

Let's Talk

VOLUME 24, No. 1

JANUARY 1999

2000

CSC Upgrades for the Next Century



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

Let's Talk is published every three months by the Communications Sector of the Correctional Service of Canada.

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ISSN 0715-285X

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Printed in Canada on Recycled Paper

Let's Talk

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More about Fundamental Respect in our Workplace

This issue of *Let's Talk* contains a feature article on technology, especially informatics. So why then am I focusing this editorial on respect in the workplace?

I am doing this because respect for the work done by staff in the area of technology is both necessary and deserved, in the same way that respect must be shown for staff who are working directly in the correctional area of our Service.

Technology has become a factor of great importance in our organizational life. We are very excited to report that within the next few months, the computer language used in our informatics system will finally be the same across the organization and one that all staff will be able to access. Our Information Management Team is also working extremely hard to prepare the CSC for the year 2000.

But we must take note that technology employs a large number of people, has huge numbers of consumers, very large sums of money, its own language and is often mysterious to outsiders. The capacity to deliver a product is often not understood by onlookers. The stage is set for elitism on the part of the "techies" and hostility towards their work by those on the other side of the house.

Both sides must do their best to build and maintain a bridge between the two worlds. However, a bridge is not enough. They must adjust their lan-

guage and do their best to ensure that the communication is clear, because without clear communication their joint performance will suffer. And without a strong desire to understand and be understood, there will only be mediocre communication.

To reach out to each other, to communicate well, to strive for synergy: that is what fundamental respect in the workplace means.

May I also take this opportunity to thank you for your good work and to wish you and your loved ones a prosperous and joyful New Year.



Ole Ingstrup
Commissioner
Correctional Service Canada



"Respect for the work done by staff in the area of technology is both necessary and deserved, in the same way that respect must be shown for staff who are working directly in the correctional area of our Service."

Making Technology Work for You

CSC Upgrades the

the

By Ms. Heather Blumenthal, Freelance Writer

It's hard to work together if you don't speak the same language – just think about the Tower of Babel in the Bible when the workers woke up one day, unable to understand one another!

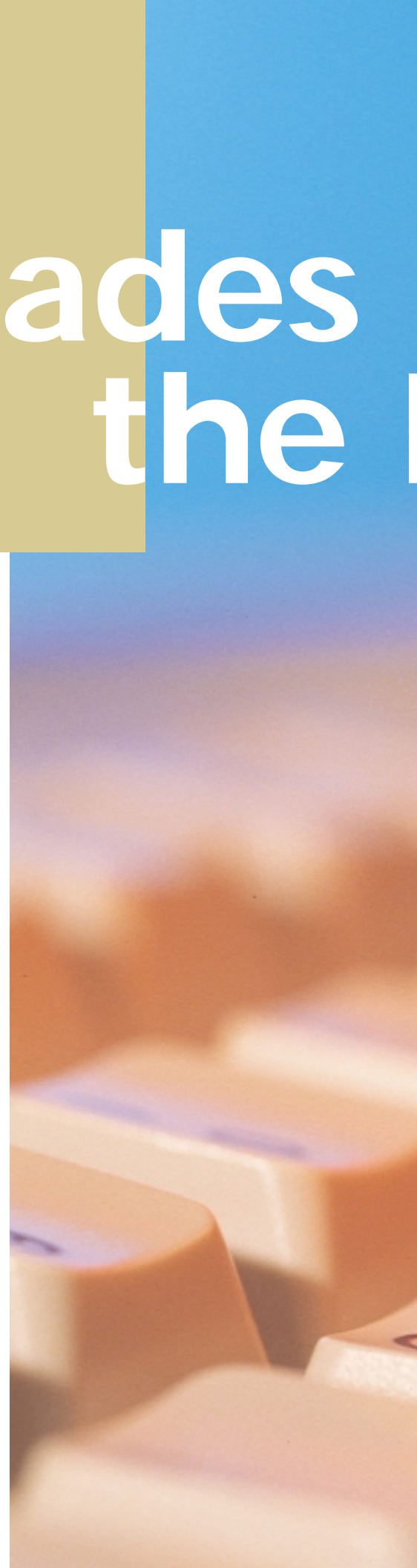
Many Correctional Service of Canada (CSC) employees experience the same problem as the biblical tower-builders. Only the problem isn't the language they speak but the language their computers speak!

Good communication is important to CSC's work. Staff needs to be able to be proactive and explain to community partners just how the federal correctional system works. It also must be able to share information on offender management with colleagues throughout the department and criminal justice arena. Updating its computer systems will promote and enhance this external and internal communication.

UNMET DEADLINES . . . FRUSTRATED EMPLOYEES

CSC employees, like those in other organizations, are becoming more and more dependent on technology to carry out their own work and to communicate with their co-workers. But it's hard to work effectively when some people use Windows 3.1, and some use one of the five versions of Windows 95 that show up on CSC computers. And that's before you even consider specific programs, or versions of programs. The result is unmet deadlines, incompatibility problems, wasted money, and frustrated employees.

In the coming months, all of CSC's computers will be taught to speak the same language. They will work from the same operating system, use the same programs, and have the same methods of communicating with each other. Standardization will make life much easier, whether you work in an institution in British Columbia, a parole office in Halifax, or at headquarters in Ottawa. ▶





for Next Century

Year 2000 compliance applies to
both software and hardware.

It's a complicated job. Besides the standard uses of computers in large organizations, such as financial management, procurement, and human resources, CSC employees use computers for the day-to-day management of offenders in more than 50 institutions across the country.

Bruno Kierczak, Director General, Information Management Services, compares CSC to a city, with its inhabitants doing different jobs and holding different perspectives. Computers bring all of the citizens of the city together.

"Technology is the backbone of the department in terms of doing business," says Kierczak, "and if technology doesn't meet the needs of the people using it, then the department's ability to carry out its business becomes compromised."

THE COMMON ENTERPRISE DESKTOP

One of the first things Kierczak did when he took on his current job was to travel across the country, meeting with users in headquarters, regional offices, institutions, parole offices, and all other areas where CSC employees work. He says the most common request he heard was "When are we going to be able to transmit and receive documents without going through the existing pain and anguish?"

"The answer", he says, "is sooner than you think."

It's called the Common Enterprise Desktop, or CED. Every CSC staff member, no matter what he does, no matter where she works, will have the same operating system and the same programs on their computer.

All users will be able to communicate with each other and share documents and infor-

mation electronically, "from the boiler room to the executive table to the community," says Kierczak.

WINDOWS 98, OFFICE 97 AND MICROSOFT EXCHANGE

As a first step, all computers will be upgraded to the new Windows 98 operating system. Regions are testing various versions of this new version of Windows, to determine which

A flexible training program is being established in conjunction with each region, ranging from full classroom training to Computer Based Training (CBT) at the desktop.

configuration best meets the business requirements of CSC users and of the department as a whole. By the time they finish, they will have tested six different versions.

E-mail is becoming a vital tool for communicating decisions and for keeping in touch

with fellow employees. To facilitate the use of this critical tool, all e-mail, both internal and external, will be sent through a common program, Microsoft Exchange.

Finally, all users will be switched to the Office 97 suite of programs, including word-processing, spreadsheet, database, and presentation programs. One of the most promising features of Office 97 is Outlook. This program can schedule your day, keep your "to do" list up-to-date, manage your contacts with fellow employees, and allow you to make notes about it all.

A flexible training program is being established in conjunction with each region, ranging from full classroom training to Computer Based Training (CBT) at the desktop. This will allow for customized training based on each user's needs.

"No employee will be left in the lurch," vows Kierczak.

GETTING READY FOR 2000

Upgrading to the CED also means that all software on CSC computers and the computers themselves will be Year 2000 compliant. The phrase – Year 2000 compliant – is being heard more and more. But there remains a great deal of confusion about its significance.

At its simplest, the "millennium bug" has to do with the way computer programmers dealt with dates in their programs. Many of these programs were written at a time when memory was a scarce resource. As a result, programmers wrote dates using only the last two digits. The current year, therefore, appears as 98, instead of 1998, in most programs.

On January 1, 2000, when the year counter moves from 99 to 00, many computers will read the date as 1900, not 2000. An individual born in 1955 will be 44 years old in 1999, according to the computer – but minus 55 in 2000. And that, many experts are predicting, could create major problems, unless all computer systems are brought up-to-date before that time. For instance, some people have said publicly that they will not fly anywhere for the first month of 2000 because they fear that air control systems will be inoperable. Many others are making sure they have paper records of their financial holdings because they don't think their banks' records will remain accurate.

PRUDENCE DICTATES BEING PREPARED

Kierczak dismisses many of the worst-case scenarios as "fear-mongering". Still, he says, given our growing dependence on technology – each of us uses technology 60 to 65 times in the course of a day – prudence dictates being prepared.



Left to right: In the background, Doug McMillan, Director General, Operational Support Branch, André Martel, CORCAN, Bruno Kierczak, Director General, Information Management Services and a technician performing tests.



CSC personnel visits special test lab built to simulate how the Service will do business in the year 2000.

Being prepared is particularly important for a mission-critical department such as the CSC, adds Kierczak. No matter what happens with computer chips at 12:01 a.m., January 1, 2000, CSC is still responsible for providing services to the public as well as sheltering, feeding, keeping warm, and maintaining security for inmates in more than 50 institutions.

So what does being ready for 2000 mean for most of the CSC staff? There is no onus on employees to take actions to make their computers Year 2000 compliant. There are no special procedures which must be followed, no special techniques to learn.

For staff, the real meaning of Year 2000 compliance will come once it actually is 2000. With proper preparation, CSC will continue carrying out its business of managing offenders in institutions and as they reintegrate into the community, without disruption, without

chaos, without having to experience the “worst-case” scenarios that are so popular with the media.

Year 2000 compliance applies to both software and hardware. The CED program will ensure that all software used on CSC computers is Year 2000 compliant. And all software used within the organization, from the Offender Management System, to assets management software, the Computer Assisted Pardon System, and close to 30 other computer systems in use will be further tested for Year 2000 compliance and upgraded where necessary. All suppliers of software are being asked about their level of Year 2000 compliance, and, if it is not satisfactory, their products will no longer be used. In addition, nearly 200 other software products will be tested and replaced as required.

But CSC is vulnerable, Kierczak says, in the area of hardware – the 12,000 personal

computers, and 2,000 mini-computers and servers used by the Service.

All the hardware will be tested in a special test lab that has been built to simulate exactly how CSC will do business in 2000, whether in the regions, at headquarters or through remote access. The lab was completed in the fall of 1998, and testing will take place until May 1999.

Each piece of hardware will first be tested alone, then connected to other hardware, and finally with the applications it will use. Individual networked PCs will be given priority in the testing and the hardware will be upgraded as necessary at the same time as the CED is installed.

The year 2000 problem applies to more than just computers, however. Many of the systems we take for granted – telecommunications, heating plants, peripheral security around institutions, such as doors and gates, water supply – are controlled through embedded chips, and these chips are not necessarily Year 2000 compliant. These systems are being tested and upgraded to make them compliant as part of CSC’s Year 2000 readiness program.

CSC WILL MEET THE DEADLINE

The Government of Canada has made Year 2000 readiness its priority in information technology. As a mission-critical department, CSC has been assigned a special Treasury Board analyst who reports monthly on how we are meeting our goals. As of August 1998, CSC was about 70 per cent of the way toward being ready for January 1, 2000. Kierczak says that this compares to an average of 59 per cent for all government departments. And that, he adds, makes him confident that CSC will meet the deadline of being fully ready for the Year 2000 by September 1999 for the benefit of all CSC staff and the clients they serve. ■

CSC Working with Communities to Prepare for 2000

It will be the middle of winter when the calendar turns to 2000 – not a time for heating and water systems to stop working. Yet, that’s exactly what could happen if municipal utilities are not prepared for 2000.

Treasury Board is working with hydro-electric, natural gas, and water companies to determine their plans and help them be ready for the new century. But, because no one can predict what will

really happen when the calendar moves into the 21st century, communities are preparing for the worst.

That’s where CSC comes in. A CSC committee on risk management is working with communities and with Emergency Preparedness Canada to ensure measures are in place to cope if vital services should be disrupted because of the millennium bug.

CSC institutions co-exist with the communities in which they are located. During last winter’s ice storm in Eastern Canada, for example, CSC helped communities by providing shelter, food, blankets, and emergency power.

Come January 1, 2000, CSC will be ready once again to help communities in need, and to minimize the disruptions that could ensue.

Senior Management Meeting

The Safe Reintegration of Federal Offenders into Society

October 14 to 16, 1998

By Ms. Louisa Coates, Communications Sector

The theme of the Correctional Service of Canada's (CSC) fall Senior Management Meeting (SMM) was the safe reintegration of federal offenders into society. The purpose of the meeting was to find creative solutions to this challenge, which could be carried out in the contemporary corrections environment. Small-group workshops enabled participants to identify problems, brainstorm ideas and take the necessary steps to effect change in the months to come.

BACKGROUND FOR THE CONFERENCE

Managers told organizers at previous meetings that they wanted and needed more time to talk to each other and share ideas at the semi-annual meetings. They also wanted a less formal setup. The fall SMM was organized accordingly.

A committee of representatives from each of CSC's five regions – Atlantic, Quebec, Ontario, Prairie and Pacific – prepared an agenda with plenary sessions on the first day, working group meetings for the next day and a half, workshop reports and a summary on the final morning.

Reverend Pierre Allard, Acting Assistant Commissioner, Correctional Operations and Programs, told the group that it is not staff expertise that makes an organization succeed, it's caring people who want to help their clients that gives it life. "It's like hockey: we are all part of the team," he said.

"A vision without a task is but a dream, a task without a vision is drudgery, but a vision with a task is the hope of the world," he quoted from an inscription in an English church.

Mr. Willie Gibbs, National Parole Board Chair, said 1999 marks 100 years of conditional release in Canada as well as the 40th anniversary of the National Parole Board and the 30th anniversary of the *Criminal Records Act* (which gives the NPB the authority to grant pardons).



National Parole Board Chair, Mr. Willie Gibbs.

Mr. Gibbs said that two years ago he had talked to CSC managers about the importance of offender case management and he believes staff has made real progress in this area since then. Doing the right job means reintegrating offenders into society, he said. Doing the job right means training parole officers and reducing the time they spend in front of computers. "This shows our common belief in protecting the public and a commitment to parole," he said.

He underlined CSC's successes: The Life-line Program for long-term offenders; the Aboriginal community's Releasing Circles; Circles of Support for sex offenders; the reduction in the intake and assessment time at an institution, which was started in 1998 at Atlantic Institution; and, longer yet flexible hours for parole officers so they can supervise parolees at alternate hours.

Mr. Gibbs said day parole grants are on the rise, a fact that was echoed on the last day of the conference when Senior Deputy Commissioner Lucie McClung told the group that during the three days of the conference, 45 people successfully reached warrant expiry date, 27 went out on day parole and almost the same number went out on full parole. Mr. Gibbs said offenders serve on average 39 per cent of their sentence before being granted parole. "I think the Service has made progress in the past two years."

Doing the right job means reintegrating offenders into society.

Correctional Service of Canada's Commissioner Ole Ingstrup introduced new senior managers at CSC. He welcomed outside guests to the meeting, including Sergeant R. J. Taylor, Federal Policy Analyst at the RCMP, Mr. Ron Wolchuk, Principal, Office of the Auditor General, Ms. Christiane Ouimet of the Corrections and Aboriginal Policing Programs, and Mr. Richard Zubrycki, Corrections Directorate, both from the Department of the Solicitor General, and Mr. Marvin Trott and Ms. Sharon Swann of the Bermuda Prison Service.

CREATIVITY AND PROFESSIONALISM

Mr. Ingstrup told the group they are superior leaders and problem-solvers, as shown by the successful development of "Operation Bypass". Operation Bypass is a new system which will reduce paperwork so staff can spend more time with offenders. Staff had asked for a solution to the frustrating situation of spending long hours preparing forms, and management responded promptly. Staff working with Mr. Irving Kulik, former Assistant Commissioner, Correctional Operations and Programs and Ms. Louise Saint-Laurent, Assistant Commissioner, Corporate Services, drafted a proposal, sent it to regional staff and were told their ideas were good. Now, the team is working on automating the system. "Operation Bypass is an example of teamwork and problem-solving in a short period of time and with excellent results," he said.

Commissioner Ingstrup told the group that international relations are increasingly important, both to benchmark ourselves against systems doing good work and to share our

expertise, a belief supported by former Solicitor General Andy Scott. "Over 1.2 million people have asked for information on our Internet site. The world is watching," he said. CSC has assisted Haiti, Cameroon, the Czech Republic, the Slovak Republic, Lithuania, Turkey, Kazakhstan, Bermuda, Ghana, China, the U.K., New South Wales, Namibia, Denmark, Norway and Sweden in recent years. In 1998, CSC formed the *International Corrections and Prisons Association* to promote best practices and disseminate information and research. CSC is also part of the *International Roundtable for Correctional Excellence* which meets every six months to study corrections issues. He applauded Pacific Region staff for hosting the Asia-Pacific Conference for Correctional Administrators.

GREAT PARTNERSHIPS

The Commissioner congratulated staff involved in partnerships with others, such as the Atlantic Region, which is working with New Brunswick Corrections, the Ontario and Prairie Regions' staff who are helping to create a criminal justice system for Nunavut, and the Pacific Region which is interested in sharing ideas with B.C. Corrections and the Yukon.

He challenged staff to consider the factors that can impair performance and stifle change. These, according to a 1997 *Harvard Business Review* article, are an organization's culture, beliefs, values and ways of thinking and acting held by the majority of people in that organization. The hiring of 1,000 new correctional officers and the retirement of almost three-quarters of current managers ▶

VERBATIM

"Finally, we had the time to discuss a particular reintegration topic with sufficient time to get through the brainstorming and arrive at concrete solutions to the problems at hand. Thanks!"

"This was an excellent opportunity to share ideas with our colleagues."

"By staying in the same groups, it was possible for us to participate in true teamwork fashion."

"It was extremely positive learning from peers. The workshops were interesting and stimulating."

"Pierre Allard was an excellent moderator and stimulated and inspired us."

"A great presentation by Willie Gibbs. Good News!"

"I enjoyed the wit and humour of the Commissioner."

"The Commissioner challenged us on a variety of fronts to support safe reintegration."

"I was very impressed with the Commissioner's presentation. Uplifting, challenging, supportive. Real leadership demonstrated."

"Excellent plenaries; motivating and challenging for us."

"The messages we received remained consistent and in support of the Mission."

"A lot of excellent ideas shared to enhance the quality of work that CSC is capable of. Would like to see more of these."

"The workshop discussions were very focused with everyone participating. An enjoyable experience."

"It was great to have more time to discuss these important topics in depth. The mix of expertise was especially stimulating."

"Lucie did a great job in summarizing the ideas stemming from the workshops and in inspiring the participants."



Director General, Offender Programs and Reintegration, Mr. Denis Méthé, and Director of Institutional Reintegration Operations, Ms. Anne Kelly.

by the year 2006 means that there will be a new culture in the organization within a decade. "One of our really big challenges is to put a good succession plan in place," he told the group.

FOUR IMPORTANT MESSAGES

Commissioner Ingstrup told managers that there are four important messages to tell the public: the successful reintegration of offenders into society means not serving more time than necessary in an institution, that effective corrections means a more balanced distribution of the offender population in prison and in the community, that there are no quotas or numbers of inmates that must be in the community and last, that we want to and are sincerely interested in engaging Canadians in dialogue about our work and how it can be better. As public servants, our role is not to implement changes asked for by Canadians, but to listen to their comments and to give advice to our Minister. This is what we are doing, he said.

The reintegration of offenders into society is moving in the right direction, he said. Between 1997 and 1998, the number of offenders serving their sentence in the community increased by 400, and by 100 in recent months. Work placements are up from 10 to 40 per 1,000 offenders; a study conducted by CSC showed that only 11 of 10,000 serious

crimes reported to the police were attributed to federal offenders under supervision. Mr. Gerry Hooper, Assistant Commissioner, Performance Assurance, has provided us with good statistical information with which to measure ourselves, he said.

"What we are here to do is to find solutions. I am looking forward to the sharing of solutions the workshops will produce, ones that link the institutions with the community. I am looking forward to seeing the results of your creativity," he told the managers.

OPERATION BYPASS

Mr. Denis Méthé, Director General, Offender Programs and Reintegration, and Ms. Anne Kelly, Director, Institutional Reintegration Operations, presented an informative slide show explaining CSC's new "Operation Bypass". Designed to respond to staff's request for less paperwork and more time with offenders, "Operation Bypass" is a system which will reduce the duplication of tasks and streamline the preparation of reports so staff can spend more time with offenders.

CSC's Offender Management System (OMS) and Case Management Manual have been amended to reflect these changes. A training strategy has also been developed, and full implementation of "Operation Bypass" is scheduled for February 1999.

"Operation Bypass is going to give us an

opportunity to move this organization forward more quickly than we have ever done", said Commissioner Ingstrup.

Following the plenary sessions, conference delegates broke into workshop groups. Participants stayed with the same workshop group to allow for a more in-depth discussion of the topic. CSC senior managers as well as outside visitors participated.

