

Let's Talk

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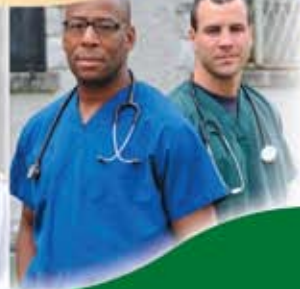
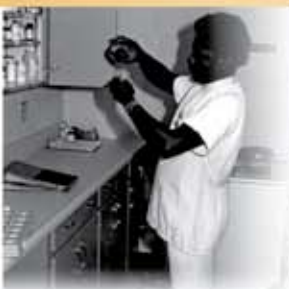
**CORRECTIONAL SERVICE
CANADA INVITES YOU
TO CELEBRATE ITS
30th ANNIVERSARY**



Pride

People

Tradition

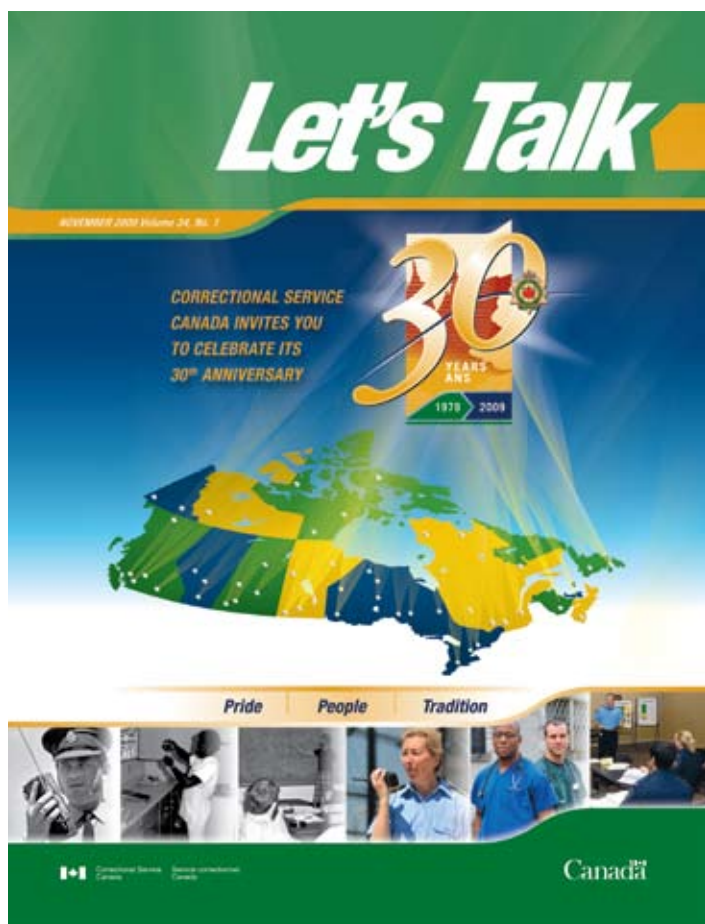


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Peter Van Loan, *Public Safety Minister*

Minister's Message

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I am happy to congratulate each of you at the Correctional Service of Canada on the 30th anniversary of the re-naming of the organization.

You should all be proud of the Correctional Service of Canada's strong tradition of contributing to Canadians' public safety through the work that you do in the community, in the institutions, and through the headquarters.

The Correctional Service of Canada continues to play an important role in the government's efforts to keep communities safe and to keep Canadians safe. Not enough thanks is given for all the work that you do on a daily basis to assist those struggling with mental illness. How we treat our mentally ill goes to the very heart of what this country is all about and the values of compassion, sympathy and caring which all of us as Canadians cherish. All too often this work falls on your shoulders.

I will continue to raise this issue in forums on crime, justice and corrections as I did when I recently met with my provincial and territorial counterparts at the New Brunswick federal/provincial/territorial meeting. At that meeting we made real progress in acknowledging that more work needs to be done in the area of mental health.

I am proud of the accomplishments of the Correctional Service of Canada and your commitment to helping make Canadian communities safer. I am confident that the current Transformation Agenda will enhance the Correctional Service of Canada's contribution to public safety by building upon the solid foundation each of you has been instrumental in creating.

CORRECTIONS EXEMPLARY SERVICE MEDAL AND BAR

I also want to congratulate the Commissioner of the Correctional Service of Canada Don Head on receiving the Corrections Exemplary Service Medal and Bar. Canada's Exemplary Service Medals recognize men and women dedicated to preserving Canada's public safety through long and outstanding service. In 1998, Don received his Corrections Exemplary Service Medal, having completed 20 years of exemplary full-time service with one or more correctional services in Canada, including 10 years as a peace officer in an institution, parole office or probation office. This year, he will receive a Corrections Exemplary Service Bar to add to his medal, recognizing his 30 years of outstanding service. I'm sure you all join me in congratulating Don and thanking him for his outstanding contributions to public safety in Canada. ■

Commissioner's Editorial

"I AM PROUD TO PRESENT THIS SPECIAL ISSUE OF *LET'S TALK* COMMEMORATING THE 30th ANNIVERSARY OF THE CORRECTIONAL SERVICE OF CANADA."



Don Head, Commissioner

I, like some of you, started my corrections career when the Correctional Service of Canada (CSC) was known as the Canadian Penitentiary Service. I remember the transition to the new name and the introduction of new badges and uniforms. I look back on the last 30 years with an enormous amount of pride in what we have achieved as an organization, and with fondness and respect for the many colleagues who I've had the opportunity to meet and work with over the years.

The delivery of successful correctional services is based on strong teamwork and an integrated approach. We rely on each other's goodwill and professionalism as we work to rehabilitate offenders and ensure their safe reintegration back into our communities. Whether it's the correctional officer performing rounds in an institution or a parole officer supervising an offender in the community, our safety and well-being depends on co-operation and collaboration.

Our team is bolstered by the strong partnerships we have forged with volunteers, Citizen Advisory Committees and other community partners and stakeholders. Without strong ties to the communities, we cannot effectively deliver on our mandate to enhance public safety.

It is because of the professionalism of our colleagues – and the many partnerships we have created – that I can say with pride that we have an incredible team of people who are principled and committed to carrying out their duties with integrity. Each of you regularly goes the extra mile to safeguard public safety across the country. The results speak for themselves.

During the past 30 years, we have made many strides in the field of corrections.

On a regular basis, correctional systems from around the world seek out our expertise and advice. Our colleagues have travelled the world to assist countries like Haiti, Kosovo and Afghanistan rebuild or establish their own correctional systems.

We are now working to redefine and enhance our approach to corrections in several different areas. The ongoing Transformation Agenda will enhance our ability to effectively address the challenges we face, and strengthen our contribution to public safety.

It's an exciting time to be working in corrections. I know the pace of change may be dizzying, but I am confident that the Transformation Agenda will lead to even greater achievements in the years ahead and provide exciting opportunities for staff.

I encourage each of you to take time and participate in some of the many 30th anniversary events taking place over the course of the year and to read this issue of *Let's Talk*. For those of you who are, like me, veterans of the Service, it will provide an opportunity to relive some of our shared history. For those of you who are new to the Service, it will provide some insight into the path CSC has already travelled. As we move forward on our journey, it is important to remember who we are and where we've come from. ■

Pride, People, Tradition



Joanne John, *Editor-in-Chief*

This edition of *Let's Talk* commemorates 30 years of Correctional Service of Canada (CSC) history. As Editor-in-Chief, I would like to take this opportunity to share some thoughts with you.

As you peruse this issue, you will take note that a lot has changed and much has been achieved in the past 30 years.

We have taken care to capture, in these pages, many significant touch-points in the evolution of our organization over that time.

