/ACPO position.

¹¹⁰ The data indicate that an employee is trained when they have completed the training that was identified as a requirement for them.

Evaluation of Correctional Reintegration Programs

of Indigenous offenders in custody increased slightly from FY 2017/2018 to FY 2018/2019, the increase in ACPOs is encouraging. However, in comparing the total number of active CPO/ACPOs to the number of funded positions, it appears that fully staffing the positions may be challenging. For example, according to the HRMS data, a total of 709 CPO/ACPO positions were funded in FY 2018/2019, although there were only 606 active employees. This amounts to a vacancy rate of 15%. When combined across CPO and ACPO positions, the Atlantic Region and Prairie Region had the highest vacancy rates at Fiscal Year End (FYE) in 2018/2019 (26% and 24%, respectively). The vacancy rate in the Prairie Region is particularly concerning given that the largest proportion of the custodial population is supervised there, and this is the region with the highest proportion of Indigenous offenders (53% of the custodial population in Prairie Region in FY 2018/2019).

Table 52. Count of Active Institutional and Community CPOs and ACPOs by Region

	FYE 2017/2018					FYE 2018/2019				
	Institution		Community		Total	Institution		Community		Total
	CPO	ACPO	CPO	ACPO		CPO	ACPO	CPO	ACPO	
Atlantic	53	1	15	0	69	43	3	15	1	62
Quebec	91	8	31	0	130	89	9	29	0	127
Ontario	90	17	24	2	133	102	16	26	3	147
Prairie	103	41	35	0	179	90	41	33	0	164
Pacific	64	16	24	0	104	65	17	24	0	106
Total	401	83	129	2	615	389	86	127	4	606

Note: Active employees were defined as those who are currently a substantive CPO/ACPO working in their substantive position as well as those acting in a CPO/ACPO position.

Table 53. Count of Active Institutional CPOs and ACPOs by Region

	FYE 2017/2018					FYE 2018/2019				
	CPO	ACPO	Total	Offender Population	Staff to Offender Ratio	CPO	ACPO	Total	Offender Population	Staff to Offender Ratio
Atlantic	53	1	54	1,312	1:24	43	3	46	1,306	1:28
Quebec	91	8	99	3,055	1:31	89	9	98	2,914	1:30
Ontario	90	17	107	3,586	1:34	102	16	118	3,780	1:32
Prairie	103	41	144	3,977	1:28	90	41	131	4,010	1:31
Pacific	64	16	80	2,162	1:27	65	17	82	2,139	1:26
Total	401	83	484	14,092	1:29	389	86	475	14,149	1:30

Evaluation of Correctional Reintegration Programs

Note: The number of offenders was extracted from CRS-M. For FY 2017/2018, the date of the snapshot was April 8, 2018, and April 7, 2019 for FY 2018/2019. Active employees were defined as those who are currently a substantive CPO/ACPO working in their substantive position as well as those acting in a CPO/ACPO position.

A ratio of the number of offenders per institutional CPO/ACPO was calculated by considering the custodial population in each of the regions and overall during the same timeframe (see Table 53). Since this includes all offenders in custody, it represents an overestimate of the ratio of offenders to each institutional CPO/ACPO, as not all offenders will require correctional programming, and hence the resources from institutional CPO/ACPOs. Although this serves as a limitation, it provides an opportunity to establish a baseline of staff resources that can be refined as specific data become available (e.g., ACPO/CPO allocation to men's and women's programming).

Overall, for every institutional CPO/ACPO there are approximately 29 offenders. This ratio slightly increased from FYE 2017/2018 to FYE 2018/2019, where there were approximately 30 offenders for every institutional CPO/ACPO. The Pacific region had the fewest offenders associated with each institutional CPO/ACPO, while the Ontario region consistently had the highest ratio. Interestingly, the Ontario region had the lowest discrepancy between the number of funded and actual positions, indicating that the higher ratio of CPO/ACPO to offenders is likely due to having fewer positions available than what the size of the offender population dictates.

Perceptions Regarding the Number of Trained CPOs and ACPOs Relative to the Number of Offenders

While 70% of staff ($n = 133$ of 191) indicated that there was a sufficient number of trained CPOs given the number of offenders requiring programs, about a third of staff (30%, $n = 55$ of 183) agreed that the number of ACPOs was sufficient.

Perceptions Regarding CPO/ACPO Turnover

Offenders were asked whether they had experienced turnover of the CPOs or ACPOs within any of the programs in which they participated. Eighteen percent of men offenders ($n = 28$ of 154) and 34% of women offenders ($n = 18$ of 53) indicated that they had experienced staff

Evaluation of Correctional Reintegration Programs

turnover.¹¹¹ Many offenders who experienced CPO or ACPO turnover reported that turnover occurred once (men: 56%, $n = 15$ of 27; women: 67%, $n = 12$ of 18). A few offenders who experienced CPO or ACPO turnover reported that turnover occurred five or more times (men: 22%, $n = 6$; women: 11%, $n = 2$), twice (men: 11%, $n = 3$; women: 11%, $n = 2$), three times (men: 11%, $n = 3$; women: 6%, $n = 1$), or four times (women: 6%, $n = 1$). Many of these offenders rated the staff turnover as having had a negative impact on their experience with programs (men: 61%, $n = 17$ of 28; women: 61%, $n = 11$ of 18). Others stated that it had no impact (men: 25%, $n = 7$; women: 22%, $n = 4$), or a positive impact (men: 14%, $n = 4$; women: 22%, $n = 4$).

Many of the offenders who experienced CPO or ACPO turnover (men: 75%, $n = 21$ of 28; women: 71%, $n = 12$ of 17) qualitatively described a negative impact. These effects included difficulty building trust and a relationship with the new facilitator (men: 39%, $n = 11$; women: 41%, $n = 7$) and that it was challenging to adapt to the new teaching style and to maintain the consistency between facilitators (men: 32%, $n = 9$; women: 24%, $n = 4$). A small number of inmates (men: 21%, $n = 6$; women: 18%, $n = 3$) indicated that the staff turnovers had no impact, whereas a few (men: 11%, $n = 3$; women: 18%, $n = 3$) described a positive impact because they preferred the new facilitator.

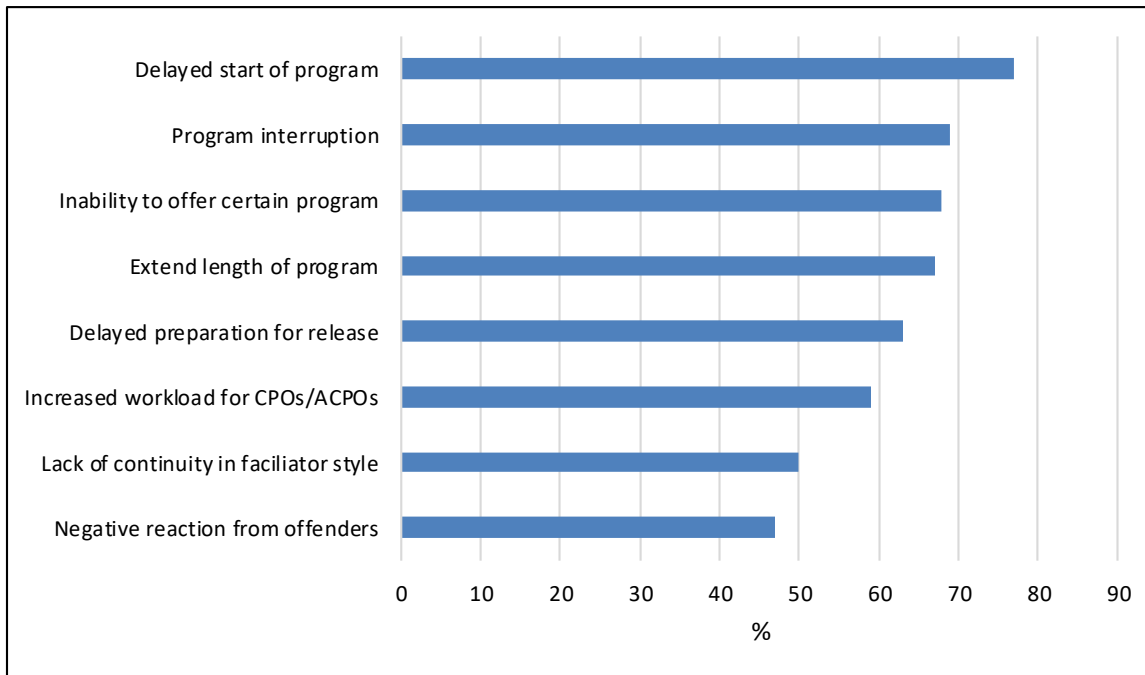
About a third of staff (34%, $n = 86$ of 257) reported that CPO and ACPO staff turnover led to challenges in the delivery of correctional programs from a large to very large extent. Other staff reported that CPO and ACPO turnover led to challenges with program delivery to a moderate extent (35%, $n = 90$), a small extent (21%, $n = 53$), or not at all (11%, $n = 28$). Staff were asked to indicate whether they experienced the specific challenges described in Figure 26 due to CPO and ACPO turnover. While offenders focused on the impact on the relationship and teaching style when describing the impact of CPO and ACPO turnover, many staff noted the effect on the timing of program delivery. The challenges related to CPO and ACPO turnover reported by staff included delayed start of the program (77%, $n = 135$ of 176), program interruption (69%, $n = 122$), inability to offer certain programs (68%, $n = 120$), and extending the overall length of the

¹¹¹ A definition of “staff turnover” was not provided to the respondents. As such, respondents answered this question using their own definition/opinion of what staff turnover reflects.

Evaluation of Correctional Reintegration Programs

program (67%, $n = 118$). Staff also agreed that they had observed the delay of an offender's preparation for release (63%, $n = 110$), increased workload for remaining CPOs/ACPOs (59%, $n = 103$), a lack of continuity in facilitator style (50%, $n = 88$), and negative reactions from offenders (47%, $n = 82$) because of CPO or ACPO turnover.

Figure 26. Staff Perceptions of Challenges Related to CPO and ACPO Turnover



Twenty-one staff identified 'other' challenges stemming from facilitator turnover. Some staff (43%, $n = 9$ of 21) reported that the staffing for the delivery of correctional programs was a challenge in general (e.g., hard to recruit facilitators, particularly ACPOs). Some staff (33%, $n = 7$) described the negative impact of turnover on other staff members, such as increased workload and stress. Other effects included delays and disruptions in program delivery (24%, $n = 5$) and negative impacts on participants (19%, $n = 4$).

FINDING 27: ELDER INVOLVEMENT AND AVAILABILITY

Reliable quantitative data was not available for Elder involvement in the delivery of correctional programming, underscoring the need to enhance information gathering on this issue.

Staff and offenders tended to agree that the number of program sessions that require an Elder was appropriate. However, staff did highlight challenges with Elder availability, resulting from a shortage of Elders or Elders having limited time for a given program, due to competing requests for involvement.

Evidence:

Perceptions Regarding Challenges of Elder Availability for Elder Assisted Sessions

Number of Sessions Requiring Elder Presence. Staff and offenders were asked to identify whether the number of sessions requiring Elder presence was appropriate. About half of the staff who had taught an Aboriginal correctional program or were involved in the management of these programs¹¹² reported that the number of sessions in AICPM and AWOCPP requiring Elder presence were appropriate (AICPM: 46%, *n* = 29 of 63; AWOCPP: 52%, *n* = 12 of 23). Approximately two-thirds of offenders who participated in an Aboriginal correctional program (AICPM: 64%, *n* = 27 of 42; AWOCPP: 67%, *n* = 14 of 21) agreed. About a third of staff (AICPM: 35%, *n* = 22; AWOCPP: 30%, *n* = 7) and one AWOCPP offender indicated that there were too many sessions requiring an Elder. While approximately a third of offenders indicated that the number of sessions with Elder presence was insufficient (AICPM: 36%, *n* = 15; AWOCPP: 29%, *n* = 6), about one-fifth of staff agreed (AICPM: 19%, *n* = 12; AWOCPP: 17%, *n* = 4).

Many of the AICPM participants (67%, *n* = 10 of 15) who indicated that Elder presence was insufficient described that they wanted the Elder to attend more sessions and be more involved, and some AWOCPP participants provided similar feedback (33%, *n* = 2 of 6). A few participants from AICPM (20%, *n* = 3) and some participants from AWOCPP (33%, *n* = 2) described the negative impacts of the Elder's absence (e.g., classes cancelled, fewer

¹¹² Those involved in management of Aboriginal programs included Program Manager; Assistant Warden of Interventions; Regional Administrator, Assessment and Interventions; and Regional Administrator, Aboriginal Initiatives.

ceremonies, missing the Elder's input). One AWOCOP offender reported that the Elder was disrespectful, and as a result, indicated that the Elder was present too frequently.

Elder Availability. Most of the staff (86%, $n = 68$ of 79) who had taught an Aboriginal correctional program or were involved in the management of these programs had observed challenges with Elder availability for Elder-assisted sessions. Staff ($n = 65$) described the factors that led to challenges with Elder availability for Elder-assisted sessions. Many reported that there are difficulties with the recruitment of Elders and there is a shortage of them to meet the programming needs (69%, $n = 45$). Other demands, whether in the institution or in the community, are placed on Elders and they participate in many programs; consequently, they have limited time for a given program (45%, $n = 29$). Additionally, the amount of time that Elders are required to participate in AICPM and AWOCOP was described by a few staff (17%, $n = 11$) as high. Staff (25%, $n = 16$) reported that personal factors, such as burnout, health issues, and absences, affect the availability of Elders.

About half of offenders who attended an Aboriginal correctional program (AICPM: 38%, $n = 15$ of 39; AWOCOP: 65%, $n = 13$ of 20) reported that an Elder had missed a session of the program that they were scheduled to attend. Over half of offenders who had an Elder miss a session (AICPM: 53%, $n = 8$ of 15; AWOCOP: 62%, $n = 8$ of 13) reported that it impacted their experience of the program. The offenders who agreed that an Elder missing a session had had an impact on their experience of the program were asked to describe this impact:

- Most of these offenders (AICPM: 75%, $n = 6$ of 8; AWOCOP: 75%, $n = 6$ of 8) reported that the absence of the Elder had a negative impact on the delivery of the program (AICPM: 38%, $n = 3$; AWOCOP: 38%, $n = 3$), as the session was cancelled, the classroom environment felt less comfortable, or the session was not done properly.
- The Elder's absence also negatively affected the offenders' understanding of the material (AICPM: 50%, $n = 4$; AWOCOP: 13%, $n = 1$).
- However, some participants said the absence of the Elder did not have a significant impact or the offenders were understanding of the reason for their absence (AICPM: 25%, $n = 2$; AWOCOP: 25%, $n = 2$).

Only 15% (AICPM: $n = 3$ of 41; AWOCB: 29%, $n = 6$ of 21) of offenders in an Aboriginal correctional program had experienced turnover in the Elders within the AICPM or AWOCB programs that they had attended. Of the offenders who experienced turnover in the Elder delivering the program, 2 of 3 AICPM participants experienced Elder turnover twice, with the other participant having Elder turnover 4 times. Two-thirds (67%, $n = 4$ of 6) of AWOCB participants had an instance of Elder turnover, and the remaining 2 participants (33%) had Elder turnover 3 times. Many of AWOCB participants (67%, $n = 4$ of 6) and some AICPM participants (33%, $n = 1$) noted no impact of the Elder turnovers on their experience with the program, a third (AICPM: 33%, $n = 1$; AWOCB: 33%, $n = 2$) observed a negative impact, and one (11%) AICPM participant reported the impact to be positive.