WORKSHOPS

The workshops dealt with the following issues: preparing offenders for safe release; safely releasing offenders; community programs in support of released offenders; the foundation for success in women's community corrections; addressing the Aboriginal culture within our institutions; attitudes and energy; sustaining offenders' reintegration potential; offenders who present more challenges; institutional programs in support of safe reintegration; skills and abilities; developing and nurturing community support; the offender's reintegration potential.

WORKSHOP REPORTS

On the last day of the conference, workshop reporters presented their findings to the group. Each reporter addressed the three questions discussed at the workshops: What factors or issues influence our performance for the safe reintegration of offenders? What can we do to overcome the obstacles to better performance?



What can we do to build on our strengths?

Mr. Ken Peterson of Mission Institution, reported on the workshop dealing with the skills and abilities of staff. It had many recommendations: 1. Change the hiring process of parole officers. Casual staff should be hired as casuals, terms as terms and indeterminates as indeterminates. 2. Offer career management to parole officers. "We need people with analytical and people skills." 3. Training for parole officers should include both 50 per cent process-oriented and 50 per cent problem-solving and analysis. 4. Establish qualifying level exams for parole officers, to clearly delineate the job's duties and prepare them for possible litigation situations. 5. Protect the training and development fund so it cannot be used for any other purpose. 6. Develop a national policy that states the type of education we will provide to employees, middle managers, deputy wardens and other staff.

Participants in the workshop on attitudes and energy recommended that CSC make staff and stakeholders fully aware of CSC's mission, to show what CSC holds as fundamental priorities. "Staff needs a clear and unambiguous understanding of its professional responsibilities. Correctional supervisors should be a target-group for intensive mission-focused training as they play a greater role in passing on this information to line staff."

Mr. Jack Linklater of Edmonton Institution reported on the workshop dealing with women in community corrections. Participants identified five key priority issues: 1. Women's

issues are distinctive, and women-centred training should be compulsory for at least one parole officer per parole office; 2. Ex-offenders should be identified in each region to help staff and incarcerated women with the reintegration process; 3. CSC should engage community partners to work with us in the field of corrections; 4. The needs of low-functioning and mentally ill women must be addressed; 5. There is an urgent need to find ways to house female offenders in the community, and private home placements should be considered where there is not enough demand for female-only halfway houses.

Ms. Heather Bergen, of Saskatchewan Penitentiary, reported on the Aboriginal offenders workshop which participants called "Burning the Box" because they felt CSC has, to date, used limited methods when dealing with Aboriginal offenders.

Aboriginal offenders form a mixed group and include First Nations, Dene, Métis and Inuit, each of which has its own characteristics and needs, range in age from 18 to 35, and are predominantly male. Aboriginal gangs have surfaced in the past five years because they offer an identity and unconditional acceptance to homeless Aboriginal youth.

In recognizing that gangs are a growing challenge in the area of Aboriginal offenders, CSC staff needs to approach the high schools and communities to find out from the young leaders how the organization can help them and their followers before they enter the correctional system. CSC's institutional and parole officers must be well-trained to be able to identify what is occurring in Aboriginal communities.

There are strong partners with money to spend – such as the Department of Indian Affairs and Northern Development and Health Canada – but CSC needs to communicate more effectively with them to identify Aboriginal communities' issues. A working group should be established to review CSC's existing programs for Aboriginal offenders, so that they can be shared and learned from. For example, the Ontario Region's Bath Institution Aboriginal program could be used in the Prairie and Pacific Regions. Why not deliver some of our institutional programs, such as Family Violence, in the community?

CSC should use Aboriginal ex-offenders as resources in their communities, and to help communities accept offenders' return home.

CSC must create permanent jobs in its facilities for Aboriginals, possibly in food services, administration and other non-officer areas.

A copy of the group's paper, "Strategies for Retention and Recruitment of Aboriginal Staff" is available by contacting Ms. Bergen.

Mr. Rémi Gobeil, Deputy Commissioner, Prairie Region, reported on the workshop on preparing offenders for safe release. He said the group agreed CSC needs to support its front line workers and parole officers, especially during job performance reviews when a parolee has been involved in criminal activity. In addition to examining what went wrong, we should give positive feedback more quickly. It would be encouraging for staff if the

Prime Minister Jean Chrétien addressed CSC managers through a video presentation.

"Making Canadians feel safe in their homes and on their streets is one of the top priorities of our government and you, at Corrections Canada, are on the front line. Yours is not an easy job and, as Prime Minister, allow me to express my gratitude for your commitment and competence. I wish you every success in your discussions over the next few days. Thank you."

Security Intelligence Report (SINTREP) could also include positive daily statistics such as the number of day paroles, full paroles and granted statutory releases.

Staff needs time to assimilate the many changes that have occurred over the past few years, and parole officers need time to absorb the information and show they can handle what is now required.

Officers need time to work with people, not focus on the process. If Correctional Officers II did their job, parole officers could do theirs properly too, added Mr. Gobeil.

CSC needs to ensure a closer relationship between the community and correctional institutions. A new parole officer probably shouldn't be writing up an offender's multi-year correctional plan. But parole officers in the community could help by telling institutional staff what is available in the community; ▶



Ambassador of the Republic of Benin, Léopold David-Gnahoui, Commissioner Ingstrup and Senior Deputy Commissioner Lucie McClung after signing the Memorandum of Understanding between Canada and Benin.

Warden of Cowansville Institution Marc-Arthur Hyppolite during the question and answer session following the workshop reports.

a better relationship between the two groups would mean better corrections.

All of CSC's staff needs to clearly understand their role in the reintegration process.

Mr. Marc Brideau, of the New Brunswick West District Parole Office, summarized two workshops that discussed programs for offenders, both in the institution and the community.

There is a need to give some structure to the knowledge we've developed across the Service in the area of community programming. We need to address issues such as staff resources, quality control and volunteers in the community.

A variety of program delivery professionals are needed at CSC to meet the myriad needs of offender groups, and the services of both staff and contract professionals should be used.

CSC should bring together partners in the community to work with us.

It is vital that staff training teach CSC's ideals and its programming, so that a parole officer understands the philosophy and the institutional programs in which offenders have participated prior to returning to the community. We need to help the parole officer continue the kind of assistance delivered in the institution, and we need to help offenders reintegrate: a cup of coffee or money for a taxi ride may mean continuation in a beneficial community program. CSC's research and evaluation tools are vital, and appreciated. Both internal and external partnerships are an important aspect of our work.

Mr. Derek Orr, Central Ontario District Parole Office, reported on three workshops dealing with community issues.

The first workshop dealt with ways the community can support the safe release of offenders. It was suggested that a parole officer working in an institution should receive training in the community, and vice versa. Teamwork between the two groups must increase.

The group also said community-based programming should be available at all locations across Canada. Mr. David Cail, Nova Scotia Rural District Parole Office, Atlantic Region, disputed this topic at the question and answer session that followed. He said he felt providing programs in all communities was somewhat difficult and unrealistic. "We need to be more strategic in the delivery of our programs.

Most of CSC's core programs should be offered to offenders who are on temporary absences and day parole in urban centres. These could be followed by booster and relapse prevention programs as an integral part of community supervision, on a one-to-one basis if necessary. We are too scattered in our resources," he said.

Preventing released offenders from returning to prison, was the second workshop report. Participants suggested that CSC pursue an aggressive public affairs, community consultation and national media relations plan. National indicators regarding our performance in reintegration should be established. Interaction between parole officers and members of the National Parole Board should be encouraged. A workload formula for parole officers needs to be developed.

Members of the workshop on maintaining effective partnerships with the community identified the need for communicating with partners and consulting partners and citizens. It was recommended that CSC recognize the development of community partnerships and support as essential to the reintegration of offenders.

CSC needs to ensure a closer relationship between the community and correctional institutions.

Following the reporters' presentations, Senior Deputy Commissioner Lucie McClung summarized the reports.

Ms. McClung told the group she heard delegates say that CSC's focus continues to be the safe reintegration of the offender into society. "How do we find ways so that visibly, people know what we are doing, and know that we are continually looking for newer and better ways?" She said managers pleaded at this conference to make sure CSC staff is

committed and that they have the necessary tools to show their commitment. She said she doubted that change would slow down in our workplace, but that the best changes are those that don't hurt. Operation Bypass is such an example, she said.

Ms. McClung addressed staff's concern that the SINTREP, CSC's daily Security Intelligence Report, has a negative effect on staff morale. She said that, while its format will not change, its purpose is to inform the Commissioner, senior management and key partners of any serious operational incidents that have occurred in federal institutions and in the community. Staff may be given positive information about CSC through the devel-

A parole officer working in an institution should receive training in the community and vice versa.

opment of another communications tool to accompany the SINTREP in future. Information on the successful reintegration of offenders, provided by Mr. Gerry Hooper, Assistant Commissioner, Performance Assurance, is one such positive area that could be communicated to staff.

Ms. McClung urged managers to "sharpen their language skills" by listing, on a daily basis, the good things that have taken place in areas such as crime prevention, parole, and programs. We need to use our marketing strength where it counts, in the communities. "There is no one public opinion, there are many public opinions", she said, and she encouraged staff to influence that opinion by telling its good news stories.

She heard from managers that the Service needs to offer alternative work arrangements to parole officers, correctional officers, shop instructors and all staff who have a role in reintegration. She said CSC is considering an

expansion of parole workers' hours so they can be in touch with offenders beyond the nine-to-five timeframe. She also heard that there was some concern with the sharing of resources between institutions and the community. "I think these concerns are valid and I support you. We need to make sure resources follow the anticipated movement between the facilities and the community," she said.

"In November, at our strategic planning session, the main ideas raised at this meeting that directly impact on our current strategies were presented to the Management Committee. Both Mr. Denis Méthé and Mr. Fraser McVie organized this effort," she said.

"The journey is not over and I thank you for giving me a little bit of your spirit. The spirit is alive and well in the CSC," she said.

In his closing remarks, Commissioner Ingstrup said, "One of the things that pleases me so much about your performance is that you are displaying this sense of urgency, the desire to do good things in a timely manner. It makes me feel more and more comfortable standing in front of you."

He told staff that quality management consists of two ingredients: promoting learning and personal involvement. "We must learn how to learn better. We must continue to pursue our curiosity about our business."

We must focus on people, on individuals, and not on systems. CSC's success depends on members caring for others. "You must always be open to concerning yourselves with individuals," he said.

"I thank you for your contributions, professionalism, good humour and generosity over the past three days," said Commissioner Ingstrup in closing. ■

Over 1.2 million people have asked for information on our Internet site. The world is watching.

STAFF HONOURED BY THEIR COLLEAGUES

The CSC Senior Managers Awards Ceremony was held on the second evening of the conference, and many dedicated and highly appreciated staff were honoured by their colleagues.

Commissioner Ingstrup told awardees that "it is a great profession to be a public servant. The values we have in the public service are ones that should make us proud. Organizations do not exist without the people who create them; it is vital that we celebrate whenever someone does something well."

Atlantic Region – 25 Years of Public Service plaques

Mr. Robert Babineau, Mr. Mike Corbett, Mr. Alphonse Cormier, Mr. Gary Mills, Mr. Brendan Devine.

Quebec Region – 25 Years of Public Service plaques

Mr. Réjean Arsenault, Mr. Jean-Pierre Bérubé, Mr. Denis Cloutier, Mr. Guy Leblanc, Mr. Daniel Richer, Ms. Lucie Vallière, Mr. Raymond Lussier, Mr. Richard Beaudry.

Retirement Certificate

Mr. Guy Leblanc

Ontario Region – 25 Years of Public Service plaques

Mr. Monty Bourke, Mr. Vince Hendricks, Mr. Louis Kelly, Ms. Thérèse LeBlanc, Mr. Larry Stebbins, Mr. Craig Townsend.

Prairie Region – Exemplary Service Medal First Bar (30 years)

Mr. Dave Mills

National Headquarters

25 Years of Public Service plaques
Mr. Fraser McVie, Mr. Doug McMillan, Mr. Denis Méthé, Mr. Habib Chaudhry.

Teamwork Awards

Mr. Paul Braun, Mr. Bruce Muise.

CSC Professional Excellence Award

Mr. Richard Harvey, Mr. Ken Peterson, Mr. Robert Riel, Mr. Arden Thurber.

Public Service Merit Award

Mr. George Centen

Appreciation Certificate

Ms. Marg Ruttan



Canadian and Chinese correctional officials pose to commemorate an historic moment. The Correctional Service of Canada is the first official correctional delegation to visit China to establish a long-term collaborative partnership in the criminal justice field.

Corrections Delegation Visits Beijing, China

By Ms. Louisa Coates and Mr. Graham Chartier, Communications Sector

A delegation of Canadian correctional officials visited Beijing, China, from May 30 to June 7 1998. It met with Chinese officials to exchange information on their respective correctional systems and increase awareness of Canadian and international principles on the safe and humane treatment of offenders. Correctional Service of Canada (CSC) delegates included Senior Deputy Commissioner Lucie McClung and William Head Institution Warden Mike Gallagher. They joined three officials from the International Centre for Criminal Law Reform and Criminal Justice Policy, and a representative from the Corrections Branch of the British Columbia Ministry of the Attorney General.

The delegates visited the Beijing Maximum Security Prison and the Beijing Juvenile Reformatory. They met with officials from the China Prison Society, the China Bureau of Prisons and a community-based mediation

committee. They also attended a corrections seminar where Ms. McClung gave an overview of CSC, focusing on its legislative framework,

The Chinese audience was keen to learn more about Canada's parole system and CSC's community corrections program.

Mission, organizational structure and program philosophy, with emphasis on the safe reintegration of offenders and the role of community corrections. Warden Gallagher, using William Head Institution as an example, described his institution's programs and services and discussed how a correctional facility's



Canadian correctional delegation visits The Beijing Prison, in China.

The Reintegration Tool Kit

By Ron Surette, Senior Project Officer, Atlantic Region

physical design could support program delivery. The Chinese audience was keen to learn more about Canada's parole system and CSC's community corrections program.

"The interest shown by our international colleagues in Canadian corrections is a testimony to all CSC staff. The *Corrections and Conditional Release Act* and the CSC Mission come to life through each staff member's professionalism and relentless pursuit of excellence in corrections," said Ms. McClung.

The visit was the first time an official correctional delegation had visited China. There is a strong commitment on the part of the Chinese and Canadian governments to establish a long-term collaborative partnership in the criminal justice field. In keeping with this, Chinese correctional officials toured CSC's facilities in September 1998.

MS. MCCLUNG BRIEFS NATIONAL HEADQUARTERS STAFF

On September 23, 1998, Senior Deputy Commissioner Lucie McClung spoke to staff about her recent trip to China and the visit of Chinese officials to the Pacific Region in September. Over 50 staff members had an opportunity to hear about Ms. McClung's impressions of China and to see her slides of the trip. Mr. Wang Zhenmao, Cultural Counsellor from the Embassy of the People's Republic of China, also spoke to staff, emphasizing the size and cultural complexity of China. Ms. McClung told the group that the Canadian correctional delegates were well received in Beijing. She said Chinese officials believe that imprisonment should lead to reform; China has 1.4 million inmates and a total population of 1.2 billion. At The Beijing Prison, she saw 2,000 uniformed inmates with white gloves performing morning exercises and reciting poetry as the flag was raised. Equally amazing were the architectural splendours of the Imperial Palace and the sheer wonder of the Great Wall.

As Ms. McClung pointed out, the visit was a first step. She said a significant lesson learned was the importance of establishing relationships based on trust with the Chinese. In doing so, CSC is taking the lead in international corrections. ■

Members of the Reintegration Tool Kit Project:

Top row (left to right): Paul Weaver (RHQ Atlantic), James Racicot (RHQ Quebec), Phil Chitty (RHQ Ontario), Debra Cordazzo (RHQ Pacific), Sara Shadbolt (RHQ Pacific), Richard Jongstra (Stony Mountain).

Bottom row (left to right): K. Molyneau (NHO), Marie-Claude Diotte (NHO), William Bembridge (NHO), Michel Brosseau (NHO), Mario Roy (RHQ Quebec), Leah Grove (Grande Cache).

Imagine a job that is so important not only to an organization's success but also to the safety of a society.

The Correctional Service of Canada's (CSC) staff are that important. And a new instrument to make their work easier and improve the way offenders are managed has recently arrived on the correctional scene.

The Reintegration Tool Kit (RTK) was developed in-house by a working group made up of staff and managers and designed to provide quicker and better access to the information correctional staff need to help them do their jobs. The first module of the Kit was approved by CSC's senior management in June 1997. Called the Action Indicator Tool, it is now available to parole officers at institutions and in the community.

The RTK is a secure information distribution tool that provides CSC staff with simple methods to access information from the Offender Management System (OMS), the fundamental operating system of the department.

PROVIDES EASIER ACCESS TO INFORMATION

Doug McMillan, Director General of CSC's Operational Support Branch, says one of his group's objectives is to find ways to help staff to do their job better. "With the Reintegration Tool Kit we are taking advantage of new technology to provide easier access to information in the Offender Management System, and providing that information in a way that is useful for staff."

RTK's purpose is simple: to make information available in a usable format and find

solutions to the daily needs of CSC's staff, including parole officers and operations management. Ongoing work in this area will be done by a national working group from CSC's five regions across the country.

Former CSC Commissioner John Edwards initiated the development of the RTK, in response to staff's difficulty in accessing offender information and to the quality of data stored on the OMS. A working group made up of Mr. Doug McMillan, Director General, Operational Support Branch, Mr. Art Majkut, Warden at Stony Mountain Institution and Mr. Ron Surette, Senior Project Officer, Operational Support, Atlantic Region toured institutions and parole offices across the country and found staff didn't have easy access to the information they needed to carry out their work.

MEETINGS USING NETMEETING®

In response, a countrywide team of staff involved in case management developed a computer tool that would help distribute information. The team was made up of regional staff, coordinated by Mr. McMillan, and Ron Surette as project manager. To save costs, many meetings were held using Netmeeting®, a Microsoft program where participants' computers can be linked together to work on a document. A conference call linked up voices. This system allowed staff to exchange ideas as easily as at a face-to-face meeting and to make changes to a document as they spoke. Mr. Surette found the experience extremely beneficial. "It has been such a success that we continue to use the process even when we have our face-to-face meetings."

Mr. Surette underscores the importance of staff participation. He says that because of its participation, "tools that staff need can be quickly developed and adjusted since we don't presume to know exactly what tools are needed." He points out that this approach is preferable to hiring a contractor and then finding out that CSC employees are using a product that doesn't meet their needs.

The first project developed by the RTK was to design a system to help parole officers track deadlines for offenders and provide "action indicators" telling staff what action is needed and when. Other projects, such as a work planning tool, have been added, at staff's suggestion. Through the participation of employees from all of CSC's regions, further issues will be identified and tools developed and made accessible under the RTK. This is truly a "by staff for staff" approach. ■

Volunteers Play Crucial Role for CSC

By Ms. Helen Friel, Senior Project Officer, Volunteer Program

nity; act as independent observers of the day-to-day activities and operations of the CSC; and act as a liaison with the community.

Community Chaplaincy and Circles of Support: These are programs that enlist the resources of faith communities in helping the positive reintegration of offenders through the spiritual healing of communities. They now exist in 23 Canadian cities and are funded partly by CSC and partly through donations from the community. In Toronto, the community chaplaincy has created circles of support for high-profile sexual offenders. In addition, the community chaplaincy organizes carefully selected and trained small groups of citizens to provide personal support to offenders released at their warrant expiry date. These offenders, often high risk or high-profile offenders, are released with no legislated community or government support, and frequently face hostile receptions.

Aftercare Agencies: Since the late 1960s, the CSC has contracted with non-profit, voluntary agencies such as the John Howard Society, the Canadian Association of Elizabeth Fry Societies, St. Leonard's House, and the Salvation Army, to provide services to

From left to right: Citizen escorts Ron McMillian, Kelly Golden and Jason Rubino with offender Dave McQuade (holding a dog) outside the Kingston, Ontario, Humane Society.

More than 10,000 Canadians volunteer their time to the Correctional Service of Canada, according to a 1994 survey—anything from a one-time-only visit during the Christmas season, to regular, ongoing services such as tutoring, participating in Alcoholics or Narcotics Anonymous, or the citizen's escort service.

While recognizing that volunteers cannot replace or assume functions performed by staff, it is clear that CSC gets far more than simply the service or program which the volunteer delivers. Volunteers provide positive role models for offenders, become informed communicators in the local community, and give objective feedback about the institution or community parole office. And volunteers bring the community into corrections. By bridging the gap between an isolated prison and a free society, volunteers help the offender emerge better able and more willing to function in the community.

Volunteers also help the CSC fulfill its strategic objective of mobilizing community resources to ensure that offenders are provided with support and assistance, upon release.

Volunteers have become an integral part of an offender's life while in prison or on parole. They contribute to a variety of institutional activities, including chaplaincy, recreation, classroom and workshop instruction, social

and cultural activities, and friendship. In the community, volunteers are a support for families of incarcerated offenders, and help released offenders readjust to community life.