Storytelling is a great tradition and a profoundly intimate way to learn about people, places and culture. I must say that since I joined the Service, just over three years ago, I have taken many opportunities to listen to the stories of the “old timers” and to revel in the passion they brought and continue to bring to their work. Last spring, I had the pleasure of co-hosting a 30th anniversary event that took place in Ottawa and witnessed the many ways in which we have reclaimed our older traditions. It was a moving and inspiring experience, and I felt privileged to be part of the culture of CSC.

Throughout this issue of *Let's Talk* we revisit some of our shared history and tradition. Curator Dave St. Onge gives us a tour of the CSC Museum in Kingston, and a photo essay provides a quick retrospective on the uniforms worn by front-line staff over the past three decades.

Other articles will provide insight into the growth of CSC operations. For example, 30 years ago, the idea of providing information to victims of federal offenders was as remote as some of our institutions. Now, of course, victim services are an integral part of the correctional mandate.

Similarly, during the past 30 years, CSC has made significant changes to the role of parole officers and has forged strong bonds with a large cadre of volunteers who are instrumental to the work we do.

As you read these articles, I hope that you will feel a sense of pride in our history of effective corrections and in the role each of us has played in creating that history. Our traditions are a shared inheritance of every CSC employee and establish the foundation for future milestones. They give us a sense of who we are, where we've come from and where we're going.

After all, great futures are built on a solid past.

Finally, to each of you I want to say happy 30th and congratulations! Whether retired or brand new to the Service, or somewhere in between, you have helped or are helping to shape CSC's history. That's an important role in the service to Canadians. ■



CSC's Crest

By Ryan Benson, Communications Advisor

The Correctional Service of Canada (CSC) crest: it's our organization's most important and recognizable symbol, proudly displayed on every official document, poster, web page, and uniform. But what does it really mean, and how does a simple graphic say so much about who we are and what we do?

Our crest is actually better referred to as a badge, a "crest" being the emblem above a helmet and shield in a coat of arms. These were originally used in medieval times in conjunction with a coat of arms so that knights, fully armoured and virtually identical to their enemies when in close combat, could clearly identify their friends and foes. Later uses throughout Europe included expanded use by families and clans (often with royal connections) to proudly display their identity at home and abroad.

Today, arms and badges are still used for identification, though the design, display, and granting of such symbols is now the domain of a strictly regulated field known as heraldry. Canada's status as a constitutional monarchy means that responsibility for heraldry ultimately lies with the Queen, who delegates this function to the Governor General. The operational aspects of heraldry are therefore overseen by the Canadian Heraldic Authority, located at Rideau Hall.

Back to the CSC connection – in 1979, the Canadian Penitentiary Service was renamed the Correctional Service of Canada and given a new mandate of protecting communities by exercising humane control, while helping offenders become law-abiding citizens. Along with this came the need for a new Service-wide identifier, so the then-Commissioner Donald Yeomans solicited designs from across the organization. While you can see in these pages some of the other designs that were considered, the version eventually selected was a blend of elements deemed to be most relevant to CSC's new identity and role.

As is standard with heraldry, almost every element (even the colours) on our badge has a unique symbolism and significance. Starting from the top, the crown is the symbol of service to the Crown stemming from our monarchical traditions. The surrounding six-pointed star was originally used as the badge for the Canadian Penitentiary Service, this being our link to the traditions and heritage of the organization.

The maple leaf in the centre should need no explaining, as this is a required element for all Canadian government heraldry. As for the torch, this is a symbol of learning and knowledge, a beacon of light and hope which makes clear the lessons to be learned by offenders under our care and control, as well as the wisdom required by those who seek to reform them.

The key is especially significant in a correctional setting – though you will notice that this one is upside down to symbolize training, education, parole, and the eventual unlocking of the door at the termination of an offender's sentence. One other important feature is the green annulus (band) behind the motto. This colour represents our volunteers, a critical link to eventually reintegrating inmates back into the community.

The last (but perhaps most important) identifier is our motto: *Futura Recipere* – "to grasp the future." A senior administrator at CSC in the late 1970s, Roman Bertrand, used his knowledge of Latin gained during his time as a priest to express our mission of encouraging offenders to look towards a brighter future in a manner that is both simple and powerful.

People, pride, and tradition...represented by a crest, and brought to life by your everyday actions in workplaces across the country. Happy Anniversary CSC! ■

Other designs that were considered



A Look Back: The Progression of Parole Officers within CSC



By Frank Butara, Communications Executive

Parole officers have long been a driving force of rehabilitation and reintegration at the Correctional Service of Canada (CSC). Since 1979, when the merger of the Canadian Penitentiary Service and the National Parole Service took place, parole officers continue to encourage and assist offenders to become law-abiding citizens while adapting to an ever-changing correctional environment – a daunting task due to the number of significant activities that have changed the way parole officers do business both inside the institution and in the community.

Parole Officers, whether inside the institution or out in the community, continue to be an integral component of ensuring public safety.

Perhaps the most influential report that affected parole officers within the last three decades was the 1977 MacGuigan Report, a parliamentary inquiry into the Penitentiary Service of Canada. It examined reintegration programs, among other correctional operations, and ways to increase the effectiveness of these programs. Essentially, this report redefined the way institutional and community supervision was conducted. For one, it meant that parole officers, who at that time reported to the National Parole Board, would now report to the Penitentiary Service. This amalgamation meant a new vision for the Penitentiary Service, which would focus on offender rehabilitation and reintegration interventions both in penitentiaries and in the community. It also led to a name change – the Correctional Service of Canada – in recognition of the new mandate.

This report introduced the concept of the correctional plan. It was suggested that the Service develop an “opportunities model” where offenders could plan their own rehabilitation program and be held accountable to meet those objectives.

“Like the Archambault Report of the 1930s, this paper really opened the door to a number of reviews of the correctional system, which examined the deficiencies of our system and provided recommendations,” explains Linda Brown, Manager in the Community Reintegration Branch at national headquarters, and a former parole officer.

In the 1980s, three prominent inquiries followed the MacGuigan Report, which helped change CSC’s operations: the Ruygrok Inquest, the Sentence Management Review, and the Pepino Inquiry, all of which heavily impacted policy surrounding offender supervision.

These papers highlighted five key themes:

- 1) Offender Case Management
- 2) Information Sharing
- 3) Conditional Release Decision-Making
- 4) Offender Supervision, and
- 5) Mental Health

The results of these reports were significant, and led to the development of significant new policies and procedures such as Integrated Sentence Management; Release Plans (which dictated offender community supervision requirements); the exchange of information on federal cases, particularly at the pre-release and supervision stages; and the creation of Conditional Release Supervision Standards. These changes emphasized the need for CSC to ensure continuity of the case management and reintegration process all the way from initial sentencing to Warrant Expiry, in support of ensuring public safety in Canadian communities.

“As a result of these reports, case preparation was moved inside institutions, introducing the institutional parole officer and eliminating the classification officer roles and responsibilities,” says Julie Keravel, Executive Director of Business Planning and Horizontal Initiatives. “They also promoted the need for effective communications between institutional and community parole officers when managing offenders, as well as standardized risk assessments and supervision standards.”

In 1992, the promulgation of the *Corrections and Conditional Release Act* (CCRA) was the next significant milestone to affect all of CSC, including parole officers. The Act came into effect on November 1, 1992 and replaced the *Penitentiary and Parole Acts*. The CCRA incorporated a

number of modern legal developments, including administrative law, the *Canadian Charter of Rights and Freedoms*, and affirmed the Rule of Law. This groundbreaking legislation incorporated CSC's mission statement and identified the principles that were to guide all correctional policies, practices, and decisions.

