



DEPARTMENT OF JUSTICE

Strategic Plan
Part B - Annual Planning
2011/2012



April 1, 2011

The Honourable Dennis Fentie
Premier
Government of Yukon
P.O. Box 2703
Whitehorse, Yukon Y1A 2C6

Dear Premier Fentie:

RE: LETTER OF UNDERTAKING – FISCAL YEAR 2011/12

This letter will confirm that the Department of Justice, under my direction, will undertake the efforts outlined below to meet the goals and commitments of your government.

The following describes some of the highlights of the Department of Justice priorities for fiscal year 2011/12. Additional detail – and many additional activities – can be found in the attached departmental strategic plan, which forms part of this letter of undertaking.

Goal 1: Redevelop the correctional system to respond to the needs of Yukoners.

Construction of the new correctional centre will be completed this year. As you know, this project is on time and on budget. In the fall and early winter, we will begin the significant job of transferring staff and inmates into the new facility. I am pleased to report that the remaining initiatives of the Correctional Redevelopment Strategic Plan will be largely completed in the coming year. This is a significant accomplishment for both the department and the government.

Goal 2: Support safe and healthy communities through an integrated approach with partners, communities and government.

This goal will be supported through proclaiming and implementing the *Victims of Crime Act*, as well as continuing to implement the Victims of Crime Strategy. The department will also develop a new crime prevention strategy that will focus on the positive role that community members can play to reduce opportunities for crime. Finally, Victim Services will implement a program to provide services for child victims and witnesses that reflects national and local best practices.

Goal 3: Maximize the value of legal services to the Government of Yukon.

The Department of Justice continues to provide high quality legal services to the government. This coming year will see the establishment of a new outside counsel policy to assist client departments in their decision to use the services of outside counsel. In addition, the Legal Services branch will implement a legal risk management framework to bring additional rigour to legal decision-making. The branch will also work with the Departments of Community Services and Highways and Public Works on the development of a new template for contracting and procurement.

Goal 4: Improve access to justice and justice services for all Yukoners.

This goal will be supported by initiating a project that will allow government to consolidate Yukon statutes on a continuous basis. This will result in up-to-date statutes for both government officials and citizens, as well as ensure that redundant sections of statutes are removed. In addition, the department is undertaking a project to modernize the land titles regime. This multi-year project will include new legislation, a new management information system and new business processes that will provide greater levels of service to the public and increase the speed and efficiency of land transactions. This project directly supports economic development by facilitating timely and accurate land tenure transactions.

Goal 5: In collaboration with our partners, improve the quality of police services in Yukon.

This goal was added to our strategic plan this year to guide the implementation of the recommendations from *Sharing Common Ground*, the report of the Review of Yukon's Police Force. This year, the Yukon Police Council will be established and tasked with preparing an implementation plan for the remaining recommendations of the report. The department will enter into an agreement with the Alberta Serious Incident Response Team to provide civilian investigation of serious incidents involving the RCMP. The department will also establish a Domestic Violence and Sexual Assault Coordinating Committee to develop a comprehensive framework for responding to these offences. In addition, in partnership with the Council of Yukon First Nations and Yukon College, establish a law enforcement career orientation program at the Northern Institute of Social Justice to prepare First Nations and women for a career in law enforcement or the justice system.

Goal 6: Attract, develop and engage talented people to continue to provide high quality service to the public.

The department will continue to support our staff by implementing leadership initiatives including the Leadership Essentials and Development (LEAD) program for middle managers and supervisors. Support will also continue for our wellness program. There will also be a number of workshops held to support and educate managers about flexible work options for their employees.

Goal 7: Practicing open, accountable and fiscally responsible government.

The Department of Justice will transition to the new strategic planning model. The department will develop outcome measures for our business lines and establish a risk management framework within the planning process. The Justice Enterprise Initiative Network, a management information system for courts and corrections, will also approach completion in the coming fiscal year.

Goal 8: Advance strategic corporate initiatives through interdepartmental cooperation.

The department will continue to promote activities in support of the Climate Change Action Plan, emergency preparedness, and the corporate occupational health and safety initiative. The department is an active participant in the Social Inclusion and Poverty Reduction initiative. The department is also leading an inter-departmental initiative to identify the number of clients within the justice system who have FASD.

Summary statement

I am pleased to report that the Department of Justice continues to support the government's commitment to healthy and safe communities. With the completion of the new correctional centre in 2011/12, the department will have realized significant progress with respect to correctional redevelopment. This is a noteworthy milestone for both the department and the government.

The department is now undertaking a significant initiative to establish a new relationship between government, citizens and the RCMP. Responding to the recommendations in *Sharing Common Ground* offers the opportunity for Yukon government to take a leading role in redefining this relationship and enhancing the quality of life in our communities.

