

3.09—The Ontario Parole and Earned Release Board

BACKGROUND

The Ontario Parole and Earned Release Board (Board) derives its authority from the federal *Corrections and Conditional Release Act* and the provincial *Ministry of Correctional Services Act*. It makes decisions about parole for offenders sentenced to less than two years of imprisonment. Offenders are eligible for parole consideration upon serving one third of their sentences. Offenders who are granted parole serve the remainder of their sentences in the community under the supervision of a parole officer. Without parole, offenders are normally released after serving two thirds of their sentences.

The National Parole Board makes parole decisions on behalf of all other provinces except British Columbia and Quebec. The National Parole Board also makes parole decisions for all offenders who have been sentenced to imprisonment for two or more years because those offenders fall under federal jurisdiction.

The *Correctional Accountability Act*, proclaimed on July 3, 2001, changed the former Ontario Board of Parole into the current Board and expanded its traditional role of making decisions on parole to include decisions on whether offenders have earned enough credit days while incarcerated (by participating in rehabilitative programs, demonstrating positive behaviour, and being drug-free) for release. The Board was also given the responsibility for decisions about granting temporary absences over 72 hours.

At the time of our audit, the Board had four full-time members, including the Chair, and over forty part-time members. Most full-time members have a correctional services or criminal justice background; part-time members are lay people representing their local communities. A quorum of two members is required to conduct a parole hearing. In case of a split decision, a new hearing is scheduled with three different members attending.

For the 2001/02 fiscal year, the Board's total expenditures amounted to approximately \$3 million. For the 2000/01 fiscal year, approximately 2,100 parole hearings were held, 28% of which resulted in parole being granted.

AUDIT OBJECTIVES AND SCOPE

The objectives of our audit were to assess whether the Board had adequate procedures in place to ensure that parole decisions were made in accordance with legislative and board policies as well as to measure and report on its effectiveness in contributing to public safety and facilitating the reintegration of offenders into society.

Prior to the commencement of our audit, we identified criteria that would be used to conclude on our audit objectives. These were reviewed and accepted by the Board's Chair.

Our audit was conducted in accordance with the standards for assurance engagements, encompassing value for money and compliance, established by the Canadian Institute of Chartered Accountants, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

Our audit work, which was substantially completed in March 2002, included visits to the Board's head office and three of its four regional offices. It also included an examination of parole files and other internal board documents, discussions with board and ministry officials, observation of parole hearings, and research into parole practices in other Canadian jurisdictions. Our audit did not include the Board's decisions on earned release and temporary absences over 72 hours, as the Board had not made any decisions on earned release and implementation of the Temporary Absence Program began only in January 2002.

OVERALL AUDIT CONCLUSIONS

We concluded that the Board's mandate of protecting society by effectively reintegrating offenders into the community was hindered by a dramatic reduction in the number of eligible inmates being considered for parole. Specifically, the decline in the number of hearings from 6,600 to 2,100, combined with a steady drop in parole grant rates from 59% to 28%, has resulted in fewer than 600 inmates being granted parole in 2000/01, as compared to 3,800 in 1993/94.

According to board studies, factors contributing to this decline included inmates not receiving the required parole information and inmates waiving parole hearings because they felt there was little chance of getting a fair and unbiased hearing.

In one of the four regions, we found that it was a matter of practice to deny any applications for a parole hearing from inmates serving 122 days or less, thus depriving a significant number of offenders of the opportunity to have their cases heard. This is particularly significant in that 85% of Ontario's inmates generally serve sentences of less than six months and on average are sentenced to only about 70 days.

We also concluded that:

- The Board had set performance goals for 2001/02 below those already achieved; thus, its goals do not serve to encourage an improvement in board performance.
- The Board had not conducted quality assurance and performance reviews as required by board policy. In cases where reviews were done, the results of the reviews were not used to improve the quality of decision-making and the performance of board members.
- Ontario had no formal selection process to assess the abilities, skills, commitment, and suitability of potential board members, nor did the Board have the opportunity to provide input on the initial screening of potential candidates.
- The Board had not recorded its rationale for its decisions not to impose special conditions that had been recommended by parole officers or police. Examples of recommended conditions included the requirement that parolees have no contact with their victims and the requirement that parolees do not possess firearms.