3.4.4 IS THERE SUFFICIENT, EFFICIENT AND APPROPRIATE TRAINING FOR CPOs/ACPOs?

FINDING 28: PERCEIVED TIMELINESS AND EFFECTIVENESS OF TRAINING PROTOCOL

Many staff who received correctional program facilitator training agreed that it was provided in a timely manner. However, only about half of program managers and program facilitators strongly agreed or agreed that the content of the ICPM/WOCP training provided CPOs and ACPOs with the knowledge required to deliver programs.

Further, only a quarter of staff who had received training and delivered a program, or worked as a program manager, described the quality review process as effective/very effective in ensuring that programs are delivered appropriately.

Evidence:

The CD 726-1 outlines the responsibilities and procedures for the training of CPOs and ACPOs.

Initial Training. CPOs and ACPOs complete an initial 10-day training in the ICPM stream that they will deliver. It prepares them to deliver all intensity levels within that correctional program stream. Additional training days may be added for specific correctional programs, such as those for Aboriginal offenders, SOs, and the adapted programs (CSC, 2018b). For women's

Evaluation of Correctional Reintegration Programs

correctional programming, CPOs and ACPOs complete a 10-day training for either WOCP or AWOC. CPOs and ACPOs receive additional training for the Women's Modular Intervention and the WSOP. Following training, the National Correctional Program Trainer or the Regional Program Manager who delivered the training evaluates each CPO and ACPO.

Quality Review. After the initial training, the National Correctional Program Trainer or Regional Program Manager conducts a quality review of the first correctional program delivered by the CPO or ACPO, with the exception of a primer/engagement program. The process includes a review of at least 4 sessions and a sample of final correctional program reports. The quality review occurs through direct observation and/or video recordings (CSC, 2018b). The result of the quality review can include certification with no conditions, certification with conditions, or the employee is not recommended for certification. If the CPO or ACPO is not recommended for certification, areas for improvement are identified and an additional quality review occurs. If the CPO or ACPO is considered unsuitable to deliver a particular stream, the individual will not be permitted to deliver that stream (CSC, 2018b). Follow-up quality reviews occur 3 and 6 years after the initial certification in that program stream. If required, additional quality reviews may be conducted (CSC, 2018b).

Refresher Training. A refresher training is provided if the quality review identifies a need, the CPO or ACPO has not delivered a program in the correctional program stream within 6 months of training, the employee has been inactive in delivery in the correctional program stream for more than 24 months, or significant changes were made to the correctional program stream. Refresher training normally occurs across three working days, and focuses on the areas needed or on elements of the correctional program that have changed since the initial training (CSC, 2018b).

Frequency and Availability of CPO/ACPO Training Programs

Training sessions for men's correctional programs (ICPM/AICPM) are scheduled and organized at the regional level, whereas the women's correctional programs (WOCP/AWOC) and IICP

Evaluation of Correctional Reintegration Programs

training sessions are scheduled and organized by staff from National Headquarters. Training is delivered when there is a need identified at a regional level.

Table 54 presents the number of initial ICPM/AICPM and WOCP/AWOCP training sessions that were offered to CPOs and ACPOs from 2015-2016 to 2017-2018. A variety of programs were delivered, with 34 sessions completed by 332 employees in 2015-2016, 37 sessions completed by 362 employees in 2016-2017, and 47 sessions offered to 439 employees in 2017-2018. The trainings that are offered each year vary depending on the demand for training in the particular program. Overall, the initial training for the ICPM-MT was offered most frequently and to the highest number of employees. This is anticipated, as this training is required for all CPOs and ACPOs who deliver ICPM and AICPM. The ICPM SO initial training was the second most frequently offered, followed by AICPM. The IICP training was first offered in 2017-2018, the FY in which this stream was initially delivered.

With respect to training for the women's correctional program model, an AWOCP initial training has been delivered annually for the past three years, along with a WOCP initial training in the past two years. Initial training for the WSOP and the Women's Modular Intervention were last offered in 2015-2016.¹¹³

¹¹³ Notably, training could have been offered since 2015-2016, but was not captured during the evaluation period.

Evaluation of Correctional Reintegration Programs

Table 54. ICPM/AICPM and WOCP/AWOCP Training Programs Delivered to CPOs and ACPOs

Initial Training Course	2015-2016		2016-2017		2017-2018	
	Number of Trainings Offered	Number of Attendees who Completed	Number of Trainings Offered	Number of Attendees who Completed	Number of Trainings Offered	Number of Attendees who Completed
ICPM						
MT	17	166	18 (+ 1 cancelled)	189	20 (+ 1 cancelled)	187
AICPM	5 (+ 2 cancelled)	55	7 (+ 1 cancelled)	69	10	89
SO	6 (+ 1 cancelled)	63	10	89	12	110
Adapted	2	22	0 (+ 1 cancelled)	-	1 (+ 1 cancelled)	9
IICP	-	-	-	-	1	14
IICP-SO	-	-	-	-	1	13
WOCP						
WOCP	-	-	1	12	1	4
AWOCP	1	6	1	3	1	13
WSOP	1	13	-	-	-	-
Women's Modular Intervention	2	7	-	-	-	-
Total	34 (+3 cancelled)	332	37 (+3 cancelled)	362	47 (+2 cancelled)	439

Note. The count of attendees who completed training may not reflect unique individuals as an employee may complete multiple trainings within a year. Elders may have attended certain training sessions, but are not reflected in the table above as they are not captured in HRMS.

Table 55 presents a regional breakdown of the ICPM and WOCP training programs delivered in 2017-2018. In 2017-2018, Prairie region offered the highest number of training sessions. The high number of training sessions in the Prairie region was consistent with the fact that the Prairie region fully implemented ICPM in June 2017, so the training sessions were offered in preparation. Ontario and Quebec offered the second highest number of training sessions, followed by Pacific and Atlantic regions.

Evaluation of Correctional Reintegration Programs

Table 55. Initial ICPM/AICPM and WOCP/AWOCP Training Programs Delivered to CPOs and ACPOs in 2017-2018 by Region

Initial Training Course	NHQ	Atlantic	Quebec	Ontario	Prairie	Pacific
ICPM						
MT	-	2	3 (+ 1 cancelled)	4	9	2
AICPM	-	1	1	2	5	1
SO	-	1	3	2	3	3
Adapted	-	-	(1 cancelled)	-	1	-
IICP	1	-	-	-	-	-
IICP-SO	1	-	-	-	-	-
WOCP						
WOCP	-	-	1	-	-	-
AWOCP	-	-	-	-	1	-
WSOP	-	-	-	-	-	-
Women's Modular Intervention	-	-	-	-	-	-
Total	2	4	8 (+2 cancelled)	8	19	6

Staff Perceptions Regarding Effectiveness and Efficiency of CPO/ACPO Training

Frequency and Length of Training. Staff who had, or who intended to, participate in ICPM/AICPM or WOCP/AWOCP training most commonly received this training within a month of waiting (39%, *n* = 74 of 189), followed by 1 to 3 months (22%, *n* = 42), 6 months or more (19%, *n* = 35), and 3 to 6 months (14%, *n* = 26). Six percent (*n* = 12) had not yet received training. Most of the staff who had received correctional program facilitator training agreed that it was received in a timely manner (90%, *n* = 137 of 152). However, many of the staff members (65%, *n* = 209 of 321) indicated that they did not know whether the initial correctional program training was offered frequently enough. Of those who provided a response, 61% (66 of 108) reported that the training was offered sufficiently frequently. When asked how frequently the correctional program training should be offered, a third of staff (34%, *n* = 100 of 294) endorsed 3 times a year, another third (31%, *n* = 92) selected twice a year, and a few (15%, *n* = 45) thought once a year. Nineteen percent endorsed an 'other' response.

Evaluation of Correctional Reintegration Programs

About half of regional program managers and staff who had received ICPM/AICPM or WOCP/AWOCP correctional program training (54%, $n = 86$ of 160) reported that the length of the training was just right. Another forty percent indicated that training was too short (40%, $n = 64$) and a few believed that it was too long (6%, $n = 10$).

Content of Training. About half of Regional Program Managers and staff who had received training and delivered a program (46%, $n = 66$ of 142) agreed or strongly agreed that the content of the men's and women's correctional program model training provided CPOs and ACPOs with the knowledge required to deliver correctional programs. A quarter (25%, $n = 35$) neither agreed nor disagreed, or disagreed (23%, $n = 32$), and a few strongly disagreed (6%, $n = 9$). In contrast, a third of these staff (37%, $n = 53$ of 142) agreed/strongly agreed that the training taught CPOs/ACPOs the skills required to deliver the programs, whereas close to 30% neither agreed nor disagreed (28%, $n = 40$), or disagreed (30%, $n = 42$). A few strongly disagreed (5%, $n = 7$).

Of the staff ($n = 123$) who provided a suggestion regarding the training:

- Many (67%, $n = 83$) recommended changes to the training content, such as additional facilitation and practical training (33%, $n = 14$) and more information on report writing (20%, $n = 25$). Others observed that there was too much information given the length of the training (10%, $n = 12$).
- Some (37%, $n = 46$) were interested in post-training support or additional training, which could take the form of refresher training or professional development days (22%, $n = 27$), or support from other CPOs (13%, $n = 16$; e.g., mentorship, a buddy system, co-facilitation with experienced facilitators, discussions).
- A few (24%, $n = 30$) suggested changes to the length of training, with 26 of those staff (21%) indicating that additional training was required.

Quality Review Process. A quarter of staff who had received training and delivered a program, or worked as a Program Manager or Regional Program Manager (24%, $n = 35$ of 147), described the quality review process as effective/very effective in ensuring that programs are

Evaluation of Correctional Reintegration Programs

delivered appropriately. A quarter endorsed the quality review as somewhat effective (26%, $n = 38$), a quarter as minimally effective (25%, $n = 37$), and another quarter as not at all effective (25%, $n = 37$).

Staff suggested improvements to the quality review process:

- About half of staff (55%, $n = 67$ of 121) recommended increasing the timeliness of the review process and wanted to receive feedback on the videotaped sessions from Regional Program Managers more quickly. In order to improve the timeliness, a few staff (10%, $n = 12$) suggested hiring more Regional Program Managers or others who could complete the assessment.
- About half of staff (51%, $n = 62$) suggested adapting the method or process of assessment, for example, by evaluating program delivery during classroom visits, rather than videotaping (30%, $n = 36$). Others wanted to eliminate the quality review process and certification (12%, $n = 15$), have less frequent or no videotape assessments (7%, $n = 9$), or mentioned offender and staff discomfort with videotaping (7%, $n = 9$).
- A few staff (22%, $n = 27$) suggested implementing additional measures (e.g., mentoring). These could include acting on the results of the review and providing resources such as support or training plans for those whose assessments identify concerns, or making personnel changes (7%, $n = 8$).
- A few staff (19%, $n = 23$) wanted reductions in the inconsistencies in the review process (e.g., across assessors), and a small number (10%, $n = 12$) commented that the videotaped sessions may not reflect how the program is typically delivered.

3.4.5 RECOMMENDATIONS: PROGRAM EFFICIENCY

RECOMMENDATION 10: FINANCIAL DATA FOR CORRECTIONAL PROGRAMS

Although men's correctional programming was considered to be cost-effective, the cost-analysis lacked precision due to the unavailability of financial data associated with each program stream, which depends on user inputs at the regional level. Cost-effectiveness could not be examined for women's correctional programming since all women are referred to the engagement program and the current evaluation required a comparison group with no exposure to correctional programming (i.e., a no cost comparison group). Lastly, the cost center reserved for Elder services appeared to be inconsistently used, underscoring issues with recording practices for expenditures related to Elder involvement in correctional programs.

It is recommended that RPD reviews the regional recording practices of financial resources associated with delivering correctional programs. The results of the review should inform new strategies, if required, to ensure accurate and consistent recording of resource allocations.

Enhancing the precision of the financial data will allow for a more rigorous examination of the costs associated with delivering each stream and module corresponding to ICPM and WOCP.

RECOMMENDATION 11: REVIEW OF TRAINING PROTOCOL

Findings suggested that staff agreed that correctional program facilitator training was provided in a timely manner. This finding was reinforced by the number of training sessions offered for each stream across the region, which appeared to sufficiently address the need for training in each of the program streams. However, approximately a third of staff who received training, and were interviewed for the current evaluation, did not believe that the content of the training provided them with the knowledge and skills required to deliver programs.

Additionally, concerns were raised with the overall usefulness of the quality review process.

It is recommended that RPD examines the content and format of the training protocol to identify whether there are opportunities to enhance:

- 1) The knowledge and skills of CPOs/ACPOs to assist in effectively delivering correctional programming, possibly through providing additional facilitation and practical training.**
- 2) The usefulness of the quality review process, possibly by increasing the timeliness of the review or adapting the method of assessment.**

Ensuring that the training protocol provides CPOs/ACPOs with the knowledge and skills required to effectively deliver correctional programs will contribute to maintaining program fidelity, which is critical for continuing to obtain positive program outcomes.

4.0 CONCLUSION

The evaluation found that correctional reintegration programs at CSC are relevant and respond to the needs of federal offenders. Positive impacts associated with completion of correctional programs were noted in a variety of areas. Findings suggested that program intensity and streams appropriately matched an offender's program need and that programming tended to be offered in a timely manner. For men offenders, completion of programs was associated with increased rates of discretionary release and decreased rates of any revocation. Findings tended to suggest that women program completers were granted discretionary release more often, but did not have lower rates of revocation, relative to eligible non-participants. Lastly, correctional programs were delivered in a cost-effective manner for men. The cost-effectiveness of women's programs was unable to be assessed. Several key areas were identified to improve the delivery and effectiveness of correctional programs, such as:

- Adopting a standardized definition of timely access to programs;
- Increasing the relevance of the content and delivery of the Indigenous programming streams;
- Conducting additional research to understand the effect of correctional programs on community outcomes;
- Reviewing the impact of the newly implemented program referral criteria on the number of overrides, particularly for women;
- Improving the availability and quality of data related to correctional programs, such as program expenditures; and,
- Reviewing the training protocol for CPOs.

This evaluation will assist CSC in enhancing the delivery and effectiveness of correctional programs to all offenders with a programming need. Moreover, the findings serve as a foundation for the evidence supporting the ICPM/WOCP models of programming, which will assist with continuing to monitor the results moving forward.

APPENDIX A – CORRECTIONAL PROGRAM REFERRAL PROCESS

GL726-2 National Correctional Program Referral Guidelines (2018)

The following information is pulled directly from GL 726-2 and outlines the principles of the correctional program referral process.