I am committed to continuing to work towards the goals that you have established for this government. I look forward to providing you with regular progress reports throughout the course of this year.

Sincerely,



Dennis Cooley, PhD
Deputy Minister

- c. The Honourable Marian C. Horne, Minister of Justice
Janet Moodie, Deputy Minister, Executive Council Office

Attachment: (1) Department of Justice Strategic Plan

**Strategic Plan Part B – Annual Planning
2011/2012
Justice**

DEPARTMENT STRATEGIC GOALS	STRATEGIC OBJECTIVES	STRATEGIES (WHAT WE'RE WORKING ON)
<i>Department-Specific Goals</i>		
Goal 1 Redevelop the correctional system to respond to the needs of Yukoners	1.1 - Enhance the delivery of evidence based program delivery and supervision practices	1.1.1 - Continue to increase evidence-based and client focused programming (women and First Nations). 1.1.2 - Develop and implement structured supervision for remanded inmates. 1.1.3 – Develop and deliver case management training for correctional officers. 1.1.4 - Increase capacity to deliver evidence-based programs through staff training. 1.1.5 - Update Offender Supervision and Services policies to reflect best practices. 1.1.6 - Develop and implement quality assurance measures for program delivery.
	1.2 – Complete construction of the new correctional centre and transition to the facility	1.2.1 - Complete capital project management to bring new facility to completion on time and on budget. 1.2.2 – Complete successful transition into new facility.

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	1.3 - Provide support and development opportunities to employees, volunteers and community members who work with correctional clients	1.3.1 - Develop and implement a volunteer recruitment and orientation strategy for Whitehorse Correctional Centre. 1.3.2 - Complete revisions to Corrections Officer Qualification Training (COQT) in partnership with the Northern Institute of Social Justice. 1.3.3 - Review and expand Mentorship Program to incorporate competency knowledge and development. 1.3.4 - Develop and deliver standardized training for probation officers.
Goal 2 Support safe and healthy communities through an integrated approach with partners, communities and government	2.1 - Implement the Victims of Crime Strategy	2.1.1 - Continue to implement plan for supporting victims of crime in all Yukon communities. 2.1.2 - Continue to develop and implement training to support people who are responding to victims of crime. 2.1.3 - Implement <i>Victims of Crime Act</i> . 2.1.4 - Implement an approach to providing services for child victims and witnesses that reflects national and local best practices and evidence. 2.1.5 - Work with Victims of Crime Strategy Implementation Advisory Committee to develop, implement and assess Victims of Crime Strategy work plan.

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	2.2 – Develop preventative and collaborative approaches to community safety	<p>2.2.1 - Implement a collaborative and integrated strategy for communication and travel to Yukon communities.</p> <p>2.2.2 - Complete and implement a Department of Justice crime prevention strategy.</p> <p>2.2.3 - Integrate work of individual safety plans with ongoing work with communities to develop community safety plans.</p> <p>2.2.4 – Continue to develop and implement training in support of community based justice workers (including community justice coordinators, Aboriginal Courtworkers and Summer Youth Leadership Projects).</p> <p>2.2.5 - Increase support information and access to Crime Prevention and Victim Services Trust Fund.</p>
Goal 3 Maximize the value of legal advice and services to the Government of Yukon	3.1 – Increase client departments' awareness of the scope and nature of services provided by Legal Services	<p>3.1.1 - Conduct an evaluation of Legal Services client website.</p> <p>3.1.2 - Continue to provide client education in areas such as legislative development, contract law, administrative law and litigation issues such as document retention and disclosure.</p>
	3.2 - Work with client departments on implementation of major initiatives with significant legal components	<p>3.2.1 - Ensure that client departments receive a high level of service on major undertakings such as determining the scope of the Language Act, reviewing court decisions pertaining to the francophone school board case and advising on the impact of Access Copyright.</p> <p>3.2.2 - Work with the departments of Community Services and Highways & Public Works on the development of a new template for contracting and procurement.</p>
	3.3 – Enhance the legal skills of Legal Services' staff	<p>3.3.1 - Develop a training policy for Legal Services that will improve training opportunities for in-house staff.</p> <p>3.3.2 - Conduct a feasibility study on the possibility of</p>