CSC staff can enhance the contributions of volunteers by maintaining an open and frank relationship with them, assisting them, giving them clues of what to look for in offenders' behaviour, and discussing with volunteers any concerns or observations they have while working with offenders.

All volunteers, whether one-time or ongoing, are screened to ensure they are able to work in correctional settings. Criminal records are checked, and fingerprints and photographs may be taken. All information is confidential, and will only be used to decide if the application to volunteer should be approved. As well, everybody entering a prison is subject to being searched, because of the danger of people bringing contraband in with them.

Some of the ways volunteers contribute to CSC on an ongoing basis include:

Citizens' Advisory Committees (CACs): More than 400 citizens, representing a cross-section of the community, are involved with nearly 60 committees across Canada. The committees advise on the development of correctional facilities, and give advice on their programs and their impact on the commu-

From left to right: Citizen escorts Carolyn Amo, Yola Condy with offender Don Emard, at the Gananoque, Ontario, Humane Society.

released offenders. As well, some of these agencies provide community supervision in remote areas or residential facilities and programming to offenders with specialized needs.

Restorative Justice Initiatives: These initiatives bring community members together with offenders to raise awareness about restorative justice and how it can play a positive role in criminal justice and in making neighbourhoods safer.

Aboriginal Communities: Several initiatives exist to involve members of Aboriginal communities in the reintegration of offenders. They include providing awareness of native culture, traditions, and spirituality, acting as advisors to offenders, staff, and members of the National Parole Board. As well, members of Aboriginal communities are involved in visiting programs,

social and recreational activities, and other regular programs and services offered to offenders.

Involving communities in the reintegration of offenders is one of the significant challenges facing corrections today. Since offenders are from the community, and will return to it, the community has much at stake and should, therefore, be encouraged to participate in

corrections. It is particularly important for CSC to increase participation by members of ethnic and cultural communities, to reflect the multi-cultural composition of the Canadian population.

There is a great deal of work to do when an offender leaves a correctional facility. Volunteers can and do help to ensure that when offenders leave, it's for good. ■

FEATURES

American Psychiatric Association's Annual Meeting

By Mr. Graham Chartier, Communications Sector

From May 30 to June 4, 1998, the American Psychiatric Association (APA) held its annual meeting in Toronto, Ontario. Approximately 20,000 psychiatrists and health care practitioners who work in fields related to psychiatry attended the meeting which offered hundreds of sessions covering 68 topic areas. Included among these were 22 sessions in forensic psychiatry dealing with issues such as complications between the forensic and clinical role, new APA guidelines for jails and prisons, and the diagnosis and treatment of psychopathy. While the presentations and discussions in these sessions focused on American correctional systems, they dealt with issues and problems well-known to the Canadian experience and various speakers referred to Canadian work, particularly in the area of psychopathy.

The American Academy of Psychiatry and the Law presented its Guttmacher Award to Drs. L. Strasburger, T. Gutheil and Mr. A. Brodsky for their outstanding research in forensic psychiatry. Their April 1997 article in the *American Journal of Psychiatry* dealt with the conflict in roles when serving as both a psychotherapist and an expert witness in a legal hearing. During their accompanying lecture, the authors acknowledged that psychotherapists in a correctional setting must play both roles, but emphasized how important it is to warn a patient that the discussion may not remain confidential. They also warned psychotherapists against the impulse to help patients, both clinically and legally, since patients may avoid taking responsibility for their actions if the physician is involved this way.

ASSOCIATION WITH MEDICAL SCHOOLS

Drs. R. Jackson and L. Rome of the Michigan Correctional Mental Health Program described the way mental illness is treated in Michigan prisons. The speakers described the current program, operated by the Department of Mental Health in state correctional institutions, which grew out of court decrees following a series of prison riots in the 1980s. Three point two per cent of the 20,000 beds

in the Michigan correctional system are set aside for mentally ill inmates. An 820-inmate facility for women has a unit which can treat 30 to 40 mentally ill inmates, and is staffed by a psychiatrist, two psychologists and two correctional officers. All of the units in the Michigan system are associated with medical schools, which allows a regular rotation of staff and simplifies the recruitment of qualified physicians.

PSYCHOPATHOLOGY AND VIOLENT CRIME

Several doctors spoke on the issue of the relationship between psychopathology and violent crime, areas that, traditionally, have not been linked together. However, they cited

evidence from major Scandinavian studies that showed a relationship between mental disorders and violent crime, especially among women. They urged reaching agreements with these patients in order to safely manage them and warned against the belief that a non-violent patient in a hospital setting is safe for release to the general population.

Next, an APA task force to revise the guidelines for psychiatric care in prisons and jails reported on its progress, with emphasis on five major groupings – women offenders, co-occurring disorders, mental retardation, geriatric issues and youth in adult correctional facilities. The task force report said screening for potential mental disorders should take place in all prisons and that specific issues should be reviewed for each group.

MANDATORY SENTENCES AND SEXUAL PREDATOR LAWS

A series of talks on current issues in correctional psychiatry tackled the problem of mandatory sentences and sexual predator laws. Recent U.S. Supreme Court rulings and Washington State law allow states to detain offenders beyond their warrant expiry date. Drs. P. Ash and L. Rome discussed the problems surrounding these cases, the issue of who is responsible for the detained offenders and the protocol that exists to accurately assess them. They called attention to Canadian sentencing laws, which they viewed as preferable, and cited work by Dr. Marnie Rice in accurately diagnosing and treating psychopaths.

In a session attended by more than 150 psychiatrists, Dr. G. Abel dealt with the treatment and diagnostic possibilities of psychopathic offenders, especially pedophiles. Citing work done in Canada by Drs. Hanson, Brussiere and others, Dr. Abel told the audience that Canada leads the way in recidivism research and in the diagnosis and treatment of psychopaths. He urged his colleagues to examine the Correctional Service of Canada and Solicitor General web sites for the excellent work being done.

For further information on the APA conference, contact Mr. Graham Chartier, Communications Sector, Correctional Service of Canada, (613) 947-0240, or via CSC's Teamlinks. ■



Collateral Contacts

What National Investigations Reveal

By Mr. Robert Dandurand, Senior Analyst, Investigations Branch

Reviews of Boards of Investigation over the past four years reveal the importance of collateral contacts to help a parole officer effectively supervise a paroled offender in the community.

Collateral contacts include family, friends, employers and police officers who can provide a parole officer with information about an offender instead of relying on information provided by the offender him or herself.

The issue of collateral contacts has been addressed specifically by Boards of Investigation in 10 of 51 national investigations convened between April 1, 1994 and March 31, 1998.

The Board also emphasized the importance of a variety of collateral contacts.

DEFINING COLLATERAL CONTACTS

Although there is no proper definition of collateral contacts, a principle of supervision stipulates that, "the parole officer shall intervene to address the offender's needs and manage risk by making effective use of community resources and collateral contacts." They are deemed "an essential component of good supervision" and "it is imperative that the parole officer continues to solicit infor-

mation about the offender's behaviour from collateral contacts".

At the February 26, 1998 public hearing of the Standing Committee on Justice and Human Rights, the Commissioner of the Correctional Service of Canada responded to a question about collateral contacts in a particular case in the following terms: "It's not the policy that was wrong; it was the application that was lacking."

BOARDS OF INVESTIGATION FOCUS ON COLLATERAL CONTACTS

Over the four years surveyed, Boards of Investigation proffered complimentary comments about collateral contacts where these exceeded supervision standards. For instance:

"The low number of community contacts is at variance with current policy that states, 'It is desirable to have the majority of contacts with the offender in the community'. However, given that the offender's common-law wife accompanied him on his office visits, and given her involvement in the Partner Abuse Intervention Resources Services Program with the offender, and information received from numerous other collateral contacts, the number of community visits is not an issue in this case."

However, the Boards were also quick to note where collateral contacts had not been utilized as they should have been. One Board of Investigation noted that, "a great deal of the contact with the parole officer seems to have been by telephone, with approximately 11 office visits during this [22 month] parole period. The Board of Investigation does not believe this qualifies as "highly structured",

leading the Board to conclude that, "unsubstantiated self-reported information on file was utilized in reports and assessments for the management of this case."

DANGERS OF RELYING ON SELF-REPORTED INFORMATION

In another case, the Board concluded that a weak collateral network left a parole officer too reliant on self-reported information:

"The Board of Investigation notes that the extent of the collateral network was weak. The Board of Investigation recognizes that, during the period of supervision, the offender was not showing any danger signs, there was no evidence from police regarding suspected criminal activity, he had apparently performed well while on day parole, and the offender appeared to be doing well on full parole. In addition, it is recognized that during this period of time, resources in the Area Parole Office appear to have been stretched. However, it is apparent that the parole officer should have noted the previous association

Collateral contacts (friends, family, employers) are maintained to provide up-to-date information about the offender's activities in the community.

with the victim, which was mentioned in the police report on file.”

“The Board of Investigation feels that collateral contacts are of particular importance when the police report raised serious concerns about [past] criminal activities and where this varied significantly from the offender's version of events. This also speaks to the general concern previously noted in other investigations regarding the over-reliance on self-reported information and the need to verify same through collateral contacts.”

The Board also emphasized the importance of a variety of collateral contacts, and of going beyond the minimum required by policy:

“Collateral contacts were made as per policy requirements with [the offender's girlfriend] but it would seem that contacts with employers and a collection agency were not initiated by the supervising parole officer. The Board of Investigation is of the opinion that employment checks would have enhanced the intensity of the community supervision and should not have been overlooked.”

Another outcome of Board investigations has been clues as to how to perform better collateral contacts:

“The Board of Investigation is of the opinion that the contacts scheduled in advance (i.e., that the offender knows on what day during the month he will be visited by his Case Management Officer-Community (CMOC), are insufficient to clearly determine the degree of stability and social behaviour of the supervised offenders and the healthy nature of the associations, particularly those known and approved by the parole officer, especially when there are few or no information sources capable of confirming what the parolees say to their parole officers.”

Nor does responsibility of ensuring compliance with the collateral contacts standards rest solely with parole officers, according to another Board of Investigation:

“The Area Director should ensure parole officers are meeting the agreed standard of seeing offenders in the community as well as in the office (currently 50 per cent of contacts) and that contact with collaterals (friends,

family, work associates) is maintained to provide up-to-date information about the offender's activities in the community.”

COLLATERAL CONTACTS IN THE CASE MANAGEMENT MANUAL

These findings by Boards of Investigation underscore the importance of Standards 2.26 and 2.27 of the Case Management Manual:

“Although all contacts outside the office are, by definition, in the community, this standard is only satisfied through contacts at home, at the work-site, in programs, with the police, or in locations where the offender's circumstances may help to reveal whether progress is being made against the correctional plan. Supervision contacts at fast food outlets may be appropriate but, in most circumstances, do not satisfy this standard.

“Parole officers must not rely upon unsubstantiated, self-reported offender information; the development of a network of collateral contacts should assist in monitoring the progress in the correctional plan.” ■

Safe Reintegration

By Offender Programs and Reintegration Branch Staff



As employees of the Correctional Service of Canada, our efforts have always been to work on reintegrating offenders safely back into their communities at the earliest point in their sentence. This is what the law instructs us to do and it has been our responsibility for years. It is important to remember that CSC is a correctional service – not a penitentiary service.

In January 1998, when senior managers committed CSC to its current reintegration goal of a better balance between the community and institutional populations, they

were not setting the organization on a new course. They were refocusing our attention and efforts on achieving a realistic objective that has been part and parcel of our mandate for years – the safe reintegration of offenders into the community.

A SAFE STRATEGY

There are several reasons why a better balance in our population should be pursued. We have a legal obligation to implement the *Corrections and Conditional Release Act*, and

the Corrections and Conditional Release Regulations. We are committed to achieving our Mission, which states that CSC assists offenders to become law-abiding citizens while exercising safe, secure and humane control. This means that the protection of society is the paramount consideration in all our decisions. It also means that we must use the least restrictive measures compatible with public safety in our decisions about offenders. One is not inconsistent with the other. We must provide programs that address offenders' needs and that lead to their safe reintegration. This is the crucial balance that makes corrections so challenging.

Research has shown that gradual and structured release is the safest strategy to contribute to the protection of society. Recent studies show that more than 90 per cent of offenders complete their parole supervision without re-offending. No evidence exists of a more successful strategy.

Research has shown that gradual and structured release is the safest strategy to contribute to the protection of society.

AREAS FOR IMPROVEMENT

The Auditor General, in his study of the case management and community supervision processes, has helped us to identify areas for improvement.

Perhaps the most compelling reason comes from our own staff. Based on their information from the profile of today's offender population, this initiative is indeed feasible. An analysis of the male inmate population reveals that approximately half are past parole eligibility date. Further analysis of this population reveals a significant number have a high

The pursuit of our reintegration goal is challenging.

reintegration potential; and another group demonstrates a high reintegration potential after they complete programming.

The pursuit of our reintegration goal is challenging. The Commissioner has asked senior managers to continue the discussions with staff on finding ways to support safe reintegration. It is important to note that this does not mean a releasing quota system. This means maintaining daily focus on timely completion of our work and recommending releases to those offenders who can be safely returned to the community.

It is important to remember that a better balance between community and institutional populations is our working hypothesis. It is based on the profile of the offender population today. As this profile changes, or as other issues emerge that may impact on the delivery of corrections, we will adjust our objective accordingly. ■

Click! The Solicitor General's Library Catalogue is Now On-line

By Ms. Heather Moore, Chief, Ministry Library and Reference Centre

On September 15, 1998, the Solicitor General's Library, which provides service to employees of the Correctional Service of Canada, the National Parole Board and the Solicitor General's Secretariat, took a major step towards becoming a virtual service library by making the catalogue of its collection available on-line at the desks of the department's employees across the country.

The catalogue is available via hypertext on the Correctional Service of Canada/National Parole Board (CSC/NPB) Intranet main menu. It can also be accessed by using the Internet address <http://www.sgc.gc.ca/elibrary>. By going to this site, employees will have access to one of the finest corrections and criminal justice collections in the country, which can be used for their work-related informational needs. The site also contains information on other library services, a client registration form, updated lists of particular collections in the library and a current *What's New* list of library acquisitions.

The catalogue is available via hypertext on the Correctional Service of Canada/National Parole Board (CSC/NPB) Intranet main menu.

Providing regional staff with access to current information has always been part of the Ministry Library's mandate.

Providing regional staff with access to current information has always been part of the Ministry Library's mandate. Actual service delivery, however, was often inconvenient and slow because of the distances involved. Recent technological developments, particularly computer networks, e-mail and fax, have remedied many of these problems, and more staff across the country are making use of the library's services, either to research an issue, get facts for a presentation or just borrow a book.

The on-line catalogue was designed to be user-friendly, and includes a section of "Tips" to get you started. If you would like more information about the new catalogue, or on how the library might help you, please contact Mr. Leonard Bonavero, Head, Client Services, Ministry Library at (613) 991-2780, or at bonavel@sgc.gc.ca. Technical questions should be directed to Solicitor General staff's local systems service people. ■



Children with School Problems: A Physician's Manual

By Ms. Lise Traversy, Communications Sector

Research indicates there is a link between children with school problems and corrections. The Correctional Service of Canada (CSC) is committed to serve the best interest of the Canadian communities everywhere. It seeks to establish partnerships and initiatives with them that are not only mutually beneficial, but also enhance the quality of life for all Canadians, including children.

Such was the case when the Canadian Paediatric Society recently published *Children with School Problems: A Physician's Manual*. Many people and organizations supported this initiative, including The Honourable Andy Scott, former Solicitor General of Canada and Dr. Larry Motiuk, Director General, Research Branch (CSC). In addition, the financial support of the Correctional Service of Canada was instrumental in the

publication of this manual. It is another example of its commitment to addressing the needs of future generations by contributing to improving the quality of life of today's children.

This manual was written to help paediatricians and family physicians to respond to the needs of children experiencing problems at school.

A WIDELY USED MANUAL

The authors of this manual are children's physicians for whom the problems of children struggling in school are a major career interest expressed in service, teaching and research. The focus is on the child in trouble at school and less on the child with a specific learning disability that prompted the 1972 publication *Disabilities: A Practical Office*

Manual, written by staff at the University of British Columbia, to assist physicians evaluating children with learning disabilities. This manual, published by the Canadian Paediatric Society, has been widely used for nearly two decades.

With the passing of time, values changed and different needs emerged. Pressure from parents and teachers demanding help from the professional community to provide insight and help children struggling in school, alerted the Canadian Paediatric Society to provide a manual that would respond to the needs expressed by these groups.

ADVOCACY, ATTITUDE CHANGE AND EDUCATION

Problems in the classroom may cause, reflect and interact with problems in the playground, at home or in society. When a child is struggling at school, the family physician or paediatrician is consulted. The physician's task is to identify factors in the child's environment and experience that prevent positive adaptation and to help the child to overcome the obstacles. The physician is more than a diagnostician or prescriber; the medical role includes advocacy, attitude change and education.

Thanks to this manual, paediatricians and family physicians of the 21st century are better equipped to detect in children indicators that contribute positively or negatively to their development as individuals.

The Department of the Solicitor General believes proactive involvement is essential. The creation of public/private partnerships will do much to promote and improve the quality of life for all Canadians and making our society a better place in which to raise our children. ■

Problems in the classroom may cause, reflect and interact with problems in the playground, at home or in society.

CORCAN Succeeds with Two Major Projects

By Ms. Ann Marie Sahagian,
Chief Executive Officer, CORCAN

In this issue of *Let's Talk*, you'll read about two recent CORCAN success stories. We recently finished a massive project to furnish the new "K" Division Headquarters of the RCMP in Edmonton. We also furnished the new municipal offices in Qualicum Beach, British Columbia. The mayor was so pleased with the results that he wrote us a thank you letter and sent us photos of the new offices and council chambers.

Projects like these show how CORCAN is working with all levels of government to provide high-quality products that meet clients' needs, while helping offenders acquire job skills. ■

Get Your CORCAN News On-line

Adapted from *CORCAN Electronica*

Every month, you can read the latest news about CORCAN in our electronic newsletter, *CORCAN Electronica*.

Electronica is published once a month on our Intranet site, CORCAN-Net. It includes news from the institutions, details about new products and services, and articles about studies, surveys and projects related to CORCAN's work.

If you work at CORCAN, you will receive an e-mail once a month letting you know that the new issue of *Electronica* is available on CORCAN-Net. But anyone with access to the CSC Intranet can see both the current issue and back issues on-line. Just point your Web browser to <http://172.17.32.48/corcan/> and you'll go right to CORCAN-Net. You'll find *Electronica* in the "Library" section. ■

Dignitaries Tour CORCAN Success Story

Reprinted from *CORCAN Electronica*

Several high-level representatives from the Solicitor General's office, the Royal Canadian Mounted Police (RCMP), the Correctional Service of Canada (CSC) and the City of Calgary recently got a first-hand look at a CORCAN success story.

On August 23 1998, a group that included former Solicitor General Andy Scott, RCMP Commissioner Philip Murray, CSC Commissioner Ole Ingstrup, CSC Deputy Commissioner, Prairie Region, Rémi Gobeil, Alderman John Schmal from Calgary and CORCAN Corporate Marketing Manager, Ellen Henderson, toured the new RCMP "K" Division Headquarters in Edmonton.

For more than two years, CORCAN has been working with the RCMP on a \$1.8 M contract to furnish the facility. CORCAN supplied all the furniture for the three-storey building, which houses more than 500 RCMP staff.

The Mounties purchased 550 customized Rampart workstations, as well as large quantities of shelving, lockers, and Vogue and Elite+

furniture. CORCAN also supplied dressers and nightstands for 40 barracks bedrooms, and produced custom-made pieces for the cafeteria.

This is the largest-ever single installation of CORCAN products. It took an on-site workforce of 20 students and 15 installers almost a month to set it up.

The "K" Division project created an estimated 43 person-years of employment for offenders – nearly two per cent of all work done by CORCAN employees over the time period of the project.

The people who work in the new building are satisfied with their new CORCAN furniture, said RCMP Inspector Rick Bowlby, who led the VIP tour of the site.

"Employee comments indicate to me they are pleased with the product," he said.

After touring the building, Mr. Scott unveiled a plaque created by CORCAN to commemorate this successful partnership among CORCAN, CSC and the RCMP.

"We're all part of the same department, so I think it was a good cooperative effort," said Bowlby.

The co-operation will continue over the next few months, as staff from CORCAN and the RCMP meet to assess the installation process and the lessons they gleaned from the massive undertaking. "It was a beneficial learning experience," said Bowlby. ■

Test Your CORCAN Trivia Knowledge

In the September 1998 issue of *Let's Talk*, we printed some brain-teasing questions about CORCAN. Here are more questions to ponder. Look for the answers in the next issue of *Let's Talk*.

What is unusual about the CORCAN construction crew that, earlier this year, built a \$214,000 garage and Institutional Emergency Response Team building at Nova Institution?

Many companies go through the International Standards Organization (ISO) certification to prove to customers that their production methods meet internationally recognized quality standards. Which country has the only ISO-certified prison industries in the world?

