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Let's Talk



OUR MISSION



Correctional Service
Canada

Service correctionnel
Canada

Canada

Remarks by
Mr. Ole Ingstrup
Commissioner of the
Correctional Service of Canada
on the occasion of
The Mission Signing Ceremony

National Archives Auditorium, Ottawa
Wednesday, January 15, 1997



I want to tell you how happy I am to see you gathered here today for what is a very important and, I might add, memorable occasion for the Correctional Service of Canada.

Besides, I think this is a most pleasant way for us to start the new year together.

It is a great pleasure for me to welcome on your behalf our Minister, the Honourable Herb Gray, who honours us today with his presence, his participation in Corrections and his support. It is nice for me to thank you for this publicly, Minister.

In a few moments, Minister, you will be signing the Mission of the Correctional Service of Canada. This signature will mark an important milestone for all of us in the organization, one which I am sure we will all remember and cherish.

I believe that this signature will represent a clear endorsement by our Minister of what we should strive to do each day, in each activity that contributes to the protection, or the better protection, of Canadian society.

It translates as a strong expression of confidence, through which we reaffirm what we stand for, and believe in, as a key player not just in Corrections but, I would like to think, of the Government of Canada.

It also gives us an invigorating message, one which tells us that, in spite of the many challenges we face, in spite of the many daily crises,

larger or smaller, that we manage as part of our business, in spite of the complex and delicate issues that we face, and yes, in spite of the tough times we have gone through, we are still one of the best correctional services anywhere in the world.

One whose expertise and advice is sought, I am pleased to say, by a large number of our international partners; in the same way as partners in the policing community seek the advice of the RCMP, and the paroling community seeks the advice of the National Parole Board.

As this contract is signed and sealed with you today, Minister, we are also reminded of our continued obligation to deliver on the Mission.

Because your confidence in this organization collectively means that you value, as I do, and that you are counting on, as I am, the commitment of each one of the members of the Correctional Service of Canada, at any level, and in every unit across the country, to delivering the best possible correctional service we can deliver, while respecting firmly the laws that govern us.

But, some of you might say, since we do have now a *Corrections and Conditional Release Act*, we have our own law, so to speak, with a number of rules and regulations, why, then, do we also need a Mission?

I think this is a very legitimate question and one that we should ask ourselves.

My answer to it is that the Mission is about us, about how we conduct ourselves, about principles that should and will guide us in our day-to-day responsibilities. It is about the objectives that this organization must continuously, and in a determined fashion, pursue as part of our jobs.

In fact, not only is the Mission intended to be completely consistent with the law, but it should help us, each of us and us collectively, to understand how to apply the law in all that we do.

And this is why at the heart of our Mission is a statement which spells out the business we are in. Let me reread it to you as it currently reads:

"The Correctional Service of Canada, as part of the criminal justice system, and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control."

That is what it says.

Let us remember that in the early 1990s, the Mission enabled the Correctional Service of Canada to move way up Treasury Board's list of the most

effective Public Service organizations in the Government of Canada. Something to be deservedly proud.

But at this stage, I must admit that things have changed and that we have work to do before deserving such a distinction again.

On the other hand, I know that with your involvement and your ideas, we can and will regain our place at the top of that list.

I might add that we would not have a Mission statement if it were not for the many members of the Correctional Service of Canada who took part in the consultations that led to the document.

This is not an exercise conducted behind closed doors around the Management Committee table. We were able to count on the participation and commitment of employees at every level, and in the many units all across the country.

In that spirit, managers of the Correctional Service of Canada will shortly be receiving copies of the Mission to hand out personally to their staff. I am encouraging everyone to acquaint yourselves, or reacquaint yourselves, with what the Mission says. The Mission is only powerful if it is clearly understood and remembered.

I am also asking all managers to set serious time aside with their staff to reflect on what this document means to them, and how it can assist us in delivering good corrections, that which we are about, on behalf of all Canadians.

I am always keen, of course, to hear your views about the Mission. We must work together. You must tell us: are

there ways that we can improve our performance on the part of management in order to live up to the Mission? How does it look seen from where you are? How can we improve?

We need ongoing feedback, we need to look for opportunities. We need to meet our challenges in the spirit of the law, in the spirit of the Mission.

To put it simply, I think the Mission has to be viewed as an extremely positive opportunity for exchange, one that ensures that we constantly focus on good corrections, on understanding what it means, on how to go about it.

So let us talk about it, but also, if I may be allowed to use an almost worn out expression, let us not forget to walk the talk!

We cannot say one thing, we cannot commit ourselves to our government, to our Minister, to do certain things, and do something else. It is not only a question of compliance, it is a question of integrity for individuals and for us collectively.

If we do it well, we will be in compliance with the law. If we do it well, we will be delivering good corrections. If we do it well, we will have good reasons to be proud of our contribution to a better Canada.