Principles

1. Correctional program effectiveness requires matching the intensity of the correctional program(s) to an offender's level of risk.
2. Program intensity is generally determined by the results of the CRI.¹¹⁴ For men's SO programs, the Static-99R and the Stable-2007, in combination with the CRI, generally serve as the determinants of program intensity for male SOs.
3. In the case of male offenders who meet the sexual offence criteria pursuant to CD 705-5 – Supplementary Assessments, a SO assessment will be conducted prior to an offender starting a main correctional program. This assessment will be conducted by the Correctional Program Officer/Assessor and will consist of administering the Static-99R and Stable-2007 pursuant to GL 726-3 - National Correctional Program Management Guidelines. In the case of women offenders who meet the sexual offence definition pursuant to CD 705-5 - Supplementary Assessments, a psychological risk assessment with the focus on sexual offending must be made available prior to the woman's SO program start date.
4. When determining an Aboriginal offender's correctional program needs, the offender's Aboriginal social history must be considered and documented in the decision-making process. For offenders who have expressed an interest in following a healing path, an Elder Review will be completed pursuant to CD 705-5 – Supplementary Assessments.
5. When determining appropriate referrals for Aboriginal offenders who wish to participate in Aboriginal correctional programming, referrals to national Aboriginal correctional programs should take precedence over referrals to the non-Aboriginal correctional program equivalent.
6. Referrals to national correctional programs should be the preferred intervention where appropriate and available. Referrals to non-standardized local or regional programs should only be used as a substitute for a national correctional program where no reasonable alternative exists. Offenders may only be assigned to one correctional program, including maintenance/self-management programs, at any given time.
7. Correctional planning requires that referrals to correctional programs:

¹¹⁴ In the previous version of GL 726-2, program intensity was determined based on the results of the SIR for non-Indigenous men, and the CRS for women and Indigenous men.

Evaluation of Correctional Reintegration Programs

- a. Prepare offenders for timely and safe reintegration;
- b. Ensure that the intensity and type of correctional program(s) selected is based on risk and needs;
- c. Give priority to offenders serving sentences of four years or less for correctional programs during intake;
- d. Include appropriate culturally-based correctional programs for Aboriginal offenders who wish to participate in Aboriginal correctional programs;
- e. Include gender-informed correctional programs designed for women offenders;
- f. Be achievable and available within the length of the sentence, and take parole eligibility dates into consideration;
- g. Provide a justifiable rationale for any override to a correctional program, and document this rationale in the OMS;
- h. Consider the offender's specific mental health care needs and/or physical disabilities.

APPENDIX B – OFFENDER POPULATION

CSC Offender Population (2017-2018 FYE Snapshot)

Table B.1. Number of Offenders Under CSC Supervision (2017-2018 FYE Snapshot)

Offender Group	In Custody <i>n</i>	Community <i>n</i>	Total <i>N</i>
Men	13,416	8,410	21,826
Indigenous	3,647	1,464	5,111
Non-Indigenous	9,769	6,946	16,715
Women	676	721	1,397
Indigenous	270	191	461
Non-Indigenous	406	530	936
Total	14,092	9,131	23,223

Note. Source: CSC, PMMR (2018, May 17).

APPENDIX C – CORRECTIONAL PROGRAMMING NEEDS

Programming Needs and Identification for ICPM Participation at Admission for Men

Table C.1. Number of Men Admitted to CSC Custody on a Warrant of Committal

FY2016-2017	FY2017-2018
<i>n</i>	<i>n</i>
2,972	2,903

Note. The data excludes admissions in the Prairie region, where ICPM had not been fully implemented. Source: CSC, PMMR (2018, July 4a).

Table C.2. Number of Programming Needs at Admission for Men Offenders by Need Area¹¹⁵

Programming Needs	FY2016-2017	FY2017-2018
	<i>n</i>	<i>n</i>
Family violence	482	367
General crime	1,023	770
General violence	924	693
Meets ICPM criteria only	97	81
Sex offender	390	256
Substance abuse	943	738
Total	3,859	2,905

Note. Data from the Prairie region are excluded, as ICPM had not been fully implemented. Source: CSC, PMMR (2018, July 4b).

Table C.3. Number of Men Offenders Identified for ICPM Participation at Admission by Stream¹¹⁶

Program Streams	FY2016-2017	FY2017-2018
	<i>n</i>	<i>n</i>
AICPM	348	419
AICPM-SO	115	130
ICPM-MT	1,187	1,089
ICPM-SO	346	288
Total	1,996	1,926

Note. Data from the Prairie region are excluded, as ICPM had not been fully implemented. Source: CSC, PMMR (2018, July 4b).

¹¹⁵ The unit of measurement is the number of program needs. The categories are not mutually exclusive, meaning one offender could have multiple program needs.

¹¹⁶ The unit of measure is the number of offenders with a target program identified. Unlike the program need data, these categories should be mutually exclusive as an offender should only be identified as requiring one target program to address their program need(s).

APPENDIX D – PROGRAM CATEGORIES

Table D.1. ICPM and WOCP Program Categories

Program	Primer/ Engagement	Motivation	Hybrid	Main	Main- Moderate	Main- High	Adapted	Maintenance	Sex Offender	Indigenous	Women
Primer Multi Target	✓										
Primer Sex Offender	✓								✓		
Primer Aboriginal	✓									✓	
Primer Aboriginal Sex Offender	✓								✓	✓	
Inuit Integrated Primer Program	✓									✓	
Women’s Engagement Program	✓										✓
Aboriginal Women’s Engagement Program	✓									✓	✓
Non Intake Primer Multi Target	✓										
Non Intake Primer Sex Offender	✓								✓		
Non Intake Primer Aboriginal	✓									✓	
Extended Primer Multi	✓										
Multi-Target Moderate Intensity Program				✓	✓						

Program	Primer/ Engagement	Motivation	Hybrid	Main	Main- Moderate	Main- High	Adapted	Maintenance	Sex Offender	Indigenous	Women
Multi-Target High Intensity Program				✓		✓					
Sex Offender Moderate Intensity Program				✓	✓				✓		
Sex Offender High Intensity Program				✓		✓			✓		
Aboriginal Multi-Target Moderate Intensity Program				✓	✓					✓	
Aboriginal Multi-Target High Intensity Program				✓		✓				✓	
Aboriginal Sex Offender Moderate Intensity Program				✓	✓				✓	✓	
Aboriginal Sex Offender High Intensity Program				✓		✓			✓	✓	
Inuit Integrated Moderate Intensity Program				✓	✓					✓	
Inuit Integrated High Intensity Program				✓		✓				✓	

Program	Primer/ Engagement	Motivation	Hybrid	Main	Main- Moderate	Main- High	Adapted	Maintenance	Sex Offender	Indigenous	Women
Inuit Integrated Moderate Intensity Sex Offender Program				✓	✓				✓	✓	
Inuit Integrated High Intensity Sex Offender Program				✓		✓			✓	✓	
Women Offender - Moderate Intensity Program				✓	✓						✓
Women Offender - High Intensity Program				✓		✓					✓
Women Sex Offender Program				✓					✓		✓
Aboriginal Women Offender - Moderate Intensity				✓	✓					✓	✓
Aboriginal Women Offender - High Intensity Program				✓		✓				✓	✓
ICPM Adapted Multi- Target Moderate				✓	✓		✓				
ICPM Sex Offender Adapted Program Moderate Intensity				✓	✓		✓		✓		

Program	Primer/ Engagement	Motivation	Hybrid	Main	Main- Moderate	Main- High	Adapted	Maintenance	Sex Offender	Indigenous	Women
Institutional Maintenance Program - Multi Target								✓			
Institutional Maintenance Program - Sex Offender								✓	✓		
Institutional Maintenance Program - Aboriginal								✓		✓	
Institutional Maintenance Program - Aboriginal Sex Offender								✓	✓	✓	
Women Offender - Self Management Program (Institution)								✓			✓
Aboriginal Women Offender - Self Management Program (Institution)								✓		✓	✓
Hybrid MT Primer/ Moderate Intensity Program			✓								
ICPM Hybrid Aboriginal MT Primer/ Moderate Intensity Program			✓							✓	

Program	Primer/ Engagement	Motivation	Hybrid	Main	Main- Moderate	Main- High	Adapted	Maintenance	Sex Offender	Indigenous	Women
Motivational Module – Support		✓									
Motivational Module - Dropout		✓									
Motivational Module - Refuser		✓									

APPENDIX E – DISCRETIONARY RELEASE

Table E.1. Relationship between Treatment Status and Discretionary Release – All Men Programs

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. all program completers ^a [n = 1,608])				
Eligible non-participants (n = 784)	-1.40	0.25**	0.20	0.31
No-intent-to-treat (n = 1,617)	0.62	1.86**	1.52	2.28
CRI level at intake (vs. CRI low level)				
Moderate	-0.44	0.64**	0.52	0.79
High	-1.25	0.29**	0.22	0.37
Motivation level at intake (vs. high motivation level)				
Moderate	-1.55	0.21**	0.16	0.29
Low	-2.95	0.05**	0.04	0.08
Age at release	0.002	1.00	1.00	1.01
Days between admission to release	-0.002	1.00**	1.00	1.00
Non-Indigenous	0.34	1.40*	1.11	1.76

Note. CI = confidence interval, OR = odds ratio.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate and AICPM-SO-Moderate

*p < .01; **p < .001

Table E.2. Relationship between Treatment Status and Discretionary Release – ICPM-MT-Moderate

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. ICPM-MT-Moderate program completers [n = 967])				
Eligible non-participants (n = 784)	-1.73	0.18**	0.14	0.23
No-intent-to-treat (n = 1,617)	0.27	1.30	1.02	1.67
CRI level at intake (vs. CRI low level)				
Moderate	-0.42	0.66**	0.52	0.83
High	-1.28	0.28**	0.20	0.39
Motivation level at intake (vs. high motivation level)				
Moderate	-1.79	0.17**	0.12	0.24
Low	-3.21	0.04**	0.03	0.06
Age at release	0.01	1.01	1.00	1.01
Days between admission to release	-0.002	1.00**	1.00	1.00
Non-Indigenous	0.41	1.51*	1.14	2.01

Note. CI = confidence interval, OR = odds ratio.

*p < .01; **p < .001

Table E.3. Relationship between Treatment Status and Discretionary Release – ICPM-MT-High

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. ICPM-MT-High program completers [n = 299])				
Eligible non-participants (n = 784)	-0.71	0.49**	0.35	0.68
No-intent-to-treat (n = 1,617)	1.22	3.39**	2.37	4.84
CRI level at intake (vs. CRI low level)				
Moderate	-0.48	0.62**	0.48	0.79
High	-1.37	0.25**	0.18	0.37
Motivation level at intake (vs. high motivation level)				
Moderate	-1.77	0.17**	0.11	0.26
Low	-3.29	0.04**	0.02	0.06
Age at release	0.004	1.00	1.00	1.01
Days between admission to release	-0.001	1.00**	1.00	1.00
Non-Indigenous	0.40	1.49	1.08	2.05

Note. CI = confidence interval, OR = odds ratio.

*p < .01; **p < .001

Table E.4. Relationship between Treatment Status and Discretionary Release – AICPM-Moderate

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. AICPM-Moderate program completers [n = 94])				
Eligible non-participants (n = 784)	-1.87	0.15**	0.09	0.27
No-intent-to-treat (n = 1,617)	-0.02	0.98	0.55	1.75
CRI level at intake (vs. CRI low level)				
Moderate	-0.46	0.63**	0.49	0.81
High	-1.69	0.19**	0.12	0.28
Motivation level at intake (vs. high motivation level)				
Moderate	-1.94	0.14**	0.09	0.23
Low	-3.53	0.03**	0.02	0.05
Age at release	0.003	1.00	1.00	1.01
Days between admission to release	-0.001	1.00**	1.00	1.00
Non-Indigenous	0.36	1.44	1.04	1.99

Note. CI = confidence interval, OR = odds ratio.

*p < .01; **p < .001

Table E.5. Relationship between Treatment Status and Discretionary Release – AICPM-SO-Moderate or ICPM-SO-Moderate

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. AICPM-SO or ICPM-SO program completers [<i>n</i> = 248])				
Eligible non-participants (<i>n</i> = 784)	-0.66	0.52**	0.36	0.75
No-intent-to-treat (<i>n</i> = 1,617)	1.13	3.10**	2.27	4.22
CRI level at intake (vs. CRI low level)				
Moderate	-0.52	0.59**	0.47	0.75
High	-1.85	0.16**	0.10	0.24
Motivation level at intake (vs. high motivation level)				
Moderate	-1.71	0.18**	0.12	0.27
Low	-3.23	0.04**	0.02	0.06
Age at release	0.004	1.00	1.00	1.01
Days between admission to release	-0.001	1.00**	1.00	1.00
Non-Indigenous	0.35	1.42	1.05	1.93

Note. CI = confidence interval, OR = odds ratio.

p* < .01; *p* < .001

Table E.6. Relationship between Treatment Status and Discretionary Release – All non-Indigenous Men

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. Non-Indigenous program completers ^a [<i>n</i> = 1,400])				
Eligible non-participants (<i>n</i> = 638)	-1.33	0.27**	0.21	0.34
No-intent-to-treat (<i>n</i> = 1,463)	0.65	1.91**	1.53	2.38
CRI level at intake (vs. CRI low level)				
Moderate	-0.37	0.69*	0.55	0.86
High	-1.21	0.30**	0.22	0.40
Motivation level at intake (vs. high motivation level)				
Moderate	-1.47	0.23**	0.17	0.32
Low	-2.80	0.06**	0.04	0.09
Age at release	0.00	1.00	0.99	1.01
Days between admission to release	-0.002	1.00**	1.00	1.00

Note. CI = confidence interval, OR = odds ratio.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate and AICPM-SO-Moderate

p* < .01; *p* < .001

Table E.7. Relationship between Treatment Status and Discretionary Release – All Indigenous Men

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. Indigenous program completers ^a [n = 208])				
Eligible non-participants (n = 146)	-1.94	0.14**	0.08	0.27
No-intent-to-treat (n = 154)	0.49	1.63	0.91	2.95
CRI level at intake (vs. CRI low level)				
Moderate	-1.27	0.28**	0.14	0.57
High	-1.92	0.15**	0.07	0.32
Motivation level at intake (vs. high motivation level)				
Moderate	-2.37	0.09**	0.03	0.27
Low	-4.47	0.01**	0.00	0.05
Age at release	0.02	1.02	1.00	1.05
Days between admission to release	-0.002	1.00**	1.00	1.00

Note. CI = confidence interval, OR = odds ratio.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate and AICPM-SO-Moderate

*p < .01; **p < .001

Table E.8. Relationship between Treatment Status and Discretionary Release – All Programs - Women

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. all program completers ^a [n = 723])				
Eligible non-participants (n = 71)	-0.20	0.82	0.41	1.63
No-intent-to-treat (n = 264)	0.13	1.14	0.68	1.91
CRI level at intake (vs. No CRI score)				
Low	0.64	1.90	1.08	3.32
Moderate	-0.84	0.43**	0.28	0.67
High	-1.25	0.29**	0.16	0.51
Motivation level at intake (vs. high motivation level)				
Moderate	-0.83	0.44**	0.31	0.62
Low	-1.82	0.16*	0.06	0.46
Age at release	0.04	1.04**	1.02	1.06
Days between admission to release	-0.004	1.00**	1.00	1.00
Non-Indigenous	0.27	1.31	0.91	1.90

Note. CI = confidence interval, OR = odds ratio.