At the Federation of Canadian Municipalities conference in Regina, Saskatchewan, in June 1998, CORCAN distributed 1,700 units of a CORCAN product to delegates and staff. What were these products: notepads, golf shirts or bags of compost? ■

ANSWERS TO THE PREVIOUS TRIVIA QUIZ

Which institution borrowed 25 generators from the Halifax Fire Department and distributed them to several Quebec communities during last January's ice storm?

Cowansville.

If you took all the cheese made at the Rockwood Agribusiness facility in a given week, how many pizzas could you top with it?

2,000. That's enough to spoil anyone's diet!

In 1990, CORCAN had 2,000 potential purchasers. Today, because more managers have the authority to buy, we have many more potential customers. How many managers can now choose CORCAN products?

More than 30,000. And customers can now check out CORCAN's products in our new showroom on the 10th floor of National Headquarters in Ottawa. ■



The Enterprising Comm

Public/Public Partnership in Qualicum Beach

By Mr. Bob LeDrew, Manager, Marketing, CORCAN

The 7,000 residents of the town of Qualicum Beach, B.C., consistently register the highest voter turnout in the province for municipal elections, and interest in civic affairs is high. When town staff in the small community located about 2.5

hours north of Victoria, prepare for a project, they do not just look at the way things have always been done. "We believe we should examine regularly how we operate," said Mayor Bill Luchtmeijer.

When the town decided to build a new

town hall/public library, officials did not just go to tender and hire a construction company, they created a public/private partnership to design, build and operate the facility. And when Mayor Luchtmeijer and his administrator, Mark Brown, visited the

This distinctive building houses the Qualicum Beach municipal offices and a branch of the local library.



Community

1997 Federation of Canadian Municipalities (FCM) trade show in Ottawa and saw CORCAN furniture on display, they had another idea – a public/public partnership.

A WIDE VARIETY OF PRODUCTS

CORCAN, as part of the Correctional Service of Canada, provides more than 2,100 federally sentenced offenders with employment training and experience designed to help them develop skills and attitudes necessary to become productive members of society. The offenders work at 32 production sites within federal correctional facilities across the country, making a wide variety of products for industrial and office use. Research shows experience in the CORCAN program has been associated with up to a 25 per cent decrease in recidivism – the tendency of offenders to return to prison.

“We saw the [CORCAN] furniture in Ottawa and immediately thought it would be appropriate for our council chamber and offices,” said Luchtmeijer. The new municipal office complex, located in the centre of Qualicum Beach, would house both the municipal offices for the town’s 31 employees and the local branch of the Vancouver Island Public Library.

AN EXCELLENT CHOICE

At the time, Luchtmeijer and Brown knew little about the agency. “When we learned more about CORCAN, we really wanted to

support the social side of the agency’s operations,” said Luchtmeijer. “But we also wanted to complete the municipal complex in the most cost-effective way possible. CORCAN allowed us to get the furniture we needed while supporting a government agency that eases the taxpayer’s burden.”

After obtaining CORCAN’s catalogue to ensure product lines and options would meet their requirements, town staff consulted the agency to determine the exact needs and best fit of products and features. Soon after, the furniture was installed along with products and fixtures from other private sector suppliers.

“Our town hall is the focal point of the town’s commercial centre, and the CORCAN furniture has turned out to be an excellent choice. It has clean lines, it’s not ostentatious; it’s good value for money.” One feature that impressed town staff is the furniture’s versatility. For example, the conference table in the committee room can quickly be converted into a 10-workstation emergency operations centre.

Luchtmeijer said CORCAN’s role in the offender rehabilitation program is icing on the cake. “We were happy with the idea that our purchases would increase offender employment levels and that the experience has a positive effect on the inmates.”

Although there is vigorous debate across Canada about the costs and benefits of public/private partnerships, everyone involved in this public/public partnership has ended up a winner, especially the taxpayer. ■



This Corcan conference table in the Qualicum Beach committee room allows the table to be converted into 10 workstations.

IAJV IS ALL ABOUT:

"This conference will also provide a forum for the sharing of new ideas on volunteerism and citizen engagement. I personally endorse this strategy, and I am pleased to see this approach reflected in the theme of your conference "Communities, Co-operation and Change".

The Honourable Andy Scott,
former Solicitor General.

"Innovations do not happen at the headquarters of an organization; they happen out in the field where employees and volunteers are working. As volunteers, you help us enormously. You also explain our work to the public, and the public believes you. You are thus making the link between CSC and the public, and helping to make safer communities."

Mr. Ole Ingstrup, Commissioner, CSC.

"Why elevate me to that position?

I am one of many, serving as we can: listening, sharing pain, affirming, mediating, standing by upon release, and more."

Mr. Siegfried Janzen, Volunteer of the Year, CSC's Atlantic Region.

"The International Association of Justice Volunteerism wants to reach out to more volunteers and professionals in corrections. There is a real need for what we do. We provide training to volunteers and we provide forums and newsletters."

Mr. Bill Potter, Executive Director, IAJV.

"After 30 years in corrections, I have had the opportunity to give out awards but never to receive one. I would really like to break this award into little pieces and share it with all of the volunteers who make our programs happen. Some of them drive over six hours, through the Rocky Mountains, to come and participate in our programs. Without these volunteers I sincerely believe we would never get the job done."

Mr. Bob Hickox, Warden, Delta, Colorado.

"Don't measure success by numbers – volunteering is a gift that keeps on giving. The seeds of volunteerism that were sown in me are coming to harvest. What you sow in others will in turn produce a harvest."

Corporal Andy Bigras, RCMP.

"There are over 300 volunteers at Warkworth Institution. If it weren't for the encouragement and co-operation of people in administrative positions, such as Ms. Cheryl Outiagydyke, Mr. Jim Francis and Warden Peter White, we couldn't be as effective as we are and provide support to inmates."

Ms. Eleanor Brown, Volunteer of the Year, CSC's Ontario Region.

SECTOR REPORTS

Correctional Operations and Programs Sector

International Association of Justice Volunteerism

*By Ms. Helen Friel, Offender Reintegration Branch and
Ms. Louisa Coates, Communications Sector*

Volunteer of the Year – Atlantic Region
Mr. Siegfried Janzen with his wife Margaret.

The International Association of Justice Volunteerism (IAJV) held its 28th annual conference October 4 to 7, 1998, in Ottawa. The IAJV is a non-profit organization committed to the improvement of the juvenile and adult criminal justice systems through citizen participation and volunteerism. It has members in Canada and the United States.

Co-hosted by the Correctional Service of Canada, the conference's theme was "Communities, Co-operation and Change". Workshops and presentations focused on the benefits of using volunteers and strategies that may encourage and enhance citizen engagement in criminal justice.

Workshops were given by staff from CSC institutions, community parole offices, Citizen Advisory Committees and Canadian community organizations. Presentations were also given by U.S. volunteer organizations and state correctional facilities. The workshops covered topics such as restorative justice, circles of support, citizen escorts, halfway houses (including Kitchener, Ontario's Sarah's Place for Women, and the national St. Leonard's House organization) and groups such as Partners in Learning.

VOLUNTEER OF THE YEAR

A major highlight of the conference was awarding each organization's "Volunteer of the Year". One volunteer from each of CSC's five regions was honoured, including Atlantic Region's Mr. Siegfried Janzen, Québec Region's Sister Réjeanne Martel, Ontario Region's Ms. Eleanor Brown, Prairie Region's Mr. Bernie Doucette and Pacific Region's Ms. Jackie Maxfield. Also receiving awards from IAJV were: HOPE International (begun in Hope, Colorado) for its Creative Criminal Justice Volunteer Program, Warden Bob Hickox, of Delta, Colorado, as outstanding contributor to justice volunteerism, and Major Saunders Sr. of Baton Rouge, Louisiana, as Justice Volunteer of the Year.

Former Solicitor General Andy Scott and CSC Commissioner Ole Ingstrup were featured speakers. Other plenary session speakers included Sergeant Claude Turgeon from the National Strategy on Community Safety and Crime Prevention office, Mr. Gord Williams of CSC's Aboriginal Issues, Reverend Susan Brandt of Ottawa InnerCity Ministries and Corporal Andy Bigras, RCMP officer and community volunteer.

The conference provided a wonderful opportunity for volunteers and those working with volunteers to network and share experiences and knowledge. ■

National Community Fora on Corrections and Criminal Justice Issues

By Ms. Heather Lunergan

From St. John's, Newfoundland, to Victoria B.C., citizens across the country had the opportunity in March 1998 to learn more about current policy toward offenders and to make recommendations to the CSC.

Since his appointment in June 1997, former Solicitor General, Andy Scott made public consultation a priority, both for himself and the department. In response to this, the Consultation Branch of the CSC sponsored a series of public fora in seven communities—St. John's, Newfoundland, Saint John, New Brunswick, Kitchener-Waterloo, Ontario, Winnipeg, Manitoba, Edmonton, Alberta, Yellowknife, NWT, and Victoria, B.C.

The Consultation Branch, in conjunction with the John Howard Society, local Citizens' Advisory Committees and local organizations in each community, helped to organize the fora. They were designed to engage the public, examine current policy, allow free discussion, and offer recommendations back to the CSC. An average of 60 people attended each forum, with more than 100 in Victoria. About half the participants were from the corrections or criminal justice system, while the rest were members of the public. This mix meant that the public and those who work in the system could learn from each other.

FOCUS ON COMMUNITY

While specific topics varied from location to location, the focus was on community corrections, community policing, crime prevention, and education about the criminal justice system. In general, an opening plenary, sometimes with keynote speaker, was followed by small group discussions, and then a closing plenary where each group could report its insights and recommendations.

Guest speakers were uniformly thought provoking. In St. John's, for example, Anthony Doob, of the University of Toronto, challenged participants by asking, "Do we really need a tougher criminal justice system in Canada?" while in Winnipeg, Barbara Date, of Mennoe Simons College brought an awareness of the value of public education in the field of restorative justice.

Prisons Workshop—Public Education Forum

Many of the fora were enriched by special displays or material from local police forces or non-governmental organizations. In most cases, a literature table permitted those who attended to pick up information about agencies and organizations represented at the forum. In Alberta, the Edmonton Institution Mobile Presentation Unit provided a display of artifacts, photographs, and literature.

For participants in every forum, the small breakout groups were one of the highlights of the day. Discussions focused on one of five topics: reintegration of offenders and alternative justice measures; crime prevention and awareness, including community policing; other community concerns; perceptions and realities about crime; and an assessment of the current criminal justice system.

RECOMMENDATIONS FOR PARTNERSHIPS AND EDUCATION

From these breakout groups came a range of recommendations, most of them aimed at the community, rather than at the government or at CSC. The recommendations emphasized the need for community partnerships, education, and support to augment programs and resources put in place by government. One recommendation that was common to nearly all fora was the need for all those involved in corrections, justice, police, and the media, to work harder to clear up misconceptions about crime, the criminal justice system, and offenders. The failure of the media to

provide an accurate portrayal of the realities about crime in Canada was frequently mentioned.

Other recommendations focused on the need to change the way we deal with volunteers, for instance through some formal way to recognize volunteers, as well as the need for more funding and more training, and the need for better information about the services available to both offenders and victims. Several groups spoke of a need for more advocacy groups to interact with the public and with various criminal justice agencies, and for a greater emphasis on early intervention.

Finally, participants felt strongly that there should be more such fora, so that those who work within the system and the general public could carry on a meaningful dialogue about community safety, corrections, and the criminal justice system. Future fora, they said, should also include more citizens and involve ex-offenders, who could share their first-hand experience with the system. As with any new venture, there are improvements to be made. But the community fora provided a positive venue for public education and input, and a clear opportunity for dialogue between those who work in the criminal justice system and those for whom they work—the public. Jim Davidson, Director General of the Consultation Branch, commented, "Citizens want to and should have a say in matters that affect them. I couldn't be more pleased with the response to these fora and the demand for more. It is a challenge we accept!" ■

Heather Lunergan has an MA in Political Science and operates nota bene, a research and communications firm in Fredericton, NB. She has organized public policy fora for Andy Scott, MP, and has done communications work with the Secretariat and Consultation Branch of CSC.

Reflections on Crime, Punishment and Justice

By Mr. David Hoey, Human Rights Division, CSC



Fear of crime and the perception of becoming a victim of crime have important public policy implications. Despite the fact that the rate of violent crime has declined for the fifth consecutive year, public perception of the frequency of, and vulnerability to, violent crime continues to rise unabated. The media's preoccupation with reporting sensational crimes undoubtedly contributes to the rising anxiety about crime rates in our society. While we can debate its source, fear and insecurity drive a hard line crime agenda in which retribution and incapacitation emerge as the social rationales for imprisonment. Frequently oblivious to, or dismissive of, the social and human costs of incarceration, the more reactionary elements of this constituency advocate retribution as a primary response to crime, dismissing as unrealistic or too risky any effort aimed at reintegration or any attempt to move away from incarceration.

AN EYE FOR AN EYE

But anyone who has endured or administers a prison sentence knows that the pain inflicted by imprisonment – namely the deprivation of freedom – carries real and serious consequences that cannot be so easily dismissed. As a society, we accept that persons whose behaviour has put them outside the boundaries of our laws must be held accountable for their actions. When the courts impose a prison sentence, it is our way of denouncing and expressing abhorrence to certain criminal behaviour. In this way, imprisonment can be said to respond to a deep-seated human need to exact retribution proportionate to the pain caused by the crime. The punishment administered – separation and isolation from free society – reflects the society that inflicts it and the offender who receives it. While our notion of what constitutes criminal behaviour may change somewhat over time, imprisonment continues to satisfy, however imperfectly, our need for justice.

Despite the fact that the rate of violent crime has declined, public perception of the frequency of, and its own vulnerability to, violent crime continues to rise unabated.

THE NEED FOR RESPECT

At the core of our belief in justice is the presumption that every human being, regardless of gender, race, creed or criminality, intrinsically deserves to be treated with respect and dignity. This notion of justice assumes that persons capable of great evil are also capable of some good. Although we do not always live up to this requirement, we know we should denounce the crime, not the criminal. Our own sense of self-worth and professional respect depends crucially on the idea that we are facilitating some human good. We may not always succeed in rehabilitating offenders, but we can and must guarantee that we treat them justly. We are obliged to assist offenders in reaching their innate human potential to live a decent and law-abiding life.

STILL PART OF SOCIETY

The idea that the prisoner is a fellow citizen capable of participating responsibly in our society defines the kind of treatment prisoners are to be afforded under Canadian law. Such treatment is aimed at rehabilitating offenders, offering them a genuine opportunity to re-enter society and make meaningful contributions. In a democratic society, persons deprived of their freedom by the state continue to be regarded as fellow citizens and the correctional authority is obliged to treat them as such. Although certain individual liberties

and civil rights are limited by fact of incarceration, including privacy, freedom of movement and assembly, the prisoner in a modern democracy retains his or her right to citizenship. Prisoners are to be treated as members of society, not outcasts, even if they are subjected to temporary exclusion from it. In other words, the deprivation of liberty is not absolute.

WHAT IS WRONG WITH THIS PICTURE?

If we accept that prisoners retain all rights and privileges except those that are necessarily limited by the fact of incarceration, then it necessarily follows that the same principles of justice as they apply in the outside world should also be applicable to prison life. We know that stripping persons of their dignity, reducing or denying their worth as a person, has no redeeming social value. A criminal justice system built on exacting retribution and inflicting vengeance is not constructive for the prisoner, nor is it particularly beneficial to society. We send people to prison *as* punishment not *for* punishment. Since imprisonment represents the severest form of punishment that our society can impose on our fellow citizens, it should be used sparingly – a sanction as a last, not a first, resort. To increase the odds of releasing a law-abiding person, a prisoner's sense of dignity and self-worth as a person must be respected and maintained throughout the entire course of his or her sentence.

THINK ABOUT IT

The intense pressures on our criminal justice system to adopt a more punitive approach to corrections is making it ever more difficult to counter the pervasive belief that imprisonment is not necessarily the best weapon in the crime prevention arsenal. Canadians are not necessarily safer when an offender is inside a prison because since most offenders are eventually released back into the community. Imprisonment may take criminals out of circulation for a fixed period of time, and, in certain exceptional cases, incapacitation may be the only way to ensure public safety, but the argument that harsher penalties, longer sentences or a more punishing prison regime deters crime is deceptively simplistic. Preparing offenders for their release, paired with gradual and safe reintegration, is the best proven way to ensure public safety.

Since imprisonment represents the severest form of punishment that our society can impose on our fellow citizens, it should be used sparingly – a sanction of last, not first, resort.

The idea that the degradation of prisoners diminishes us all, because it is in the name of each one of us that they suffer their penalties, must be proclaimed unremittingly. While unpopular, it is perhaps the only way that we will achieve a satisfying sense of criminal justice. ■

The media's preoccupation with reporting sensational crimes undoubtedly contributes to the rising anxiety about crime rates in our society.

The kind of treatment prisoners are to be afforded under Canadian law offers them a genuine opportunity to reintegrate society and make meaningful contributions.

Green Procurement : Beyond Myth to Genuine Environmental Benefit

By Paul Provost, Environmental Services Officer

Every year, the federal government spends billions on goods and services. That gives you some idea of the scope of federal procurement, and suggests how significant are the implications of the Canadian government's procurement policy for the environment. But how can we make sure that the connection is made, in everyday practice, between procurement decisions and their environmental impact? That's the real challenge.

Since the environmental issues involved in procurement matter to all of us, and the arguments for "green procurement" are increasing all the time, why is it so hard to make green procurement part of our everyday practice? We could answer this question by listing all the ecologically preferable products on the market – and this list is getting longer all the time. But we have chosen to answer the question simply by stating some of the arguments in favour of green procurement and making some suggestions, in the interest of dispelling some myths that are, unfortunately, cherished in a simplistic, shortsighted economic agenda.

MYTHS

All too often, we make the mistake of thinking only about the short-term costs of acquiring a consumer item, while ignoring the medium and long-term costs and the environmental impact. If you think about it, you will see that the cost of many ecologically preferable products, such as goods made from recycled paper or plastic, has decreased dramatically in recent years. And if you consider the cost of using items such as energy-saving appliances for their entire lifespan, you will realize that ecologically certified products are not only less harmful to the environment but are a better long-term

investment, even if you had to pay a little more for them. Appearances can be deceiving.

CONCERNS

In the past, some recycled products seemed to perform less well than goods made from original materials. This is no longer the case,

because ecologically preferable products, especially those bearing the EcoLogo certification, are subject to quality standards that are at least as demanding as their conventional counterparts, if not more so.



ADVANTAGES

Environment Canada's Environmental Choice Program (ECP) has made it easier to recognize environmentally-friendly products. All the environmentally conscious consumer has to do is look for the EcoLogo on the product (shown above) to choose the most ecologically acceptable brand. The program identifies and promotes more stringent environmental performance standards. To be certified and to display the EcoLogo, an item must be manufactured in such a way that it saves energy, releases fewer environmentally hazardous by-products, and uses recycled materials. EcoLogo products must also meet or exceed all industry safety and performance standards. So what are we waiting for to take advantage of what EcoLogo products have to offer?

THE THREE R'S

The first of the three R's – *Reduce, Reuse and Recycle* – is definitely the most advantageous, ecologically speaking. Buying ecologically preferable goods is one way people can help reduce the harmful environmental impact of ordinary consumer goods. Since it is sometimes difficult to buy less – to reduce the number of items that must be purchased – "green procurement" indirectly allows us to help reduce the environmentally harmful impact of the products we buy.

RIPPLE EFFECT

Since every one of us is a purchaser and consumer, we all ought to share the responsibility for the environmental impact of the things we buy and use, whether at work or at home. The Correctional Service of Canada (CSC) can make a real difference by promoting the acquisition and development of "green" products, not only through its purchasing power but also by the way it can influence employees, suppliers and clients. Being good environmental citizens means thinking globally and acting locally. By

taking appropriate action to broaden the scope of its interest in green procurement, CSC can make a real difference in terms of creating a market for environmentally-friendly products. Also, the sustainable development strategy addresses the issue of green procurement.

IMPLEMENTATION

Even if we have convinced you to think and buy green, there is still one major problem: the environmental benefits of environmentally-friendly items are still hard to determine. It is disappointing, even frustrating, for the supporters of ecological awareness to recognize that it is not yet possible to measure the benefits of responsible ecological citizenship. How can we tell how many readers may have been persuaded to follow at least one of the suggestions made here?

In closing, we still wonder when we will see this new economy, in which all the costs associated with consumer goods would be taken into consideration – not only the monetary costs but also the environmental and social ones, and in which the interests of this generation would be balanced against those of future generations. ■

Since every one of us is a purchaser and consumer, we all ought to share the responsibility for the environmental impact of the things we buy and use.

Appointments



On June 29, 1998, Marie-Andrée Drouin was appointed Director, Executive Services, Commissioner's Office.

Ms. Drouin comes to National Headquarters, in Ottawa, from Kitchener, Ontario, where she was Warden of the Grand Valley Institution for Women since 1993.

Ms. Drouin began her career in CSC in 1983, as a parole officer at the Ottawa office. She was appointed to a case management position at Millhaven Institution and then as Area Manager in St. Catharines. In 1991, she assumed the duties and responsibilities of Director, Communications and Executive

Services at Regional Headquarters, Ontario. Prior to this appointment, Ms. Drouin was Deputy Warden at Beaver Creek Institution, in Gravenhurst, Ontario.