I would now, ladies and gentlemen, like all of us to welcome our Minister and invite him to the podium to say a few words to us.

Thank you.



Remarks by
the Honourable Herb Gray, P.C., M.P.
Solicitor General of Canada
on the occasion of the signing
of the Correctional Service of Canada's Mission

National Archives Auditorium, Ottawa
Wednesday, January 15, 1997



Thank you, Commissioner.

Ladies and gentlemen, I am certainly delighted to be here today.

I believe that the role each of you plays in the Correctional Service of Canada is of importance in the effective functioning of the criminal justice system.

I know that what many of you are called upon to do can be demanding, at times difficult, and perhaps thankless.

I have come to understand something of the pressures and the sensitivities of your work, and I appreciate the contribution you make, whether at National Headquarters or in the various regions, institutions and Parole Offices in our country.

I would like to emphasize what the Commissioner said earlier about the rule of law.

The Correctional Service's Mission statement clearly shows that adherence to the provisions of the *Corrections and Conditional Release Act* is your primary responsibility.

What the Mission of CSC does in support of the *Act* is provide you with a blueprint against which you are able to check your actions in your performance of duty.

Getting back to the comments of Mr. Allard, when you look at the Scriptures as the law, there are many examples of codes and creeds explaining, simplifying, making clear what the law is all about. And in that context, you can look upon the Mission statement.

I know how committed Commissioner Ingstrup is to the highest standards of service, and how much the Mission of CSC means to him, as it does to me – and I trust and believe to all of you – in the overall management of the federal prison system.

And this is why I am delighted to give the Mission of the Correctional Service of Canada, the Mission statement, my personal and unre-served support.

Over the coming months, I will be very interested to hear about your progress, and to see how your Mission is applied in the role you are called upon to play, that of helping protect society by delivering good correctional services.

From time to time, there will be crises which you will be expected to manage effectively. But I don't think we should forget the compelling human stories, the many successes, big and small, which, regrettably, we and the public tend to hear too little about.

This organization is about contributing to the protection of society through good corrections, within the full respect of the law. But it is also about people believing in the potential of other less fortunate people to change for the better, and helping them reintegrate safely into the community.

So I say to all the unknown heroes in the Correctional Service of Canada who often perform beyond the call of duty, and to all their partners and the countless dedicated volunteers, I salute you on this occasion and thank you for all of your efforts.

Thanks for having me here, and may I wish you all a happy, and of course, healthy New Year, and success in your important work.

InfoNet is Coming to CSC!

During 1997, every employee who has a computer connected to the CSC network will experience a quantum leap forward in functionality through access to vast amounts of previously inaccessible information. This will occur because of the dramatic advances that have been happening around the globe related to Internet technology. The Service has taken advantage of the opportunities offered by this new technology by developing a corporate-wide "intranet", called "InfoNet". An intranet uses exactly the same technologies as the Internet's World Wide Web, but is internal to an organization.

InfoNet is being targeted at every networked computer user rather than just a select few, as has been the case with other systems. Staff will have access to the most up-to-date versions of all required corporate information, such as: the Commissioner's Directives (CDs); the Case Management Manual; other policy and legislation; daily news feeds from media sources across the country; minutes of high level meetings; Offender Management System (OMS) help screens from any point in the OMS; legal decisions; all government and CSC forms; research reports; and statistical information.

Publiservice — the Federal Government's intranet site — will also be accessible through InfoNet. Publiservice contains a huge repository of information applicable to the jobs of public servants — information such as Treasury Board manuals and publications, government directories and human resources information.

In addition to NHQ, each Region and operational unit will be able to create their own "web sites" of information. The information stored at all of these sites will be accessible to staff using a "browser". For those who are not already familiar with Internet technology, a browser is an easy-to-use software interface that provides view, print and search services for all of the electronic "pages" contained on the intranet's server computers. A search tool will allow a user to type a word or phrase, such as "administrative segregation". Within seconds the user will find every reference to the search term and will be provided with a list of choices that will include all references in the CDs, or the *Corrections and Conditional Release Act*, research documents, minutes of meetings where the issue was discussed, news articles, related briefing notes and related legal decisions! The possibilities will be limitless.

All CSC employees with networked computers should have access to InfoNet by the end of February 1997. No longer will staff have to wonder if they have the latest version of a Commissioner's Directive (or any other corporate document), or if they are compliant with a regulation or policy. No longer will management information and service-wide trend information be restricted to a certain set of staff. All this information, and more, will be readily accessible on every staff member's computer. Throughout 1997, InfoNet will continue to evolve to include numeric information related to our key performance indicators, in addition to other pertinent content.

All OMS users will have OMS instructional help accessible to them on their PCs — via an electronic link between OMS and the intranet. This will be followed later in the year by direct access to the appropriate policies and legislation pertinent to the screen from which the user is accessing the help.