In addition, we found that, although Ontario's parole grant rates have significantly declined since 1993/94, its rates of parolees reoffending during parole have been generally higher since that same time. This situation requires research by the Board to determine what further action, if any, is required.

It is worthy to note that, with regard to reviewing reports from parole officers, modifying parole conditions, and, when necessary, issuing revocations and arrest warrants, the Board acted in an appropriate and timely manner.

Overall Board Response

The Ontario Parole and Earned Release Board and the Ministry of Public Safety and Security are in the midst of a comprehensive review of the Board's organizational and accountability structure. This review will significantly enhance the Board's ability to implement recommendations made by the Provincial Auditor.

The review was prompted by the recent construction/enlargement of three provincial correctional centres and concurrent closure of many older, smaller facilities. These three institutions will soon house 72% of Ontario's inmates serving sentences of six months or more.

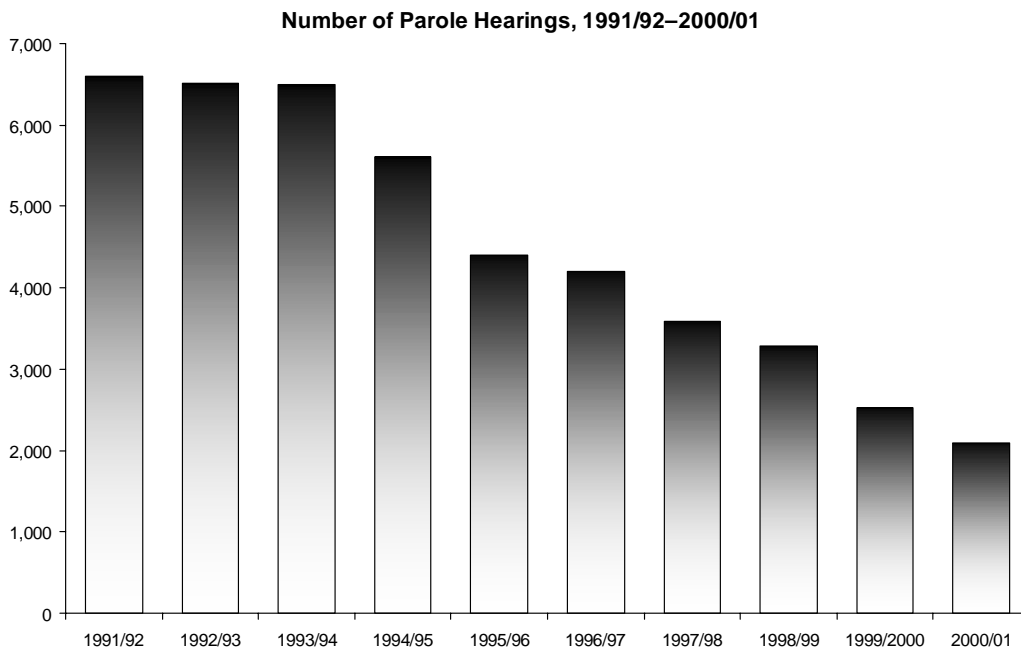
The rationalization of ministry correctional facilities will require the Board to restructure its resources. While the bulk of the Board's work will take place at the three new facilities, the Board's offices are currently spread out across the province. Ideally, these offices should be co-located in provincial correctional institutions. The Board is also reviewing options to reorganize its management structure to promote efficiencies and best practices and move from a paper-based to an electronic hearing system.