"The CCRA undoubtedly set precedence for parole officers across the Service," affirms Brown. "Parole officers were now guided by relevant and contemporary legislation that focused on public safety, supervision and safe reintegration."

More recently, in response to the changing offender profile and in response to its Transformation Agenda, CSC is improving practices to enhance the safety and security of staff. In the community, the policy framework has been strengthened, including staff safety assessments, tandem supervision requirements, and a soon-to-be expanded Community Staff Safety Program, using cutting-edge technology. In institutions, CSC has enhanced its clinical screening and mental health assessment processes at intake, and implemented significant drug detection strategies to help eliminate the flow of illicit drugs from entering its facilities. These resources will minimize impediments to correctional plan participation and support a focus on safe reintegration.

CSC continues to explore new methods, tools, and technologies to support parole officers, such as improved intake assessments,

streamlining the case management policy framework and electronic monitoring of offenders on conditional release.

Today, the transformation of federal corrections is making its mark on institutional and community supervision as the focus emphasizes offender accountability, reinforcing offender engagement and participation in a correctional plan. The Transformation Agenda re-emphasizes the integration, horizontality and partnership between parole officers, correctional programs officers, Aboriginal liaison and community development officers, and other members of the correctional intervention team – both internal and external – all in support of safe reintegration and public safety.

One thing that hasn't changed in 30 years, parole officers are an integral component of ensuring public safety. They are a professional, well-trained, dedicated group of employees who demonstrate personal and professional responsibility on a daily basis.

"I believe we will never remove the need for one-on-one interaction," says Keravel. "Technology may make things a little easier, but it will never replace us. If you are going to significantly change a lifetime of crime and criminal behaviour it will be the human person that will do it, not technology. The Service will continue to grow with the Canadian public and their expectations. We are effective now, but will continue to better our efforts in the years to come." ■

One of the longest-serving CSC employees

Doug Abrams, Chief Institutional Services,
Frontenac Institution

By Sara Parkes, Communications Officer

Doug Abrams, one of the Correctional Service of Canada (CSC)'s longest-serving employees, acknowledges that the April 1971 riot at Kingston Penitentiary led to his being employed at that facility right out of college.

"I had my application in, but at that time jobs were filled internally," recalls Abrams. "I just kept hounding them and hounding them. Following the 1971 riot they needed people and I was hired."

Abrams began working in the security office at Kingston Penitentiary on May 3, 1971, where he organized shift rosters for correctional officers and made \$4,900 a year. He has since worked at Joyceville, Bath, Millhaven and Frontenac institutions.

Much has changed at CSC since Abrams, now Chief Institutional Services at Frontenac Institution, started working at Kingston Penitentiary.

He has witnessed four different versions of correctional officers' uniforms since he began. Inmates had a four-digit number, rather than the Finger Print System (FPS) number they have today. Also, technology in correctional institutions has changed.

"There weren't any computers in the institutions when I started. For staff and inmates, everything was done on typewriters."

Abrams has also witnessed one of the biggest changes at CSC since the mid-1980s, namely, the number of women working in correctional institutions.

"When I started in 1971 at Kingston Penitentiary there were only two women working there and they worked outside the institution," he says.

He says the benefits, the job security and not having to work shift work has kept him working at CSC for almost 39 years. But one of the biggest reasons he says is the people he works with every day.

"I really enjoy the people here. I've met some great people over the years."

Abrams returned to Joyceville Institution where he worked from 1974 to 1978, to celebrate the facility's 50th anniversary in September, and caught up with some of the people he worked with during his career.

"It was great to see some of the old faces and co-workers from days gone by. The weather was great and I'm glad I went. CSC is like a big family." ■

Changing of the Guard (1979 – 2009)

It's important to take opportunities like the 30th Anniversary of the Correctional Service of Canada (CSC) to look at a variety of ways in which we have changed since 1979. One aspect worth reflecting on relates to uniforms correctional officers have worn.

UNIFORMS

1979 – 1993



During this period, the working uniforms of both male and female correctional officers took on more of a “military” feel. Senior administrators also had ceremonial dress uniforms (shown above).



1993 – 2005

During this period, correctional officer uniforms took on a more of a “civilian” feel that, with the addition of a crested blazer, passed for both a work and a dress uniform. This version involved two different coloured shirts to designate the rank of the officer. Senior officers wore light-blue shirts, while lower ranked officers wore dark blue and white pin-striped shirts.



2005 – Present Day

During this latest period, the uniform reflects more of a “policing” look, and continues with the theme of different coloured shirts to designate rank, along with epaulette stripes.

With a proud past and progressive future that lies ahead, it will be interesting to see how the next 30 years of public safety affects the look of CSC uniforms. ■

Born in 1979

Interview with Brendan Devlin – Mental Health Nurse at Joyceville Institution

By Sara Parkes, Communications Officer

As the Correctional Service of Canada (CSC) celebrates its 30th anniversary this year, so too are a number of employees who work with us.

Joyceville Institution's mental health nurse Brendan Devlin is one. He was born in 1979 and turned 30 in June.

You can often find Devlin in the nursing station at Joyceville. His job includes reviewing inmate medication to ensure it is working effectively, checking offender medication cards to make sure medications are used appropriately, conducting interviews with offenders, and advising the institutional doctor, the psychology team and correctional officers of any concerns with offenders' mental health.

“It's so different every day,” he says.

But one of his favourite aspects of the job is teaching offenders about their mental health conditions.

“I like health teaching a lot. I like educating people about their mental illnesses and the treatments that are available,” Devlin reveals.

He started working at Joyceville in April 2008. The new position was created in response to the 2007 Institutional Mental Health Initiative (IMHI), designed to support health services staff and ensure that mental health needs are identified at intake. The IMHI also ensures that inmates are provided appropriate services, follow-up and placement throughout their incarceration.

“[This position] gives the staff more support with respect to mental health issues and hopefully improves the mental health of the offenders more quickly,” Devlin says.

He admits there was a steep learning curve when he first started at CSC, as there was no precedent to follow, but Devlin says he finds it a meaningful career choice with a very close and supportive staff.

“You start learning more and more what works best in this environment,” he explains.

Devlin says he was impressed by the positive work environment and teamwork at Joyceville Institution.

“I have worked in many different jobs, but I find staff are more unified within CSC due to the combination of our environment and personality/work ethics,” he says. “I would recommend working at CSC from my experience and say it's a good career to have.”

For his 30th birthday, he says his friends took him paintballing, then threw a surprise party in his honour. About reaching this milestone, he says it doesn't scare him all that much.

“It's not so bad. It's just a number, right?” ■

Canada's Penitentiary Museum

By Scot MacLean, Communications Advisor

As an organization, we have come quite a long way in our contributions to public safety, and it is important to remember how we got to where we are today. While memories will fade, the collection of interesting items at Canada's Penitentiary Museum will forever live on as a reminder.

Originally named the Canadian Penitentiary Service Museum, the facility officially opened in 1967 as part of Canada's Centennial celebration. The museum was originally located in the Coach House at the Canadian Penitentiary Service Staff College in Kingston.

"In the beginning, the museum only contained a small collection of contraband items that had been collected by College Superintendent Bob Cunningham in the late 1950s and early 1960s," says Dave St. Onge, the Correctional Service of Canada's (CSC's) Museum Historian. "These items had originally been collected to show new guards what contraband items might look like and be used for."

Over the next few years, artifacts trickled in and information about the museum got around. In 1973, after gaining some publicity in various publications, including CSC's Discussion Magazine, the museum received a donation of more than 100 artifacts and archival materials from Byron Duffy, a Personnel Officer at Dorchester Penitentiary in New Brunswick. Duffy had collected these items between 1952 and 1972.