The possibilities for the future are full of promise as Regions and operational units begin to create their own content which will be viewable by all. 1997 promises to be a significant year in the way we do business.

Stay tuned to a PC close to you for further developments!

Sams of **Drum Pen**

In an effort to curb the higher than normal risk of suicide among offenders incarcerated in correctional institutions, Drumheller Institution has established a Samaritan program that deals with suicide prevention. The pilot project consists of a group of offenders who have undergone comprehensive training equivalent to that

given to telephone crisis line volunteers.

The volunteers, who call themselves *Sams of Drum Pen*, provide fellow inmates with supportive listening and de-escalation of suicidal individuals. They also provide information about, and referral to, existing professional care services offered by the Institution. A Suicide Awareness

Team, comprised of institutional staff, care professionals and offenders, monitor the program and develop co-operative strategies in caring for the potentially suicidal in custody. The *Sams* have indicated that inmates are aware of the service and that a significant number of offenders approach them, often simply to talk.

Task Force On Policy Review:

Final Report

In a continued effort to improve the CSC, the Executive Committee created the Policy Review Task Force to explore the issue of non-compliance and to ensure that clear, concise and consistent direction is provided throughout the Service and that this direction is founded upon the law.



The most significant change to the policy framework will be the streamlining of documentation into a single source which is clearly an authorized policy document.

Before determining what the CSC policy framework will look like, the Task Force established the basic principles which would underlie the corporate policy framework. These principles said that policy should be simple, non-repetitive, eliminate inconsistencies, amalgamate related information and should only be developed when needed.

The Task Force found that the current policy framework was sound, but that there needs to be greater clarity with respect to defining its components.

Streamlined Documentation

The most significant change to the framework will be the streamlining of documentation into a single source which is clearly an authorized policy document. Standard Operating Practices (SOP's) will replace the wide range of existing documentation such as manuals, codes and guidelines.

The Task Force's proposed policy framework is divided into four main sections: Commissioner's Directives, Standard Operating Practices, Regional Instructions, and Standing Orders. Commissioner's Directives will primarily provide written rules and authorities to provide greater clarity and/or direction, and they will, generally, state "what" the organization wants done, with little or no inclusion of process. Standard Operating Practices are corporate process oriented documents which explain "how" to do our work in the context of law and policy. The SOP's will provide front-line staff and supervisors with an integrated source of information including laws, policies and the process required to carry out their duties. Regional Instructions and Standing Orders will be signed by Regional Deputy Commissioners and Warden/District Directors respectively. Each will contain the rules and processes which are particular to a region or a unit. Neither will repeat nor change national policy.

The Corporate Policy Development Process

In its deliberations on policy development, the Task Force found that the process as elaborated in Commissioner's Directive 200 was fundamentally sound, though it could be enhanced and more effectively implemented.



In its deliberations on policy development, the Task Force found that the process as elaborated in Commissioner's Directive 200 was fundamentally sound, though it could be enhanced and more effectively implemented.

During the planning stage of policy, the Task Force recommends that a policy be sponsored by a member of the Executive Committee only and, if it is to be further developed into policy, it must have the support of the ExCom and the Assistant Commissioner, Corporate Development.

To ensure a more effective implementation of policy, all policies in the development stage, according to the Task Force, should follow guidelines that clearly define workplans and identify the resources required. If quality consultations are required, they should

be undertaken selectively, based on the issue being addressed.

According to the Task Force, the final stage of policy approval should be guided by the same disciplined approach to quality. They propose that policy development teams use templates to identify the components of submissions for decision-making, and that national and regional policy staff provide a quality control for submissions.

New and substantial policies, the Task Force argues, must be preceded by appropriate lead time and training before actual implementation. Also identified as critical for effective implementation of policy is the development of training packages, changes to the computer system and modification of processes related to policy.

Educating Front-line Staff on Policy

There are many ways to educate front-line staff on policy and expectations. Issuing directives, providing access to the *Corrections and Conditional Release Act (CCRA)* and the *Corrections and Conditional Release Regulations (CCRR)* at the work site, and the development of employee-focused standard operating practices, handbooks and checklist to bring together law, policy and procedures into an integrated reference tool directly related to their jobs have all been proposed. One of the more effective means, according to the Task Force, is to provide supervisors and managers at all levels of the Service with training and education on law and policy, then training these supervisors and managers to be "coaches" to the front-line staff. Using these individuals

as coaches will not only continue the strong oral tradition of the Service, but will also become a strong link in compliance.

Review, Monitoring and Evaluation

It was evident to the Task Force that a strong review mechanism be put into place. They propose that every document in the policy framework be subject to a mandatory review at least every two years and that mechanisms be put into place to effect such reviews. In order to ensure discipline in the process, it was also recommended that every document in the policy framework have a sunset date two years from signature, unless the document has been validated and re-signed.