DETAILED AUDIT OBSERVATIONS

The *Corrections and Conditional Release Act* states that the purpose of parole is to “contribute to the maintenance of a just, peaceful and safe society by means of decisions on the timing and conditions of release that will best facilitate the rehabilitation of offenders and their reintegration into the community as law-abiding citizens.” In guiding the decisions of the Board, the Act also specifies “that the protection of society be the paramount consideration in the determination of any case.”

NUMBER OF PAROLE HEARINGS

Over the last 10 years, the number of board hearings relating to decisions in granting or denying parole have declined significantly, as the following table shows.



Source of data: The Ontario Parole and Earned Release Board

The number of parole hearings involving granting or denying decisions has declined by 66% from about 6,600 in 1993/94 to fewer than 2,100 in 2000/01. A general decline in crime rates and the introduction in 1996 of conditional sentencing, which allows offenders to serve their sentences under supervision in the community, have reduced the number of offenders sentenced to Ontario correctional institutions. However, the decline in the crime rate has been gradual, and the use of conditional sentencing stabilized shortly after its introduction. Thus, these two factors alone do not account for the sharp reduction in the number of hearings in the last few years.

According to studies conducted by the Board, a more important factor is that a significant number of offenders is not even interested in parole. Under current legislation, inmates with

sentences of less than six months must apply for a parole hearing in writing, whereas those serving longer sentences will automatically have a hearing scheduled, unless they waive the right to a hearing in writing. Since 1995, the monthly number of waivers signed by offenders has often been the same as or greater than the number of hearings completed.

To help determine the reasons for the decline in requests for hearings, the Board commissioned two studies, one in 1999/2000 and the other in 2000/01. For example, the first study reviewed written reasons for the waivers and interviewed inmates in all regions. That study reported that the majority of inmates had noted on their waiver forms that they were either not interested in parole or that parole was a waste of time. Others indicated that they were receiving treatment in their respective institutions or that they had no residence outside those institutions. The second study consisted of interviews with inmates from one institution.

Common observations of the two studies included the following:

- Ministry correctional staff had not provided proper parole information to inmates as required by the Ministry's Memorandum of Understanding with the Board. For example, the first study pointed out that not only were pamphlets and videos with information about parole not shown to offenders, but in a number of correctional institutions such pamphlets were not even available. The study indicated that "parole was often presented in a negative light and parole hearings were not encouraged, but instead parole waiver forms were often on hand ready for completion."
- Inmates reported that they felt they had little chance of having a fair and unbiased parole hearing. Accordingly, many did not want to go through the motions of a hearing.

In addition to the increase in the number of waivers from long-term offenders (those serving six months or longer) that these studies focused on, we noted that there was also a significant problem in the processing of applications for hearings from short-term offenders (those serving less than six months).

In Ontario, over 85% of inmates generally serve sentences of less than six months, and on average, provincial inmates are sentenced to only about 70 days. The majority of short-term inmates are not considered by the Board to be violent or high risk and would benefit from appropriate supervision and treatment programs in the community.

However, our audit indicated that less than one per cent of Ontario's short-term offenders had received parole hearings in recent years. Board management indicated that it was not practical to hold hearings for inmates with sentences of less than 90 days, as the Board might not have enough time to gather all the information necessary for the hearings. We examined applications for parole in the three regions we visited and found that applications had not been considered consistently across the province. Specifically, we noted the following:

- In one region, the majority of short-term offenders who applied for a parole hearing were denied one. The senior board member for the region informed us that in that region it was a matter of practice to deny any hearing applications from inmates serving

122 days or less. Consequently, a significant number of offenders who might have benefited from parole were not given the opportunity to have their cases heard.

- Another region could not identify short-term offenders whose applications for a parole hearing had been denied because it did not keep a complete record of denied applications.

Under current legislation, inmates not granted parole are released after serving two thirds of their sentences, while those granted parole must serve the full length of their sentences with one third in the institution and two thirds in the community under supervision and conditions set by the Board. Effectiveness in promoting the safety of society requires the Board to help as many low-risk offenders as possible successfully reintegrate into the community by controlling the timing and conditions of their release.