"We received some great historical articles relating to Dorchester's history. Mr. Duffy even retrieved contraband and condemned articles that had been disposed of into the nearby Memramcook River," says Murray Millar, the museum's founder and retired Kingston Staff College Director. "Among them was the wooden triangle, which was used in earlier times for corporal punishment."

Historical articles continued to come in, and by the mid-1980s, the museum was running out of display room. As a result, in 1985, the museum moved to Cedarhedge, the former warden of Kingston Penitentiary's residence.

Similar to the museum's official opening, this move marked a CSC milestone, as it coincided with Kingston Penitentiary's 150th anniversary events. On June 1, 1985, as part of the celebration, the facility was officially opened as the Correctional Service of Canada Museum, a name that would remain until the early 2000s.

1. **Oldest artifact** – An original 1784 copy of John Howard's examination of prisons in England and Wales
2. **Newest addition** – An 1868 mahogany bedstead manufactured in the Kingston Penitentiary cabinet factory. It even came with the original bill of sale!
3. **Most popular item** – Likely the 1980 Caddedu Millhaven Escape Trays
4. **Dave's favourite artifact** – The painting "The Penitentiary Guard" by inmate artist Augustus Krüger, c.1873
5. **Number of visitors last year** – 23,000
6. **Interesting artifacts from 1979** – The original document signed by Queen Elizabeth II giving her approval for our new badge design; the first manufacturer's sample of the CSC badge and Commissioner Yeomans' No.1 dress uniform

"Since 2002, the museum has been more commonly known as Canada's Penitentiary Museum," says St. Onge. "Among other reasons, this change was brought about in an effort to enhance public understanding of our mandate, and to help identify it as the only museum in Canada specifically dedicated to the preservation and interpretation of the history of Canada's federal penitentiaries."

Today, the museum is home to quite a fascinating collection of artifacts relating to every aspect of Canada's correctional history. Contraband weapons and escape paraphernalia reflect inmate ingenuity and resourcefulness. Early punishment and restraint equipment provide insight into the methods that were used to keep order and discipline in CSC institutions. And offender hobby crafts display the artistic side of life in prison.

So, next time you find yourself in the Kingston area, be sure to stop in and get a first-hand look at CSC's history. ■

Dave St. Onge, Museum Historian, stands in an exhibit room filled with artifacts at the CSC museum. The museum has hosted thousands of penitentiary-curious visitors since it opened in 1967.



From the Beginning: Victim Services at CSC

By Stephanie Stevenson, Communications Advisor

The Correctional Service of Canada (CSC) has been providing information to victims of crime since the 1980s, and more formally since 1992 under *The Corrections and Conditional Release Act*. However, it has only been with the creation of the National Victim Services Program (NVSP) in 2007 that the organization has enhanced the services it provides to registered victims of federal offenders across Canada.

“Public awareness of victims’ issues has increased steadily over the past few years as victim advocacy groups have persevered in their engagement with governments and elected officials,” says David Molzahn, Director of the NVSP. “At CSC, we are committed to ensuring that victims of crime have an effective voice in the federal correctional and justice systems.”

The NVSP was created to offer dedicated service to victims by providing full-time staff across Canada (Five Regional Victim Services Managers and 24 Regional Victims Service Officers), a strengthened management structure, stronger partnerships with governmental and non-governmental agencies, an extensive evaluation structure, and a monitoring process of current and future trends.

“Our work is essential because we are here to support victims, not only by providing them with up-to-date information about an offender’s sentence, but also by listening to them and taking the time to explain the complexity of our criminal justice system,” says Julie Charest, Regional Victim Services Officer, Quebec Region. “With our help, victims have a better view of the situation and can participate in the correctional process if they wish.”

Since the implementation of the program in 2007, approximately 1,900 additional victims have registered with CSC to receive notification about the offender who harmed them. This includes information about offender escorted temporary absences, changes in institutional location, and travel permits.

CSC also encourages victims to provide a victim impact statement which can be used in the decision-making processes surrounding an offender’s parole eligibility, risk, and security level.

As it moves forward, the NVSP will be undertaking several new initiatives, including reaching out to Aboriginal victims and victims who are family members of the offender. Staff will also work more closely with criminal justice partners, such as the National Parole Board which also provides information to registered victims, in order to enhance its services and avoid the duplication of information and material.

“We have come a long way in how we serve victims at CSC. We will continue to make efforts to reach out to victims of federal offenders and consult with victim advocacy groups, partners and Canadians to ensure that CSC provides the best possible service to registered victims,” says Molzahn. ■

HISTORICAL DATES

- In **1988**, Canada’s federal, provincial, and territorial governments endorsed the *Canadian Statement of Basic Principles of Justice for Victims of Crime*, which guides governments in the development of legislation and policy.
- Enacted in **1992**, *The Correctional and Conditional Release Act (CCRA)* officially recognizes that victims of crime have a legitimate interest in receiving information about the offender who harmed them and the information considered during the conditional release decision-making process.
- In **2006**, CSC amended the Commissioner’s Directive (CD) 784 – *Information Sharing Between the Victims and Correctional Service of Canada* and associated guidelines to clarify the information-sharing process, and outline victims and CSC officials’ responsibilities.
- Since the launch of the National Victims Services Program in **2007**, CSC has registered close to 1,900 new victims. The total number of registered victims at CSC is approximately 6,000.



It's All About People:

The Legacy of Donald Yeomans

By Ryan Benson, Communications Advisor

On meeting Donald Yeomans, the first impression one gets is of a quiet strength of character and authority that belies his having been retired for many years now. It's not hard to believe he spearheaded the creation of the Correctional Service of Canada (CSC) we know today – a world-class correctional service, with its own strengths derived from the very pillars we celebrate for its 30th anniversary: pride, people and tradition.

Yeomans was initially appointed to lead the Penitentiary Service of Canada, owing to his skills with financial and operational management. Having served as an Assistant Deputy Minister in several departments, he was seen as an ideal choice for an organization attempting to reinvent itself following the McGuigan Report – the result of a Parliamentary inquiry struck to examine the operations of the Service following the riots at Kingston Penitentiary in 1971.

But while he ably oversaw many of the structural changes it recommended, such as strengthening the chain of command and reporting structures to better integrate regional operations, perhaps his most lasting legacy was an emphasis on the most important part of the organization: the people who worked there.

Yeomans sought to complement structural transformations with symbolic ones to help inspire staff, since they were the real arbiters of institutional change. A new cap badge and blazer crests graced staff uniforms, and a new crest and flag were designed. He even had a lectern cover emblazoned with the new colours for use at formal occasions, at which times all ranks were to wear full uniform. After all, "...people want to belong to a winning team, something they can be proud of... and part of that is looking sharp!"

The former Commissioner also saw the importance of recognizing those who went the extra mile in their roles, instituting a series of awards. The Citations for Bravery and Merit were to be presented personally by Yeomans, and CSC also started recommending candidates for the Governor General's Bravery awards on behalf of staff deserving extra recognition, an honour which has bestowed upon several CSC staff over the years.

An interesting bit of trivia is that this effort even extended outside the Service. When Yeomans approached Government House to request that a CSC service medal be created, along the lines of those given to serving police officers, they swiftly agreed – with the condition that if correctional officers and police officers had service medals then so too should firefighters. So medals were created for firefighters as well, and one could say that they owe it to CSC!



Corrections Exemplary Service Medals



Don Yeomans, CSC Commissioner
from 1977–1985

But while inspiring current staff was one thing, the newly named CSC also faced a recruiting challenge. The solution proposed by Yeomans was to hire a private-sector company renowned for its staffing practices, to come to Ottawa to meet a hand-picked group of the best front-line supervisors from across the country. Their task was to detail the qualities found in outstanding correctional officers, which turned out to be care and compassion for others.