Given the sheer volume of policy, frequent and routine monitoring is difficult. In order to reduce and correct non-compliance promptly in critical areas, the Task Force suggests that management controls and monitoring mechanisms are needed to ensure accountability. They further state that mechanisms which provide performance information and measure said decision are needed throughout the Service to assist managers in decision-making and in taking corrective actions.

Consistent with the view that we need to better address implementation issues and to pay more attention to policy changes, it is also recommended that a full evaluation be undertaken of the results of the Task Force's work with a preliminary report every two years followed by a full report one year later.

The Task Force argues that enacting these changes will help to promote leadership at all levels of the organization, ensure policy makers have quality contributions to the policies being developed to ensure they are implementable, provide employees with policies in a useful form, and build pride in our staff. Good monitoring, strong leadership and knowledgeable employees will continue to build on the cornerstone of CSC's professionalism.

Training for Primary Workers

The management of Joliette Institution is very proud of the performance of six primary workers who took the Institutional Emergency Response Team basic training. All six — Chantal Coulombe, Daniel Larivière, Lyne Marchand, Marie-Claude Rondeau, Marylène Tardif and Ginette Turcotte — had final marks equal to or above the average for the class. This training was a first for female CSC staff in Quebec, and it proved to be a great success!

We would also like to highlight the performance of Ginette Turcotte, a primary worker from Joliette Institution, who came in first in the Baton-handling Instructor Training course held in September 1996. Ms Turcotte is the first woman in Quebec to pass this instructor training course.

We hope these women will lead the way for female correctional officers in other institutions.



*It was evident to the Task Force that
a strong review mechanism be
put into place.*

Sod Turned for Parrtown CCC/Saint John Parole Office

Thursday, September 12, 1996, marked yet another step towards the establishment of a complex which will house the existing Parrtown Community Correctional Centre and the Saint John Parole Office in Saint John, New Brunswick. About 50 neighbourhood residents, community leaders, criminal justice partners and employees from the Correctional Service of Canada and Public Works and Government Services Canada gathered on the site selected for the facility at 51 Carleton Street for the official sod-turning ceremony. Mr. Paul Zed, MP for Fundy-Royal, presided over the event.

Meridian Management Inc. of Saint John has been awarded the contract to construct the \$2.3 million facility. It is scheduled for completion by April 1997.

"Participation in the event of the many partners in the criminal justice system is a reflection of the involvement it takes to ensure the successful reintegration of the offenders into society. When we send them back to the community, all elements of society



must provide them with help and encouragement," said Deputy Commissioner Alphonse Cormier.

Marc Brideau, Director of the New Brunswick West Parole District, who will be in charge of the complex indicated that "Partnerships with agencies from all sectors have contributed to a good track record for community corrections in the city of Saint John for over 25 years of federal correctional presence here, and we hope that this new complex will result in a strengthening of these partnerships."

The new complex will provide accommodation for up to 26 individuals on conditional release in the community, in addition to housing the Parole Office. The adjacent location of the operations will allow for a more efficient and effective delivery of correctional services in the Saint John community, with such added features as the expansion of program space allowing for increased community interaction and participation. This space will be made available to community groups who service the general public.



Partnerships with agencies from all sectors have contributed to a good track record for community corrections in Saint John.

Former and Current **CSC Employees** Honoured

A number of former and current Correctional Service of Canada employees were honoured for their efforts outside Corrections, for being outstanding in their field.

Tim Corrigan, Doug Garson, Knute Hemstad and Gord Wilson – all retired from many years of service at Saskatchewan Penitentiary, plus Ivan Moxness who is still currently working for CSC as Classifications Officer at



Prairie Regional Headquarters, were recently inducted into the Prince Albert Sports Hall of Fame. All were members of the Coronet/Riverside Royals fastball team which ruled Saskatchewan fastball from the mid-1950s to the mid-1960s.

From 1958 to 1962, the fastball team was the premier senior B men's fastball club, reaching the provincial tournament five straight years and winning the title twice.

Saskatchewan Penitentiary Substance Abuse Counsellor Wins Award

Eighty-three-year old Elmer Hicks of Prince Albert was bestowed with top honours for his work in the addictions field. The provincial government awarded Mr. Hicks with the Canadian Centre on Substance Abuse Medallion of Distinction last November. Mr. Hicks has had decades-long involvement in substance abuse counselling and program development. For the past two years he has worked at the Saskatchewan Penitentiary as an alcohol and drug counsellor.

"I feel very good, real honoured," said Mr. Hicks on winning the award. "I got involved 45 years ago and sort of stayed with it. There is a great need so I'll just hang in there as long as I'm around."

The CCSA Medallion of Distinction award program was established in partnership with all the provinces and territories to honour the finest achievements of dedicated volunteers and professionals active in the substance abuse field.