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		<p>creating a mentoring program for Legal Services' staff.</p>
	<p>3.4 – Increase the efficiency of the delivery of legal services to Yukon Government</p>	<p>3.4.1 - Implement the Legal Risk Analysis Guidelines.</p> <p>3.4.2 - Perform a needs analysis to determine an appropriate electronic knowledge management system for Legal Services.</p> <p>3.4.3 - Increase Legal Services' in-house capacity both in the short term and long term.</p> <p>3.4.4 - Create a Legal Services office policy & procedures manual that will include Legal Service Branch positions on important legal issues like crown immunity, indemnities, application of ATIPP, etc.</p>
	<p>3.5 – Continue to take steps to reduce the use of outside counsel</p>	<p>3.5.1 - Implement the Outside Counsel Policy.</p> <p>3.5.2 - Work with client departments to maintain the existing dedicated lawyer positions and to establish new ones.</p>
<p>Goal 4 Improve access to justice and justice services for all Yukoners</p>	<p>4.1 - Improve the legislative and service framework for vulnerable persons</p>	<p>4.1.1 - Develop and deliver training on the workers' compensation system from the injured worker perspective.</p> <p>4.1.2 - Work with Canada to ensure that the process developed in the Public Guardian and Trustee's Office to allow for direct deposit of federal pensions to client accounts is approved and can be implemented.</p> <p>4.1.3 - Improve certainty and efficiency of placing accused in forensic institutions for psychiatric evaluations.</p>
	<p>4.2 - Improve access to legal information by making information more readily accessible</p>	<p>4.2.1 - Begin work on consolidating Yukon government public legal information services.</p> <p>4.2.2 - Develop a framework for a comprehensive public legal information strategy.</p> <p>4.2.3 - Establish training modules for Yukon Government employees in respect of: The difference between legal advice and legal</p>

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		<p>information, and</p> <p>The importance of appropriate service delivery when providing legal information.</p> <p>4.2.5 - Work with community partners to expand the delivery of court-ordered parent education services.</p>
	<p>4.3 - Modernize Yukon's legislative framework</p>	<p>4.3.1 - Establish a workplan for the ongoing consolidation of Yukon's statutes.</p> <p>4.3.2 - Provide advice to Executive Counsel Office and client departments on the development of a legislative plan for the next mandate.</p> <p>4.3.3 - Provide advice to the Minister of Justice on new legislative plan for the Department of Justice.</p>
	<p>4.4 – Improve the Land Titles regime in Yukon</p>	<p>4.4.1 - Finalize multi-year project plan in respect of all aspects of Government Land Information Management Reform (GLIMR): legislative, business practices and systems.</p> <p>4.4.2 - Establish ADM level interdepartmental steering committee to address governance of GLIMR.</p> <p>4.4.3 - Establish governance structure for existing Land Information Management System (LIMS)</p> <p>4.4.4 - Begin work on:</p> <ul style="list-style-type: none"> • Environmental scan of land title systems used in other jurisdictions. • Modernizing <i>Land Titles Act</i> and <i>Condominium Act</i>. • Reviewing existing business practices.
	<p>4.5 - Enhance the delivery of high quality court services to the public</p>	<p>4.5.1 - Implement the new Justice Enterprise Information Network (JEIN).</p> <p>4.5.2 - Develop a strategic plan in response to the 2010-11 Court Services program review.</p>

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	<p>4.6 – Improve the quality of decision making for administrative and quasi judicial bodies</p>	<p>4.6.1 - Prepare a discussion paper on reform of Government of Yukon administrative tribunals.</p>
<p>Goal 5 In collaboration with our partners, improve the quality of police services in Yukon</p>	<p>5.1 - Work with law enforcement and community groups on initiatives to improve public and community safety</p>	<p>5.1.1 - Manage the territorial police service agreement and negotiate a new agreement in 2012.</p> <p>5.1.2 - Build a Secure Assessment Centre for persons taken into RCMP custody.</p> <p>5.1.3 - Implement a multi-agency prolific offender management program.</p> <p>5.1.4 - Monitor and work with the RCMP on implementation of RCMP led recommendations from the Police Review.</p> <p>5.1.5 - Establish a working group to make recommendations to the Yukon Police Council on the desired skills and attributes of RCMP officers.</p> <p>5.1.6 - Work with the territories on northern initiatives aimed at improving community policing.</p>
	<p>5.2 – Improve public awareness and engagement in police services in the Yukon</p>	<p>5.2.1 - Establish the Yukon Police Council.</p> <p>5.2.2 - Work with the Yukon Police Council on an implementation strategy for all recommendations from the Police Review.</p> <p>5.2.3 - Establish the Domestic Violence and Sexual Assault Coordinating Committee.</p> <p>5.2.4 - Work with the RCMP to develop an RCMP Domestic Violence and Sexual Assault Team.</p> <p>5.2.5 - Partner with Council of Yukon First Nations and Yukon College to establish a law enforcement career orientation program at the Northern Institute of Social Justice.</p>