On an organizational level, the changes overseen by Yeomans were equally wide-ranging. Cascading security levels were introduced to replace the previous system, where wardens made transfer decisions themselves. Another watershed was the introduction of Private Family Visits (PFVs). These were controversial at first, at least until it was pointed out that the majority of PFVs were families visiting from distant locations. The overall goal, along with public safety, was "a humane, release-centric service", something we still adhere to today.

The role that communities play also gained a new focus. It began with invitations for leading citizens in the community to visit institutions, to quell rumours about the "horrible things" that went on inside. Service clubs were invited for lunch with inmates, while Citizen Advisory Committees were created with the authority to go anywhere in CSC facilities at anytime.

These were just some of the achievements of which Yeomans is proud. By the end of his term the Service had become a much more professional organization, recognized by the Office of the Auditor General and the Office of the Comptroller General as a leader in financial and management controls. He ensured this legacy with the hiring of Ole Ingstrup as a Special Advisor. The former head of the Danish Correctional Services, Ingstrup was later to chair the National Parole Board before serving two terms himself as Commissioner of CSC.

When asked of his proudest memory though, former Commissioner Yeomans doesn't skip a beat in referencing the increased participation of women at CSC during his tenure. "We didn't do it for women's rights. We believed that they had the right stuff for humane control, the conditioning to use their heads instead of their muscles."

At the start of the 1970s there were few women in the Service aside from secretaries and nurses. The wife of a Correctional Officer at

Warkworth Institution, Mary Dawson was first to break through this glass ceiling after starting as a secretary and swiftly working her way up to Deputy Warden. After acting as Warden several times and eventually being appointed to this position, Dawson showed her mettle. Yeomans explains: "It was a shock to the young inmates to see her walking down the ranges in her heels, but anybody who made a comment learned a quick lesson that she was not to be trifled with!"

Clearly, Commissioner Yeomans recognizes that CSC, as with any large organization, has to deal with its own unique challenges. But the bottom line "...is to recognize people for the job they do, and create a common bond and experience...a sense of belonging – past, present and future...to make things work you need good people with good leadership. They need to be recognized for a job well done, and be led by those who show that they care." ■

A look back at CSC's Commissioners over the past 30 years



Don Head
2008–present



Keith Coulter
2005–2008



Lucie McClung
2000–2005



John Edwards
1993–1996



Ole Ingstrup
1988–1992 & 1996–2000



Rhéal J. Leblanc
1985–1988



Don Yeomans
1977–1985



CSC Members of the United Nations Stabilization Mission in Haiti (From left to right: Marie-Claude Drolet (Que), Danielle Boisvert (NHQ), François Bénard (Que), Catherine Savard (Que), Marc-Arthur Hyppolite (NHQ), Françoise Secours (NHQ), Gérard Gervais (Que), Lise Lavigne (NHQ), Michel Lafrenière (Atl))

The International Operations of CSC

By Scot MacLean, Communications Advisor

We have all heard that the Correctional Service of Canada (CSC) is recognized as a leader in the world of corrections. We have been told that CSC is a valued source of information and expertise in international justice and corrections communities. But how exactly did we get to this point?

“CSC’s enhanced involvement in the international community really started with Commissioner Ole Ingstrup back in the late 80s,” says Lee Redpath, CSC’s Director of Intergovernmental Relations. “It was his vision of an international correctional community that moved us from being an organization that simply provided information, to an organization that was actively involved in sharing our expertise by receiving staff from other countries, and by sending our staff overseas to provide technical expertise.”

As CSC programs and research began to gain international recognition, our involvement in other countries grew along with it. It began with CSC staff being sent to developing countries to provide assistance, and would later develop into peacekeeping efforts and technical assistance and co-operation missions.

“Our engagement in Kosovo in the late 1990s laid the groundwork for CSC’s future international involvement,” says Redpath. “Staff from various areas within the organization were able to provide their expertise in the development of a new correctional system for Kosovo.”

Perhaps the most significant event that shaped CSC’s international development was the *Beyond Prisons Symposium*, which took place in Kingston, Ontario, in 1998. The conference, which drew 80 delegates from 35 different countries, addressed the issue of the global increase in incarceration and discussed alternatives to incarceration that could lower prison rates and create safer communities.

This symposium acted as a springboard, opening the door for many more information-sharing sessions with delegates from around the world, including the International Roundtable for Correctional Excellence, International Correctional and Prison Association forums, and numerous relevant activities.

Alongside the numerous information-sharing activities, CSC has been hard at work making a real difference on the ground in foreign countries.

“Since 2003, a senior CSC manager has worked as the Corrections Advisor to the United Nations Assistance Mission in Afghanistan (UNAMA) to advise on the development of corrections in Afghanistan, co-ordinate UNAMA correctional affairs, and support the Government of Afghanistan in its efforts to cultivate a modern correctional system,” says Redpath. “A few years later, in 2007, we deployed four correctional staff to Haiti to work with the United Nations. Our work in Haiti continues and we now send eight staff members on an annual basis.”

Also in 2007, two correctional experts were assigned to the Provincial Reconstruction Team (PRT) in Kandahar to train front-line staff and prison administrators with the goal of building long-term prison administration that is responsive to the rule of law and respects international standards. CSC now has four correctional experts in the PRT.

“International Operations did not exist 30 years ago as it does today,” says Redpath. “CSC’s international engagement has moved beyond sharing information. We are now actively sought out by other countries and international organizations to deploy staff to train and provide technical expertise worldwide. With governmental understanding that a strong justice system includes corrections, we will continue to receive requests seeking our expertise.” ■

CSC's Correctional Officers

By Stephanie Stevenson, Communications Advisor

The Correctional Service of Canada (CSC) has seen many changes since the organization was renamed in 1979, following the amalgamation of the Canadian Penitentiary Service and the National Parole Service in 1976.

Historical moments, such as the hiring of CSC's first female correctional officer in 1978, the first recorded cases of HIV/AIDS and Hepatitis C in institutions in the 1980s, and the opening of the Okimaw Ohci Healing Lodge in 1995 – the first federal institution designed to meet the cultural needs of Aboriginal women – to name just a few, have directly influenced the way CSC operates today.

“Over the years, staff, especially correctional officers, have had to adjust to a changing offender profile and working environment,” says Ross Toller, Regional Deputy Commissioner, Ontario Region. “As the primary contact for offenders, correctional officers know an offender's personality and behaviour better than anyone. This is invaluable when managing an offender's correctional plan and safe reintegration to the community.”

When Toller started his career in corrections as a correctional officer at Kingston Penitentiary in 1978, the institution was operated primarily as a reception centre with two or three units devoted to maximum security.

“Back then, the Service was run more like a paramilitary type of operation,” says Toller.

He also points out that electronic systems did not exist as they do today. All cells and range barriers were hand operated with keys, resulting in direct contact with offenders at all times, as cells would be opened for yard, meal parade and other major movements. It was common to have, for example, two or three correctional officers in the gymnasium with 300 to 400 offenders.

“Although, in my opinion, basic security functions (searching, observation, reporting) have not changed dramatically over the past 30 years, infrastructure changes have been necessary to deal with the changing offender profile,” says Toller. “We never had computers and information about an inmate's background, program involvement or reasons for sentencing. Because of technology, information is more available for correctional staff and this fundamentally adds to improved security and operations in our institutions.”

Following his early days with the Service, Toller has held numerous positions in the organization, including classification officer, deputy warden, Assistant Commissioner of Correctional Operations and Programs, and currently Regional Deputy Commissioner of the Ontario region. With his experience and vast knowledge of the correctional system, he advises new correctional officers to fulfill their areas of responsibility and take pride in their job.