Recommendation

To more effectively control the timing and conditions of release of inmates, the Board should:

- **work with the Ministry to ensure that correctional institutions provide inmates with proper information about parole; and**
- **review regional practices to ensure that consistent and equitable access is provided to offenders applying for parole hearings.**

Board Response

The proposed restructuring of the Board will place senior board members and case officers directly in the most populated institutions and will lead to inmates receiving better information about parole and earned release programs.

The corporate office will review the information packages given to provincial inmates to assure completeness, currency, and accuracy.

The Board will specify and reiterate expectations for the timeliness and accuracy of information given to inmates on admission by the Ministry and for the quality, timeliness, and relevance of information provided to the Board by institutional employees with respect to parole applications, certain temporary absence requests, and eventually earned remission awards.

Case officers at major institutions will be available to answer specific questions posed by inmates about any aspects of the parole process. They will also ensure inmates receive adequate information about parole and temporary absence applications.

The memorandum of understanding (MOU) between the Ministry and the Board will be rewritten to clearly specify the Board's expectations with respect to the quality and timeliness of information received by inmates about parole on admission. Furthermore, the MOU will underscore the high expectations

that the Board holds for the receipt of timely, complete, and accurate information from the Ministry and the manner in which ministry employees process applications for parole.

Board policies and procedures will be substantially reviewed to provide clear direction to board members and employees with respect to a single, consistent approach for processing applications for parole. These policies will also provide clear direction on how records of both approved and denied cases are maintained, collected, and reported. The performance objectives of board members and employees will be adjusted to include clear measures of their responsibilities in processing parole applications. The corporate office will implement a regime to regularly assess the manner in which parole applications are reviewed and responded to by the board members and employees and correct any shortcomings. Board training policies and programs will be reviewed and adjusted, where required, to provide for appropriate initial and ongoing training for board members and employees on their roles and obligations for processing applications for parole.

PAROLE DECISIONS AND THEIR IMPACT ON REOFFENDING

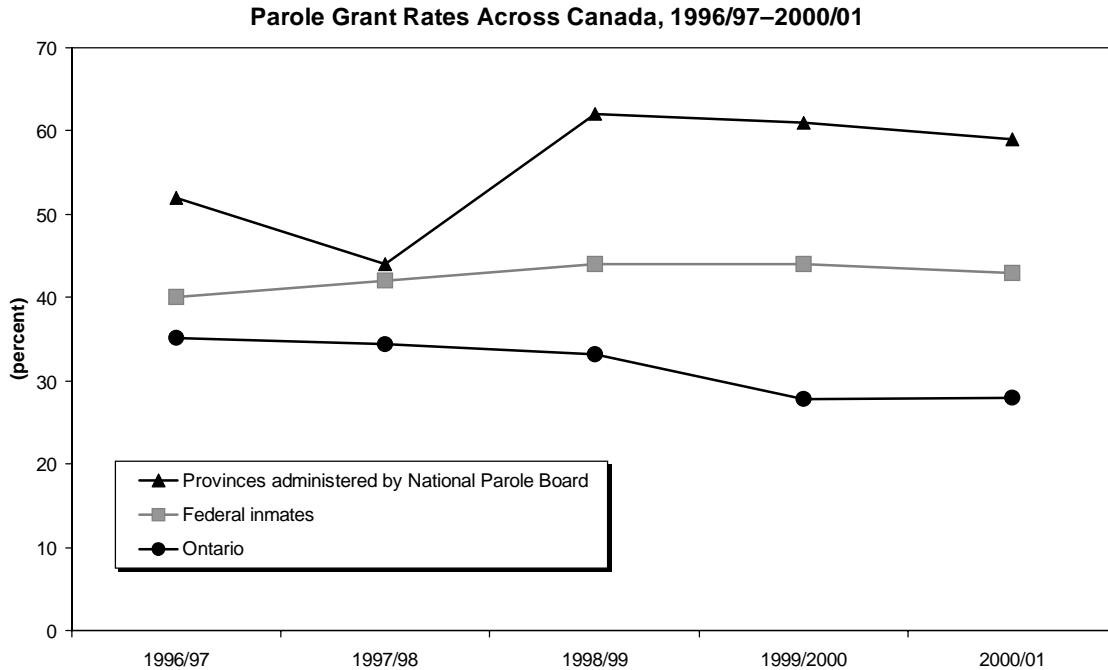
A parole board's most important function is to decide whether inmates should be granted or denied parole. All parole decisions are governed by legislated criteria, stipulated by the federal *Corrections and Conditional Release Act*, which require the determination of whether:

- an offender presents an undue risk to society by reoffending before sentence expiration; and
- release would contribute to the protection of society by facilitating reintegration of the offender into the community as a law-abiding citizen.

Thus, in any given year, the parole grant rate reflects a parole board's application of legislative criteria in assessing the risk offenders pose to the community, as well as the availability of community supports and resources for the reintegration of the offenders. Community supports and resources include the adequacy of supervision by parole officers and other community programs and resources that enable a gradual release of inmates into society.

Between 1993/94 and 2000/01, the number of offenders granted parole declined from over 3,800 to fewer than 600. Parole grant rates have been steadily declining since 1993/94, from 59% in 1993/94 to 28% in 2000/01. The decline in the number of hearings combined with the drop in parole grant rates has resulted in an 85% reduction in the number of offenders granted parole over the last seven years.

The chart below is a comparison of Ontario's parole grant rates with those of other Canadian jurisdictions. Statistics were not available from B.C. Senior board management informed us that Quebec's parole board rates of parole were not suitable for comparison with Ontario's because its parole program policies differ from those of Ontario.



Source of data: The Ontario Parole and Earned Release Board and the National Parole Board

Despite the fact that the same legislated criteria are used for all parole decisions in Canada, Ontario's parole grant rates were significantly lower than the rates for other provinces and even lower than rates for federal offenders, who are deemed in general to be of significantly higher risk.

Ministry data show that the reoffending rate for provincial inmates released without parole is about 60% within two years of their release. Board data on parolees released since 1995/96 indicated two-year reoffending rates ranging from 18% to 23% over those years. Research by the Ministry indicated that with support and intervention in the community, a significant reduction in the rate of reoffending is achievable. This research also indicated that a lack of community support and intervention with low-risk offenders could actually increase the reoffending rate. These research findings are in accord with the *Corrections and Conditional Release Act* requirement that parole boards "make the least restrictive determination consistent with the protection of society."

We reviewed Ontario's statistics for the last 10 years for reoffending during parole to determine whether the significantly lower parole grant rates since 1993/94 resulted in corresponding reductions in the rates of reoffending during parole. Available parole statistics from the Board for the last 10 years are outlined in the following table.

**Ontario Parole Grant Rates
and Reoffending Rates,
1991/92–2000/01**

| Fiscal Year | Parole Grant Rate (%) | Reoffending Rate (%) |
|-------------|-----------------------|----------------------|
| 1991/92 | 52 | 1.8 |
| 1992/93 | 53 | 2.5 |
| 1993/94 | 59 | 1.6 |
| 1994/95 | 49 | 4.2 |
| 1995/96 | 42 | 3.2 |
| 1996/97 | 35 | 3.6 |
| 1997/98 | 34 | 2.3 |
| 1998/99 | 33 | 4.4 |
| 1999/2000 | 28 | 3.9 |
| 2000/01 | 28 | 3.5 |

Source of data: The Ontario Parole and Earned Release Board

As the table indicates, while Ontario's parole system has been releasing relatively fewer offenders on parole in recent years, proportionally more of those parolees have reoffended during parole compared with the rates of reoffending from before 1994/95.