^a Programs include: WOMIP and AWOMIP

*p < .01; **p < .001

Table E.9. Relationship between Treatment Status and Discretionary Release – WOMIP

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. WOCP Moderate completers [n = 505])				
Eligible non-participants (n = 71)	-0.23	0.80	0.40	1.59
No-intent-to-treat (n = 264)	0.08	1.08	0.63	1.84
CRI level at intake (vs. No CRI score)				
Low	0.39	1.47	0.79	2.77
Moderate	-1.04	0.36**	0.21	0.59
High	-1.68	0.19**	0.09	0.39
Motivation level at intake (vs. high motivation level)				
Moderate	-1.01	0.37**	0.24	0.56
Low	-1.77	0.17*	0.06	0.50
Age at release	0.04	1.04**	1.02	1.07
Days between admission to release	-0.003	1.00**	1.00	1.00
Non-Indigenous	0.14	1.15	0.67	1.95

Note. CI = confidence interval, OR = odds ratio.

* $p < .01$; ** $p < .001$

Table E.10. Relationship between Treatment Status and Discretionary Release – AWOMIP

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. WOCP Moderate completers [n = 221])				
Eligible non-participants (n = 71)	-0.53	0.59	0.25	1.38
No-intent-to-treat (n = 264)	0.15	1.16	0.57	2.36
CRI level at intake (vs. No CRI score)				
Low	0.31	1.36	0.64	2.86
Moderate	-1.08	0.34*	0.18	0.64
High	-1.40	0.25**	0.11	0.53
Motivation level at intake (vs. high motivation level)				
Moderate	-1.17	0.31**	0.19	0.52
Low	-2.21	0.11*	0.03	0.41
Age at release	0.02	1.02	1.00	1.05
Days between admission to release	-0.002	1.00**	1.00	1.00
Non-Indigenous	0.39	1.48	0.80	2.74

Note. CI = confidence interval, OR = odds ratio.

* $p < .01$; ** $p < .001$

APPENDIX F – COMMUNITY OUTCOMES

Table F.1. Community Outcomes of All Men’s Programs^a

Variable	Any Revocation ^b			Revocation with Offence			Revocation with Violent Offence			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.45	1.57**	1.31, 1.87	0.37	1.44	0.91, 2.28	0.68	1.97	0.83, 4.68	-0.25	0.78	0.63, 0.96
No-intent-to-treat	-1.36	0.26**	0.20, 0.33	-1.27	0.28**	0.15, 0.53	-2.24	0.11*	0.02, 0.57	-0.94	0.39**	0.31, 0.49
CRI level at intake (vs. CRI low level)												
Moderate	0.82	2.26**	1.77, 2.89	1.42	4.15**	1.86, 9.25	0.19	1.21	0.36, 4.08	0.74	2.09**	1.66, 2.62
High	1.30	3.69**	2.82, 4.81	2.19	8.90**	3.83, 20.70	0.62	1.87	0.54, 6.48	1.19	3.30**	2.56, 4.25
Motivation level at intake (vs. high motivation level)												
Moderate	0.15	1.17	0.92, 1.47	0.43	1.54	0.76, 3.12	1.14	3.12	0.40, 24.02	0.26	1.30	1.05, 1.62
Low	0.42	1.52*	1.14, 2.04	0.92	2.52	1.10, 5.80	1.78	5.91	0.68, 51.64	0.26	1.30	0.95, 1.77
Age at release	-0.02	0.98**	0.97, 0.98	-0.05	0.96**	0.94, 0.97	-0.08	0.92**	0.88, 0.96	-0.03	0.97**	0.97, 0.98
Days between admission to release	0.00	1.00*	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00*	1.00, 1.00
Non-Indigenous	-0.09	0.91	0.76, 1.10	-0.49	0.61	0.40, 0.94	-0.47	0.63	0.28, 1.43	-0.30	0.75*	0.62, 0.89
No maintenance program completed	1.68	5.36**	4.30, 6.68	1.80	6.04**	3.35, 10.89	2.31	10.08*	2.23, 45.61	0.68	1.97**	1.65, 2.36
No community program completed	1.50	4.49**	3.21, 6.28	1.01	2.75*	1.33, 5.68	0.65	1.92	0.63, 5.88	0.10	1.11	0.83, 1.47

Note. CI = confidence interval.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate and AICPM-SO-Moderate.

^b Revocation with or without offence.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.2. Community Outcomes of ICPM-MT-Moderate Program

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence			Substance Use ^b		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.58	1.78**	1.43, 2.21	0.38	1.46	0.84, 2.55	1.62	5.03	1.22, 20.82	-	0.93	0.72, 1.20
No-intent-to-treat	-1.23	0.29**	0.23, 0.38	-1.25	0.29**	0.14, 0.57	-1.24	0.29	0.04, 2.15	-	0.42*	0.33, 0.55
CRI level at intake (vs. CRI low level)												
Moderate	0.82	2.28**	1.75, 2.97	1.47	4.33*	1.84, 10.22	0.52	1.68	0.41, 6.95	0.60	1.82**	1.42, 2.33
High	1.28	3.59**	2.67, 4.82	2.17	8.79**	3.53, 21.90	0.81	2.25	0.52, 9.82	0.99	2.68**	2.01, 3.58
Motivation level at intake (vs. high motivation level)												
Moderate	0.09	1.09	0.85, 1.41	0.42	1.52	0.71, 3.25	0.68	1.97	0.24, 16.17	0.24	1.27	1.00, 1.61
Low	0.45	1.56*	1.14, 2.15	0.98	2.67	1.08, 6.57	1.34	3.83	0.40, 36.39	0.32	1.38	0.98, 1.93
Age at release	-0.03	0.97**	0.97, 0.98	-0.05	0.95**	0.93, 0.97	-0.10	0.91**	0.86, 0.96	-0.03	0.97**	0.97, 0.98
Days between admission to release	0.00	1.00*	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00*	1.00, 1.00
Non-Indigenous	-0.18	0.84	0.68, 1.04	-0.85	0.43**	0.27, 0.69	-0.70	0.50	0.20, 1.25	-0.24	0.79	0.62, 0.99
No maintenance program completed	1.67	5.30**	4.01, 7.01	1.92	6.79**	3.21, 14.35	1.98	7.21	0.83, 62.74	0.54	1.71**	1.37, 2.14
No community program completed	1.49	4.42**	3.16, 6.20	0.98	2.65*	1.28, 5.50	0.67	1.95	0.63, 6.04	0.15	1.16	0.87, 1.55

Note. CI = confidence interval.

^a Revocation with or without offence.

^b Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.3. Community Outcomes of ICPM-MT-High Program

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence			Substance Use ^b		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.11	1.12	0.87, 1.44	-0.08	0.93	0.50, 1.72	-	-	-	-0.53	0.59**	0.44, 0.79
No-intent-to-treat	-1.68	0.19**	0.13, 0.26	-1.75	0.17**	0.07, 0.41	-	-	-	-1.31	0.27**	0.19, 0.38
CRI level at intake (vs. CRI low level)												
Moderate	0.87	2.37**	1.79, 3.16	1.34	3.81*	1.56, 9.29	-	-	-	0.58	1.79**	1.36, 2.35
High	1.39	4.01**	2.91, 5.55	2.36	10.61**	4.06, 27.77	-	-	-	1.07	2.91**	2.09, 4.04
Motivation level at intake (vs. high motivation level)												
Moderate	0.17	1.19	0.86, 1.63	0.69	1.99	0.69, 5.74	-	-	-	0.18	1.19	0.89, 1.60
Low	0.34	1.41	0.97, 2.05	0.78	2.19	0.68, 7.07	-	-	-	0.08	1.08	0.74, 1.59
Age at release	-0.03	0.98**	0.97, 0.98	-0.05	0.95**	0.93, 0.97	-	-	-	-0.03	0.97**	0.97, 0.98
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	-	-	-	0.00	1.00*	1.00, 1.00
Non-Indigenous	-0.18	0.84	0.67, 1.05	-0.57	0.57	0.34, 0.96	-	-	-	-0.21	0.81	0.62, 1.05
No maintenance program completed	1.72	5.57**	3.71, 8.37	1.63	5.12**	2.04, 12.83	-	-	-	0.61	1.84**	1.36, 2.48
No community program completed	1.49	4.43**	3.15, 6.21	1.01	2.75*	1.32, 5.73	-	-	-	0.13	1.14	0.85, 1.52

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

^b Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.4. Community Outcomes of AICPM-Moderate Program

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence			Substance Use ^b		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.80	2.23*	1.35, 3.66	-	-	-	-	-	-	-0.53	0.59	0.39, 0.90
No-intent-to-treat	-0.97	0.38*	0.22, 0.66	-	-	-	-	-	-	-1.22	0.30**	0.19, 0.47
CRI level at intake (vs. CRI low level)												
Moderate	0.85	2.33**	1.75, 3.10	-	-	-	-	-	-	0.57	1.77**	1.35, 2.33
High	1.40	4.04**	2.91, 5.62	-	-	-	-	-	-	1.19	3.30**	2.37, 4.60
Motivation level at intake (vs. high motivation level)												
Moderate	-0.02	0.98	0.71, 1.37	-	-	-	-	-	-	0.12	1.12	0.82, 1.53
Low	0.28	1.33	0.91, 1.95	-	-	-	-	-	-	0.09	1.10	0.73, 1.64
Age at release	-0.03	0.98**	0.97, 0.98	-	-	-	-	-	-	-0.03	0.97**	0.96, 0.98
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-	-	-	-	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.18	0.84	0.67, 1.06	-	-	-	-	-	-	-0.18	0.84	0.64, 1.09
No maintenance program completed	1.47	4.33**	2.39, 7.85	-	-	-	-	-	-	0.29	1.34	0.94, 1.92
No community program completed	1.49	4.42**	3.14, 6.24	-	-	-	-	-	-	0.19	1.20	0.89, 1.63

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

^b Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.5. Community outcomes (Any Revocation, Revocation with Offence, Revocation with Violent Offence) of ICPM-SO-Moderate and AICPM-SO-Moderate

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	0.14	1.15	0.75, 1.76	-0.25	0.78	0.25, 2.49	-	-	-
No-intent-to-treat	-1.57	0.21**	0.14, 0.32	-1.81	0.16*	0.05, 0.55	-	-	-
CRI level at intake (vs. CRI low level)									
Moderate	0.92	2.50**	1.91, 3.27	1.27	3.57*	1.53, 8.34	-	-	-
High	1.46	4.31**	3.12, 5.94	2.45	11.61**	4.54, 29.69	-	-	-
Motivation level at intake (vs. high motivation level)									
Moderate	0.11	1.11	0.80, 1.55	0.83	2.29	0.68, 7.74	-	-	-
Low	0.40	1.49	1.02, 2.19	1.18	3.24	0.86, 12.16	-	-	-
Age at Release	-0.03	0.97**	0.97, 0.98	-0.06	0.94**	0.92, 0.96	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	-	-	-
Non-Indigenous	-0.22	0.80	0.64, 1.00	-0.59	0.56	0.32, 0.96	-	-	-
No maintenance program completed	1.57	4.80**	2.87, 8.01	2.12	8.31*	1.78, 38.83	-	-	-
No community program completed	1.47	4.36**	3.10, 6.13	0.95	2.59	1.24, 5.41	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table F.6. Community Outcomes (Substance Use and Revocation with Sexual Offence) of ICPM-SO-Moderate and AICPM-SO-Moderate

Variable	Substance Use ^a			Revocation with Sexual Offence ^b		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	0.72	2.05	1.14, 3.67	-	-	-
No-intent-to-treat	0.09	1.09	0.62, 1.92	-	-	-
CRI level at intake (vs. CRI low level)						
Moderate	0.66	1.93**	1.47, 2.53	-	-	-
High	1.29	3.62**	2.56, 5.12	-	-	-
Motivation level at intake (vs. high motivation level)						
Moderate	0.15	1.16	0.84, 1.60	-	-	-
Low	0.14	1.15	0.76, 1.73	-	-	-
Age at Release	-0.03	0.97**	0.96, 0.98	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-
Non-Indigenous	-0.18	0.84	0.64, 1.09	-	-	-
No maintenance program completed	0.31	1.36	0.90, 2.07	-	-	-
No community program completed	0.18	1.19	0.88, 1.62	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.7. Community Outcomes (Any Revocation or Revocation with Offence) of All Men’s Programs for Indigenous and Non-Indigenous Offenders^a

Variable	Any Revocation ^b						Revocation with Offence					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.44	1.55**	1.27, 1.89	0.61	1.83*	1.18, 2.84	0.27	1.32	0.77, 2.25	0.73	2.08	0.80, 5.45
No-intent-to-treat	-1.51	0.22**	0.17, 0.29	-0.50	0.61	0.34, 1.09	-1.54	0.21**	0.10, 0.46	-0.44	0.64	0.17, 2.42
CRI level at intake (vs. CRI low level)												
Moderate	0.78	2.18**	1.66, 2.84	0.66	1.94	1.04, 3.62	1.31	3.69*	1.53, 8.88	1.62	5.03	0.58, 43.45
High	1.26	3.51**	2.62, 4.71	1.26	3.53**	1.85, 6.72	1.89	6.61**	2.59, 16.87	3.09	21.98*	2.52, 191.98
Motivation level at intake (vs. high motivation level)												
Moderate	0.20	1.22	0.94, 1.57	-0.10	0.91	0.52, 1.59	0.84	2.33	0.92, 5.89	-0.80	0.45	0.14, 1.50
Low	0.41	1.50	1.08, 2.08	0.44	1.55	0.78, 3.06	1.28	3.61	1.25, 10.46	0.04	1.04	0.25, 4.41
Age at release	-0.02	0.98**	0.97, 0.98	-0.03	0.97**	0.95, 0.99	-0.04	0.96**	0.94, 0.98	-0.06	0.94*	0.90, 0.98
Days between admission to release	0.00	1.00*	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
No maintenance program completed	1.73	5.66**	4.46, 7.17	1.29	3.64**	1.99, 6.64	1.78	5.92**	3.13, 11.18	1.86	6.43	1.34, 30.83
No community program completed	1.56	4.75**	3.29, 6.85	1.22	3.38*	1.45, 7.88	0.90	2.46	1.12, 5.42	1.48	4.40	0.56, 34.27

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, AICPM-SO-Moderate.