Homage to the Dean of Correctional Officers, Quebec Region

Marcel Bélanger, a Correctional Officer II at Leclerc Institution, received the commemorative medal for 35 years of service in the federal Public Service from Warden Michel Deslauriers, on August 22, 1996. Seventy-two years old and still on the job, Mr. Bélanger is the dean of correctional officers in the Quebec region of Correctional Service Canada.

On behalf of all his colleagues, we wish him health and happiness in all his current and future endeavours.

Pilot Inmate AIDS Peer Education Project

Dorchester Penitentiary

AIDS New Brunswick (AIDS NB) and CSC

have conducted a national pilot AIDS peer education and support program at Dorchester Penitentiary. AIDS NB is a provincial community-based organization mandated to prevent the spread of HIV. It facilitates support for people infected and affected by HIV/AIDS, while familiarizing communities with the subject.

The 15-month Cons AIDS Network Peer Education Project (C.A.N.) was aimed at developing, implementing and evaluating a peer education and support model in which inmates provided one another with necessary information to prevent HIV as well as other serious diseases. This education project was in addition to providing support to those living with HIV/AIDS.

The C.A.N. project was developed in response to recommendations made in 1994 by the Expert Committee on AIDS and Prisons in their *Final Report on HIV/AIDS and Prisons*. As a result, CSC agreed to pilot test a program of inmate peer health promotion. This response, in combination with AIDS NB's previous education and support work at Dorchester Penitentiary, led to the submission of a proposal for a project that was approved for funding and launched in February 1995.

The C.A.N. project involved developing and implementing an AIDS-related training curriculum for inmate AIDS peer educators. Inmates inter-

ested in becoming peer educators were selected according to specific criteria and procedures.

Although the exact number of inmates with HIV infection in Canadian federal penitentiaries is unknown, almost 1 in every 100 inmates has been reported to be living with HIV/AIDS. This figure is 10 times higher than in the general population. In the prison setting, unsafe sex, sharing of needles for injecting drugs, piercing, tattooing, or injecting steroids are behaviours posing particularly high risks for the transmission of HIV. As repeatedly stated at the First National Workshop on HIV/AIDS and Prisons held in August 1995 in Kingston, given the illegal nature of most HIV-related risk activities within prison, inmate peer education strategies offer the most promise in relation to preventing the spread of HIV and other diseases.

An evaluation of the program conducted three months after its implementation indicates that inmates can effectively provide education and support to their peers.

In August 1995, CSC gave Sonja Ellefsen a secondment to work in Rwanda as a United Nations volunteer. She stayed in Rwanda for five months. What follows is a summary of her experiences.

A Volunteer In Rwanda

The Work of a Volunteer

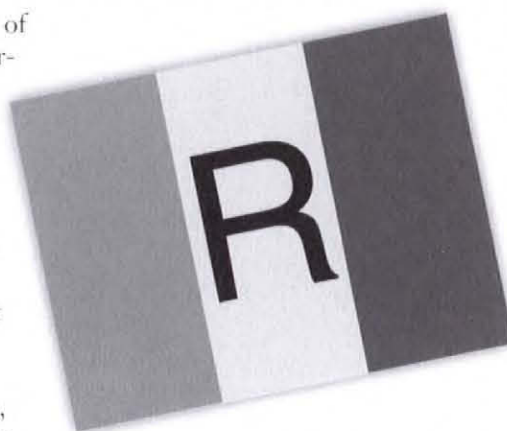
Our role as volunteers is to collect evidence of human rights violations and to conduct investigations. Our offices are always open to enable people to register their complaints of human rights violations, normally consisting of false arrest, threats, torture, disappearances or death. Our duties also include visiting the central prison in Kigali two or three times a week, to meet with the local authorities and prisoners. We discuss prison conditions, take evidence and look for people who have disappeared. Sometimes we manage to get a child transferred to the women's quarters to protect him from sexual predators. We take part, as observers, in mass transfers of prisoners to other prisons.

The Prison System

In 1994, the structure of the Rwandan government crumbled, including the judiciary that sustains the prison system. Authorities continue to imprison people, despite the lack of resources to conduct investigations, prepare case files, release the innocent and hold trials. In August 1995, there were more than 50,000 people in 17 detention centres with a total capacity of 12,500. That number now stands at over 70,000.

In the fall of 1995, an estimate was done of how long it would take to prepare files on all of the people who have been imprisoned without a trial. The IPJ police inspectors (there were 204 at the time) are responsible for conducting investigations and preparing the

case files. A prison population of 52,000 divided by 204 IPJs equals 255 cases per IPJ. Since it takes a week on average to conduct an investigation, it would take at least five years to complete all the investigations.