Ms. Drouin holds a Master's degree in Criminology, a B.A. in Social Sciences with Honours in Sociology and a B.A. in Psychology. Ongoing studies included teaching at a community college and at the University of Ottawa. In addition, Ms. Drouin worked as a social worker with the Youth Children Bureau and as a caseworker in juvenile centres in Ottawa. ■



*Michel Roy, Assistant Commissioner,
Corporate Development*

Since joining the federal public service in 1989, he has worked as Assistant Inspector General (CSIS Operations) within the Secretariat of the Department of the Solicitor General. In 1992, Mr. Roy became Director General responsible for implementing the new First Nations Policing Policy. In 1996, Mr. Roy joined Indian and Northern Affairs as Director General of Specific Claims.

Mr. Roy has also worked at the provincial level for the Quebec government as Director of the *Commission des droits de la jeunesse*.

Mr. Roy holds a Master's degree in Criminology from the University of Ottawa. ■

Burnaby Correctional Centre for Women

By Ms. Nancy Wrenshall, District Director

and improved staff training were all established at Lakeside.

THE BURNABY CORRECTIONAL CENTRE FOR WOMEN

Both Lakeside and Twin Maples were replaced by the Burnaby Correctional Centre for Women (BCCW), which opened in 1991 with both a Secure Custody Unit and an Open Living Unit. A joint federal/provincial project, the centre was designed to house all women remanded to custody or sentenced in British Columbia. BCCW was already under construction in April 1990, when *Creating Choices*, the report of the Task Force on Federally Sentenced Women, was released, so it was decided not to build a regional facility in the Pacific Region.

This decision drew criticism, as BCCW's level of security was considered incompatible with the philosophy of the *Creating Choices* report. But those who focus on the electronic surveillance and the sound of doors slamming as you enter the Secure Unit miss the special kind of relationships that exist between the women who live in, and the women who work in, both the Secure and the Open Living Units. This genuine concern and caring is the legacy of Lakeside and Twin Maples.

MEETING THE NEEDS OF WOMEN

One of the biggest challenges facing the staff at BCCW is managing the diverse population. The institution has 118 beds, and approximately one-third of the women have been remanded to custody and are not yet sentenced. Another third are serving provincial sentences, anywhere from one day to two years less a day, while the final third are under federal sentence, serving anywhere from two years to life, with a 25-year minimum before being eligible for parole, through an Exchange of Services Agreement between the CSC and B.C. Corrections.

Each of these three groups has unique needs. Women on remand status, for instance, often have serious health problems. Many are coming straight from the courts and may

Aerial view of the Burnaby Correctional Centre for Women.

The provincial institution Burnaby Correctional Centre for Women and the Correctional Service of Canada maintain a close partnership, working hand-in-hand to assist women from British Columbia serving federal sentences.

HISTORY OF A PROGRAM-ORIENTED APPROACH

British Columbia has long been a leader in a program-oriented approach to incarcerated women, dating back to 1940, when the Women's Gaol at Oakalla Prison Farm, in the Lower Mainland, was opened. Prior to its opening, women had been housed in a wing of the men's gaol.

The Women's Unit moved to Prince George, B.C. in 1947, as a result of an increase in drug use, overcrowding, low morale, and a general deterioration in conditions in the gaol. As Chief Matron, Miss Besse Maybee initiated programs such as a large and successful garden, homemaking skills, such as cooking, sewing and laundry, church on Sundays, and community involvement. She also brought in organizations such as Public

Health, a municipal body that provides education on communicable disease, immunization services as well as licensing for restaurants.

In 1950, Miss Maybee returned to Oakalla, where she was asked to establish an occupational therapy program and to carry out the Elizabeth Fry Society's ideas of handicrafts and training with the women. The Women's Unit at Oakalla was expanded over the years to meet the increase in the number of women in custody.

In 1967, Twin Maples was built in Maple Ridge for women classified as minimum security. The first Mother-Child program in Canada is said to have begun there in 1975 and, within a year, a day care centre was opened. By that time, Maple Ridge offered carpentry programs, a tailor shop, a cannery, a beauty parlour, and classes in first aid, CPR, and typing.

In 1978, Oakalla became an autonomous institution, no longer reporting to the Deputy Warden of Oakalla Men's Gaol, and was renamed the Lakeside Correctional Centre. Following the Proudfoot Report in 1980, educational programs, expanded medical facilities, a library, a Citizens' Advisory Group,

be suffering the effects of withdrawal from recent drug use. Remands can last anywhere from an overnight stay to many months. This uncertain timeframe can be difficult, not only for the women, but also for staff who face the challenge of providing appropriate programming for women who may be released unexpectedly at court without having made living arrangements.

Approximately 80 per cent of the women who come under the care of BCCW have a history of substance abuse. BCCW staff work to educate the women about harm reduction strategies, while trained peers offer a weekly information session on how to avoid infection from needles and sexual contact and where to go for help. They are also available for private sessions with women who have more questions.

INNOVATIVE PROGRAMS: THE CORNERSTONE OF BCCW

Women in BCCW benefit from the institution's policy not to distinguish between federal and provincial prisoners. For instance, provincial women not only gain access to federal programs, they often provide the numbers to justify holding a program in the first place. Women have access to a wide range of programs, ranging from the traditional, to alcohol and drug treatment programs, cognitive skills programs, anger management, and many other personal development programs.

BCCW also has one of the few programs in the country which awards training certificates that are recognized in the community. The floral design program includes a flower shop called *Beginnings* that is open to the community. The walls are covered with awards won by the women in floral design competitions, and summer months always find the shop busy with wedding arrangements. Forty graduates of this program are now working in the floral industry, including one woman who has opened her own flower shop and is employing two other graduates.

While at Lakeside Correctional Centre, Canada's first "in-house" canine program was established. The program started when the wife of the Director of Operations heard a veterinarian speak on a CBC radio program about the achievements of a similar program at the Purdy Prison for Women in the State of Washington. BCCW planned for the inclusion of the canine program in the new facility with a modern kennel complete with heated floors. The original focus of the program was to take the hard-to-adopt dogs from the SPCA and provide obedience training so that they would be more adoptable, eventually

moving towards training assistance or therapy dogs for people with handicaps. While its focus has changed, this is still one of the most popular programs. The goal of the current program is on training to provide the women with more marketable skills as in kennel management and dog grooming. The additional benefits of the program are the sense of accomplishment, esteem and self worth that the women gain from working with the dogs.

Shown here is one of the residents working in the floral shop called *Beginnings*.

Twin Maples' Mother-Child program still exists in the Open Living Unit. Unfortunately, the day care centre was not as successful at BCCW as it was at Twin Maples, and was closed in 1998.

The Open Living Unit focuses on links with the community, through an extensive temporary absence program that is used to facilitate participation in community programs such as Emotions Anonymous, Alcoholics Anonymous, Narcotics Anonymous, or other established groups. The temporary absence program is also used to encourage women to develop more choices in how they use their leisure time, and it is not unusual to see a

More than one woman has claimed that coming to BCCW saved her life.

group of women returning to the grounds from a walk along the Fraser River, or to hear about a trip to the library or to a pow-wow.

Both the Open and Secure Units offer a variety of programming for Aboriginal women, who continue to be over-represented in the prison population. Balanced Lifestyles, Elder counselling, talking circles, and Native liaison services are just some of the programs targeted to Aboriginal women. BCCW also sends women out to participate with community treatment facilities that specifically address the needs of Aboriginal clients.

THE CSC CONNECTION

Warden Esther McMullen moved from Lakeside to BCCW when it opened in 1991 and remained there until her retirement in the fall of 1997. As a demonstration of the partnership between the two services, Mrs. McMullen was an integral member of the committee of wardens of the regional women's institutions since its inception in 1993. She provided invaluable insight and advice to CSC prior to and following the opening of CSC's regional facilities and her leadership will be missed.

BCCW is an active member of the larger CSC community. We are hooked up to the Offender Management System and to Teamlinks. BCCW staff are regularly included in "train the trainers" sessions for various programs, and have provided training and assistance to staff of the regional institutions and at NHQ. After working in CSC for 17 years, I became the new Warden of BCCW, maintaining the connection established by Warden Esther McMullen.

A PHILOSOPHY PRACTISED

From Oakalla in the 1940s, through Lakeside and Twin Maples, to BCCW, the care and concern among all women, staff and inmates alike, has been a common thread. More than one woman has claimed that coming to BCCW saved her life. Many women keep in touch with staff, letting them know how they are doing.

Most telling was the reaction of inmates to the death of a woman by a suspected drug overdose in May 1998. The next day, in my capacity as Warden, I was visiting each of the living units in the Secure centre. Two separate inmates stopped me, concerned about the welfare of the staff who had tried to revive the woman. This is an example of a special kind of relationship that a physical structure cannot create or destroy. ■

Learning about Computers Helps Reintegrate Inmates into Society

By Mr. John Costello, Project Officer, Security Division and Ms. Louisa Coates, Communications Sector



CSC'S AWARDEES – SEPTEMBER 1998

From left to right: Pacific Region's Mr. John Boileau; Mr. Denis Méthé, Acting Assistant Commissioner, Correctional Operations and Programs, NHQ; Quebec Region's Mr. André Chicoine; and, Pacific Region's Mr. Dave Dahl.

The Correctional Service of Canada's (CSC) National Advisory Committee for Inmate Computers held its bi-annual meeting on September 29, 1998, in Ottawa. Mr. Denis Méthé, Acting Assistant Commissioner, Correctional Operations and Programs, presented Certificates of Appreciation to Mr. John Boileau, Mr. Dave Dahl and Mr. André Chicoine, who went beyond the call of duty in their efforts to help the committee realize its objectives.

The National Advisory Committee for Inmate Computers was established by the Senior Deputy Commissioner to study the use of personal computers by federal offenders and make recommendations to senior management. The minutes of these meetings are circulated to CSC's five regions and posted on the Pacific Region's infonet site, and are due to be posted on CSC's national web site.

The National Advisory Committee for Inmate Computers chairperson is from CSC's national headquarters Security Division, and reports directly to the Director General of Security. Other committee members are from affected divisions of CSC such as Informatics, Legal Services, Inmate Affairs, Inmate Programs,

and from each region. CSC staff are welcome to attend meetings if they are interested or have an issue to raise.

One of the committee's roles is to review new computer technology and inmates' requests to use computer software and hardware not already approved. The committee applies the following criteria when examining these issues:

- Would granting the request for this software or hardware pose an unacceptable risk to the public, the business community, government agencies or CSC's corporate network?
- Would granting the request make it difficult for CSC staff to monitor and control the use of computers by inmates?
- Would accessing this software or hardware help inmates pursue academic studies, teach them word-processing skills or help them manage free time by learning computer technology for entertainment purposes?

Each institution has a staff member who is responsible for providing agenda items to the

regional representative, who then raises the issue at a meeting. Inmates can also forward requests through the representative in their facility.

Once the issue has been discussed by committee members, a recommendation is agreed upon. Committee recommendations are then forwarded to the Director General (DG) of Security for review. Based on his review, a technical bulletin containing this information is issued.

If a policy change is required, the issue will be referred to the appropriate policy review process at National Headquarters.

The committee also looks at computer-related security incidents involving inmates' computers. Significant trends or serious situations are brought to the attention of the DG of Security, with recommendations on how to avoid similar problems in the future. The committee does not currently have a mandate to pursue issues that do not involve inmate-owned computers such as those supplied by CORCAN, at academic and vocational centres and by corporate CSC.

The Inmate Computer Committee also proactively checks for any new or evolving computer hardware/software technology that could pose a risk if used by inmates. The existence of any technology and the danger it could pose to the CSC computer network or the public is a topic readers will find discussed in articles on the Pacific Region's Infonet site.

Since the creation of the National Advisory Committee for Inmate Computers, there has been a significant reduction in the number of inmate complaints regarding computers and related issues. The committee has been, along with other CSC partners, responsible for keeping inmates up-to-date on new technology, without exposing CSC or others to unacceptable risk. As a result, the number of security incidents has been low and generally involves minor matters. The committee has also allowed the CSC to coordinate effective, consistent policies and procedures regarding inmate computers, at the institutional, regional and national levels. ■

Literacy on the Move

By Mr. Don Flannagan, Institutional School Teacher

Mr. Dermot Kingston has taken his "Walk for Literacy" behind the walls of Atlantic Institution in Renous, New Brunswick.

"Walk for Literacy" is Mr. Kingston's cherished wish to promote and publicize the need to help the cause of literacy in New Brunswick. He walked from Fredericton to Bathurst (270 km), between May 31st and June 9, 1998, to help raise awareness and much needed funds for key literacy programs throughout the province.

At the invitation of Warden Dale Cross, Mr. Kingston agreed to come into Atlantic Institution on, June 3rd to meet and walk with both inmate populations and staff in the institution's gym and recreation yards.

WALKING THE TALK

Mr. Kingston was joined by Andy Scott, former Solicitor General of Canada, a strong supporter of Laubach Literacy and of Mr. Kingston's endeavour from its earliest inception. Also attending, at the former Solicitor General's invitation, were fellow New Brunswick MPs, Yvon Godin, NDP-L'Acadie-Bathurst and Greg Thompson, PC-Fundy-Carleton. Other dignitaries on hand to support Mr. Kingston included Alphonse Cormier, Deputy Commissioner, Atlantic Region; Jan Greer, Executive Director of N.B. Committee on Literacy; Charles Ramsay, Executive Director of National Literacy Database; and staff members from the Solicitor General's office: JoAnne Gibson, Dominic Blakney and Sharon Jones.

Donations of more than \$1,500 were made to Mr. Kingston's "Walk for Literacy" by the inmates and staff at Atlantic Institution, with total contributions from the Correctional Service of Canada's Atlantic Region exceeding \$3,000. Other CSC institutions sent representatives to offer their support. Bill Snowdon, of Dorchester Penitentiary and also a director for Laubach Literacy of N.B., carried the Literacy Council of N.B. flag during the walks in the recreation yard and gym. Scott Jardine from Westmorland Institution and Jeanette Murray of Nova



Joining Mr. Kingston (third from right) are: Andy Scott, former Solicitor General of Canada, and a support group as they prepare to walk at the Atlantic Institution, in N.B. (Photo taken by Brian Richard)

Institution were also on hand to make presentations.

Mr. Kingston expressed touching words of thanks and appreciation to all present.

In appreciation of their efforts to promote literacy awareness, Mr. Kingston and Mr. Scott were presented gifts of Inuit wood carvings by Mike MacLeod, Assistant Warden, Correc-

tional Programs, and Dale Cross, Warden, on behalf of the inmates and staff of Atlantic Institution. The beautiful carvings were crafted by Lucas Okkiautsiaujuak, a student at the institutional school.

ON THE ROAD AGAIN

All the dignitaries and guests were invited to tour the Aquaculture facility before going to the staff dining hall for lunch. Afterwards, Mr. Kingston and his long-time friend Emery Brophy, who accompanied him on his journey, headed back to Highway 8, to keep as close to schedule as possible because of many anticipated delays.

Miramichi City Council and several schools in the area had scheduled activities in support of literacy and Mr. Kingston intended to participate in as many as possible.

We hope Mr. Kingston left Atlantic Institution feeling refreshed and encouraged by seeing all those involved from the Solicitor General's office, and CSC Atlantic Region – management, staff and offenders alike – rallying to support a cause recognized by all to be of prime importance. ■



CHEQUE PRESENTATION

Randy Druken, left, Vice chair of the Inmate Committee at Atlantic Institution, presents a cheque to Dermot Kingston, for his "Walk for Literacy" cause.

You 'Lucky' Dog

By Mr. Gen Butterworth, Assistant Director, Nova Institution for Women

A black puppy was "twice lucky" as he graduated from the Pawsitive Directions Canine Program, at Nova Institution on August 26, 1998. 'Lucky' was named by his inmate handler because he was rescued from the dog catcher just hours before he would have been put to sleep as a homeless animal.

About the same time that Lucky entered the operant conditioning training program, a family by the name of Harris from Labrador, whose daughter has cerebral palsy, saw the documentary on Nova Institution produced by the CPAC channel. They thought it was a wonderful program from which to acquire a trained companion dog for their daughter, Lynn.

Contact was made with Heather Logan, Canine Program Instructor, and Anne Marie

McDonald, Team Leader, Programs, and a plan was worked out. The Harris family moved to Truro for the summer and visited Nova Institution weekly to work with Lucky, preparing him to meet Lynn's needs. For example, it was very important to Lynn that Lucky not touch her prize toys – Lego building blocks. Lucky was taught to lie by her side as she sat on the floor building with her Lego. Throughout the summer, the inmate trainers helped the Harris family learn "clicker training" and Lucky learned basic obedience and good manners around a wheelchair.

Inmate participants in the canine program felt privileged to have their lives touched by this wonderful family and were extremely proud of their contribution to enhancing Lynn's quality of life with the gift of 'Lucky'. ■

Lynn Dobson-Harris with Lucky who has learned basic obedience around a wheelchair shown with Heather Logan, Canine Program Instructor, Nova Institution for Women.

Springhill Institution Provides Benches for Use at Local Elementary School

By Mr. Lorne Breene, Acting Chief, Education, Springhill Institution

Thanks to the efforts of a number of inmates at Springhill Institution, the process of setting up the cafeteria each day at the West End Memorial Elementary School has become much more efficient.

Inmates involved in the Basic Skills Development Program recently built 18 portable hardwood benches for use in the multi-purpose room of the elementary school where previously 65 individual chairs had to be set out each noon hour.

Because the multi-purpose room is used for music and gym classes immediately before and after lunch, new benches have allowed the staff and students to make a much quicker and easier transition when the noon and one p.m.

bell ring. "It really makes our lives a whole lot easier," said the school vice-principal. "It makes the janitor's life a whole lot easier too."

Morley Wood, the instructor of Basic Skills Development at the institution, said the inmates learn to develop basic skills through community service projects such as the bench-building exercise. "They do work for non-profit organizations provided the particular item fits into the program, and these projects provide big motivation for the inmates," Mr. Wood said.

The cafeteria benches were designed by the inmates and built so they can be stacked on top of each other and stored on the stage in the multi-purpose room while classes are in progress.

"They built them light enough for the students to be able to handle," said Mr. Wood.

The funds for the bench materials were provided by the West End Memorial Home and School Association.

The bench project is the second successful partnership between West End Memorial Elementary School and Springhill Institution; the first was the building of bookshelves for the school's library. The students and inmates are currently combining their efforts to collect one million pull tabs from soda cans to purchase a new wheelchair for a handicapped student and "to give students the idea what a million of something looks like", explained the vice-principal. ■

The Canada / New Brunswick Corrections Initiative

By Ms. Claudine Daigle, Regional Administrator, Communications and Executive Services



Left to right: Commissioner Ole Ingstrup, former Solicitor General of Canada Andy Scott, former Solicitor General of New Brunswick Jane Barry, and former Assistant Deputy Solicitor General of New Brunswick Ron Murray at the signing of the Memorandum of Understanding, in Fredericton, N.B., on April 15, 1998.

"The vision for the Canada/New Brunswick Corrections Initiative is to strengthen crime prevention and public safety by combining the contributions of the federal and provincial correctional systems."¹

On April 15, 1998, the Canada/New Brunswick Corrections Initiative took a giant step forward when the former Solicitor General of Canada, Andy Scott, and the former Solicitor General of New Brunswick, Jane Barry, signed an Exchange of Services Agreement (ESA) which allows for provincial offenders serving a sentence of one year or more, or sex offenders serving a six-month sentence to be transferred to federal custody in order to gain access to the Correctional Service of Canada's (CSC) programs.

A maximum of 125 provincial offenders from New Brunswick will be transferred each year. The situation in New Brunswick is unique because there are vacant beds in federal penitentiaries.

IMPORTANCE OF THE INTAKE ASSESSMENT

Aggressive timeframes dictated by the shorter provincial sentences have led to a streamlining of the federal offender intake assessment. The security level and criminogenic needs must be promptly established for program referrals to be made before the individual leaves the provincial institution. The Province is using two provincial institutions as remand centres, one in Moncton and one in Saint

John. Assessments conducted by Correctional Service of Canada parole staff require approximately seven days to complete. Currently, more than 50 provincial inmates have been transferred to Dorchester Penitentiary (medium security) and Westmorland Institution (minimum security). They are participating in three types of programs: cognitive skills, substance abuse and sex offender treatment. It is working! Few inmates have refused the voluntary transfer and, because they participate in the programs offered, their chances for parole are enhanced.

EARLY INTERVENTION

Pay-offs in terms of protection of the public are also anticipated. With two-thirds of the offenders admitted to federal penitentiaries in the Atlantic Region having served previous provincial terms, it is expected that the provision of programs at an earlier stage may reduce their likelihood of re-entering the correctional system at the federal level. Also, monies saved by the Province will be used to develop programs and services in the community that will benefit both provincial and federal inmates.

"The best long-term protection of the public results from offenders being returned to a law-abiding lifestyle in the community", said Mr. Scott at a press conference in Fredericton to announce the agreement. "This arrangement enables us to capitalize on the strengths and resources of the provincial and federal correctional systems to pursue our common goal of public safety."