^b Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table F.8. Community Outcomes (Revocation with Violent Offence, Substance Use) of All Men’s Programs for Indigenous and Non-Indigenous Offenders^a

Outcome	Revocation with Violent Offence						Substance Use ^b					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.47	1.60	0.58, 4.41	-	-	-	-0.07	0.93	0.74, 1.19	-0.83	0.44*	0.27, 0.72
No-intent-to-treat	-1.79	0.17	0.03, 0.98	-	-	-	-1.02	0.36**	0.28, 0.47	-0.78	0.46*	0.27, 0.78
CRI level at intake (vs. CRI low level)												
Moderate	0.84	2.31	0.43, 12.52	-	-	-	0.65	1.92**	1.50, 2.46	0.83	2.29*	1.23, 4.25
High	1.49	4.42	0.76, 25.55	-	-	-	1.17	3.21**	2.43, 4.26	1.02	2.77*	1.43, 5.37
Motivation level at intake (vs. high motivation level)												
Moderate	0.86	2.36	0.30, 18.59	-	-	-	0.23	1.26	0.99, 1.60	0.45	1.57	0.90, 2.74
Low	1.34	3.81	0.40, 36.51	-	-	-	0.08	1.09	0.77, 1.53	0.93	2.53	1.23, 5.22
Age at release	-0.07	0.93*	0.89, 0.98	-	-	-	-0.03	0.97**	0.97, 0.98	-0.03	0.97*	0.95, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-	0.00	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
No maintenance program completed	2.16	8.68*	1.89, 39.93	-	-	-	0.69	1.99**	1.64, 2.42	0.65	1.91*	1.22, 2.99
No community program completed	0.60	1.83	0.49, 6.82	-	-	-	0.27	1.30	0.96, 1.78	-0.46	0.63	0.31, 1.28

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, AICPM-SO-Moderate.

^b Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.9. Any Revocation and Revocation with Offence Outcomes for Men within 1 Year of Release

Group	N Total	Any Revocation ^a		Revocation with Offence	
		n	Unadjusted%	n	Unadjusted%
Program completers ^b	1,016	183	18	31	3
No CRI	69	7	10	0	0
Low Risk	153	11	7	0	0
Moderate Risk	573	107	19	20	3
High Risk	221	58	26	11	5
Eligible non-participant	381	133	35	31	8
No CRI	10	2	20	1	10
Low Risk	42	7	17	1	2
Moderate Risk	174	50	29	8	5
High Risk	155	74	48	21	14
No-intent-to-treat	1,896	109	6	16	1
No CRI	626	33	5	8	1
Low Risk	835	35	4	2	<1
Moderate Risk	418	38	9	5	1
High Risk	17	3	18	1	6

^a Revocation with or without offence.

^b Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, AICPM-SO-Moderate.

Table F.10. Any Revocation and Revocation with Offence Outcomes for Men within 1 Year of Release by Referral Status

Group	N Total	Any Revocation ^a		Revocation with Offence	
		n	Unadjusted %	n	Unadjusted %
Completers ^b who Met Program Criteria	899	174	19	31	3
No CRI	66	6	9	0	0
Low CRI	80	10	13	0	0
Moderate CRI	536	100	19	20	4
High CRI	217	58	27	11	5
Completers ^b who Received an Override	117	9	8	0	0
No CRI	3	1	33	0	0
Low CRI	73	1	1	0	0
Moderate CRI	37	7	19	0	0
High CRI	4	0	0	0	0

^a Revocation with or without offence.

^b Programs include: ICPM-MT-Moderate, ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, AICPM-SO-Moderate.

Table F.11. Community Outcomes for Moderate Intensity Women’s Programs^a

Variable	Any Revocation ^b			Revocation with Offence			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	-0.63	0.53	0.30, 0.93	0.15	1.16	0.36, 3.75	-0.80	0.45	0.22, 0.90
No-intent-to-treat	-0.82	0.44**	0.28, 0.69	-0.46	0.63	0.18, 2.23	-0.70	0.50*	0.34, 0.74
CRI level at intake (vs. No CRI score)									
Low	-0.26	0.77	0.51, 1.12	-1.55	0.21	0.06, 0.81	0.24	1.02	0.70, 1.50
Moderate	0.70	2.01**	1.45, 2.78	0.43	1.54	0.68, 3.51	0.60	1.83**	1.32, 2.54
High	1.11	3.03**	2.02, 4.53	1.33	3.78*	1.59, 8.99	1.15	3.16**	2.08, 4.81
Motivation level at intake (vs. high motivation level)									
Moderate	0.23	1.26	0.97, 1.63	0.28	1.32	0.68, 2.55	0.08	1.08	0.83, 1.40
Low	0.21	1.24	0.53, 2.90	-0.06	0.94	0.12, 7.56	0.22	1.25	0.54, 2.93
Age at release	-0.04	0.96**	0.95, 0.97	-0.11	0.90**	0.86, 0.94	-0.02	0.98**	0.97, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	0.001	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
Non-Indigenous Completed self-management program	-0.29	0.75	0.58, 0.97	-0.88	0.42*	0.22, 0.79	-0.32	0.73	0.57, 0.95
Completed self-management program	-1.10	0.33**	0.26, 0.43	-0.94	0.39*	0.21, 0.73	-0.35	0.71*	0.55, 0.92

Note. CI = confidence interval.

^a Programs include: WOMIP and AWOMIP.

^b Revocation with or without offence.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.12. Community Outcomes for WOMIP

Variable	Any Revocation ^b			Revocation with Offence			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	-0.46	0.63	0.36, 1.12	0.76	2.13	0.63, 7.18	-0.78	0.46	0.23, 0.93
No-intent-to-treat	-0.69	0.50*	0.32, 0.80	0.00	1.00	0.26, 3.90	-0.63	0.54*	0.36, 0.81
CRI level at intake (vs. No CRI score)									
Low	-0.07	0.93	0.57, 1.52	-0.58	0.56	0.10, 3.12	-0.04	0.96	0.61, 1.49
Moderate	0.97	2.64**	1.79, 3.89	1.30	3.68	1.09, 12.47	0.71	2.04**	1.40, 2.97
High	1.46	4.31**	2.55, 7.26	2.46	11.74**	3.27, 42.06	1.19	3.28**	1.92, 5.60
Motivation level at intake (vs. high motivation level)									
Moderate	0.27	1.31	0.96, 1.79	0.28	1.33	0.54, 3.27	0.15	1.16	0.85, 1.58
Low	0.15	1.16	0.45, 2.96	0.13	1.13	0.13, 9.94	0.14	1.15	0.45, 2.92
Age at release	-0.04	0.96**	0.95, 0.98	-0.08	0.93*	0.87, 0.98	-0.03	0.97**	0.96, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
Non-Indigenous	-0.05	0.95	0.65, 1.41	-0.22	0.81	0.28, 2.31	-0.38	0.68	0.48, 0.98
Completed self-management program	-1.03	0.36**	0.26, 0.49	-0.43	0.65	0.27, 1.58	-0.34	0.71	0.52, 0.97

Note. CI = confidence interval.

^b Revocation with or without offence.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.13. Community Outcomes for AWOMIP

Variable	Any Revocation ^b			Revocation with Offence			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	-0.41	0.66	0.32, 1.37	0.24	1.28	0.24, 6.68	-0.39	0.68	0.30, 1.54
No-intent-to-treat	-0.63	0.53	0.29, 0.98	-0.67	0.51	0.12, 2.25	-0.50	0.61	0.34, 1.08
CRI level at intake (vs. No CRI score)									
Low	-0.26	0.77	0.43, 1.39	-2.49	0.08	0.01, 0.72	0.16	1.17	0.67, 2.06
Moderate	0.60	1.82	1.09, 3.02	0.01	1.01	0.37, 2.78	0.54	1.72	1.01, 2.96
High	1.09	2.98**	1.69, 5.23	0.80	2.23	0.79, 6.31	1.33	3.79**	2.07, 6.96
Motivation level at intake (vs. high motivation level)									
Moderate	0.45	1.57	1.05, 2.34	0.76	2.14	0.83, 5.47	0.26	1.30	0.87, 1.95
Low	-0.30	0.74	0.17, 3.22	-11.25	0.00	0.00, -	0.26	1.29	0.38, 4.42
Age at release	-0.04	0.96**	0.94, 0.98	-0.09	0.91*	0.86, 0.96	-0.02	0.99	0.97, 1.01
Days between admission to release	0.00	1.00	1.00, 1.00	0.001	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
Non-Indigenous	-0.63	0.53	0.32, 0.88	-1.38	0.25	0.07, 0.95	-0.71	0.49*	0.30, 0.80
Completed self-management program	-1.11	0.33**	0.23, 0.48	-1.13	0.33*	0.15, 0.72	-0.26	0.77	0.52, 1.14

Note. CI = confidence interval.

^b Revocation with or without offence.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table F.14. Rates of Any Revocation within 1 Year of Release for Women by Program Override Status and CRI Level

Group	Any Revocation ^a		
	<i>n</i> Revoked	<i>N</i>	Unadjusted%
Received override	38	277	14
No CRI	11	127	9
Low CRI	6	63	10
Moderate CRI	19	77	25
High CRI	2	10	20
Met criteria ^b	79	172	31
No CRI	16	67	24
Low CRI	13	68	19
Moderate CRI	35	84	42
High CRI	17	42	40

^a Revocation with or without offence

^b Includes WOMIP and AWOMIP completers and excludes any override program completers who completed these programs.

Table F.15. Relationship between Override Status and Any Revocations for all Women Completers

Variable	<i>B</i>	Exp(<i>B</i>)	95% CI
Met criteria vs. Override completer	0.19	1.21	0.87, 1.68
CRI level at intake (vs. No CRI score)			
Low	-0.39	0.68	0.43, 1.06
Moderate	0.52	1.69	1.20, 2.38
High	0.82	2.27	1.46, 3.55
Motivation level at intake (vs. high motivation level)			
Moderate	0.07	1.07	0.81, 1.42
Low	0.69	1.99	0.79, 5.03
Age at release	-0.04	0.97	0.95, 0.98
Days between admission to release	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.25	0.78	0.59, 1.03
Completed self-management program	-1.16	0.32	0.24, 0.41

Note. CI = confidence interval.

p* < .01; *p* < .001

APPENDIX G – PROGRAM NEED

Table G.1. Community Outcomes for Men with a Family Violence Program Need

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)				-	-	-	-	-	-
Eligible non-participant	0.26	1.30	0.91, 1.86	-	-	-	-	-	-
No-intent-to-treat	-0.79	0.46	0.24, 0.87	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)									
Moderate	0.91	2.49	1.16, 5.36	-	-	-	-	-	-
High	1.25	3.48*	1.58, 7.66	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)									
Moderate	0.25	1.28	0.59, 2.79	-	-	-	-	-	-
Low	0.32	1.38	0.58, 3.29	-	-	-	-	-	-
Age at release	-0.01	0.99	0.97, 1.00	-	-	-	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-	-	-	-
Non-Indigenous	0.13	1.13	0.81, 1.59	-	-	-	-	-	-
No maintenance program completed	1.57	4.80**	3.08, 7.46	-	-	-	-	-	-
No community program completed	1.70	5.46**	2.61, 11.44	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table G.2. Community Outcomes (Revocation and Reoffence) of Non-Indigenous and Indigenous Men with a Family Violence Program Need

Variable	Any Revocation ^a						Revocation with Offence					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.22	1.24	0.81, 1.90	0.40	1.49	0.76, 2.90	-	-	-	-	-	-
No-intent-to-treat	-0.81	0.45	0.19, 1.03	-0.33	0.72	0.22, 2.40	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)												
Moderate	1.07	2.91	1.17, 7.26	0.48	1.62	0.36, 7.21	-	-	-	-	-	-
High	1.42	4.14*	1.61, 10.65	0.80	2.23	0.49, 10.01	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)												
Moderate	0.33	1.39	0.55, 3.49	-0.06	0.94	0.21, 4.35	-	-	-	-	-	-
Low	0.31	1.37	0.49, 3.79	0.34	1.40	0.25, 7.90	-	-	-	-	-	-
Age at release	-0.01	0.99	0.98, 1.01	-0.04	0.96	0.93, 1.00	-	-	-	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	-	-	-	-	-	-
No maintenance program completed	1.63	5.11**	3.09, 8.44	1.34	3.83*	1.49, 9.86	-	-	-	-	-	-
No community program completed	1.67	5.30**	2.39, 11.78	1.87	6.48	0.84, 50.08	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table G.3. Community Outcomes (Revocation with Violent Offence) of Non-Indigenous and Indigenous Men with a Family Violence Program Need

Variable	Revocation with Violent Offence					
	Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	-	-	-	-	-	-
No-intent-to-treat	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)						
Moderate	-	-	-	-	-	-
High	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)						
Moderate	-	-	-	-	-	-
Low	-	-	-	-	-	-
Age at release	-	-	-	-	-	-
Days between admission to release	-	-	-	-	-	-
No maintenance program completed	-	-	-	-	-	-
No community program completed	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

Table G.4. Community Outcomes for Men with a General Violence Program Need

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Violent Offence		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	0.42	1.52*	1.20, 1.93	0.51	1.66	0.87, 3.17	0.71	2.03	0.80, 5.11
No-intent-to-treat	-1.38	0.25**	0.18, 0.36	-1.03	0.36	0.13, 0.96	-1.85	0.16	0.03, 0.89
CRI level at intake (vs. CRI low level)									
Moderate	0.79	2.21**	1.63, 3.01	1.29	3.62	1.30, 10.08	0.46	1.58	0.45, 5.59
High	1.21	3.36**	2.40, 4.70	2.25	9.48**	3.23, 27.86	0.89	2.43	0.66, 8.88
Motivation level at intake (vs. high motivation level)									
Moderate	0.21	1.23	0.89, 1.72	0.72	2.04	0.61, 6.82	0.88	2.41	0.31, 19.01
Low	0.43	1.53	1.02, 2.29	0.93	2.53	0.67, 9.64	1.38	3.99	0.45, 35.77
Age at release	-0.03	0.97**	0.96, 0.98	-0.05	0.95**	0.92, 0.97	-0.07	0.93*	0.89, 0.97
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.16	0.85	0.67, 1.07	-0.48	0.62	0.34, 1.12	-0.33	0.72	0.31, 1.67
No maintenance program completed	1.84	6.30**	4.62, 8.60	1.99	7.28**	2.92, 18.16	2.87	17.62*	2.24, 138.44
No community program completed	1.53	4.62**	2.99, 7.16	1.18	3.25	1.24, 8.48	0.69	1.99	0.65, 6.08

Note. CI = confidence interval.