In order to speed up the legal process, a program is currently being considered that would encourage prisoners to plead guilty to genocide in return for a fixed sentence. Most people involved in the genocide readily admit committing the murders, believing that they have state sanction.

In the central prison in Kigali, as in the majority of the prisons in Rwanda, most of the prisoners live in the central court with no protection against the elements, except for a sheet of blue plastic provided by the Red Cross.

There are no case files for most of the prisoners. When there is a case file, it is held up in the office of the prosecutor. The only prisoner I saw released was a Nigerian accused of drug trafficking. Despite a not guilty verdict, he was being kept in prison. He was released following our intervention.

Administration

Prison administration is caught between two powers: the real power held by the soldiers and the administrative power exercised by the prison staff. Armed soldiers provide perimeter security and control access to the prisons. Prison staff deal with administrative matters and control the movements of prisoners and visitors within the perimeter. Security within the prison is the responsibility of the prisoners themselves.

The inmate in charge of the prison is called the Capita General and has a secretary and another prisoner to assist him. The Capita General keeps the register of prisoners, and each block or quarter has its own security service headed by a Capita.

To visit the prison, volunteers must obtain a pass from the Rwandan Ministry of Justice. The pass is presented at the main entrance and a guard then opens the prison gate. There are no soldiers or civilian staff to escort visitors within the prison. It is the Capita's assistant who escorts volunteers to his office. When we leave, we are escorted back to the gate and must bang on the padlock on the gate until the guards hear us. It is not uncommon to wait 15 or 20 minutes before someone appears, especially when it is raining.

Sonja returned to Canada on January 21, 1996 and resumed her duties as Program Co-ordinator at the Archambault Institution. She can be reached at (514) 478-5960 ext. 8630.

COMMON DEPARTMENTAL

Financial System

The Common Departmental Financial System (CDFS), which is the replacement for FINCON, has been online at CSC National Headquarters since April 1996, and its national roll-out to replace FINCON is planned for April 1997.

This extremely powerful program was developed by Public Works and Government Services (PWGSC) in co-operation with CSC and other FINCON user departments to facilitate financial management across the Government. It is a comprehensive online financial management and reporting system featuring a general ledger, electronic authorization and payment functions, an online interface to CSC's own Corporate Acquisition Management System (CAMS), and a very user-friendly manager's reporting module (MRM).

CDFS consists of six integrated modules: the System Management module allows clients to establish their own financial coding structures, control and security; the Access and Reporting module enables online enquiries and reporting; the Expenditure Management module assists the management and control of departmental expenditures; the Revenue Management module records revenue received; full general ledger capabilities are offered through the General Accounting module; and, the Budget and Forecasting module allows clients to input budget data and annual expenditure plans.

A core group of Regional CDFS Co-ordinators have recently completed training at National Headquarters and have returned to their respective regions where they will deliver training programs to over 300 financial managers and financial staff on CDFS, and approximately 1,500 Activity Centre Managers on the MRM module. Additional support will be provided by National Headquarters who will be monitoring for the next few months.



For more information, contact Stan Fields, Director, Financial Policy, Systems and Operations, CSC at (613) 996-4991 or by fax at (613) 992-8443.



Case Management *Workshop*

The Case Management Workshop was held in Edmonton, Alberta, at the Mayfield Inn, November 26 to 28, 1996. It was attended by approximately 300 correctional staff members, including the Commissioner, the Deputy Commissioner and Assistant Deputy Commissioner for the Prairies, Case Managers (Institution & Community), Program Deliverers, Native Liaison Officers, Native Elders, Correctional Officers II, Correctional Supervisors, Unit Managers, Assistant and Deputy Wardens, Wardens, District Directors,

Marshall of the Bowden Institution, Cindy Presse of the Regional Psychiatric Centre, and Vince Roper of the Edmonton Institution presented *The Correctional Planning Process and Psychological Services*. Later in the afternoon, presentations were given by the recently appointed Regional Vice Chair, NPB, Prairie Region, Art Majkut, and by NPB member, Claire Carefoot.

The second day began with a captivating presentation by Ron Hamilton on *The Indian Residential School System in Canada*. This was followed by a

101 Street Apartments. The afternoon began with an inspiring speech by Commissioner Ingstrup, that clearly provided participants with the direction of the Service for the future. The Commissioner's presentation was followed by a question and answer period where the Commissioner, Deputy Commissioner, Assistant Deputy Commissioner, Senior Board Member of the NPB, and the Regional Director of the NPB, answered questions from participants. The remainder of the afternoon was spent in breakout groups, by parole district, working on the issue



Citizens Advisory Committee members, and National Parole Board members.