Reoffending by parolees during parole depends on the motivation of parolees and many other factors, such as proper application of parole criteria by the Board in assessing risks and community resources and the effectiveness of parole officers in monitoring and supervising parolees. However, the Board needs to address the reasons for Ontario's combination of lower parole grant rates and higher rates of reoffending during parole.

Recommendation

To better protect society through the appropriate release of inmates under parole supervision and conditions, the Board should conduct a systemic review of board decision-making to determine why parole grant rates have significantly decreased since 1993/94 and why, since that same time, there has been a general increase in rates of reoffending during parole and take corrective action where appropriate.

Board Response

The hallmark of the Board's independence is that, through the active participation of Board members drawn from communities across the province, it renders thorough and independent judgments on individual parole

applications based upon a disciplined and methodical assessment of the information placed in its care. The parole grant rate reflects the collective view of a group of well-informed members who assess risk in the context of their interpretation of public safety.

Nonetheless, the Board intends to conduct a review of the work of the federal and other provincial boards of parole to determine whether there are best practices that the Board could adopt for its own.

Reoffending rates are a matter of ongoing interest to the Board and will be monitored and analyzed to illuminate board policy. In-depth analysis of reoffending cases will be done immediately with the intent of generating policy, learning, accountability, and procedural remedies to ensure best practices in the Board's decision-making and review processes.

PERFORMANCE MEASURES

The Board has established in its Business Plan three key performance measures for 2001/02 as outlined in the following table.

Board Performance Measures, 2001/02

| Goals/Outcomes | Measures | Targets/Standards | 2001/02 Commitments |
|--------------------------------------|--|---|-----------------------|
| Reduction in reoffending by parolees | Percentage of parolees reoffending while on parole | Maintain rate of reoffending while on parole at 4.5% or less | Meet or exceed target |
| | Percentage of parolees suspended for serious reoffending | Maintain rate of suspension for serious reoffending at 2% or less | Meet or exceed target |
| | Percentage of parolees reoffending within two years of release | Maintain rate for parolees reoffending within two years of release at 25% or less | Meet or exceed target |

Source of data: The Ontario Parole and Earned Release Board

We noted that the Board has set performance targets below those already achieved; thus, those targets are not conducive to improving performance. Specifically:

- The rate of parolees reoffending has never reached as high as the 4.5% established as the performance target for 2001/02. Achieving the 4.5% performance target would actually entail a worsening of performance, as it would be significantly above average historical rates.
- The performance target for serious reoffending is to maintain a rate of 2% or less. Historically, level I reoffending in Ontario has not been above 1.5%.

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- Regarding the target of maintaining the rate of reoffending by parolees within two years of release at 25% or less, board statistics for the last five years show that Ontario’s two-year reoffending rate has fluctuated from a low of 18% to a high of 23%.

Recommendation

To improve performance for reducing reoffending rates of parolees and thereby enhance public safety, the Board should set performance targets based on its own best results as well as those from other jurisdictions.

Board Response

The Board intends to study the performance measures used in other jurisdictions and will establish measures that it believes enhance public safety.

PAROLE DECISION-MAKING

Obtaining Relevant Information

The federal *Conditions and Conditional Release Act* requires “that parole boards take into consideration all available information that is relevant to a case, including the stated reasons and recommendations of the sentencing judge, any other information from the trial or the sentencing hearing, information and assessments provided by correctional authorities, and information obtained from victims and the offender.”

To comply with the legislation, the Board has established various information requirements to assist members in determining whether the release of an inmate would present undue risk to the community. More stringent requirements are imposed for the release of level I offenders, including confirmation of inmates’ post-release travel plans outlining how an offender intends to travel to a destination in the community from the correctional institution. Our audit, however, revealed that the required information was often not available for use in cases of level I offenders.

Specifically, in over half of the parole cases we examined, the Board did not obtain all relevant offender information before rendering parole and other release decisions. Of the cases we examined, 47% involved level I offenders who were granted parole. Of those level I cases, 79% were missing some of the key information, such as stated reasons and recommendations of the sentencing judge or the travel plans of the offender.