^a Revocation with or without offence

* $p < .01$; ** $p < .001$

Table G.5. Community Outcomes (Revocation and Reoffence) of Non-Indigenous and Indigenous Men with a General Violence Program Need

Variable	Any Revocation ^a						Revocation with Offence					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.39	1.47*	1.12, 1.93	0.65	1.92	1.12, 3.31	0.17	1.19	0.56, 2.54	1.83	6.25	1.01, 38.54
No-intent-to-treat	-1.51	0.22**	0.15, 0.32	-0.79	0.45	0.19, 1.08	-1.48	0.23	0.07, 0.70	0.03	1.03	0.08, 12.95
CRI level at intake (vs. CRI low level)												
Moderate	0.75	2.12**	1.51, 2.98	0.74	2.10	0.98, 4.48	1.28	3.59	1.16, 11.09	0.46	1.59	0.10, 24.69
High	1.18	3.26**	2.24, 4.75	1.14	3.13*	1.45, 6.74	1.93	6.91*	2.04, 23.40	2.75	15.60	1.31, 186.07
Motivation level at intake (vs. high motivation level)												
Moderate	0.21	1.23	0.86, 1.76	0.23	1.26	0.50, 3.14	0.96	2.62	0.61, 11.26	0.03	1.03	0.08, 14.11
Low	0.36	1.43	0.91, 2.23	0.74	2.09	0.75, 5.81	1.19	3.28	0.65, 16.56	0.61	1.84	0.12, 28.89
Age at Release	-0.03	0.97**	0.96, 0.98	-0.02	0.98	0.96, 1.00	-0.06	0.95*	0.92, 0.98	-0.03	0.97	0.91, 1.03
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
No maintenance program completed	1.87	6.45**	4.60, 9.06	1.72	5.57**	2.50, 12.44	2.10	8.13**	3.03, 21.86	1.76	5.82	0.47, 72.72
No community program completed	1.57	4.82**	2.94, 7.91	1.42	4.12*	1.60, 10.60	1.00	2.72	0.91, 8.15	1.38	3.97	0.46, 34.30

Note. CI = confidence interval.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table G.6. Community Outcomes (Revocation with Violent Offence) of Non-Indigenous and Indigenous Men - General Violence Program Need

Variable	Revocation with Violent Offence					
	Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	0.51	1.67	0.57, 4.90			
No-intent-to-treat	-1.28	0.28	0.04, 1.78			
CRI level at intake (vs. CRI low level)						
Moderate	1.21	3.36	0.57, 19.81	-	-	-
High	1.90	6.67	1.03, 43.30	-	-	-
Motivation level at intake (vs. high motivation level)						
Moderate	0.69	1.99	0.25, 16.17	-	-	-
Low	0.99	2.70	0.27, 26.69	-	-	-
Age at Release	-0.07	0.94*	0.89, 0.98	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-
No maintenance program completed	2.68	14.64	1.84, 116.53	-	-	-
No community program completed	0.59	1.80	0.49, 6.71	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

Table G.7. Community Outcomes for Men with a Sexual Offending Program Need

Variable	Any Revocation ^a			Revocation with Offence			Revocation with Sexual Offence		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	0.41	1.50	0.98, 2.31	-	-	-	-	-	-
No-intent-to-treat	-1.80	0.17**	0.09, 0.32	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)									
Moderate	1.19	3.29**	1.97, 5.50	-	-	-	-	-	-
High	1.36	3.89**	2.18, 6.96	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)									
Moderate	0.19	1.21	0.60, 2.46	-	-	-	-	-	-
Low	0.73	2.07	0.94, 4.56	-	-	-	-	-	-
Age at release	-0.02	0.98*	0.97, 0.99	-	-	-	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	-	-	-	-	-	-
Non-Indigenous	-0.13	0.88	0.60, 1.31	-	-	-	-	-	-
No maintenance program completed	1.52	4.57**	2.71, 7.72	-	-	-	-	-	-
No community program completed	1.77	5.84**	2.62, 13.02	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence

* $p < .01$; ** $p < .001$

Table G.8. Community Outcomes (Any Revocation and Revocation with Offence) for Non-Indigenous and Indigenous Men with a Sexual Offending Program Need

Variable	Any Revocation ^a						Revocation with Offence					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.64	1.90	1.12, 3.21	-0.01	0.99	0.47, 2.09	-	-	-	-	-	-
No-intent-to-treat	-1.62	0.20**	0.10, 0.41	-2.41	0.09*	0.02, 0.47	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)												
Moderate	1.17	3.21**	1.84, 5.62	1.25	3.48	0.79, 15.47	-	-	-	-	-	-
High	1.35	3.85**	1.99, 7.47	1.27	3.58	0.76, 16.88	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)												
Moderate	0.13	1.13	0.53, 2.42	0.60	1.82	0.23, 14.53	-	-	-	-	-	-
Low	0.55	1.74	0.73, 4.14	1.33	3.77	0.43, 33.01	-	-	-	-	-	-
Age at Release	-0.02	0.98	0.96, 1.00	-0.02	0.98	0.95, 1.02	-	-	-	-	-	-
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	-	-	-	-	-	-
No maintenance program completed	1.40	4.05**	2.23, 7.36	1.84	6.32*	1.94, 20.54	-	-	-	-	-	-
No community program completed	1.82	6.16**	2.37, 16.00	1.99	7.30	1.48, 36.11	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

Table G.9. Community Outcomes (Revocation with Sexual Offence) of Non-Indigenous and Indigenous Men – Sexual Offending Program Need

Variable	Revocation with Sexual Offence					
	Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	-	-	-	-	-	-
No-intent-to-treat	-	-	-	-	-	-
CRI level at intake (vs. CRI low level)						
Moderate	-	-	-	-	-	-
High	-	-	-	-	-	-
Motivation level at intake (vs. high motivation level)						
Moderate	-	-	-	-	-	-
Low	-	-	-	-	-	-
Age at Release	-	-	-	-	-	-
Days between admission to release	-	-	-	-	-	-
No maintenance program completed	-	-	-	-	-	-
No community program completed	-	-	-	-	-	-

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

Table G.10. Community Outcomes for Men with a Substance Abuse Program Need

Variable	Any Revocation ^a			Revocation with Offence			Substance Use ^b		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)									
Eligible non-participant	0.48	1.62**	1.33, 1.97	0.37	1.45	0.88, 2.39	-0.30	0.74	0.59, 0.94
No-intent-to-treat	-1.15	0.32**	0.24, 0.42	-1.04	0.35*	0.17, 0.74	-0.70	0.50**	0.39, 0.64
CRI level at intake (vs. CRI low level)									
Moderate	0.49	1.62*	1.20, 2.19	1.43	4.19	1.42, 12.41	0.39	1.47*	1.14, 1.91
High	0.84	2.31**	1.68, 3.17	2.02	7.54**	2.46, 23.13	0.70	2.02**	1.52, 2.69
Motivation level at intake (vs. high motivation level)									
Moderate	0.03	1.03	0.79, 1.35	0.32	1.38	0.62, 3.09	0.09	1.10	0.87, 1.39
Low	0.15	1.16	0.82, 1.63	0.51	1.66	0.63, 4.37	0.03	1.04	0.74, 1.45
Age at Release	-0.02	0.98**	0.97, 0.99	-0.05	0.95**	0.93, 0.98	-0.02	0.98**	0.97, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.02	0.98	0.81, 1.19	-0.28	0.75	0.47, 1.21	-0.13	0.88	0.72, 1.06
No maintenance program completed	1.64	5.14**	4.03, 6.56	2.02	7.54**	3.72, 15.27	0.69	2.00**	1.65, 2.43
No community program completed	1.66	5.26**	3.53, 7.84	1.38	3.96*	1.55, 10.13	0.12	1.13	0.83, 1.53

Note. CI = confidence interval.

^a Revocation with or without offence.

^b Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table G.11. Community Outcomes (Any Revocation and Revocation with Offence) of Non-Indigenous and Indigenous Men with a Substance Abuse Program Need

Variable	Any Revocation ^a						Revocation with Offence					
	Non-Indigenous Men			Indigenous Men			Non-Indigenous Men			Indigenous Men		
	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI	B	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.44	1.56**	1.25, 1.95	0.85	2.33**	1.45, 3.73	0.31	1.36	0.75, 2.47	0.95	2.59	0.90, 7.41
No-intent-to-treat	-1.32	0.27**	0.19, 0.37	-0.41	0.66	0.36, 1.24	-1.15	0.32	0.13, 0.77	-0.79	0.45	0.11, 1.96
CRI level at intake (vs. CRI low level)												
Moderate	0.46	1.59*	1.14, 2.23	0.23	1.26	0.63, 2.51	1.57	4.79	1.36, 16.93	0.51	1.67	0.20, 14.17
High	0.77	2.17**	1.51, 3.11	0.78	2.18	1.08, 4.40	1.94	6.97*	1.87, 26.04	1.87	6.52	0.77, 54.85
Motivation level at intake (vs. high motivation level)												
Moderate	0.13	1.14	0.85, 1.54	-0.45	0.64	0.35, 1.17	0.74	2.10	0.74, 5.94	-0.94	0.39	0.10, 1.52
Low	0.14	1.15	0.78, 1.69	0.17	1.19	0.57, 2.50	0.74	2.09	0.61, 7.13	0.03	1.03	0.20, 5.34
Age at release	-0.02	0.98**	0.97, 0.99	-0.02	0.98	0.96, 1.00	-0.05	0.96**	0.93, 0.98	-0.06	0.95	0.90, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	.00	1.00	1.00, 1.00
No maintenance program completed	1.71	5.52**	4.23, 7.19	1.23	3.41**	1.83, 6.37	1.92	6.80**	3.20, 14.46	2.61	13.56	1.66, 110.83
No community program completed	1.70	5.50**	3.53, 8.56	1.50	4.49*	1.76, 11.45	1.32	3.74	1.30, 10.78	1.53	4.60	0.56, 38.01

Note. CI = confidence interval.

^a Revocation with or without offence.

*p < .10 **p < .001

Table G.12. Community Outcomes (Substance Use) of Non-Indigenous and Indigenous Men - Substance Abuse Program Need

Variable	Substance Use ^a					
	Non-Indigenous Men			Indigenous Men		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	-0.17	0.84	0.65, 1.09	-0.71	0.49*	0.29, 0.83
No-intent-to-treat	-0.77	0.46**	0.35, 0.62	-0.73	0.48	0.28, 0.84
CRI level at intake (vs. CRI low level)						
Moderate	0.34	1.41	1.06, 1.89	0.31	1.36	0.69, 2.65
High	0.68	1.97**	1.43, 2.72	0.48	1.62	0.79, 3.31
Motivation level at intake (vs. high motivation level)						
Moderate	0.09	1.09	0.84, 1.42	0.13	1.14	0.65, 1.99
Low	-0.13	0.88	0.60, 1.29	0.52	1.68	0.80, 3.54
Age at release	-0.02	0.98**	0.97, 0.99	-0.02	0.98	0.97, 1.00
Days between admission to release	0.00	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
No maintenance program completed	0.73	2.08**	1.68, 2.57	0.60	1.81	1.14, 2.88
No community program completed	0.24	1.27	0.91, 1.78	-0.37	0.69	0.33, 1.46

Note. CI = confidence interval.

^a Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community.

* $p < .01$; ** $p < .001$

Table G.13. Community Outcomes for Women with a Substance Abuse Program Need

Variable	Any Revocation ^a			Substance Use Outcome		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)						
Eligible non-participant	0.13	1.13	0.62, 2.09	0.01	1.01	0.49, 2.05
No-intent-to-treat	-0.39	0.68	0.42, 1.10	-0.23	0.80	0.53, 1.19
CRI level at intake (vs. No CRI score)						
Low	-0.42	0.66	0.42, 1.03	-0.16	0.85	0.57, 1.27
Moderate	0.34	1.41	1.00, 1.99	0.09	1.10	0.79, 1.54
High	0.78	2.18**	1.45, 3.28	0.73	2.08*	1.37, 3.14
Motivation level at intake (vs. high motivation level)						
Moderate	0.08	1.09	0.82, 1.43	-0.01	0.99	0.75, 1.29
Low	-0.28	0.76	0.29, 1.98	0.04	1.04	0.43, 2.47
Age at release	-0.03	0.97**	0.95, 0.98	-0.01	0.99	0.98, 1.01
Days between admission to release	0.00	1.00	1.00, 1.00	-0.001	1.00	1.00, 1.00
Non-Indigenous	-0.21	0.81	0.62, 1.06	-0.15	0.86	0.66, 1.13
Completed self-management program	-1.15	0.32**	0.24, 0.41	-0.43	0.65*	0.50, 0.85

Note. CI = confidence interval.

^a Revocation with or without offence.

* $p < .01$; ** $p < .001$

APPENDIX H – CASE STUDY RESULTS

Table H.1. Community Outcomes of All Men’s Programs – Case Study

Variable	Any Revocation ^a			Any New Offence ^b			New Violent Offence ^b			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.16	1.17	0.87, 1.58	0.33	1.40	0.90, 2.18	0.19	1.21	0.64, 2.29	0.14	1.16	0.80, 1.66
No-intent-to-treat	-1.24	0.29**	0.20, 0.43	-1.28	0.28*	0.13, 0.62	-2.76	0.06*	0.01, 0.50	-0.57	0.57*	0.37, 0.86
CRI level at intake (vs. CRI low level)												
Moderate	1.29	3.64**	2.47, 5.37	1.69	5.42**	2.25, 13.03	0.91	2.48	0.83, 7.44	1.11	3.05**	2.02, 4.59
High	1.96	7.13**	4.80, 10.58	2.13	8.38**	3.48, 20.21	1.61	5.00*	1.71, 14.63	1.81	6.10**	4.02, 9.25
Motivation level at intake (vs. high motivation level)												
Moderate	0.18	1.19	0.89, 1.60	-0.07	0.94	0.59, 1.49	0.20	1.22	0.54, 2.72	0.07	1.07	0.80, 1.44
Low	0.30	1.35	0.92, 1.99	-0.11	0.89	0.48, 1.66	0.37	1.45	0.56, 3.80	-0.05	0.95	0.62, 1.45
Age at release	-0.03	0.97**	0.96, 0.98	-0.02	0.98	0.96, 1.00	-0.02	0.98	0.95, 1.00	-0.02	0.98*	0.97, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	-0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.08	0.92	0.74, 1.15	0.17	1.19	0.84, 1.69	0.07	1.07	0.64, 1.79	-0.12	0.89	0.70, 1.13
No maintenance program completed	1.15	3.16**	2.44, 4.08	0.44	1.55	1.04, 2.30	0.60	1.81	1.02, 3.23	0.16	1.17	0.89, 1.55
No community program completed	1.70	5.50**	2.76, 10.95	1.48	4.39*	1.55, 12.42	1.25	3.48	0.80, 15.04	0.29	1.34	0.82, 2.21

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence during first release.

^b Follow-up includes first release and post-WED.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community on first release.

* $p < .01$; ** $p < .001$

Table H.2. Community Outcomes of ICPM-MT-Moderate – Case Study

Variable	Any Revocation ^a			Any New Offence ^b			New Violent Offence ^b			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.09	1.10	0.74, 1.64	0.47	1.61	0.85, 3.02	0.58	1.79	0.66, 4.91	0.19	1.21	0.75, 1.94
No-intent-to-treat	-1.19	0.31**	0.19, 0.48	-1.19	0.30	0.12, 0.76	-2.28	0.10	0.01, 0.93	-0.58	0.56	0.34, 0.94
CRI level at intake (vs. CRI low level)												
Moderate	1.42	4.14**	2.62, 6.54	1.88	6.52*	2.21, 19.23	1.27	3.57	0.76, 16.80	1.09	2.98**	1.86, 4.78
High	2.09	8.09**	4.99, 13.13	2.03	7.63**	2.49, 23.35	1.69	5.42	1.11, 26.40	1.76	5.83**	3.50, 9.70
Motivation level at intake (vs. high motivation level)												
Moderate	0.13	1.14	0.80, 1.61	-0.11	0.89	0.49, 1.65	-0.00	1.00	0.33, 3.01	-0.01	1.00	0.69, 1.43
Low	0.24	1.27	0.81, 2.00	0.15	1.16	0.54, 2.48	0.59	1.81	0.53, 6.23	-0.10	0.91	0.55, 1.49
Age at release	-0.02	0.98*	0.96, 0.99	-0.02	0.98	0.96, 1.00	-0.03	0.97	0.94, 1.01	-0.01	0.99	0.97, 1.00
Days between admission to release	0.00	1.00	1.00, 1.00	-0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
Non-Indigenous	-0.19	0.83	0.62, 1.12	0.13	1.14	0.70, 1.86	0.16	1.17	0.56, 2.44	-0.20	0.82	0.60, 1.13
No maintenance program completed	1.17	3.22**	2.20, 4.70	0.54	1.72	0.92, 3.22	0.35	1.42	0.53, 3.82	0.19	1.21	0.81, 1.82
No community program completed	1.67	5.30**	2.65, 10.61	1.50	4.47*	1.55, 12.90	1.40	4.06	0.89, 18.53	0.28	1.32	0.78, 2.21

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence during first release.