The focus of the workshop was Correctional Planning and the importance of the Case Manager as a Releasing Agent. Deputy Commissioner for the Prairie Region, Rémi Gobeil, opened the workshop. He was followed by a presentation by CSC staff members, Lawrence Burnouf and Susan Johnson, on the *CSC/NPB Quality Case Management Project: Enhancing Case Preparation Practices to Further Increase the Safe Reintegration of Offenders into the Community*, a project currently being run in the Prairies. Henry Kowal, Grande Cache Institution, presented *The Correctional Planning Process: The Key to All Decisions Made Affecting the Offender*. CSC psychologists Bill

presentation on *Programming Options for Mentally Ill Offenders* by Brett Enns, Saskatchewan Penitentiary; Perlita Torres, Edmonton Institution; and Marnie Bercov, Director, for



*The focus of the workshop
was Correctional Planning
and the importance of
the Case Manager as a
Releasing Agent.*

of harmonizing the Correctional Strategy. A banquet followed in the evening where participants were entertained by traditional native story teller, Wes Fineday.

On the final day of the workshop, reports were presented by the various breakout groups. Charles Haskell, Legal Services, provided information on staff liability and responsibility in relation to the case management process. Closing remarks were made by the Assistant Deputy Commissioner, Paul Oleniuk.

Feedback from participants indicate the workshop was a great success. Participants at the workshop received practical and encouraging information, as well as clear direction on the future of the Service. For more information, please contact Ken Morken, Project Manager, RHQ Prairies at (306) 975-6721.

Are you **innovative?**

*... looking for a **new challenge?** ... ready to join the **21st century?***

The New Ontario Medium Institution in beautiful Muskoka, Ontario is looking for highly-motivated professionals to join the existing team of this benchmark institution.

This is a unique opportunity for proponents of the Mission and Unit Management principles to make a difference, as the Correctional Service of Canada enters the 21st century.

We're looking for people who want to challenge the status quo, and who are prepared to do business in innovative ways.

If a fluid management style and "new technology" sound exciting to

you, we'd like to hear from you.

Deployment opportunities are available for correctional supervisors and officers, program delivery officers, case management officers, unit managers, and psychologists. Total relocation costs are paid.

Should a deployment offer be accepted, employees will be expected to make a minimum two-year commitment, and may be required to perform the duties of their position at either the New Ontario Medium Institution or the adjacent Beaver Creek Minimum Institution.

The closing date for this opportunity is March 31, 1997. If interested, please submit a detailed resume or a completed PSC 3000 application form, your two most recent PER's and your past two years attendance records to: Mary Jewitt, CHRM, Beaver Creek Institution/New Ontario Medium Institution Complex, P.O. Box 1240, Reay Road, Gravenhurst, Ontario P1P 1W9. Your application will be acknowledged, then considered by a review board. Incomplete packages will not be considered.

Views From Outside

Greetings from . . .

Norway

Two members of the Norwegian Ministry of Education, P. Kvist, Regional Director of the National Education Office in Hordaland, and T. Langelid, Senior Executive Officer, visited Millhaven and Bath institutions and met with officials at National and Ontario Regional Headquarters in June 1996. They took part in a cognitive skills class at Bath Institution and were particularly interested in the Living Skills Program and the Crime Prevention Program, which include sentence planning and follow-up procedures after release. Mr. Langelid was previously here in January 1993 and was pleased to come back.



Advisor, Intergovernmental Affairs at the time. They also had the opportunity to meet with S. Henrikson, the Ontario Chair for the National Parole Board, and other CSC officials.

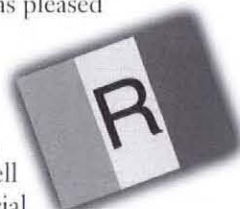
Scotland

In June 1996, K. Donegan, a member of the Scottish Office of the Home Inspectorate, visited the Prison for Women as well as Bath and Millhaven institutions, where she discussed cognitive skills. Her main areas of interest were offender behaviour and sentence planning. She was content with her visit and was able to meet representatives from both National and Regional Headquarters.



Rwanda

In July 1996, Françoise Nyirampabwa, Director of Rwanda Corrections, as well as two of her colleagues from the Judicial National Office, J. Mucyo and J. Gakuba, toured many institutions in the Ontario region. These included: Millhaven Institution, Bath Institution, Prison for Women and the Centre for Correctional Learning, where they met with Brendan Reynolds, who was Corporate



Jamaica

Mr. Prescod, Commissioner of Jamaica, met with CSC Commissioner Ole Ingstrup in June 1996, and visited the William Hay Youth Centre, Millhaven, Bath, Collins Bay and Frontenac institutions. He also met with Willie Gibbs, Chairman of the National Parole Board, Ellen Henderson, Manager of Corporate Marketing CORCAN Operations, and prison design and architecture officials.