“What I enjoyed most about being a correctional officer was working directly with inmates, understanding their motivation and both challenging and supporting them while developing a sixth sense about the pulse of the unit,” says Toller. “I saw inmates genuinely interested in improving their choices.”



A CX on patrol outside of Dorchester penitentiary in New Brunswick

“Over the years, staff, especially correctional officers, have had to adjust to a changing offender profile and working environment”

One feature of the Service that Toller noted has not changed during the past 30 years is the passion and dedication of CSC correctional officers, and their commitment to enhancing public safety.

“Correctional officers believe in the values of the organization and truly make a difference in the lives of many Canadians trying to rebuild their lives,” says Toller. “These professional men and women are vital to fulfilling CSC's mission.” ■

Nursing at CSC – 30 Years of Health Care Excellence



By Jayne Bergeron, CSC Health Services and Ryan Benson, CSC Communications

If you ask Shirley Bamford why a recent nursing graduate would decide on a career in corrections, her answer is simple: “You get hooked...it’s never boring, never static, and you can spend your whole career learning and doing new things. You never know what the day ahead will bring.” It is this precise unpredictable environment that has motivated nurses like Shirley to excel since the Correctional Service of Canada (CSC) introduced its first Registered Nurses at Collins Bay Institution in 1974.

CSC’s institutions have been host to a multitude of changes and improvements in health care service delivery over the years. The introduction of CSC’s first wide-scale public health program in 1982 – to combat tuberculosis – led to the transformation of our infectious disease protocols for HIV/AIDS, Avian flu and the preparation for H1N1 flu outbreaks.

Challenges inherent to the correctional environment, such as the high proportion of inmates with a history of substance abuse, have led to the creation of specialized approaches such as our Opioid Substitution Therapy Program. In addition, our patient health information systems are progressing from paper-based records towards an automated database system, the proposed Health Information Management Module project.

Today’s CSC nurses require the technical knowledge, training and expertise in their field to treat patients, as well as a broad knowledge of the protocols, policies, and regulations that come with working in corrections. The most important assets for a CSC nurse remain the demonstration of sound judgement, and the ability to make autonomous decisions when working independently.

Nursing in corrections also presents some personal and professional challenges. On a personal level, family and friends may not understand the motives behind the seemingly untraditional career choice. On a professional level, high stress levels, resource constraints, demanding work hours and new technologies, coupled with the correctional environment and isolation from peers, may be perceived as daunting for some.

To better equip nurses for this unconventional career choice, CSC has developed extensive training for both its new nursing recruits, as well as those who have worked in the corrections field for years. The first of such programs is the New Nurse Orientation Program, which provides new recruits with CSC Health Services training in a classroom setting. The second program is the Skills Enhancement Training Program, which offers opportunities for existing staff to enhance and upgrade their skills and expertise. These enhanced training programs reflect the increased complexity associated with the roles of correctional nurses.

In return for such challenges, CSC’s nurses are provided with a lifetime’s worth of rewards, both personally and professionally. Just ask Shirley, who after 28 years at CSC affirms that, “correctional nurses are dedicated, or they wouldn’t stay as long as they do. Even with all the changes...they simply love their jobs. I am confident that the nurses and nursing managers of today will meet the challenges of the future, just as we have met the challenges of the past.” ■



Shirley Bamford began her nursing career 47 years ago in her native Scotland before moving to Canada to further her nursing studies. She joined CSC in 1981 at Collins Bay Institution and has since worked in several federal institutions. Shirley is now at Ontario Regional Headquarters providing her expertise in training CSC’s newest nursing generation.

The Role of Research at CSC

By Michaela Rodrigue, Communications Advisor

When Larry Motiuk joined the Correctional Service of Canada (CSC) in 1988, he became the Service's first Research Officer and launched a career that has demonstrated the benefits of applied research in corrections.

"Ever since I arrived, I've been defending evidence-based correctional policies, programs and practices," says Motiuk, former Director General of the Research Branch and current Director General of Offender Programs and Reintegration. "What the evidence has been telling us is that you get better public safety results through the delivery of effective correctional programs," Motiuk says as he reflects on nearly 20 years helping to build CSC's Research Branch.

When Motiuk joined CSC, one of the Service's corporate objectives was establishing the capacity to conduct applied research in corrections. Previously, the then-Ministry of the Solicitor General conducted research for the Service.

Under the initial direction of Frank Proporino, CSC's Research Branch quickly established itself as a world leader in corrections research while collaborating with a wide-range of European, Asian, and African countries. By 1989, the branch was producing *Forum on Corrections Research*, a quarterly publication that showcased CSC research, reviewed management studies, and applied international research related to corrections.

As part of its move to establish an in-house Research Branch, CSC invested heavily in employees and state-of-the-art computer technology and software. The pay-off was CSC's newfound ability to gather and analyze its own data on effective corrections. "We were no longer dependent on external service providers," recalls Motiuk. "We had the ability to examine operational data and conduct analyses ourselves."

CSC research capacity has proven instrumental in areas ranging from forecasting the growth and needs of the offender population, and developing offender assessment technology, to measuring correctional performance. Important CSC initiatives such as the Custody Rating Scale, the Offender Intake Assessment process, Aboriginal and women-specific programs, access to the Internet and standards for community supervision, all started out as Research Branch initiatives.

Many of those initiatives are a part of Motiuk's professional history. "To build a systematic risk-needs assessment approach to the supervision of offenders under community supervision – that was my first assignment," Motiuk recalls of his first days at CSC. "The other project at the time was to conduct the first and only epidemiological survey of mental health in the Canadian penitentiary system. It was a massive undertaking and it hasn't been done since," he explains. "The survey allowed CSC to demonstrate the incidence and prevalence of mental health problems within the system. It's been referred to ever since, to establish CSC's funding needs."

Today, the Research Branch has grown to more than 40 full-time staff members, and its work has helped shape and modernize almost every aspect of CSC operations – from intake, to program delivery, to supervision in the community.

"CSC's Research Branch was involved in many important initiatives, including the development of the Offender Intake Assessment process," echoes Brian Grant, the current Director General of the Research Branch. "This project put CSC ahead of all other correctional jurisdictions in the area of assessment. Our automated assessment procedures are still the envy of most correctional jurisdictions."

In 1999, CSC's Research Branch started a new chapter in its history with the establishment of the Addictions Research Centre in Prince Edward Island. The centre's creation resulted in a significant increase in the number of CSC research initiatives involving addictions. Grant worked at the centre and believes it's an initiative CSC should be very proud of.

The solid foundations created by the Research Branch during the past 20 years will allow CSC to improve upon its history of effective corrections as part of the Transformation Agenda.

"It's clear that we can contribute to public safety through the delivery of these programs," Motiuk adds. "The evidence is pretty solid on this and it's been replicated time and again, however, we still have more to learn. We must adjust and adapt to the unique needs that our offenders will present over time and make adjustments accordingly."

It's a challenge Grant looks forward to. "The next five years will see much in the way of innovation in corrections," he says. "We will be doing a great deal in the near future to further improve how CSC operates and to show the world how corrections can be done to produce the most effective results." ■



CSC is enhancing integration across the Service, including building stronger relationships between institutional and community staff.

Transformation Update: It's All About Integration

By Morris Zbar, Leader, CSC Transformation Team

When Mike¹ entered Millhaven Institution to begin a five-year federal term for aggravated assault, he came with a troubled past. Mike was mired in chronic substance abuse that led to violent confrontations and theft, and he had previously served time in provincial jails and youth detention centres. His previous attempts at rehabilitation had been stymied by his lack of education and inability to find regular work. His family relationships had broken down, leaving him at times without shelter.