^b Follow-up includes first release and post-WED.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community on first release.

* $p < .01$; ** $p < .001$

Table H.3. Community Outcomes of ICPM-MT-High – Case Study

Variable	Any Revocation ^a			Any New Offence ^b			New Violent Offence ^b			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.19	1.21	0.80, 1.84	0.11	1.12	0.63, 1.97	-	-	-	-0.10	0.91	0.57, 1.45
No-intent-to-treat	-1.00	0.37**	0.22, 0.63	-1.46	0.23*	0.09, 0.58	-	-	-	-0.80	0.45*	0.25, 0.79
CRI level at intake (vs. CRI low level)												
Moderate	2.05	7.74**	4.21, 14.22	3.07	21.59*	2.77, 168.52	-	-	-	1.16	3.20**	1.79, 5.73
High	2.60	13.41**	7.06, 25.47	3.27	26.37*	3.32, 209.32	-	-	-	1.64	5.16**	2.79, 9.57
Motivation level at intake (vs. high motivation level)												
Moderate	0.19	1.21	0.82, 1.78	-0.38	0.69	0.34, 1.35	-	-	-	0.09	1.09	0.75, 1.59
Low	0.20	1.22	0.76, 1.96	-0.39	0.68	0.34, 1.35	-	-	-	0.04	1.04	0.64, 1.71
Age at release	-0.03	0.97*	0.96, 0.99	-0.02	0.98	0.96, 1.00	-	-	-	-0.02	0.98*	0.97, 1.00
Days between admission to release	0.00	1.00	1.00, 1.00	-0.00	1.00	1.00, 1.00	-	-	-	0.00	1.00	1.00, 1.00
Non-Indigenous	0.04	1.05	0.74, 1.48	0.17	1.18	0.71, 1.97	-	-	-	-0.31	0.73	0.51, 1.05
No maintenance program completed	1.06	2.87**	1.89, 4.36	0.33	1.38	0.80, 2.41	-	-	-	0.00	1.00	0.67, 1.50
No community program completed	1.78	5.93**	2.95, 11.90	1.66	5.24*	1.80, 15.21	-	-	-	0.35	1.41	0.84, 2.39

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence during first release.

^b Follow-up includes first release and post-WED.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community on first release.

* $p < .01$; ** $p < .001$

Table H.4. Community Outcomes of AICPM-MT-Moderate – Case Study

Variable	Any Revocation ^a			Any New Offence ^b			New Violent Offence ^b			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.05	1.05	0.63, 1.76	-0.12	0.88	0.41, 1.91	-	-	-	0.17	1.19	0.67, 2.13
No-intent-to-treat	-1.14	0.32**	0.18, 0.57	-1.63	0.20*	0.07, 0.54	-	-	-	-0.53	0.59	0.32, 1.11
CRI level at intake (vs. CRI low level)												
Moderate	1.92	6.85**	3.74, 12.52	2.38	10.77*	2.35, 49.33	-	-	-	1.17	3.22**	1.80, 5.77
High	2.56	12.92**	6.80, 24.56	2.53	12.55*	2.65, 59.45	-	-	-	1.69	5.40**	2.89, 10.07
Motivation level at intake (vs. high motivation level)												
Moderate	0.34	1.40	0.91, 2.16	-0.08	0.93	0.44, 1.96	-	-	-	-0.00	1.00	0.65, 1.53
Low	0.30	1.35	0.79, 2.30	0.20	1.23	0.51, 2.92	-	-	-	-0.05	0.96	0.55, 1.66
Age at release	-0.02	0.98	0.96, 1.00	-0.02	0.98	0.95, 1.00	-	-	-	-0.02	0.98	0.97, 1.00
Days between admission to release	0.00	1.00	1.00, 1.00	-0.00	1.00	1.00, 1.00	-	-	-	0.00	1.00	1.00, 1.00
Non-Indigenous	0.11	1.11	0.77, 1.62	0.37	1.45	0.82, 2.57	-	-	-	-0.22	0.80	0.54, 1.20
No maintenance program completed	1.45	4.26**	2.43, 7.49	1.13	3.10	1.27, 7.55	-	-	-	0.19	1.22	0.74, 1.99
No community program completed	1.67	5.30**	2.64, 10.63	1.33	3.77	1.31, 10.89	-	-	-	0.25	1.28	0.76, 2.18

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence during first release.

^b Follow-up includes first release and post-WED.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community on first release.

* $p < .01$; ** $p < .001$

Table H.5. Community Outcomes of ICPM-SO-Moderate – Case Study

Variable	Any Revocation ^a			Any New Offence ^b			New Violent Offence ^b			Substance Use ^c		
	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI	<i>B</i>	Exp (β)	95% CI
Group (vs. program completer)												
Eligible non-participant	0.43	1.54	0.78, 3.06	0.95	2.59	0.52, 12.87	0.40	1.50	0.27, 8.17	0.70	2.02	0.84, 4.85
No-intent-to-treat	-0.82	0.44	0.21, 0.90	-0.70	0.50	0.09, 2.73	-2.65	0.07	0.01, 0.93	0.09	1.09	0.45, 2.62
CRI level at intake (vs. CRI low level)												
Moderate	1.60	4.97**	2.88, 8.57	2.45	11.54*	2.51, 53.10	0.90	2.46	0.45, 13.49	1.15	3.15**	1.77, 5.60
High	2.18	8.82**	4.87, 15.99	2.63	13.91*	2.86, 67.62	1.26	3.54	0.60, 20.78	1.73	5.62**	2.95, 10.72
Motivation level at intake (vs. high motivation level)												
Moderate	0.22	1.24	0.79, 1.95	-0.62	0.54	0.25, 1.17	-0.06	0.94	0.20, 4.56	0.01	1.01	0.63, 1.62
Low	0.25	1.28	0.75, 2.18	-0.34	0.72	0.30, 1.69	0.60	1.82	0.36, 9.10	0.01	1.01	0.57, 1.79
Age at release	-0.02	0.98	0.97, 1.00	-0.02	0.98	0.95, 1.01	-0.03	0.97	0.93, 1.01	-0.02	0.98*	0.96, 0.99
Days between admission to release	0.00	1.00	1.00, 1.00	-0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00	0.00	1.00	1.00, 1.00
Non-Indigenous	0.06	1.06	0.74, 1.51	0.37	1.45	0.82, 2.55	0.36	1.44	0.63, 3.28	-0.20	0.82	0.56, 1.21
No maintenance program completed	1.06	2.88*	1.45, 5.73	1.67	5.32	1.07, 26.33	0.84	2.32	0.45, 11.93	0.38	1.46	0.76, 2.83
No community program completed	1.74	5.71**	2.80, 11.64	1.30	3.65	1.23, 10.82	1.25	3.49	0.74, 16.53	0.16	1.17	0.67, 2.03

Note. CI = confidence interval. Empty cells indicate that the analysis could not be completed due to low occurrence of the outcome.

^a Revocation with or without offence during first release.

^b Follow-up includes first release and post-WED.

^c Suspension due to breach of substance use related condition and/or positive urinalysis results while under supervision in the community on first release.

* $p < .01$; ** $p < .001$

APPENDIX I – COST EFFECTIVENESS

Table I.1. Descriptive Rates of Revocation for Men within 12 Months of Release for Cost-Analysis Samples

Study group	<i>n</i>	%
Program Participants ^a (<i>N</i> = 1,118)	224	20
Program Completers (<i>N</i> = 1,046)	195	19
Eligible non-Participants ^b (<i>N</i> = 212)	78	37

^a Program participants includes those who dropped out for offender reasons or administrative reasons. Participation in the following programs was considered: ICPM-MT-Moderate (including Adapted program), ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, ICPM-SO-High, and AICPM-MT-High.

^b Eligible non-participants were only included in the analysis if they did not participate in an institutional primer program.

Table 1.2. Relationship between Study Group and Any Revocation—All Men Program Participants

Variable	<i>B</i>	OR	95% CI OR	
			Lower	Upper
Group (vs. all program participants ^a [<i>n</i> = 1,045])				
Eligible non-participants ^b (<i>n</i> = 206)	-0.71	0.49**	0.34	0.71
CRI level at intake (vs. CRI low level)				
Moderate	0.95	2.58**	1.54	4.32
High	1.42	4.14**	2.42	7.07
Motivation level at intake (vs. high motivation level)				
Moderate	0.15	1.16	0.75	1.79
Low	0.23	1.25	0.69	2.29
Age at release	-0.03	0.97**	0.96	0.98
Days between admission to release	0.00	1.00	1.00	1.00
Indigenous	0.23	1.26	0.85	1.85
Constant	-0.88	0.41	-	-

Note. CI = confidence interval, OR = odds ratio.

^a Program participants includes those who dropped out for offender reasons or administrative reasons. Participation in the following programs was considered: ICPM-MT-Moderate (including Adapted program), ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, ICPM-SO-High, and AICPM-MT-High.

^b Eligible non-participants were only included in the analysis if they did not participate in an institutional primer program.

p* < .01; *p* < .001

Table I.3 Relationship between Study Group and Any Revocation – All Men Program Completers

Variable	B	OR	95% CI OR	
			Lower	Upper
Group (vs. all program completers ^a [<i>n</i> = 977])				
Eligible non-participants ^b (<i>n</i> = 206)	-0.80	0.45**	0.31	0.65
CRI level at intake (vs. CRI low level)				
Moderate	0.96	2.61*	1.51	4.50
High	1.45	4.24**	2.41	7.47
Motivation level at intake (vs. high motivation level)				
Moderate	0.09	1.09	0.70	1.70
Low	0.17	1.19	0.63	2.22
Age at release	-0.03	0.97**	0.96	0.98
Days between admission to release	0.00	1.00	1.00	1.00
Indigenous	0.14	1.15	0.76	1.74
Constant	-0.75	0.47	-	-

Note. CI = confidence interval, OR = odds ratio.

^a Completion of the following correctional programs was considered: ICPM-MT-Moderate (including Adapted program), ICPM-MT-High, AICPM-Moderate, ICPM-SO-Moderate, ICPM-SO-High, and AICPM-MT-High.

^b Eligible non-participants were only included in the analysis if they did not participate in an institutional primer program.

p* < .01; *p* < .001

Formula I.1 Predicted Probability of Outcome Derived from Logistic Model

The following formula was used to calculate the predicted probability of a revocation within 1 year of release. Results from the logistic regression examining the relationship between each covariate and the outcome were used to populate the equation (see Tables I.2 and I.3).

$$\text{predicted probability} = \frac{1}{1 + e^{-(b_0 + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n)}}$$

$x_1 = \text{Program status}, x_2 = \text{CRI moderate}, x_3 = \text{CRI high}, x_4 = \text{motivation level (moderate)}, x_5 = \text{motivation level (low)},$

$x_6 = \text{Indigenous ancestry}, x_7 = \text{Age}, x_8 = \text{Days between admission and release}$

Predicted probability of any revocation for **program participants**, moderate CRI, moderate motivation at intake, non-Indigenous, average age, and average days incarcerated.

$$\text{predicted probability} = \frac{1}{1 + e^{-(-0.88 + -0.71(1) + 0.95(1) + 1.42(0) + 0.15(1) + 0.23(0) + 0.23(0) + -0.03(38) + 0.00(625)}}$$

predicted probability = .19557 or approximately 20%

Predicted probability of any revocation for **eligible non-participants**, moderate CRI, moderate motivation at intake, non-Indigenous, average age, and average days incarcerated.

$$\text{predicted probability} = \frac{1}{1 + e^{-(-0.88 + -0.71(0) + 0.95(1) + 1.42(0) + 0.15(1) + 0.23(0) + 0.23(0) + -0.03(38) + 0.00(625)}}$$

predicted probability = .33052 or approximately 33%

Table I.4. Inputs and Cost Analysis using Effectiveness of Correctional Programming for Men Offenders with High CRI

Inputs for Cost-Analysis				
Study Group	Revocation (%) ^a	Cost of Readmission	Cost of Programming	
Participants	28	\$85,792	\$5,478	
Eligible non-participants	44	\$85,792	\$0	
Cost-Analysis for 100 program participants and 100 eligible non-participants				
Study Group	Revocation (%)	Cost of Readmission	Cost of Programming	Total Cost
Participants	28	\$2,402,176	\$547,800	\$2,949,976
Eligible non-participants	44	\$3,774,848	\$0	\$3,774,848
Return on Investment				
Total savings per 100 offenders = \$824,872				
Every \$1 spent on programming yields \$1.51 in savings ^b				

^a Rate of revocation is derived from the logistic regression model presented in Table I.2 and calculated with formula 1 presented in this appendix.

^b difference in total cost between program participants and eligible non-participants divided by cost of programming.

Table I.5. Inputs and Cost Analysis using Descriptive Rates for Effectiveness of Correctional Programming for Men Participants

Inputs for Cost-Analysis				
Study Group	Revocation (%) ^a	Cost of Readmission	Cost of Programming	
Participants	20	\$85,792	\$5,478	
Eligible non-participants	37	\$85,792	\$0	
Cost-Analysis for 100 program participants and 100 eligible non-participants				
Study Group	Revocation (%)	Cost of Readmission	Cost of Programming	Total Cost
Participants	20	\$1,715,840	\$547,800	\$2,263,640
Eligible non-participants	37	\$3,174,304	\$0	\$3,174,304
Return on Investment				
Total savings per 100 offenders = \$910,664				
Every \$1 spent on programming yields \$1.66 in savings ^b				

^a descriptive rates were obtained from Table I.1.

^b difference in total cost between program participants and eligible non-participants divided by cost of programming.

Table I.5. Inputs and Cost Analysis using Effectiveness of Correctional Programming for Men Offenders who Completed Programming

Inputs for Cost-Analysis				
Study Group	Revocation (%) ^a	Cost of Readmission	Cost of Programming	
Completers	18	\$85,792	\$7,331	
Eligible non-participants	33	\$85,792	\$0	
Cost-Analysis for 100 program completers and 100 eligible non-participants				
Study Group	Revocation (%)	Cost of Readmission	Cost of Programming	Total Cost
Completers	18	\$1,544,256	\$733,100	\$2,277,356
Eligible non-participants	33	\$2,831,136	\$0	\$2,831,136
Return on Investment				
Total savings per 100 offenders = \$553,780				
Every \$1 spent on programming yields \$0.76 in savings ^b				

^a Rate of revocation is derived from the logistic regression model presented in Table I.3 and calculated with formula 1 presented in this appendix.