Our discussion with management indicated that stated reasons and recommendations of the sentencing judge did not constitute a core document relevant to a case. Consequently, police occurrence reports and Crown prosecutors’ synopses were allowed to be used as the equivalent of the stated reasons and recommendations of the sentencing judge. However, occurrence reports and Crown prosecutors’ synopses are not equivalent to the stated reasons

and recommendations of the sentencing judge because they are essentially evidence and arguments used to convict an offender whereas the stated reasons and recommendations of the sentencing judge have taken all objective evidence and circumstances into consideration. The use of only occurrence reports and prosecutors' synopses may reinforce the perception that sources of information used by the Board are biased.

In addition, board failure to review travel plans of level I offenders before releasing them imposes unnecessary risk on the community.

Recommendation

To provide a better basis for granting parole, the Board should receive and consider all information necessary to support its parole decisions, including the stated reasons and recommendations of the sentencing judge and offenders' travel plans in all cases involving higher-risk offenders.

Board Response

At the present time, judges do not always provide reasons for sentencing and their recommendations. If the courts are prepared to make stated reasons and recommendations available, the Board will consider them. It is the Board's intention to pursue an understanding with the Ministry of the Attorney General and the Ministry of Public Safety and Security to ensure that the stated reasons and recommendations of the trial judges are reliably and routinely forwarded to ministry officials, thus permitting them to be considered as a core document in the future.

The Board also asserts that the agreed statement of facts between the Crown and the defence that the judge also sees is an important and informative document that is available from the court. The Board intends to obtain this document from the Attorney General for inclusion as a core document for all parole cases.

Setting Parole Conditions

In accordance with the *Ministry of Correctional Services Act*, the Board has established standard conditions for all parolees to comply with, except where board members determine the deletion of any such conditions to be reasonable. These standard conditions, as set out in the *Ministry of Correctional Services Act*, Regulation 778, section 48, are as follows.

It is a condition of every grant of parole, unless the Board orders otherwise, that the parolee shall,

- (a) remain within board jurisdiction;
- (b) keep the peace and be of good behaviour;

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- (c) obtain board or parole officer consent to change residence/employment;
 - (d) report as required to parole officer and local police; and
 - (e) refrain from associating with anyone engaged in criminal activity or, unless approved by a parole officer, anyone with a criminal record.

To aid parolees' reintegration and reduce risk to the community, board members may also add special conditions based on case-specific facts.

Our review indicated that board members had properly imposed standard conditions as required by board policy. However, the Board could not provide evidence of the reasons for not imposing specific conditions of parole recommended by parole officers or police (for example, no contact with the victim, no possession of firearms, or submission of passport). It is board practice to audiotape hearings but not the case discussions or the decision-making portions of its hearings.

Recommendation

To help ensure public safety, the Board should appropriately support its decisions not to impose special parole conditions recommended by police or parole officers.

Board Response

The Board will direct board members to indicate on the parole consideration form their knowledge of recommendations from police or parole officials, and, in instances where the Board does not intend to apply the recommendation(s), provide a rationale for that decision.

QUALITY ASSURANCE AND PERFORMANCE REVIEW

The Board has established a process for internal review of parole files and corresponding audiotapes of hearings to monitor the quality of parole decision-making and to determine if there are any training or policy issues that require attention. This process is designed to be proactive, and requires the examination of randomly selected parole-applicant cases on a quarterly basis to identify trends and issues within the parole system. Senior board members responsible for these reviews are required to maintain a record of the randomly selected parole files, including audiotapes.

In addition, all parole cases resulting in serious, level I incidents during parole are reviewed jointly with the Ministry. The Deputy Minister and the Chair of the Board can also request special investigations.

We noted that internal reviews were performed for all cases involving level I reoffending in 2001/02. However, we also noted significant non-compliance with the requirement for the

quarterly random file reviews. Specifically, of the four regions, only one was performing the reviews. Another region had started the review process in October 2001.