For Mike – and many other offenders that enter a Correctional Service of Canada (CSC) institution – effective corrections requires each of these factors be addressed during incarceration, supervision in the community and beyond. It requires a prison system that both keeps drugs out of its institutions, while providing rehabilitative services for those left dealing with withdrawal and other side-effects. Effective corrections must also provide education and training to offenders, and ensure the training is geared to areas where offenders may find work. It requires a correctional service that works in concert with provinces, municipalities and other stakeholders, to ensure that offenders released into the community have access to housing and other services necessary for successful reintegration.

To enhance public safety, both in our institutions and communities, CSC must take an integrated approach to corrections. Increasing integration throughout the Service has been one of the Transformation Agenda's high-level objectives. We are working on a variety of initiatives that help promote this comprehensive approach throughout the continuum of care – from the moment an offender starts the intake process, to their Warrant Expiry Date.

ENHANCING INTEGRATION INSIDE INSTITUTIONS

Integration is central to the new approach to correctional program delivery being introduced through the Integrated Correctional Program Model (ICPM). The ICPM is a modularized framework that consists of three entirely distinct and comprehensive correctional

programs for offenders. They will include a multi-target program, a sex offender program, and an Aboriginal-specific program, to ensure that CSC continues to address the individual needs and risks of correctional program participants most effectively.

The goal is to help more offenders participate in and successfully complete programs in a timely manner.

The ICPM will be piloted for male offenders in the Pacific Region starting in January 2010. In the meantime, we are working on maximizing program capacity across the Service to make the most effective use of our current resources. [More information on CSC's correctional programs will be available in the next issue of *Let's Talk*.]

Striking a better balance among offenders' employment, education, correctional program and mental health needs was recommended by an external review panel. One way we are trying to do this is by creating interdisciplinary teams for case management, which can include teachers, correctional officers, employment counsellors, program managers and officers, parole officers, chaplains, Elders and CORCAN staff. An interdisciplinary team can work together to develop and manage an offender's correctional plan. This can result in an integrated approach that responds to an offender's individual needs, from the beginning of his or her sentence through to community supervision.

BUILDING BRIDGES FROM INSTITUTIONS TO COMMUNITY

The safe transition of offenders from an institution to the community remains one of CSC's corporate priorities, and strengthening linkages between institutions and communities helps us achieve this goal. For example, a group of directors (with responsibilities ranging from case assessment, case interventions, sentence management, chaplaincy, psychology, Aboriginal initiatives, community corrections, women offenders, and institutional and community reintegration) meet regularly to exchange information, share best practices, and promote a consistent approach across the Service. This helps reinforce the continuum of care for the offender, ultimately resulting in more successful releases to the community.

The Transformation Agenda also places emphasis on communicating with stakeholders and volunteers. Building bridges with our community partners remains essential. This is achieved by regularly engaging

¹ Mike is a fictional character representing a composite of the offender profile.

Citizen Advisory Committees, the Interfaith Committee, and the National Associations Active in Criminal Justice, to name a few.

SUPPORTING THE MENTAL HEALTH CONTINUUM OF CARE

Mental health services span from institution to community. CSC is currently implementing key components of the Mental Health Strategy in order to improve our capacity to address the mental health needs of offenders. The Strategy comprises two main initiatives that are being implemented in an integrated manner – the Institutional Mental Health Initiative and the Community Mental Health Initiative.

The continuum of care begins at intake, when offenders arrive in the federal system and undergo mental health screening as part of the intake assessment process. If the need for mental health support is identified then (or at any other point during their sentence), a treatment plan is prepared and becomes an integral part of their correctional plan. This treatment plan is considered in the community release planning process.

Health care services in the community are typically a provincial responsibility. Consequently, there is a requirement to develop partnerships with provincial and territorial organizations. To identify and resolve issues common to correctional jurisdictions, CSC works

with a Federal-Provincial-Territorial Heads of Corrections Working Group on Mental Health that includes representatives from the Mental Health Commission of Canada.

“TRANSITIONING” TRANSFORMATION

Currently in Phase 2 of our Transformation Agenda, we are focussed on another kind of integration: we are in the process of transitioning/integrating initiatives into the priorities and processes of each region and sector of CSC. It is important to note that, rather than add-ons, these initiatives are replacements or enhancements to our ongoing work. Detailed plans have been developed for each transformation priority project. These plans will be operationalized through regional transformation action plans, and the results of these inter-connected initiatives will provide a sound basis for continuity in fiscal year 2010–11.

WHY INTEGRATION IS IMPORTANT

Increased integration overall has a number of clear benefits, including a reduction of duplication and redundancy, getting “buy-in,” and less “working in silos”. This helps CSC achieve more effective, sustainable public safety results. ■

EXAMPLES OF INTEGRATION

Atlantic Region

- Community parole officers and representatives from Community-Based Residential Facilities meet regularly with staff from the institutions to provide information on community services available to offenders.
- Parole officers from Dorchester Institution meet with offenders at Atlantic Institution to help them prepare for transfer from maximum security level custody to medium security, while community parole officers visit institutions to meet with offenders to answer their questions about their responsibilities under community supervision. These meetings help reduce offender anxiety, and have led to smoother and more successful transitions.

Quebec Region

- As a pilot project for offenders housed at Donnacona and Leclerc Institutions, community parole officers from both districts in the Quebec Region systematically review all statutory release cases 12 months before offenders’ release dates, and work with institutional parole officers to develop release plans. Meetings are held with the community and the institution to clarify plans, answer questions, and determine needs.
- A community parole officer is based at the CSC Ville-Marie Parole Office to process all cases requiring residency (day parole, full parole or statutory release with residency). Having a dedicated resource person helps to identify quick solutions for offenders’ needs, and greatly supports the work of institutional parole officers.

Ontario Region

- The Wardens at Kingston Penitentiary, Bath Institution, Grand Valley Institution, as well as District Directors from the community and CORCAN senior managers, are integrating their efforts to reduce the rate of Statutory Release with Residency cases in the Ontario Region.

- A new “in-reach” initiative involves community parole officers working with institutional parole officers to review potential Statutory Release with Residency cases, with a view to exploring alternatives and strengthening release plans. Representatives from Community-Based Residential Facilities are also involved.

Prairie Region

- Rockwood Institution has dedicated a parole officer to work with offenders with mental health disorders. Monthly meetings are held with the Mental Health Discharge Planner to support release planning for these offenders.
- The Aboriginal Reintegration Team (ART) was established as a pilot project in the Manitoba Corridor, in March 2009, to build bridges between the institution, healing lodges and community parole, as a means to enhance planning for aboriginal offenders 6–12 months prior to release. ART was implemented in the Saskatchewan corridor as of September 2009.

Pacific Region

- Kwikwèxwelhp Healing Village’s relationship with the local First Nation, Chehalis, is strengthened by the working group that meets monthly as the Cooperative Programs Board, which comprises staff from both Kwikwèxwelhp and Chehalis Band. This has enabled various co-operative community engagement initiatives between the two organizations.
- Pacific Institution has worked with Langley College to identify standards for the caregiver program to mirror community standards. When the offenders graduate from the program, they receive a certificate from Langley College and, if and when they apply for a job in the community, the public can check with the college to ensure the applicant has the credentials and meets the standards set by the college.

Building on Success: The Next Chapter in Effective Correctional Programming

By Jodi McDonough, Program Officer

The Correctional Service of Canada (CSC) is preparing to embark on its latest chapter in a rich history of effective correctional programming.

In January 2010, CSC will pilot its third generation of Correctional Programs by launching three entirely distinct new programs for offenders at each institution and community site in the Pacific Region. These programs include a Multi-Target Program, a Sex-Offender Program, and an Aboriginal-specific Multi-Target Program, all of which include an institutional and community maintenance component. Officially referred to as the Integrated Correctional Program Model (ICPM), these new programs combine the most valuable aspects of our existing interventions with the most promising innovations in correctional programming research.