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		<p>5.2.6 - Work with RCMP and in consultation with the Yukon Police Council on a communications strategy to support public awareness of Yukon police services.</p> <p>5.3 – Improve public accountability of police services in the Yukon</p> <p>5.3.1 - Establish an agreement with an existing civilian investigative agency to ensure independent external investigations of serious incidents involving the RCMP.</p> <p>5.3.2 - Establish an independent civilian police complaint coordinator to educate and assist Yukoners on the public complaint process.</p> <p>5.3.3 - Work with the Yukon Police Council and the Commission for Public Complaints to develop a roster of Yukon citizens to act as independent observers.</p>
<i>Corporate Goals</i>		
<p>Goal 6</p> <p>Attract, develop and engage talented people to continue to provide high quality service to the public</p>	<p>6.1 - Commit to learning, career planning and development and succession planning</p> <p>6.2 - Support flexibility in the workplace and work-life balance</p> <p>6.3 - Successfully complete performance planning and</p>	<p>6.1.1 - Develop departmental approach to administrative processes.</p> <p>6.1.2 - Implement the new Department of Justice training policy and calendar.</p> <p>6.1.3 - Develop a strategy for improving the Employee Performance Evaluation process.</p> <p>6.1.4 - Implement the Leadership Essentials and Development program for middle managers and supervisors.</p> <p>6.2.1 - Hold workshops for managers on identifying potential flexible work options while maintaining service standards.</p> <p>6.2.2 - Support wellness committee activities.</p> <p>6.3.1 - Maintain timely employee performance evaluations.</p>

DEPARTMENT STRATEGIC GOALS	STRATEGIC OBJECTIVES	STRATEGIES (WHAT WE'RE WORKING ON)
	measurement	
Goal 7 Practice open, accountable and fiscally responsible government	7.1 - Exercise sound financial and information management and planning in the delivery of service to Yukoners	7.1.1 - Continue to provide one-on-one Financial Training Modules for new employees and the facilitation of group Financial Training Modules. 7.1.2 - Develop a Financial Practice/Budgeting module specific to Branch Managers and Directors. 7.1.3 - Observe financial processes and practices in program areas and provide advice to improve financial planning, monitoring and the processing for financial documents. 7.1.4 - Undertake long-term space and capital building management planning for the Department of Justice.
	7.2 - Provide timely, straight forward information to employees, stakeholders and citizens	7.2.1 - Revitalize the Department of Justice website. 7.2.2 - Continue with the Yukon Infrastructure Newsletter. 7.2.3 - Establish a reporting mechanism for employees on staffing activity.
	7.3 – Develop a comprehensive corporate management information services plan	7.3.1 - Continue to provide training modules for one-on-one records training. 7.3.2 - Improving Department of Justice information management services through the implementation of the Justice Enterprise Information Network. 7.3.3 - Introduce a comprehensive risk management strategy for the department. 7.3.4 - Develop measurement indicators for Department of Justice programs.
Goal 8 Advance strategic	8.1 - Build new First Nation relations in a modern treaty	8.1.1 - Maintain effective partnerships with First Nations in Department of Justice initiatives. 8.1.2 - Explore opportunities for further collaboration on

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corporate initiatives through interdepartmental cooperation	environment	Northern Strategy projects. 8.1.3 - Continue negotiation of Administration of Justice Agreements.
	8.2 - Implement the Climate Change Action Plan	8.2.1 - Support the intra-departmental green action committee. 8.2.3 - Continue to support/participate in exercises to report progress on the Climate Change Action Plan, identify new actions, and identify new needs or gaps.
	8.3 – Combat poverty and promote social inclusion	8.3.1 - Support the Social Inclusion initiative through active participation in the Steering Committee, providing information and assistance as required.
	8.4 – Enable efficient and effective Yukon government emergency preparedness and response	8.4.1 - Update the departmental emergency plans. 8.4.2 - Implement the corporate Health and Safety Program. 8.4.3 - Provide for the security and protection of vital information resources under the department's control and custody. 8.4.4 - Ensure representation in the Yukon Government Emergency Coordination Group. 8.4.5 - Continue to improve legislative counsel processes to ensure support for essential government authorities during emergencies.
	8.5 – Develop and implement corporate and departmental health and safety systems	8.5.1 - Maintain departmental health and safety committees. 8.5.2 - Conduct workplace hazard assessment and control processes. 8.5.3 - Develop/review general safety management processes applicable to the department. 8.5.4 - Continue to educate employees on reporting incidents and accidents properly.

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		<p>8.5.5 - Make efforts to identify health and safety initiatives as part of core business activities (the goal here is a culture shift from reactive to proactive).</p> <p>8.5.6 - Develop an overall wellness strategy through a cross-branch, cross-level committee.</p>
	<p>8.6 – Work cooperatively with other departments on items of mutual concern (involving two or more departments that are not corporate-wide)</p>	<p>8.6.1 - Continue Community Wellness Court Pilot Project.</p> <p>8.6.2 - Finish the Common Client Research Project.</p> <p>8.6.3 - Implement the Fetal Alcohol Spectrum Disorder Prevalence Study project.</p>