^b difference in total cost between program completers and eligible non-participants divided by cost of programming.

Table I.6. Inputs and Cost Analysis using Descriptive Rates for Effectiveness of Correctional Programming for Men Completers

Inputs for Cost-Analysis				
Study Group	Revocation (%) ^a	Cost of Readmission	Cost of Programming	
Completers	19	\$85,792	\$7,331	
Eligible non-participants	37	\$85,792	\$0	
Cost-Analysis for 100 program participants and 100 eligible non-participants				
Study Group	Revocation (%)	Cost of Readmission	Cost of Programming	Total Cost
Completers	19	\$1,630,048	\$733,100	\$2,363,148
Eligible non-participants	37	\$3,174,304	\$0	\$3,174,304
Return on Investment				
Total savings per 100 offenders = \$811,156				
Every \$1 spent on programming yields \$1.11 in savings ^b				

^a descriptive rates were obtained from Table I.1.

^b difference in total cost between program completers and eligible non-participants divided by cost of programming.

REFERENCES

- Andrews, D. A., & Bonta, J. (2010a). *The psychology of criminal conduct* (5th ed.). Cincinnati, OH: Anderson Press.
- Andrews, D. A., & Bonta, J. (2010b). Rehabilitating criminal justice policy and practice. *Psychology, Public Policy, and Law*, *16*, 39-55. doi: 10.1037/a0018362
- Andrews, D. A., & Dowden, C. (2006). Risk principle of case classification in correctional treatment. *International Journal of Offender Therapy and Comparative Criminology*, *50*, 88-100. doi: 10.1177/0306624X05282556
- Aos, S. & Drake, E. (2013). *Prison, police, and programs: Evidence-based options that reduce crime and save money* (Doc. No. 13-11-1901). Olympia: Washington State Institute for Public Policy.
- Aos, S., Phipps, P., Barnoski, R., & Lieb, R. (1999). *The comparative costs and benefits of programs to reduce crime: A review of national research findings with implications for Washington State*. Washington, DC: Washington State Institute for Public Policy.
- Aos, S., Phipps, P., Barnoski, R., & Lieb, R. (2001). *The comparative costs and benefits of programs to reduce crime: A review of national research findings with implications for Washington State (Version 4.0)*. Washington, DC: Washington State Institute for Public Policy.
- Blanchette, K., & Brown, S. L. (2006). *The assessment and treatment of women offenders: An integrative perspective*. West Sussex, UK: Wiley.
- Bloom, B., Owen, B., & Covington, S. S. (2006). Gender responsive strategies: Theory, policy, guiding principles and practices. In R. Immarigeon (Ed.), *Women and girls in the criminal justice system* (pp. 29-2--29-20). Kingston, NJ: Civic Research Institute.
- Cabana, T., Wilton, G., & Stewart, L. A. (2011). *Parole review delays and cancellations and correctional programs* (Research Report R-248). Ottawa, ON: Correctional Service of Canada.
- Correctional Service Canada. (2009). Evaluation report: Correctional Service of Canada's correctional programs. Retrieved from <http://www.csc-scc.gc.ca/text/pa/cop-prog/cp-eval-eng.shtml>

- Correctional Service Canada. (2013). *Evaluation report: The Strategic Plan for Aboriginal Corrections*. Retrieved from <http://www.csc-scc.gc.ca/publications/005007-2002-eng.shtml>
- Correctional Service Canada. (2015a). *Guidelines 726-2: National Correctional Program Referral Guidelines*. Ottawa, ON: Author.
- Correctional Service Canada. (2015b). *Guidelines 705-6: Correctional Planning and Criminal Profile*. Ottawa, ON: Author.
- Correctional Service Canada. (2016a). *Correctional programs overview* [Presentation deck]. Ottawa, ON: author.
- Correctional Service Canada. (2016b). *Performance outcomes in the delivery of the Integrated Correctional Program Model (ICPM) to federal offenders* (Research Report RIB 16-01). Ottawa, ON: Author.
- Correctional Service Canada. (2017a). *Guidelines 726-2: National Correctional Program Referral Guidelines*. Ottawa, ON: Author.
- Correctional Service Canada. (2017b). *Guidelines 705-6: Correctional Planning and Criminal Profile*. Ottawa, ON: Author.
- Correctional Service Canada. (2017c). *2016-17 departmental results report*. Retrieved from: <https://www.csc-scc.gc.ca/publications/005007-4500-2016-2017-en.shtml>
- Correctional Service Canada. (2018a). *Commissioner's directive 726: Correctional programs*. Ottawa, ON: Author.
- Correctional Service Canada. (2018b). *Guidelines 726-2: National correctional program referral guidelines*. Ottawa, ON: Author.
- Correctional Service Canada. (2018c). *Guidelines 705-6: Correctional Planning and Criminal Profile*. Ottawa, ON: Author.
- Correctional Service Canada. (2018d). *Commissioner's Directive 710-1: Progress Against the Correctional Plan*. Ottawa, ON: Author.
- Correctional Service Canada. (2018e). *2018-19 departmental plan*. Retrieved from <http://www.csc-scc.gc.ca/publications/005007-2606-en.shtml>

Correctional Service Canada. (2018f). *2017-18 departmental results report*. Retrieved from: <https://www.csc-scc.gc.ca/publications/005007-4500-2017-2018-en.shtml>

Correctional Service Canada, Performance Measurement and Management Reporting. (2018). *ICRT data quality: Active male offenders who do not have an INCP entered in OMS, data extraction April 8, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Correctional Service Canada, Performance Measurement and Management Reporting. (2018, May 17). *CRS-M: Offender profile, data extraction May 13, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Correctional Service Canada, Performance Measurement and Management Reporting. (2018, May 22). *ICRT: Current NRCP need, data extraction April 8, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Correctional Service Canada, Performance Measurement and Management Reporting. (2018, July 4a). *CRS-M: Offender movement: Admissions & releases, data extraction July 2, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Correctional Service Canada, Performance Measurement and Management Reporting. (2018, July 4b). *ICRT: Admission needs profile, data extraction April 8, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Correctional Service Canada, Performance Measurement and Management Reporting. (2018, July 17). *CRS-M: Releases, data extraction July 8, 2018* [Database report]. Ottawa, ON: Correctional Service of Canada, Evaluation Division.

Corrections and Conditional Release Act (S.C. 1992, c. 20). Retrieved from <http://laws-lois.justice.gc.ca/PDF/C-44.6.pdf>

Derkzen, D., Harris, A., & Wardrop, K. (2017). *Assessment of Aboriginal Women Offender Correctional Program (AWOCP) outcomes* (Research Report R-391). Ottawa, ON: Correctional Service of Canada.

Di Placido, C., Simon, T. L., Witte, T. D., Gu, D., & Wong, S. C. P. (2006). Treatment of gang members can reduce recidivism and institutional misconduct. *Law and Human Behavior, 30*(1), 93-114. doi: 10.1007/s10979-006-9003-6

- Drieschner, K. H., & Verschuur, J. (2010). Treatment engagement as a predictor of premature treatment termination and treatment outcome in a correctional outpatient sample. *Criminal Behavior and Mental Health, 20*, 86-99. doi: 10.1002/cbm.757
- Duwe, G. (2017). *The use and impact of correctional programming for inmates on pre-and post-release outcomes* (NCJ 250476). Washington, D.C.: National Institute of Justice.
- French, S. A., & Gendreau, P. (2006). *Reducing prison misconducts: What works! Criminal Justice and Behavior, 33*(2), 185-218. doi: 10.1177/0093854805284406
- Gobeil, R., Blanchette, K., & Stewart, L. (2016). A meta-analytic review of correctional interventions for women offenders: Gender-neutral versus gender-informed interventions. *Criminal Justice and Behavior, 43*, 301-322. doi: 10.1177/0093854815621100
- Hanson, K. R., Bourgon, G., Helmus, L., & Hodgson, S. (2009). *A meta-analysis of the effectiveness of treatment for sexual offenders: Risk, need, and responsivity* (Research Report No. 2009-01). Ottawa, ON: Public Safety Canada.
- Harris, A., Thompson, J., & Derksen, D. (2015). *Assessment of Women Offender Correctional Programming (WOCP) outcomes* (Research Report R-374). Ottawa, ON: Correctional Service of Canada.
- Holdsworth, E., Bowen, E., Brown, S. J., & Howat, D. (2014). Offender engagement in group programs and associations with offender characteristics and treatment factors: A review. *Aggression and Violent Behavior, 19*, 102-121. doi: 10.1016/j.avb.2014.01.004
- Kunic, D., & Varis, D. D. (2009). *The Aboriginal Offender Substance Abuse Program (AOSAP): Examining the effects of successful completion on post-release outcomes*. (Research Report R-217). Ottawa, ON: Correctional Service of Canada.
- Landenberger, N. A., & Lipsey, M. A. (2005). The positive effects of cognitive-behavioral programs for offenders: A meta-analysis of factors associated with effective treatment. *Journal of Experimental Criminology, 1*, 451-476. doi: 10.1007/s11292-005-3541-7
- Lipsey, M. W., Chapman, G. L., & Landenberger, N. A. (2001). Cognitive-behavioural programs for offenders. *Annals of the American Academy of Political and Social Science, 578*, 144-157. doi: 10.1177/000271620157800109
- Lipsey, M. W., Landenberger, N. A., & Wilson, S. J. (2007). Effects of cognitive-behavioral programs for criminal offenders. *Campbell Systematic Reviews, 6*, 1-27. doi: 10.4073/csr.2007.6

- Lowenkamp, C. T., Latessa, E. J., & Holsinger, A. M. (2006). The risk principle in action: What have we learned from 13,676 offenders and 97 correctional programs? *Crime & Delinquency*, 52, 77-93. doi: 10.1177/001128705281747
- Makarios, M., Sperber, K. G., & Latessa, E. J. (2013). Treatment dosage and the risk principle: A refinement and extension. *Journal of Offender Rehabilitation*, 53, 334-350. doi: 10.1080/10509674.2014.922157
- McMurrin, M. & Theodosi, E. (2007). Is treatment non-completion associated with increased reconviction over no treatment? *Psychology, Crime, & Law*, 13, 333-343. doi: 10.1080/10683160601060374
- Motiuk, L., & Vuong, B. (2016). *Effectiveness of the Integrated Correctional Program Model (ICPM) for federal offenders identified as perpetrators of spousal assault* (Research in Brief 16-02). Ottawa, ON: Correctional Service of Canada.
- Nafekh, M., Allegri, N., Fabisiak, A., Batten, D., Stys, Y., Li, H., & Scarfone, C. (2009). *Evaluation report: Correctional Service Canada's correctional programs*. Ottawa, ON: Correctional Service Canada.
- Nathan, L., Wilson, N. J., & Hillman, D. (2003). *Te Whakakotahitanga: An evaluation of the Te Piriti special treatment programme for child sex offenders in New Zealand*. Retrieved from https://www.corrections.govt.nz/resources/research_and_statistics/te-whakakotahitanga-an-evaluation-of-the-te-piriti-special-treatment-programme.html
- New Zealand Department of Corrections. (2009). *Māori focus units and Māori therapeutic programmes: Evaluation report*. Retrieved from http://www.corrections.govt.nz/data/assets/pdf_file/0008/854675/MFU_MTP_evaluation_final_report.pdf
- Nunes, K. L., & Cortoni, F. (2006). *The heterogeneity of treatment non-completers* (Research Report R-176). Ottawa, ON: Correctional Service of Canada.
- Office of the Auditor General of Canada. (2015). *Preparing male offenders for release- Correctional Service Canada*. Retrieved from http://www.oag-bvg.gc.ca/internet/English/parl_oag_201504_06_e_40352.html
- Office of the Auditor General of Canada. (2016). *Preparing Indigenous offenders for release- Correctional Service Canada*. Retrieved from http://www.oag-bvg.gc.ca/internet/English/parl_oag_201611_03_e_41832.html

- Office of the Auditor General of Canada. (2017). *Preparing women offenders for release- Correctional Service Canada*. Retrieved from http://www.oag-bvg.gc.ca/internet/English/parl_oag_201711_05_e_42670.html
- Office of the Prime Minister of Canada. (2015). *Minister of Public Safety and Emergency Preparedness mandate letter*. Retrieved from <http://pm.gc.ca/eng/minister-public-safety-and-emergency-preparedness-mandate-letter>
- Stewart, L., Hamilton, E., Wilton, G., Cousineau, C., & Varrette, S. (2009). *An examination of the effectiveness of Tupiq: A culturally specific program for Inuit sex offenders* (Research Report R-213). Ottawa, ON: Correctional Service of Canada.
- Stewart, L. A., Wardrop, K., Wilton, G., Thompson, J., Derkzen, D., & Motiuk, L. (2017). *Indigenous offenders: Major findings from the DFIA-R research studies*. (Research Report R-395_I). Ottawa, ON: Correctional Service of Canada.
- Stewart, L. A., & Wilton, G. (2014). *Outcomes of federal Aboriginal offenders in correctional programs: Follow-up from the ICPM evaluation* (Research Report R-328). Ottawa, ON: Correctional Service of Canada.
- Sturgess, D., Woodhams, J., & Tonkin, M. (2016). Treatment engagement from the perspective of the offender: Reasons for noncompletion and completion of treatment – A systematic review. *International Journal of Offender Therapy and Comparative Criminology*, 60, 1873-1896.
- Treasury Board of Canada. (2016). *Policy on Results*. Ottawa, ON. <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300§ion=html>
- Tripodi, S. J., Bledsoe, S. E., Kim, J. S., & Bender, K. (2011). Effects of correctional-based programs for female inmates: A systematic review. *Research on Social Work Practice*, 21, 15-31. doi: 10.1177/1049731509352337
- Usher, A. M., & Stewart, L. A. (2014). Effectiveness of correctional programs with ethically diverse offenders: A meta-analytic study. *International Journal of Offender Therapy and Comparative Criminology*, 58, 209-230. doi: 10.1177/0306624X12469507
- Vîlcică, E. R. (2018). Revisiting parole decision making: Testing for the punitive hypothesis in a large U.S. jurisdiction. *International Journal of Offender Therapy and Comparative Criminology*, 62(5), 1357-1383. doi: 10.1177/0306624X16668512

- Wardrop, K., & Pardoel, K. (2018). *Examining change in criminogenic need levels associated with correctional program participation among federally sentenced women*. (Research Report R-422). Ottawa, Ontario: Correctional Service of Canada.
- Welsh, B. C. (2004). Monetary costs and benefits of correctional treatment programs: Implications for offender re-entry. *Federal Probation, 68*(2), 9-13.
- West-Smith, M., Pogrebin, M. R., & Poole, E. D. (2000). Denial of parole: An inmate perspective. *Federal Probation, 64*(2), 3-10.
- Wormith, J. S., & Olver, M. E. (2002). Offender treatment attrition and its relationship with risk, responsivity, and recidivism. *Criminal Justice and Behavior, 29*(4), 447-471.
- Zhang, T. (2008). *Costs of crime in Canada, 2008*. (Research Report No. RR10-05e). Ottawa, Ontario: Justice Canada.