Simply put, the ICPM is not changing what the Service knows it does well, as CSC's Correctional Programs have always been designed to address offenders' criminogenic needs, and they have always operated from a cognitive-behavioural approach that adheres to the principles of Risk, Need and Responsivity – an approach to treatment which has consistently proven to produce the greatest reductions in both violent and general recidivism.

In fact, CSC's most recent national Correctional Program evaluation reveals that while CSC's national substance abuse program is responsible for an impressive 63 per cent reduction in violent crime, other Correctional Programs offered by CSC fare similarly well.

Despite these results, CSC has continued to experience challenges in program delivery over the past several years due to a number of longstanding logistical issues, as well as changes in the offender profile.

As Michael Bettman, Director of Reintegration Programs at National Headquarters explains: "right now we've got 38 national Correctional Programs, all of which are running independently from one another...replacing that with an integrated program that adds more sessions but delivers the same content...provides economies of scale that are extraordinary and allows us to effectively respond to multiple different needs".

Bettman adds: "the ICPM pilot provides the Service with an opportunity to look back on the tremendous strides it has made in Correctional Program development and delivery over the past 30 years".

The evolution of CSC's Correctional Programs began in the 1980s when CSC developed its first series of Correctional Programs, using the wealth of research that was being produced on effective correctional treatment for direction and guidance.

The development of this first generation of Correctional Programs in the 1980s represented a fundamental shift in the philosophy of Canadian corrections. More specifically, this change broadened the focus of our interventions to include programming that directly addresses the factors that lead to criminal behaviour, to complement the educational and vocational training we were already providing.

In comparing and contrasting the three generations of CSC's Correctional Programs, Bettman explains that the first generation of programs was relatively short, and designed to teach offenders problem-solving skills, emotions management skills and relapse prevention skills.

The second generation in CSC's correctional programming history was marked by the development and implementation of a broad range of programs of varying intensity levels, each designed to address specific risk factors related to a specific criminal activity. At the same time, specialized Correctional Programs for Aboriginal and women offenders were being implemented to address their unique correctional needs.

It is an evolution that Bettman describes with pride and conviction: "our programs reduce crime – they are among the many things CSC is recognized as world leaders in". Considering the long list of correctional jurisdictions that have successfully implemented CSC's Correctional Programs abroad, Bettman's statement almost seems modest.

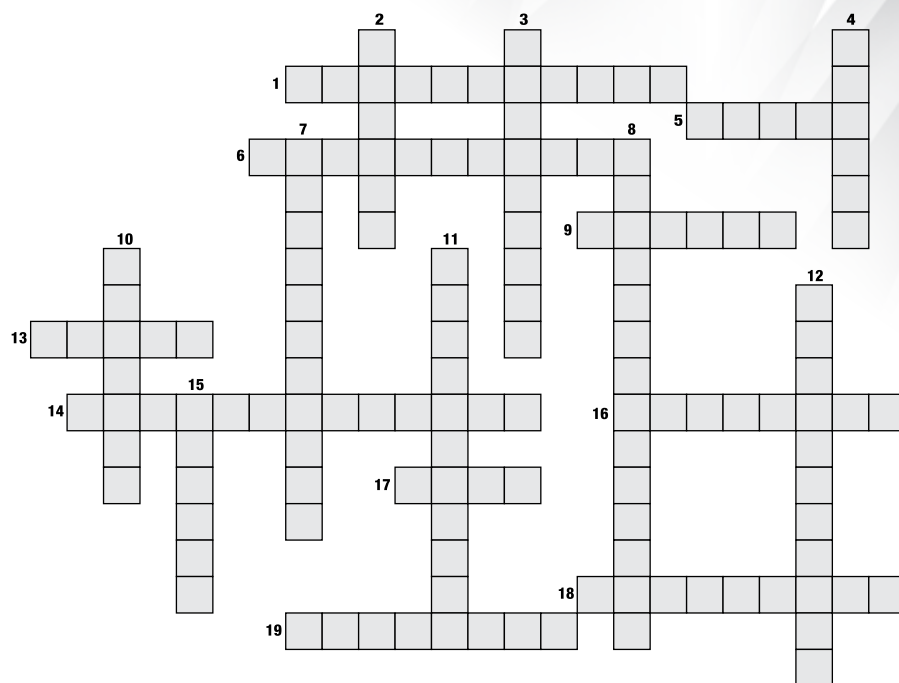
But Bettman reminds us that while evaluations continue to confirm the effectiveness of our current programs, their popularity has created a series of operational difficulties that the Reintegration Programs Division hopes to resolve through the implementation of the ICPM.

"There continues to be demand that we need to meet," Bettman explains. "The ICPM is our method of solving some problems by taking the best of what we currently deliver and addressing more holistically the varying needs of offenders."

The idea is to ensure that offenders who require Correctional Programs to change their behaviour can access and benefit from a more complete continuum of CSC programming that spans from the intake stage of incarceration to release. Aside from the greater continuity of care afforded by this new model, the integrated nature of these new programs will help offenders understand the interplay among their various risk factors and increase their ability to generalize the skills they learn to manage more than one risk factor.

This new approach, while yet to be launched and evaluated, is expected to help the Service respond to the increasingly complex needs of today's offender population and maximize public safety, for years to come.

Crossword



ACROSS

1. The branch within CSC that works with Aboriginal communities and offenders is known as Aboriginal _____.
5. We believe that the sharing of _____, knowledge, values, and experience, nationally and internationally, is essential to the achievement of our Mission.
6. In the 1930s, the _____ Commission studied Canada's corrections system and suggested many changes.
9. CSC works closely with the National _____ Board.
13. The "Provincial Penitentiary of _____ Canada" in Kingston, Ontario was Canada's first institution using the concept of penitentiary houses, taking its first six inmates on June 1, 1835.
14. The title of the report of the CSC Review Panel, submitted on October 31, 2007 is: A Roadmap to _____ Public Safety.
16. The inscription on the bottom of the CSC crest reads "Futura _____", meaning "to grasp the future."
17. CSC has _____ regional headquarters in addition to its National Headquarters.
18. The work of gradually releasing offenders, ensuring that they do not present a threat to anyone, and helping them adjust to life beyond institutional walls is called _____ corrections.
19. This service allows lifers who have successfully re-integrated into the community for at least five years to help other lifers throughout their sentences.

DOWN

2. As outlined in our Core Values, We respect the dignity of individuals, the _____ of all members of society, and the potential for human growth and development.
3. The Correctional Service of Canada's (CSC) _____ plan for Aboriginal Corrections ensures a federal correctional system that responds to the needs of all offenders and contributes to safe and healthy communities.
4. The Correctional Service of Canada (CSC), as part of the criminal justice _____ and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.
7. The non-adversarial, non-retributive approach to justice that emphasizes healing in victims, meaningful accountability of offenders, and the involvement of citizens in creating healthier, safer communities is known as _____ Justice.
8. Enhancing Offender Accountability, Eliminating Drugs, Enhancing Correctional Programs and Interventions, Modernizing Physical Infrastructure, and Strengthening Community Corrections are all themes of what agenda?
10. The Government of Canada abolished this kind of punishment in 1976.
11. CSC operates under the rule of law, and in particular, the *Corrections and _____ Release Act*, which provides its legislative framework.
12. CSC is responsible for the safe _____ and reintegration of offenders serving sentences of two years or more.
15. The term developed by Judge Rosalie Silberman Abella, Commissioner of the Royal Commission on Equality in Employment (1984), to describe a distinct Canadian process for achieving equality in all aspects of employment is known as Employment _____.

The answers to these questions can be found in the next edition of *Let's Talk*.