"This innovative agreement represents a natural progression in our three-year reform plan to achieve a balance in community and corrections", said Ms. Barry. The province of New Brunswick began reforming its correctional system in 1996 focusing on the provision of more effective community-based programming for offenders across the province. ■

¹Memorandum of Understanding between the Department of the Solicitor General for Canada and the Department of the Solicitor General, New Brunswick, April 15, 1998.

Conference on Sexual Offences

By Mr. Jacques Bigras, Senior Psychologist, Regional Reception Centre, Quebec Region

The Regional Reception Centre (RRC) in the Quebec Region, in collaboration with the University of Montreal and the Philippe Pinel Institute, organized a conference on sexual offences, in Mirabel, Quebec, on May 14, 1998. Over 200 people, mostly from the Correctional Service of Canada, attended. Over the past three years, the RRC has been systematically administering a detailed computerized questionnaire to all sex offenders. It includes the modus operandi of the offence, the personal, social and family characteristics of the offender, and the results of a battery of psychological tests. Over 370 inmates

Over 370 inmates agreed to participate in the research, which represents 95 per cent of those entering the Centre.

agreed to participate in the research, which represents 95 per cent of those entering the Centre. This means we now have a very large database, from which information has been used to write scientific articles, some of which will appear in U.S. journals.

The theme of the conference was "research on sexual offences", and its purpose was to present the initial results of the data collection work. It also sought to bring together theoreticians and those who work with sex offenders.

Following the introductions by the Director of the RRC and by the Assistant Deputy Commissioner, André McKibben, of the

Philippe Pinel Institute, presented a comparison between the sex offender populations in 1985 and 1998. This comparison confirmed that the number of incest cases had increased considerably in the past 10 years, and that many more offenders direct their abuse at children. On the other hand, offenders who assault women use more violence than child abusers.

THE ABUSED-BECOMES-ABUSER THEORY

Senior research associate, Tony Brien, presented the computerized questionnaire, and RRC psychologist Michel St-Yves presented a study, conducted by RCC criminologist Bruno Pellerin and himself, on sexual victimization of offenders. Caseworkers often find during interviews that sex offenders had themselves been abused. However, when they looked into the matter, St-Yves and Pellerin found very little correlation between the past sexual victimization and the scenarios of the offenders' crimes. This calls into question the abused-becomes-abuser theory as set out by several writers who suggest that sex crimes often reproduce earlier sexual abuse experiences.

Mr. St-Yves also reported on a study that compares sex offenders who are not intimate with their victims and those who are, i.e. those convicted of assault on their spouses, ex-spouses or girlfriends. The study showed that the prime motivation of this latter group is anger, whereas offenders having no emotional relationship to the victim were motivated by sexual desire and a hunger for power.

In another presentation, Jean Proulx, of the University of Montreal, gave a meta-analysis in which he formulated the principal factors for evaluating the risk of recidivism as well as the impact of treatment on sex offenders as far as social reintegration is concerned.

DISCUSS AND EXCHANGE SOLUTIONS

During the second part of the conference, the group had an opportunity to share expertise

and experiences concerning the various problems of sex offender management. There was a lively and interesting panel on this subject, featuring Alain Fournier, a freelance psychologist for CSC; Christine Perreault, senior psychologist at Leclerc Institution; Louise Quimper, parole officer at the Quebec City Area Office; André Ostiguy, social reintegration manager at Cowansville Institution; Johanne Rouleau, professor at the University of Montreal; and Marielle Mailloux, a caseworker in the VISA program at Montée St-François Institution. The panel was chaired by University of Montreal professor Luc Granger.

Sharing knowledge and experience is a source of enrichment of the greatest importance for an organization such as ours.

Throughout the day, participants took the opportunity to discuss and exchange solutions to the problems encountered with this type of inmate. The conference made it possible for the RRC to demonstrate how applied research focusing mainly on treatment programs is part of our mission. Sharing knowledge and experience is a source of enrichment of the greatest importance for an organization such as ours. Many participants hope the event will be repeated. ■

First North American Regional Conference Catholic Prison Chaplaincy

By Mr. Jean-Guy Tremblay, Chaplain, Montée Saint-François Institution

From May 4-8, 1998, I had the privilege of attending the First North American Conference on Catholic chaplaincy in prisons. The conference was held in Mexico City and the theme was "chaplaincy workers in the prison environment: prophets for the third millennium". Under this heading, priests, deacons, religious and lay people from Mexico, the United States of America and Canada shared information, experiences and research, and tried to identify the challenges confronting us as the year 2000 approaches.

CANADA

Canadian chaplains recognize their privileged situation compared to other countries. The Correctional Service of Canada shows its concern for the spiritual dimension of life by recognizing, supporting and incorporating chaplaincy services into its correctional system. Chaplains receive training, guidance and support, and are recognized as full-fledged professionals. This has made it possible to develop a high-quality chaplaincy service that is effective, vibrant, and the envy of other countries.

We must therefore be vigilant to preserve what we have. We must resist the temptation to copy the more repressive American model, that places little emphasis on rehabilitation and invests in reinforced security rather than prevention and therapy.

Canada's chaplaincy services put forward the concept of restorative justice as an alternative to punitive justice. This approach seeks to restore the broken ties between offender, victim and society. It aims to heal rather than penalize. We are aware that the Canadian government is subject to constant pressure, from citizens' groups, right-wing politicians and, at times, even religious groups, to make use of more punitive measures, including the death penalty. We understand the often-repressed rage felt by victims. But we insist on the good that can come from reconciliation. This is the major challenge for prison chaplains, supported by their faith communities.

Other challenges were also mentioned at the Mexico City conference, including the need to continue working with the many volunteers who provide invaluable support and assistance to chaplains. They supplement and complement the work of chaplains in prison ministry. They do vital work for the Church. Recruiting, supporting and training volunteers are important tasks for prison chaplains.

While remaining faithful to the beliefs, traditions and forms of religious expression of their own faith communities, prison chaplains must also maintain strong ecumenical

one who sees no chance of pulling through?

U.S. chaplains are strongly challenging prison privatization, which results in reduced services to inmates, including reduced chaplaincy services. Unfortunately, saving money and making a profit take precedence over helping inmates. Also, the trend toward constantly reinforcing security inside prisons makes pastoral work more difficult. How can a chaplain have access to inmates when they are confined to a cell 23 hours a day?

Other major challenges for our U.S. colleagues, and ones that are not entirely foreign to our own situation in Canada, are youth violence, drugs, immigration problems, and services to minorities.

MEXICO

Many lay people in Mexico are involved in prison ministry, whereas very few priests are involved on a full-time basis. Their priorities seem to be coordinating their diverse experiences, specifying their objectives and finding a direction for their work.

Chaplaincy services in Canada could be a source of inspiration and motivation for the Mexican Church, because we respect their culture, history and sensitivities. As a "rich Church", we, in Canada, have a duty to share with "poorer Churches" and to allow ourselves to be challenged by them.

A major problem expressed by many Mexicans is confronting generalized corruption, at all levels of the prison and the justice systems. Should the Mexican Church criticize corruption more strongly? Is it prepared to accept the consequences of telling the truth? These are the questions they must answer.

At the Mexico City conference, participants shared their concerns, their joys and their griefs. We felt more motivated to support those whose concerns are similar to ours. We therefore invite our respective Churches, and especially our leaders, to continue to make the public aware of the complexity of issues related to criminality, so that we can eliminate prejudices and attitudes incompatible with respect for human beings. ■

Canada's chaplaincy services put forward the concept of restorative justice as an alternative to punitive justice.

and inter-confessional links. The tension between loyalty to oneself and openness to others provides balance as well as a constant source of stimulation and renewal.

THE UNITED STATES

Listed hereunder are some of the challenges raised by our U.S. colleagues:

There is the problem of motivating inmates who have very long sentences. Fourteen and 15 year-olds may have sentences of as much as 30 years. Many inmates will never leave prison. Others, increasingly numerous, alas, will be executed. What hope can be given to some-

CSC Museum Makes

By Mr. David St. Onge, Curator, CSC Museum

It is difficult to research any topic without being sidetracked. Only a few months ago while following up a request for information about the style of federal inmate uniforms used c. 1920, I was leafing through the Annual Reports of Penitentiaries which are held in the collection of the Correctional Service of Canada Museum. I happened upon a brief reference to an officer that had “been murdered by an inmate at Manitoba Penitentiary, Stony Mountain” in 1919. Being very familiar with the list of federal correctional officers and staff who have lost their lives in the line of duty in penitentiaries in Canada, I was aware that this particular name was not included. This discovery brought to mind similar references that I had located years ago concerning another Stony Mountain officer who had been accidentally killed in 1926 and a Regional Psychiatric Centre (Pacific) officer who died of a heart attack in 1975 after struggling with a patient.

A DESIRE TO KNOW MORE

Instantly I was consumed with a desire to know what had happened to these officers and why they had not been included on the National Monument. Mr. Vince Murray of the Canadian Peace Officers' Memorial Association informed me that until recently, the criteria for inclusion on the monument had been quite restrictive and while the 1919 case had been an obvious oversight, the 1926 and 1975 cases simply had not qualified due to their “accidental” nature. However, Mr. Murray informed me that the criteria had recently been redrafted and, as long as the incidents occurred “on duty”, these officers should now qualify.

My assistant, Mr. Mike Paterson, and I soon set out upon a fascinating journey into the past, accessing the microfilmed copies of the

Manitoba Free Press in the archival collections at Queen's University where we were certain there must have been some articles printed about these incidents. Happily, our efforts were not wasted.

In relatively short order, a number of references were located. However, to our surprise, the initial articles were almost nothing more than passing references. Many more

The common thread in each of these stories is that all of these men were valued employees of federal penitentiaries in Canada, and that all three went to work and never went home.

questions began to come to light. Part of the difficulty rested in the fact that the records of Stony Mountain Institution from the periods in question were not readily available to us in Kingston.

In the past, I had been in contact with Ms. Susan Tremblay, a staff member at Stony Mountain Institution. The most obvious step was to contact her due to her interest in the history of that facility and her familiarity with the institution and the surrounding area. To my delight, Susan enthusiastically joined our search without hesitation. With her help, the stories of these three colleagues began to unfold with a degree of mystery

and simple humanity that, in at least one case, reached far beyond Canada.

THEIR STORIES

These are their stories as we know them now. Over time, as our research continues, we will find more pieces of these puzzles and will come to a greater understanding of their sacrifices. Meanwhile, the common thread in each of these stories is that all of these men were valued employees of federal penitentiaries in Canada, and that all three went to work and never went home. Despite the sadness of their deaths, it is consoling to know that these colleagues will no longer be forgotten.

These are their stories and remembering them is our tribute to their lives.

ANTON FLADEBY (1889-1919)

Anton Martinsen Fladeby came to Canada from Norway in the spring of 1909, a few of months prior to his 20th birthday and, at the age of 25, he enlisted as a guard at Manitoba Penitentiary on December 1, 1914. In January 1918, he joined the war effort and saw action in the muddy trenches and ruined villages of Amiens and Cambrai. In 1919, he was one of 5,000 soldiers to return to Canada on board the *SS Olympic*, sister ship of the ill-fated *Titanic*. After a brief month of rest, Anton Fladeby returned to duty at Manitoba Penitentiary.

On the morning of Friday, May 2, 1919, only 10 days after his return to his work as a penitentiary officer, and a month before his 30th birthday, he was checking inmates in and out of the barbershop area when inmate Albert Johnson saw him. Johnson was serving a three-year sentence and was considered a

Historical Discoveries

low-risk case. However, Guard Fladeby had just searched Johnson's cell and discovered a letter that Johnson was writing, complaining about the ill treatment of inmates at Manitoba Penitentiary. Since this was considered contraband at the time, Anton Fladeby followed his sense of duty and confiscated the letter. Inmate Johnson apparently harboured some resentment towards guard Fladeby for that confiscation.

Armed with a small knife he had gotten from the institutional hospital to "cut his fingernails", inmate Johnson, without any warning, suddenly exclaimed, "I'll get you", and lunged at guard Fladeby, stabbing him in the neck, severing the artery on the right side. Johnson then ran down the hospital corridor and returned to his cell. Immediately, two inmates attended to guard Fladeby before the arrival of the penitentiary surgeon. After an hour, he appeared to be resuscitating and was transferred to the Winnipeg General Hospital. However, on Sunday, May 11, 1919, Anton Fladeby succumbed to his wounds.

He was buried with full military honours in the "Field of Honour" at Brookside Cemetery in Winnipeg.

Inmate Johnson was found guilty of manslaughter and received a life sentence. He was later transferred to Kingston Penitentiary where he remained for 16 years until his deportation to the U.S.

JOHN WILLIAMS (1880-1926)

Born in England on June 23, 1880, John Williams joined the Canadian Penitentiary Service as a guard on March 11, 1920. He was a veteran of both the Boer War and World War I.

In the 1920s, a major construction project was initiated at Stony Mountain Penitentiary. It had been found necessary to construct a new sewage disposal plant in order to accommodate the growing population of the facility and to meet the modern advances in waste treatment. On Friday, June 26, 1926,

in the early stages of this project, guard Williams was in charge of a gang of inmates who were involved in the blasting of rock within the walls of the penitentiary. According to news reports of the time, a charge of gunpowder had been laid and the fuse was lit. After waiting for what was, by all accounts, an inordinate amount of time, the explosion did not follow. Guard Williams took the precaution of ensuring that his inmates were safely back from the detonation site and approached the charge himself to ascertain whether the fuse had simply failed. Just as he reached the spot, the explosion occurred, killing John Williams instantly.

Survived by his wife and four children, he too was buried with full military honours in the "Field of Honour" at Brookside Cemetery in Winnipeg. On the day of his funeral, the entire penitentiary was closed for the afternoon in order to allow the warden and staff to parade to the church to pay their respects.

ROY EDDY (1930-1975)

Roy Eddy was born on July 17, 1930, and joined the Canadian Penitentiary Service in the mid-60s at British Columbia Penitentiary. In 1968, he transferred to the Regional Psychiatric Centre (Pacific) at Abbotsford, B.C. By all accounts he was a very respected officer and well liked, not only by his co-workers, but also by the members of the various community groups in which he was very active. Mr. Eddy was a member of the Matsqui Police Auxiliary, coached two hockey teams, was president of the local riding club and operated a small farm.

On June 6, 1975, an inmate was found suffering from wounds which he had self-inflicted with a piece of broken glass. Officers responding to the situation found the inmate to be quite disturbed and in some turmoil. After a lengthy struggle, and after apparently receiving some wounds during the confrontation, Correctional Officer III Roy Eddy suf-

fered a fatal heart attack. His wife, Betty, and three children survived him.

Previous attempts to have Mr. Eddy included on the National Monument to fallen peace officers were met with resistance due to the nature of the criteria at the time, and the questionable circumstances surrounding his fatal heart attack. Despite this, he was recognized in an article entitled "Memorial Service for Slain Prison Guards and Policemen" in the October 31, 1978 issue of *Let's Talk*. The citation reflects the dispute as to whether he met the necessary criteria. It simply states, "Died of a heart attack after struggling with a patient – accidental death but in line of duty". Under the recent revisions, the fact that Mr. Eddy passed away during his shift after a confrontation means that he now qualifies for inclusion.

ACKNOWLEDGEMENTS

On behalf of the Correctional Service of Canada Museum, I would like to express my sincere appreciation to CSC employees, Ms. Susan Tremblay of Stony Mountain Penitentiary and Mr. Mike Paterson of Millhaven Institution, for their active assistance and personal interest in researching these stories. As well, we would also like to thank all those who were contacted during the research into these various cases for their time and assistance in putting these puzzles together. As indicated above, the search goes on. ■

Anyone wishing to contribute additional information to the research into any of these cases is encouraged to contact the CSC Museum:

Phone : (613) 530-3122
or by mail:
c/o 440 King Street West
Kingston, Ontario
K7M 4Y8

CSC Employees Visit Norwegian Counterparts

By Mr. Paul Bailey, Mr. Dale Tuck and Ms. Brenda Froese



Photo taken outside Kestsfengsel, Norway's largest penitentiary.

Left to right: Rune Fjeld, Project Director at the Department of Prison, Probation and Aftercare, Brenda Froese, Psychologist at Edmonton Institution and Dale Tuck, Parole Officer, Grande Cache Institution.

Three CSC employees who had the opportunity to visit correctional facilities in Oslo, Norway, in March 1998, learned how Norwegian Corrections has reduced recidivism for drug offenders.

FEWER VIOLENT OFFENDERS, BUT A GROWING DRUG PROBLEM

Norway has a correctional population of about 2,500 offenders, male and female (of a total population of 4.5 million) in 41 facilities. Brenda Froese, a psychologist from the Edmonton Institution, Dale Tuck, a parole officer from the Grande Cache Institution, and Paul Bailey, an acting unit manager of the Grande Cache Institution, visited three of them – Kestsfengsel, Botsen, and Tyrili Senteret.

Proportionately, Norway has fewer violent offenders than Canada, and therefore fewer maximum security jails. However, drug-related offences have increased dramatically over the past two decades.

Offenders served on average two-thirds of their sentence before being returned to the community. But officials found that once released, there was a 75 to 90 per cent chance offenders would return to prison. The primary reason was the lack of a supportive environment. Unable to find gainful employment, offenders would return to their old peer group, and quickly pick up a familiar lifestyle.

After visiting other correctional services, including the Canadian Cognitive Living Skills Program, as well as the Oregon Therapeutic Community Program and the New York DARE and Stay Out programs, Norwegian Corrections developed its Pathfinder Program.

THE PATHFINDER PROGRAM

Begun in 1989, the program starts in the institution and flows into the community. It challenges offenders, known as Stifinners, or Pathfinders, to “be the best that they can be”. Offenders can apply to the program, which is based solely on self-referral with no guarantees

of early release, to address drug addiction problems. There is zero tolerance for drug use, with immediate expulsion being the penalty upon discovery of any such use.

At Kestsfengsel Prison, Norway's largest prison, the 20 offenders in the program are isolated within the institution, to prevent them from being influenced by the larger institution's negative subculture. As well, staff working in the program tend to be younger, newer employees, with more liberal attitudes regarding offender rehabilitation, both important factors in the program's success.

Offenders remain within the institutional program for an average of six months, before being introduced to the community program, called Tyrili Senteret (Tyrili Centre). For the next three months, offenders leave the institution each morning to attend the program, and return at night, with funding for the program being shared between the community welfare and prison systems. After three months, offenders have the opportunity to graduate completely to the community.

SUPPORT THROUGH COMMUNITY LIVING CENTRES

Release to the community does not mean that offenders are on their own. They may choose one of four programs to participate in, all of which share the philosophy that no one wishes to live with abuse or addiction and their associated problems, including low self-esteem, living in poor social conditions, and with superficial relationships with the people around them.

Drug addicts, as all human beings, wish for the freedom of being able to choose a dignified life, and the ability to form and maintain meaningful relationships. By removing addicts from their drug-related lifestyles and exposing them to alternative more socially acceptable lifestyles, the four community programs help addicts choose a dignified life with meaningful relationships.

The CSC visitors toured one of the community programs, the Tyrili Centre. This facility focuses on two types of training: work and interpersonal skills. Employment positions within the centre include kitchen workers, switchboard operators, working in the information centre, building climbing walls, janitorial work, and working in the conference centre. The program has three phases. The first, “Get to Know”, challenges students to get to know themselves and their

job. The second, "Way to Go", aims to give the students an opportunity to get to know others in the program and develop meaningful relationships. The third, "For the Future", challenges participants with their future beyond their daily worries.

More than 95 students have graduated from the Pathfinder program since its inception, with a success rate – students not returning to prison – of close to 60 per cent. Ex-students are often hired to work in the community living centres, comprising about 50 per cent of their staff.

KEYS TO REDUCING RECIDIVISM

An important factor in reduced recidivism is the ratio of staff to incarcerated individuals: 60 staff per 100 inmates. This permits staff to monitor progress more closely and assess risk better and it allows them to intensively intervene should risk escalate.

Another important factor in reduced recidivism has been the philosophy of the Pathfinders program that inmates should be immersed in a social, rather than criminal, environment. By placing inmates where they are in the minority, the program prevents a "con code" from developing, and prevents the entrenchment of further criminal values (the "hardened criminal" effect). The program also relies on implied trust and the inherent expectation that the inmate can rise above his or her former criminality.

This model could not be transferred "as is" to North America, for two key reasons. The greater numbers of inmates involved would result in much higher costs to the Canadian taxpayer, and since violence is a much more prominent consideration in Canadian culture, the consequences of program failure would be more severe.

The participants saw the visit as part of achieving CSC's Core Value 4, "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission" and that Canada is indeed a leader in the field of corrections. However, the visit also demonstrated that Canada, and other countries continue to struggle with aftercare and recidivism problems inherent to the business of corrections. ■

Exemplary Service Medals Presentation May 29, 1998 – Regina, Saskatchewan

The Corrections Exemplary Service Medals ceremony for Saskatchewan was held on May 29, 1998, in Regina, at Government House. The Lieutenant-Governor of Saskatchewan presented the medals/bars, on behalf of the Governor General of Canada, to 12 federal recipients and six provincial recipients. The Corrections Exemplary Medal is awarded for a minimum of 20 years of exemplary service, and the bar for each additional 10 years.