In cases where board reviews were done, the results indicated weaknesses or problems in the following areas:

- poor interviewing skills;
- inappropriate setting of special conditions of parole; and
- inadequate consideration of factors for and against parole.

However, despite having identified problems, the results of reviews were not used to take action to improve the performances of board members. For example, additional training, where required, was not provided to enhance members' effectiveness.

Recommendation

To improve the quality of its members' decision-making and overall board performance, the Board should systematically monitor the parole decision-making process and take corrective action, including the provision of additional training, where necessary.

Board Response

The Board endorses this recommendation. The Board is conducting a thorough review of the present board decision-making processes to provide a reliable, rigorous, and transparent regime for random reviews that both the senior members and the corporate office can employ to measure the work of panels.

Furthermore, the Board is concurrently examining processes for completing internal reviews in cases where a reoffence has occurred. This work will form the basis for reviews of our present policies, procedures, and training programs.

SELECTION AND APPOINTMENT OF BOARD MEMBERS

According to the *Corrections and Conditional Release Act*, to ensure that legislative criteria is properly applied, parole boards should "adopt and be guided by appropriate policies" and provide their members "with the training necessary to implement those policies."

To comply with that legislative requirement, the Board provides a mandatory basic training program for all new members consisting of several three-day courses within the first year of appointment. Subsequent seminars and workshops are held periodically in conjunction with

regional board meetings. Attendance by members at special training and conferences is encouraged but not required.

Our review indicated that board members were being provided with proper initial orientation and basic training to fulfill their responsibilities. However, basic training is effective only when members understand the concepts of parole and have the appropriate knowledge, abilities, skills, and commitment to excellence in this area. In that regard, we were unable to determine whether the current appointment process was selecting the most suitable members.

Board members are appointed by the Public Appointments Secretariat of Management Board Secretariat. Currently, the Board has little influence in the selection of its new members. Selection criteria for members of the Ontario Board are similar to those for the National Parole Board. However, unlike the National Parole Board, the Ontario Board is not involved in the initial screening of applicants, and there is no formal process for the Board to provide input regarding the abilities, skills, commitments, and suitability of applicants. We noted that, currently, the process for selecting candidates for the Ontario Board does not include input from board members whereas the selection process for membership to the National Parole Board involves a selection committee that includes both board and external representatives.

Recommendation

To ensure that the most suitable candidates are selected and appointed as board members, the Board should work with the Public Appointments Secretariat of Management Board Secretariat to establish a more formal process for assessing the abilities, skills, commitments, and suitability of applicants for board membership.

Board Response

Work has already commenced between the Chair of the Board and key government officials to produce a thorough, formal, and rigorous process for identifying, selecting, training, and assigning board members, as well as a better process for assessing the performance of board members and, where necessary, providing remedial counselling or training.

Recommendations for the candidate's suitability to serve on the Board will then be made to the Public Appointments Secretariat of Management Board Secretariat.

CASE-RELATED DECISIONS

In addition to making decisions granting or denying parole, the Board also makes case-related decisions, such as the approval of parolees' changes in employment or residence, the revocation of parole, and the authorization of warrants. A full-time member generally makes these decisions at the regional offices.

Parolees are supervised by parole officers in the community. When a parole condition is breached, parole officers report to the Board for further direction. The Board may revoke parole as a result of a breach of condition or a new offence.

Our review indicated that the Board was timely in discharging its responsibilities and taking appropriate actions. More specifically, we noted the following.

- The Board ensured that it received reports on the progress of parolees from probation and parole officers and reviewed these reports on a timely basis.
- When parole conditions set by the Board were subsequently found to be unsuitable for a particular parolee, those conditions were modified or changed to ensure public safety and aid the parolee's rehabilitation efforts.
- Revocations and warrants were issued on a timely basis when there were breaches of parole conditions that presented an undue risk to community safety.