From left to right:

Front row: Bill Peet, Warden, Riverbend Institution; Heather Bergen, Warden, Saskatchewan Penitentiary; His Honour the Lieutenant-Governor of Saskatchewan, Jack Wiebe; Mrs. Anne Wiebe; The Honourable John Nilson, Q.C., Minister of Justice and Attorney General of the Province of Saskatchewan; Rémi Gobeil, Deputy Commissioner, Prairie Region.

Second row: Philip Mackie, Saskatchewan Penitentiary; Ronald Boettcher, Saskatchewan Penitentiary; Lawrence (Sam) Hurford, Saskatchewan Penitentiary; Miles (Frank) MacGregor, Saskatchewan Penitentiary; Frank Koziol, Saskatchewan Penitentiary.

Third row: William Cej, Riverbend Institution; Albert Armstrong, Regional Headquarters (Prairies); Jane von Glahn, Saskatchewan Penitentiary; Patrick Moan, Riverbend Institution.

Back row: Sheldon Curran, Saskatchewan Penitentiary; Richard Evans, Riverbend Institution; Fred Chester, Saskatchewan Penitentiary.

The Federal Recipients Were:

Albert Armstrong, Regional Headquarters (Prairies); Ronald Boettcher, Saskatchewan Penitentiary; William Cej, Riverbend Institution; Fred Chester, Saskatchewan Penitentiary; Sheldon Curran, Saskatchewan Penitentiary; Richard Evans, Riverbend Institution; Lawrence (Sam) Hurford, Saskatchewan Penitentiary; Frank Koziol, Saskatchewan Penitentiary; Miles (Frank) MacGregor, Saskatchewan Penitentiary (Bar); Philip Mackie, Saskatchewan Penitentiary; Patrick Moan, Riverbend Institution; Jane von Glahn, Saskatchewan Penitentiary.

Bricks and Stones, Prisons and Homes

By Ms. Audrey Hatto, Team Leader, Management Services, Edmonton Institution for Women and Mr. Chuck Andrews, Chief, Education and Training, Edmonton Institution

On March 21, 1998, Edmonton Institution for Women (EIFW) and Edmonton Institution participated in "Bricks and Stones, Prisons and Homes", a community education forum presented by the Edmonton John Howard Society in collaboration with the Correctional Service of Canada, National Parole Board and representatives from two Citizens' Advisory Committees. A high-profile victim from Edmonton also volunteered his time to participate in this forum.

This open forum was presented and promoted to the Edmonton community as a plenary session, which would evolve into smaller workshops. It also represented the first collaborative community education forum in Edmonton, which addressed both male and female federal corrections.

Edmonton Institution's Warden, Jack Linklater, and the Warden from EIFW, Jan Fox, participated in the community education forum and the workshop. Mr. Linklater also participated in the plenary session. Staff from the two facilities also attended the event.

CSC AT WORK IN THE COMMUNITY

"Bricks and Stones, Prisons and Homes" drew approximately 80 people from the community, with representatives from a number of community-based agencies and from the general public. Chuck Andrews, of Edmonton Institution, arranged to have the facility's Correctional Service of Canada Community Events Vehicle moved to the downtown site for the forum. He also arranged for an information booth and a number of visual displays. Audrey Hatto, of EIFW, provided additional visual displays and arranged for the event to be catered by inmates at the women's facility.

The organization and coordination of this event was indicative of a collaborative effort on the part of both the Correctional Service of Canada's federal male and female facilities in the Edmonton area. As Warden Linklater



CSC's Community Events Vehicle at the Public Education Forum.

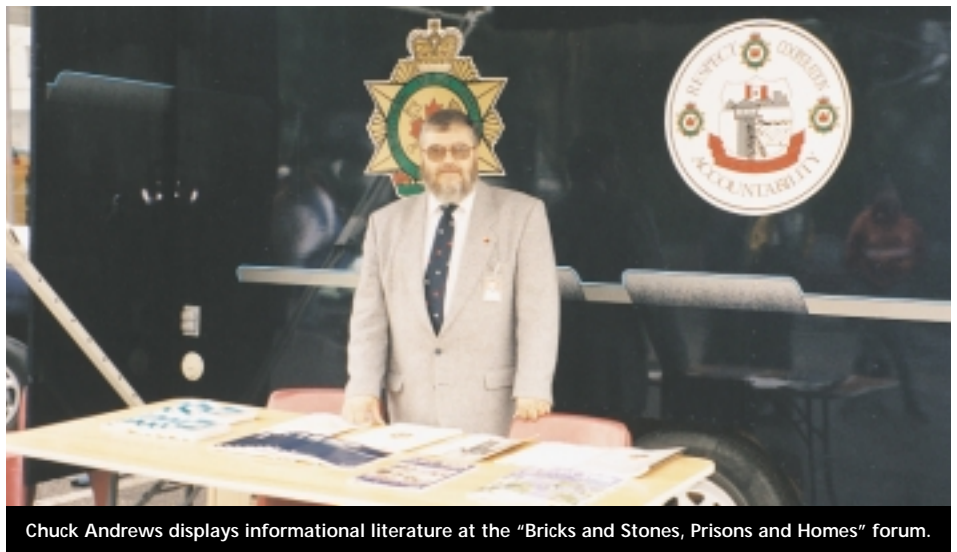
noted during the plenary session of the forum, "We are all learning every day and we believe that the people we house in our federal facilities can be reintegrated back into society if we give them the opportunity. If we did not have hope we would not/I would not be in this business." Warden Fox later echoed similar sentiments during the workshop, which drew the biggest crowd. "The fears that the community has about the reintegration and release of offenders into "my backyard" are really just perceptual fears that are often times perpetuated by the media. With Mr. Linklater, myself and members of our

staffs being present, we are attempting to educate the public and establish and maintain linkages with our communities because, ultimately, we are all accountable."

WORKING TOGETHER

This joint initiative is just one example of the work and exchange of staff, ideas and assistance between the two federal institutions. A number of staff have been seconded to either facility, both Institutional Emergency Response Teams sometimes train together, tours conducted at the Edmonton Institution have also utilized staff from Edmonton Institution for Women. The most recent example of this type of exchange occurred in April 1998, when a delegation of Foreign Service officers visited Edmonton Institution.

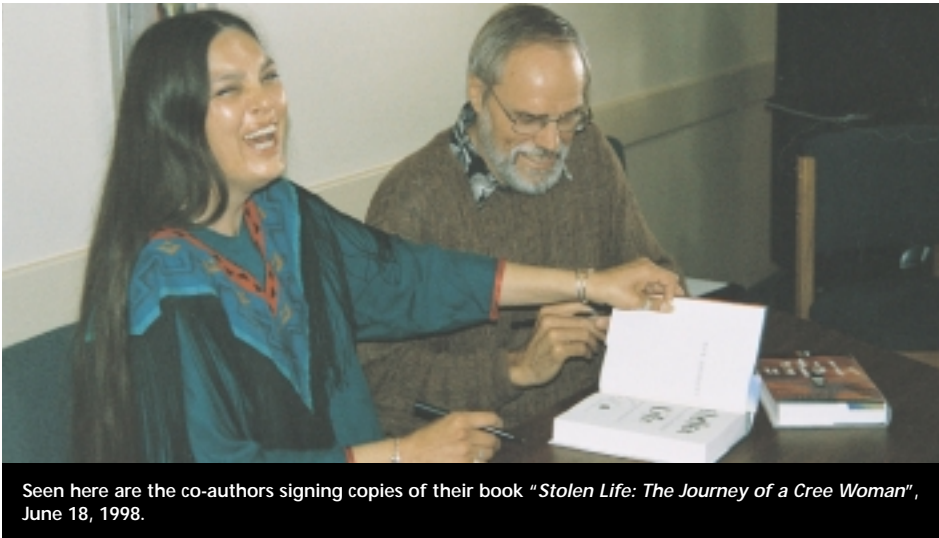
Such collaborative efforts truly encapsulate Core Value 4, which states: "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission." Edmonton Institution and Edmonton Institution for Women are two fine examples of sharing within the Correctional Service of Canada. ■



Chuck Andrews displays informational literature at the "Bricks and Stones, Prisons and Homes" forum.

“Stolen Life: The Journey of a Cree Woman”

By Mr. Tim Krause, Communications Officer, Prairie Region



Seen here are the co-authors signing copies of their book “*Stolen Life: The Journey of a Cree Woman*”, June 18, 1998.

A six-year collaboration between one of the residents at Okimaw Ohci Healing Lodge and a well-known author culminated with the launch of the book *Stolen Life: The Journey of a Cree Woman* at Okimaw Ohci Healing Lodge, on June 18, 1998. Yvonne Johnson and Rudy Wiebe are the co-authors of the book that details the life and times of Yvonne Johnson.

The book chronicles the major events that shaped the life of Ms. Johnson – from her childhood when she suffered sexual abuse from family members to her being the only Aboriginal woman serving a life sentence for first-degree murder, and her subsequent evolution into an author.

Ms. Johnson initially became interested in writing a book about her life after reading Rudy Wiebe’s book *The Temptations of Big Bear*. Ms. Johnson is a distant relative of the great Cree Chief and after reading the book, she was convinced that Mr. Wiebe was the right person to collaborate on a book about her own life.

BOOK LAUNCH AT HEALING LODGE: ANOTHER FIRST FOR CSC

The launch at Okimaw Ohci Healing Lodge, a multi-level security facility for federally sentenced Aboriginal women, located on the

Nekaneet First Nation Reserve in the Cypress Hills of Saskatchewan, was a deeply moving and spiritual event for both participants and guests. Knopf Canada publisher Louise Dennys, said the event was precedent setting since it was the first time a book was launched from a federal institution. She credited the Correctional Service of Canada for having the courage to allow the launch to take place.

The official part of the day’s celebrations started in the afternoon outside in the courtyard surrounded by the administration building at the lodge. Nekaneet First Nation Chief Larry Oakes was master of ceremonies for the event. To the prayers of Elders and the reverberations of drum beats echoing off the hills, the book was officially launched in accordance with Aboriginal culture and spirituality.

Both Yvonne Johnson and Rudy Wiebe spoke at the ceremony. Ms. Johnson, in an emotional speech, said the book was a way for her to regain her life – to put it in perspective and to find a way for her to continue living. Mr. Wiebe was equally moved at the ceremony. He gave credit to Ms. Johnson for having the courage to unveil the secrets of her life and share them with the rest of the world. He said that perhaps it was time for Big Bear’s medicine bundle to be repatriated from a museum in New York and relocated to

the Cypress Hills. Mr. Wiebe could think of no better place for the medicine bundle to reside than Okimaw Ohci Healing Lodge.

After the official ceremony, Mr. Wiebe and Ms. Johnson signed copies of the book for approximately 100 guests, including residents and staff of the lodge. They also engaged in several hours of interviews with the sizable media contingent that made the trip to the lodge to cover the event. Also part of the day was a mini pow-wow, round dance, giveaway and feast.



Co-authors Yvonne Johnson and Rudy Wiebe at the launch of their book at Okimaw Ohci Healing Lodge.

A TEAM EFFORT

In the weeks and days leading up to the event, residents and staff worked feverishly to ensure it was a success. Under Ms. Johnson’s guidance, residents worked together as a team, cooking the meal, and doing many of the other tasks associated with an event of this magnitude. One of the residents even dressed up as a clown and coordinated a children’s program that included face painting, popcorn, treat bags and ice cream cones.

Everyone involved in the day witnessed something special. It was an occasion in which CSC, the Nekaneet First Nation, and Okimaw Ohci Healing Lodge residents and staff took great pride.

Copies of the book may be purchased at bookstores across Canada. Publisher: Knopf Canada, suggested retail price: \$34.95. ■

7th Symposium on Violence

By Ms. Deborah Podurgiel, Saskatoon Freelance Writer/Editor

Over 300 participants from the criminal justice, Aboriginal community, mental health and social service areas attended the 7th Symposium on Violence and Aggression. The event, jointly sponsored by the Regional Psychiatric Centre (Prairies) and the Extension Division, University of Saskatchewan, was held in Saskatoon, from June 14 to 17, 1998.

The Symposium kicked off with an interpretive tour of Wanuskewin Heritage Park followed by a wine and cheese get-together where, Marcel Chiasson, Assistant Deputy Commissioner, Prairie Region, and Councillor Howard Harding welcomed participants to the symposium and to the City of Saskatoon.

VIOLENCE IN CANADA

Monday marked the first full day of workshops and plenaries. Founding Director of the People's Law School, and the first public, legal education organization in Canada, Patti Pearcey, presented a workshop on The Reality of Violence in Canada: Prevention Strategies. Ms. Pearcey, currently the Executive Director of the B.C. Coalition for Safer Communities, has been involved in the legal and criminal justice fields for a number of years. The workshop provided extensive information on the factors contributing to violent crimes in Canada, as well as effective programs and prevention strategies.

CHILDHOOD MEMORY

Dr. John Yuille followed with his workshop presentation on Dissociative Amnesia versus Created Memories: The False Memory Syndrome Debate. A professor at the University of British Columbia and the chair of the Forensic Psychology Program, Dr. Yuille specializes in forensic psychology and its application within the criminal justice system. His research focus has been on child abuse and the assessment of witness credibility. He has developed standardized interviews and credibility assessments like the Step Wise

procedure and the Sexual Assault Interview, now used worldwide. The workshop looked at current beliefs and the validity of childhood abuse memory recovery. Current case law as well as several examples of dissociative amnesia and recovered memories were also provided and discussed.

SCHOOL VIOLENCE

Dr. Carol Golench, an administrator and policy advisor at the Toronto Board of Education, and Tom Woods of the Saanich Police Department, co-presented an interactive workshop on Managing School Violence. Dr. Golench's presentation focused on the development of effective policies to manage violence in schools and advocated the need for development of a nationwide policy for violence-free schools. Examples of current available policies were discussed.

Tom Woods gave an excellent overview of a school-based violence prevention program, Rock Solid, which has been widely implemented throughout southern Vancouver Island. Rock Solid was originally started in 1997 by a group of law enforcement people concerned about youth violence in the Greater Victoria area. The presentation to youth is a no-nonsense, straight talk about youth violence and also offers a role play of positive alternatives to threats, aggression, intimidation and violence. Each scene ends with a short question session and positive responses are rewarded with items like T-shirts and water bottles. Rock Solid acknowledges it may only be the first step in addressing youth violence, however, it's been a great way to reach youth before they become desensitized to violence. The message is clear: "It takes courage, maturity and intelligence to stand up and make a difference."

SEX OFFENDER TREATMENT PROGRAMS

Terry Nicholaichuk, former Program Director of the Clearwater Sex Offender Treatment

Unit, RPC (Prairies), presented a plenary on the Process and Outcome Evaluations in Canadian Sex Offender Treatment Programs. The Clearwater program evaluation is based on evaluating treatment outcomes and the nature of therapeutic alliance established by the participants during treatment. Positive treatment effects have been demonstrated in the form of reduction of sexual recidivism and institutional misconduct.

MAKING CORRECTIONS WORK

The second day of presentations with a plenary on Making Corrections Work, presented by Dr. Paul Gendreau, Professor of Psychology and Director of the University of New Brunswick's Criminal Justice Studies Centre. Dr. Gendreau has 35 years of correctional experience and was Administrator of Psychological Services for Eastern Region of the Ontario Ministry of Correctional Services for 15 years.

The plenary reviewed the developmental paths to adult criminality and results of meta-analyses on predictors of adult criminality. The presentation also included two meta-analyses on treatment program effectiveness and the efficiency of deterrence/punishment strategies on offender recidivism.

EFFECTIVE REINTEGRATION OF ABORIGINAL OFFENDERS

Norma Jean Byrd followed with her workshop on the Reintegration of Aboriginal Offenders, a presentation covering effective reintegration of Aboriginal offenders into a community through understanding their needs and providing them with the tools to successfully do so.

During the past 13 years, Ms. Byrd has been dealing with local governments in the area of economic development and administration of various Aboriginal organizations in Saskatchewan. With a holistic approach to life and through traditional teachings, her current focus is on delivering community services like

Violence and Aggression

cross-cultural awareness, family violence healing circles and workshops on grieving, intensive life skills and parenting. She received the "Woman of Distinction Award" for her outstanding contribution to Saskatchewan's communities.

NOTIFYING THE PUBLIC

Detective Bob Shilling, an 18-year veteran of the Seattle Police Department, presented a plenary session on Sex Offender Community Notification: A Blueprint for Success. Detective Shilling heads up the department's Special Assault Unit sex offender detail and is known worldwide for his expertise on conducting calm, informative and well-organized community notification/education sessions. Shilling teaches classes to inmates on the duties and responsibilities they must perform as they reintegrate into society. Shilling also teaches sex-offender community notification and education courses to new recruits of the State Criminal Justice Training Academy as well as in-service training to experienced law-enforcement officers.

The signing of the *Community Protection Act*, and *Megan's Law* in May 1996 by President Bill Clinton, legally allowed the release of relevant and necessary information to protect the public regarding convicted sexual offenders. Shilling pointed out in his presentation there is a right and wrong way to handle this increasingly prevalent and highly charged issue. An improperly handled notification can itself lead to violence and vigilanteism; correctly implemented, however, it is effective information that the community can use to monitor – not persecute – the sexual offender. Shilling also pointed out society has a vested interest in seeing sexual offenders successfully reintegrated "because failure means another victim and is unacceptable."

Dr. Alan W. Leschied, Director of Research at the London Family Court Clinic, and senior editor of the *Young Offenders Act: A Revolution in Canadian Juvenile Justice*, has also authored and published several articles and

chapters on childhood assessment and impact of legislative changes in children's services. In addition to his 20 years experience in assessing children and families in pre-court proceedings, he has provided expert testimony in court proceedings throughout Eastern Canada. His workshop on Multi-Systemic Therapy (MST): an Effective Alternative to Custody for High-Risk Young Offenders, discussed the components of MST as well as its validity as a viable service option with

ginal Sex Offenders. Dr. Ellerby is the Clinical Director of the Native Clan Organization's Forensic Behavioural Management Clinic and is in private practice as a consultant specializing in dealing with sexual and violent offenders.

The workshop focused on the need to provide culturally-relevant treatment and programming for Aboriginal offenders. For several years, Dr. Ellerby and Mr. Stonechild have worked together to develop programs for Aboriginal offenders by implementing components from both contemporary sex offender treatment and traditional healing approaches. Also discussed was how this type of sex offender treatment fits into CSC's mandate of providing culturally-relevant services for its clientele, as well as the strengths/challenges this approach can bring.

Wrapping up the symposium was a banquet where The Honourable John T. Nilson, Q.C., Minister of Justice and Attorney General of Saskatchewan, gave symposium participants an overview of current government initiatives in the prevention of violence and crime.

THANKS TO YOU

The Violence and Aggression Symposium is self-supporting financially. The continuing success of this symposium depends on its ability to attract and provide participants with quality presentations. The committee, therefore, would like to hear suggestions, comments or criticisms from symposium participants and non-participants alike. The symposium committee would also like to thank the University of Saskatchewan Extension Division for their administration of the symposium; the symposium's program sub-committee for bringing together the symposium's exceptional panel of speakers (only several mentioned in this article due to space constraints); the City of Saskatoon for its sponsorship assistance of \$1,000 toward the banquet supper and all symposium participants and speakers for supporting the 7th Symposium on Violence and Aggression. ■



high-risk youth. Also reviewed were first-year results of a four-year clinical trial currently implemented at four Ontario sites.

ABORIGINAL SEX OFFENDER TREATMENT: A HOLISTIC APPROACH

Dr. Lawrence Ellerby and Regional Elder for the Prairie Region, John Stonechild, co-presented the workshop: A Holistic Approach to Sex Offender Treatment: Traditional Healing and Contemporary Treatment with Abori-

Correctional Officers Top the Charts at the CanAm Police and Fire Games

By Ms. Louisa Coates, Communications Sector



Left to right: Mr. Kelly Nikota, Edmonton Institution, Ms. Celeste Faessler, William Head Institution and Mr. Wayne Bhnisch, Edmonton Institution, attended the CanAm Police and Fire Games in Regina, Saskatchewan, in June 1998. Over 1,500 law enforcement employees from around the world took part in the Games.

Correctional Service of Canada employees took part in the CanAm Police and Fire Games in Regina, Saskatchewan, from June 22 to 27, 1998. The games promote camaraderie and fitness between staff from the fields of law enforcement – including police, customs officers and correctional workers – and firefighting. Retired staff also participated in the Games.

This year, over 1,500 representatives from Canada, the U.S., Puerto Rico and Russia took part in the skill-testing events.

The Correctional Service of Canada's staff participated in a variety of sports and skilled events. Many won awards for their high-calibre performances.

Here is a list of some of CSC's staff members who attended the Games:

PACIFIC REGION PARTICIPANTS

William Head Institution staff included Ms. Celeste Faessler, who has competed in five Games. She earned a Gold Medal in Police Action Pistol (PAP), a Bronze in the Three Stage Small Bore Rifle event, and a Bronze Award in the Ladies Class of the 21-yard Trap.

Ferndale Institution employee Ms. Janie Lacey won two Gold medals in archery, one Gold in field and one in "3D". Her husband also won Gold in the same two categories in the men's league.

Mountain Institution staff included Ms. Fran Wright, Correctional Supervisor, who competed in the golf category. Mr. Larry Price,

Correctional Supervisor, and his wife won a total of three Gold and two Bronze medals in the darts competition. Ms. Loilita Rocheleau, Correctional Officer, took part in the swimming competition.

Matsqui Institution's Mr. Dan Cole competed in the biathlon event.

Drumheller Institution's, Mr. Kelly Turner played in the golf category.

Kent Institution's Mr. Dave Laughlin competed in the golf category. Other Games participants included Mr. Tom Walton and Mr. Andy Sylvester. A hockey team, composed of Mr. Brian Ferguson, Mr. Brian English, Mr. Sean Riel, Mr. Chris Dehaan, Mr. Ray Scott and Mr. Maury Sparvier played against rivals.

Elbow Lake Institution's Mr. Niel Thiessen and his wife Vicki competed in pistol shooting.

PRAIRIE REGION

Edmonton Institution staff showed talent and perseverance in the pistol shooting category:

Mr. Kelly Nikota won a Gold Medal in his class of PAP shooting, a Bronze Medal in the Master Class Pistol Shoot (Individual) and a Bronze in the Pistol Shoot (Team). Mr. Wayne Bhnisch won a Silver in the PAP and a Bronze Medal in the Team PPC. Mr. Ric Dyck won a Bronze medal in the Team Pistol Shoot. Mr. Trent Tinney won two Bronze medals in the angling category. Ms. Anne Rivet won a Bronze medal in the cross-country event. Mr. John P. Thompson earned three medals: a Gold in angling, a Silver in Master Class Pistol Shoot and a Bronze in the Team Pistol Shoot. ■

Edmonton Institution Celebrates 20 Years of Dedicated Service from Staff and Volunteers

By Deputy Warden Dan Erickson

On September 10, 1998, over 250 volunteers, guests and current and former staff gathered at Edmonton Institution to celebrate 20 years of service. Edmonton Institution has been in operation since 1978 and Warden Jack Linklater wanted to show the Correctional Service of Canada's (CSC) appreciation for the work of volunteers and employees over the last 20 years.

The ceremonies started with a lunch barbecue in the institution's gymnasium and recreation yard. An institutional honour guard greeted the participants and gave each a 20th year anniversary pin. The institution's Charity Coordinator, Ms. Corrie Uyesugi, collected donations for the local Stars Air Ambulance and raised \$320.

Acting Warden Dan Erickson hosted the presentation ceremonies. Twenty-seven staff who have been at Edmonton Institution since its opening were presented with an inscribed commemorative desk clock. Also honoured was Employee of the Month for August-September Ms. Maria Popiwchak and Ms. Arlene O'Connor for October-November. Parole Officer Mr. Bob Vos received a Commissioner's Citation for Bravery for his actions in rescuing a staff member. Correctional Officers Mr. John Amiot and Mr. Keith Harrison each received a Warden's Commendation for their professional actions in the same incident. An historical article written in 1983 by CSC staff member Mr. Les Shand, on the opening in 1906 of Alberta's first prison, the Alberta Penitentiary (an article published in *Let's Talk*, September 15, 1983) was also read aloud to employees.

Staff led visitors on a tour of the prison and showed them the many changes that have taken place over the years. The overall sentiment expressed by staff, volunteers and former employees was that they enjoyed the day's activities immensely and appreciated the chance to spend time together and share memories. ■



Deputy Warden Dan Erickson gives Parole Officer Robert Vos the Commissioner's Citation for Bravery.



Correctional Supervisor Kevin Austin and former Assistant Warden, Security Art Steedsman.



Correctional Supervisor Dale Millar and former Warden Robert Benner.

China Prison Society Visits Pacific Region

By Mr. Dennis Finlay, Regional Communications Manager

A delegation of six officials from the China Prison Society visited the Pacific Region from September 7-12, 1998, to exchange information with Canadian correctional service officials and to visit various provincial and federal facilities and community corrections offices.

THE CHINA PRISON SOCIETY

The China Prison Society is comprised of officials who conduct theoretical research in penology and criminology and who make policy recommendations to the Chinese Prison Bureau. Members of the Society from various provinces are also involved in the actual administration of the prisons in the People's Republic of China. The Society has published about 200 books in China.

In the Chinese culture, these learned elders are highly respected and their contributions are significant.

THE CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA) PROGRAM

This delegation is part of a program, funded in part by the Canadian International Development Agency (CIDA), in which Canada and China are exchanging ideas and learning about our respective correctional systems. In the spring of 1998, a delegation of Canadians visited China, as part of the CIDA program. The Canadian delegates included Senior Deputy Commissioner Lucie McClung and William Head Institution Warden Michael Gallagher.

MEETING WITH CANADIAN CRIMINAL JUSTICE COMPONENTS

The Chinese delegation came to Canada as guests of the International Centre for Criminal Law Reform and Criminal Justice Policy, which is based in Vancouver.

The Chinese delegates met with the British Columbia Attorney General and when they visited provincial institutions, they showed a particular interest in electronic monitoring, youth detention facilities and programs, and female corrections.

They also spent a day with members and



Chinese delegation, an interpreter and Mr. Brian Tkachuk at the University College of the Fraser Valley in Abbotsford.

staff of the National Parole Board and attended a parole hearing at Mission Institution. They visited Kent and Mountain institutions, and spent September 12 visiting William Head Institution.

The delegates expressed great interest in community corrections as well, and spent a good part of a day with staff and officials at Vancouver Community Corrections.

SEMINAR ON CHINESE CORRECTIONS

On September 9, 1998, the delegation, accompanied by an interpreter and Brian Tkachuk of the International Centre for Criminal Law Reform and Criminal Justice Policy, presented a seminar on Chinese corrections to students, teachers and Correctional Service of Canada and NPB staff at the University College of the Fraser Valley in Abbotsford.

During the seminar, the delegates said that the Chinese corrections system is comprised of 700 prisons housing 1.4 million prisoners. The Chinese believe people "are reformable," and administer a prison system based on education and labour. There are several forms of conditional release in China but the concept is relatively new. In 1997, a total of 311,000 prisoners received some form of conditional release, including 41,000 who were paroled. The recidivism rate in China is about eight per cent.

About 90 per cent of Chinese prisoners participate in education programs, where they learn about morals and values, and various skills. More than half the prisoners have less

than Grade 7 education. Fourteen per cent are illiterate. Education programs began in Chinese prisons in the early 1980s.

There is a strong emphasis on teaching reading skills and they even have reading competitions with awards as incentives. Prisoners are encouraged to read only good books.

ALL WHO CAN WORK MUST WORK

Prison labour is also part of every Chinese prisoner's life, as Chinese law states that all who can work must work. Some of this work, however, involves high-tech research and other sophisticated types of activity.

The members of the delegations were: Mr. Wang Fei, Vice-President – China Prison Society (Head of the delegation); Mr. Wang Zhong Duo, Deputy Secretary General – China Prison Society; Mr. Tao Guo Yuan, President – Jiangsu Prison Society; Mr. Yang Mu Song, President – Fujian Prison Society; Mr. Li De Tian, Director – Department of Communication – China Prison Society; Mr. Dong Zheng Yan, Researcher – Shanghai Qingpu Prison.

During their visit to William Head Institution, Mr. Tkachuk, Mr. Vincent Yang and Ms. McClung accompanied the delegates. Warden Michael Gallagher, Deputy Warden Dan Denis and Assistant Warden Randie Scott escorted the guests on a tour of the institution's program and accommodation areas.

NATIVE BROTHERHOOD HONOURS GUESTS

The guests were particularly interested in visiting opportunities as well as the Arts and Crafts program. The William Head Institution Native Brotherhood honoured the guests with a spontaneous Aboriginal drumming welcome to their Native Spiritual area nestled between the Sweat Lodge and the Native Carving Shed. The guests were especially impressed with the waste management system that is currently being expanded to re-use all sewer effluent on the reserve. Considerable interest was expressed in the residential areas and the comparatively low costs for construction of the more normalized environment. ■

Inmate-carved Totem Pole Raised at Matsqui Institution



Totem pole was publicly dedicated June 26, 1998.

After years in the making, a newly-carved totem pole made by Aboriginal inmates at the Correctional Service of Canada's (CSC) Matsqui Institution was publicly dedicated at a festive ceremony held June 26, 1998, in Abbotsford, British Columbia.

The pole-raising ceremony was hosted jointly by the Native Brotherhood of Aboriginal inmates, the facility's Aboriginal Elder and members of the Indigenous community. Approximately 200 people attended the event, including inmates, guests, members and Elders from the local Aboriginal community, and staff from Matsqui and other Pacific Region institutions.

The pole-raising ceremony began at noon and was followed by a feast, dancing, drumming and a pipe ceremony. It was a day of celebration, as the ceremony coincided with the annual spring round dance at Matsqui Institution.

The totem pole project was initiated in 1993 and involved about 120 offenders who

have lived at Matsqui Institution over the years. The project has been supported and inmates have been given encouragement and direction by CSC's Aboriginal program staff, Elders and liaison staff.

One of the inmates, Mr. Clarence Cassill-Smith, played a longstanding role as Native Brotherhood member and later, advisor to the Brotherhood. He watched the pole evolve over the five years it was being carved. "It has given us a chance to find out who we are as a people," he told the local *Abbotsford News*.

The red cedar pole was designed by artist Mitchell Morris, who is known for his majestic totem pole near GM Place in Vancouver.

Many of the Aboriginal offenders experienced years of abuse in residential homes, and carving the pole helped them trace their lost roots and focus on healing. ■

Pacific Region Honours a Dedicated Staff Member

In August 1998, Mountain Institution awarded one of its staff members with a plaque of appreciation and a watch, to commend her on her courageous actions of April 24, 1998.

That day, Case Management Clerk Ms. Allana Strickland (currently undergoing training as a correctional officer) was driving her car and came upon a motor vehicle that had plunged into a creek. She jumped out of her car and rushed into the water to help the driver, who was killed in the accident.

A letter to the local newspaper from the victim's brother expressed thanks to Ms. Strickland for all she did. "I would like to thank the brave lady who first came across the car and immediately jumped into the creek to try to free my brother. You are a very brave lady," he wrote.

Commissioner Ingstrup expressed his admiration for Ms. Strickland's help and generosity. Warden Doug Black of Mountain Institution, where Ms. Strickland works, echoed these sentiments.

"It is very encouraging to see Correctional Service of Canada staff committed to the welfare of other human beings," he said. ■



Ms. Allana Strickland, Case Management Clerk, Mountain Institution, receives a Plaque of Appreciation from Warden Doug Black.

Vancouver Island “Cops for Cancer” Fundraising Campaign 1998

William Head Institution Staff Raise Money by Head Shaving

By Assistant Warden Randie Scott

This year the Canadian Cancer Society was once again supported financially by law enforcement agencies from all over Vancouver Island in a variety of events. The 12-day fundraising blitz culminated at an Emergency Services Exposition at Victoria's Beacon Hill Park on October 3. Pledges made to the “Cops for Cancer” went towards cancer research and sending Vancouver Island children to Camp Goodtimes which is located outside Vancouver, B.C. Camp Goodtimes is a family retreat designed specifically for children suffering from cancer who can continue treatment while holidaying with their families.

On September 21, 1998, the “Tour de Rock”, a cycling event, saw a team of 15 Vancouver Island law enforcement personnel and CFAX Radio news director Alan Perry start a 1,000 kilometre bicycle ride in Port Hardy and head south to Victoria. People from all over Vancouver Island supported the ride.

Correctional Officer Celeste Faessler organized sponsorship of William Head Institution (WHI) staff for the cycling event and raised \$980 in memory or honour of WHI staff who have been afflicted with the disease.

The cyclists were joined by several hundred children for the last seven kilometre leg of the journey. The arrival of the group at Beacon Hill Park kicked off the opening of the largest-ever emergency services exposition in Victoria. There were displays by police forces, fire departments, the B.C. Forest Service, the Coast guard, Canadian Forces Base (CFB) Esquimalt, and B.C. Ambulance Services. One of the many fundraising events was a law-enforcement staff head-shaving session.

WHI jumped into the shaving fundraiser “headfirst” again this year and a friendly challenge was issued to the local B.C. Corrections provincial prison known as Vancouver Island Regional Correctional Centre (VIRCC). WHI's Assistant Warden Randie Scott orga-

nized the CSC group of nine staff who raised \$2,690 by shaving their heads bald. VIRCC Correctional Officer Mike Wilfert organized a similar group of brave souls from VIRCC. Provincial inmates donated \$1,000 to the cause. Corrections Officer Christine Jones was one of the 25 provincial jail staff who participated and raised over \$10,000. Two of Mr. Scott's sons, Steven and Alex joined their dad and aunt in the “hair razing” event and earned over \$100.

While the friendly competition was lost by WHI staff to the provincial jail staff, kids with cancer were clearly the winners. Canadian Cancer Society executive Mr. Peter Dawson announced that the 1998 “Cops for Cancer” campaign had raised \$315,000, a success by anyone's reckoning.

In all respects the event of '98 was an overwhelming success – for the Cancer Society, the officers and especially for the kids. ■

B.C. Provincial Correctional Officer Christine Jones considers her fate.

B.C. Corrections Officer Christine Jones receives the final pass of the electric razor.

Some of the 25 B.C. Corrections Officers who shaved their heads to raise \$10,000 for kids with cancer.

WHI Acting Correctional Supervisor Chris Grangeaud gets a new coiffure by a volunteer hairdresser.

Pictured is British Columbia Correctional Officer Mike Wilfert who organized provincial prison staff to participate in the “hair razing” session to raise money for “Cops for Cancer”.

Acting Chief Personnel Maryann Nicholson, Clerk Ibrahim Caynab, join the other WHI staff in going under the razor for the Cancer Society fundraising event.

WHI Assistant Warden Randie Scott is interviewed on-air by Victoria's CFAX Radio News Director Alan PERRY who not only shaved his head but also cycled 1,000 kilometers for the cause.

WHI staff who joined together to raise \$2,689.13 for "Cops for Cancer" are pictured: Rear, left to right: Clerk Ibrahim Caynab, Institutional Preventive Security Officer Dave Hamer, Correctional Officer Warren Campbell, Acting Chief, Personnel Maryann Nicholson, Correctional Officer Tyler Rens, Assistant Warden Randie Scott. Front, left to right: Acting Correctional Supervisor Chris Grangeaud, Correctional Officer Doug Holt and Correctional Officer Shane Demille. Also pictured are Mr. Scott's sons Alex (left) and Steven (right).

"The 'Tour de Rock' is over and we can be very proud! In all respects, it was an overwhelming success. Once again, William Head played a major role ... and it was all very much appreciated. You can take some pride that you were some of the folks who did something (to help find a cure for cancer)." Mr. Peter Dawson, President, Canadian Cancer Society, Victoria chapter.

REGIONAL NEWS

Pacific Region

Going Through a Crisis – A Parole Officer's Own Story

By Ms. Pat Patterson, Acting Senior Parole Officer

This article is to give a federal parole officer's account of the personal crisis she experienced when a parolee under her supervision committed a crime. At a recent Correctional Service of Canada staff meeting on the reintegration of offenders into society, the question was raised on how support could be given to staff in this situation. This article may be one way to answer that question.

Two years ago, a parolee under my supervision killed his landlady. I will never for-

get that night. I got a call from another parole officer saying, "He killed a woman and now he is missing." It was a real shock. We had discussed the case the day before, noting our charge hadn't reported in, which was not like him, and we hoped he wasn't sick. I sat up, in a state of disbelief, watching television the rest of the night. A person was dead. I hadn't seen it coming, and I felt devastated.

The next morning, I met with two colleagues for breakfast. Instead of discussing the unfortunate loss of a life, we found our-

selves concerned with what would come next. Being the eldest one in the group, I had noted that while most reviews and inquiries into such incidents were fair, they had an accusatory flavour to them, as though we were to blame. At one inquiry, I had been belittled and members of the review team seemed to have made up their minds before even speaking to me. The charges against the parolee had been dropped, but not until the inquiry results containing negative comments about me were released. ▶

When my parolee was picked up and charged the next day, police reported him as uncooperative and criminal. It did not sound like the same person we supervised.

THE MEDIA

At first, there was little media attention in British Columbia, where our office is located. But when the media began paying attention to this incident, people started to come forward and said they knew the assailant and had always felt he was a bad person. The media attention was understandable but it was sometimes based on incorrect information, like a

What helped us all was the fact that there were strong individuals in our office, people who genuinely liked each other and took time out for each other.

spokesperson's comment indicating that the parolee had become a higher risk as his day parole progressed. This was not true, from what we had seen.

Fortunately, my fear of the inquiry was worse than the inquiry itself. Too many bad experiences had made me lose my sense of trust and I anxiously spent many sleepless nights before it took place. I knew I would be considered the person at fault. I resented that once again the person at the end of the line would take the entire blame for a person's behaviour. I felt there was a need for a scapegoat, and that the person would be me.

I was relieved to find the inquiry was a pleasant change from previous ones I had experienced. The team was polite, explained its questions and acted professionally. While the questioning was difficult, team members made it as positive as possible.

Life slowly returned to normal after the inquiry, but it was evident the incident had affected the staff. They became paranoid about recording every minute detail of a

case, and worried about possible scenarios, to the point where some parole officers became rigid and controlling with their parolees. In my own work, I started to doubt what my clients told me, although in time a balanced attitude returned. What helped us all was the fact that there were strong individuals in our office, people who genuinely liked each other and took time out for each other. It's hard to imagine what would happen in an environment where staff don't get along.

The following year, the case went to trial. My fellow parole officer and I were called to testify, on short notice. Again, I became anxious and could not sleep. Luckily, there were two of us and we could vent our thoughts and feelings to each other. I think going through this process on one's own would be overwhelming.

My parolee was found guilty, the media became more interested and, a "heads should roll" momentum began. Luckily it didn't last long.

SECTION 13 LETTER

Again, the routine returned. It was interrupted, however, when I received the Section 13 letter, a document that tells those involved in the case how they have been viewed – whether they were remiss in their duties or correctly followed procedure – by the inquiry members. I could barely stand to look at it. I had been told over and over again that it was designed to offer me protection in case there was incorrect information in the case report. But that was difficult to believe. I signed and returned the form, but I worried it would make little difference to how I was really perceived.

Finally, the inquiry was released. While I was briefed in advance, the two colleagues I'd shared breakfast with and the other staff in our parole offices had to rely on the media for their information.

Unfortunately, the media lacked a great deal of information and correct facts right from the start. The reason may have been that the staff appointed to speak with them were not from the area and didn't have the full story. It was a frustrating situation.

At this point, the media began to focus on my colleague and me. My face began to appear on the nightly TV news and the "someone should pay" phrase resurfaced. One day, a lady told me, I was a horrible person. I also received numerous telephone calls where the caller had seen me on TV the night before. My neighbour stopped talking to me.

Suddenly, I couldn't cope any more. I had managed to hold up remarkably well, my friends said. But inside I was a mess. I was sick a lot, I couldn't sleep, I would often cry unexpectedly and I couldn't concentrate. My rela-

tionship was suffering, I fought with my parents and I had no energy.

I took a big step. I admitted I was failing. This was very hard to do and it took an emotional fight with my family to bring me to this realization. In our jobs as correctional officers we like to think that we're strong and can handle anything, but I had to admit I couldn't.

The first step to recovery was talking. And talk I did. After telling all to two caring and inspirational staff members, I was directed to an outside party. That decision helped a great deal; venting to an uninvolved person was the best thing I have ever done for myself. That, combined with time off, receiving plants from the local Community Residential Facility, a lovely card from the office, a call from our region's Deputy Commissioner and regular checks from a close colleague helped a lot.

NOW THAT IT'S OVER

I think I have a large part worked through this personal crisis. But there are still bad days. I believe the experience will always have an effect on me. I seriously considered quitting twice, after the incident and again when the inquiry was released.

Personally, I have learned to risk reaching out to others and to talk to them about my feelings. I have developed a greater admiration for the people I work with and I know I can rely on them.

Professionally, I have become aware that more attention should be paid to the long-term effect that a major incident can have on staff. While one person might be able to cope with a parolee's suicide, the next person might fall apart. In extremely high-profile cases, assigning a staff member new duties for several months would be a great help.

Encouraging the staff member to use the Employee Assistance Program to find a counselor is another good idea. Matching the officer with someone who has been in this kind of situation would also help. In my case, my co-worker helped me so much, and I believe it's because he had a sense of the whole picture not just parts of it.

I think it's important to explain to the parole officer or correctional worker who is supervising the parolee who commits a crime, what kind of events will take place afterwards. Let them read and view all the media reports, don't try to shield them from what is happening. Simply acknowledging what someone is going through can go a long way to helping someone.

I don't envy anyone facing a major incident. I do feel it's important that a strong support network and plan be put in place that can be relied on in case the unthinkable happens again. ■