Excellence In The Workplace:

THE REGIONAL PSYCHIATRIC CENTRE (PRAIRIES)

The Regional Psychiatric Centre (Prairies) was recently awarded the "Excellence in the Workplace" award by the Canadian Mental Health Association, Saskatoon Branch, for its Employee Assistance Program and its Wellness Program. It was the combination of these two programs that was cited during the presentation of the award as being a unique way of providing a high level of support to employees working in a very challenging environment and their families.



The Employee Assistance Program and the Wellness Program offer a unique way of providing a high level of support to employees working in a very challenging environment and to their families.

The Employee Assistance Program (EAP) provides assessment and referral services to employees and their family members who are experiencing personal problems, that may or may not be affecting their work performance. EAP referral agents are specially trained volunteers who assist their peers in dealing with work-related or personal problems ranging from personal conflicts to substance abuse. Their role is to assess the patient's problem(s) and then, if the patient chooses, refer him or her to community resources, such as financial consultants, family counselors and psychologists.

The Wellness Program, like EAP, is health-related and was established because of an understanding that

secure control and effective treatment of behaviourally and mentally disordered offenders can only be as effective as the individuals providing it. Since employees who are physically, emotionally and spiritually healthy are better able to perform their work effectively, this program provides staff with the opportunity to improve these three facets of their health.

Both management and union representatives were involved in the development of the employee programs. The programs are run out of the Regional Psychiatric Centre, a forensic psychiatric hospital, that is operated by CSC in a unique affiliation with the University of Saskatchewan, in Saskatoon, and the province of Saskatchewan.

Both programs rely on volunteer staff to implement, promote and manage the programs. Although staff are allowed "work time" to provide the services, they are involved in the programs because of a genuine interest in the well-being of their co-workers. The programs are based on staff helping staff. This gives the programs a strength and credibility that would be hard to obtain otherwise.

A challenge for both programs was the provision of services and opportunities to shift workers as well as day-

time employees. A common difficulty in environments such as the Centre is that not all individuals have equal access to programs. Shift workers were accommodated in both programs, as much as possible, through flexible program scheduling. Examples of such accommodations are: facilitated stretch breaks at midnight, 24-hour access to exercise equipment, including weightlifting equipment, exercise equipment in close proximity to 24-hour posts, wellness fairs which extend over three shift periods, and the use of electronic mail systems for program promotion and information dissemination.



Both programs rely on volunteer staff to implement, promote and manage the programs.

For more information on these programs, contact Lyn Young, Linda Lazarescu or Dorothy Reid, at (306) 975-5400.

World Firefighters Games

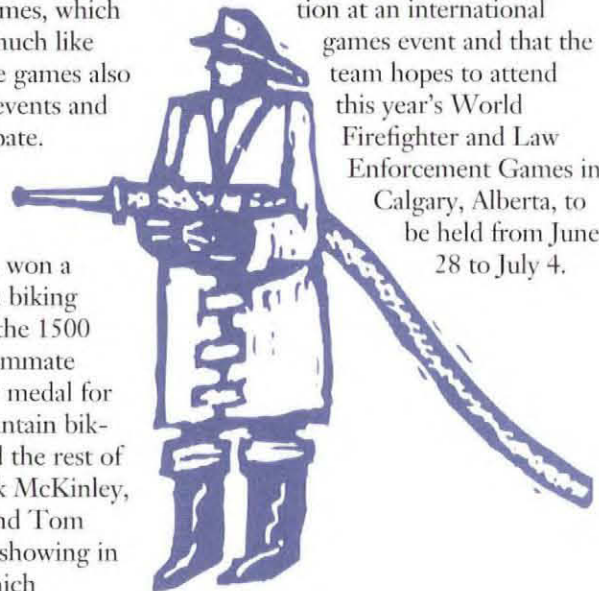


The Prairie Region's new facility, Grande Cache Institution, received world-wide recognition when it sent six members of its 20-member firefighting team to the World Firefighters Games, which were held from July 26 to August 2, 1996 in Edmonton, Alberta. Approximately 2,500 firefighters from all over the world participated in the games, which consist of sporting events, much like the Olympics. However, the games also include special firefighting events and only firefighters can participate.

The Grande Cache Institution had a good showing at the games. Team member, Dale Tuck, won a gold medal in the mountain biking event and a silver medal in the 1500 metre track event, while teammate Paul Bailey received a silver medal for his performance in the mountain biking event. Tuck, Bailey, and the rest of their team members, Derick McKinley, Dave Verge, Greg Harsh and Tom Eastland, had a respectable showing in the hose coupling event, which

consists of attaching fire hoses, hosing a target, detaching the hoses and spraying another target, as quickly as possible. The team placed 8th out of a total of 22 teams and qualified to go to the provincial hose coupling championships.

Tuck said that the team was proud to represent CSC and the institution at an international games event and that the team hopes to attend this year's World Firefighter and Law Enforcement Games in Calgary, Alberta, to be held from June 28 to July 4.



Committed Ball Players

Since 1979, the Cliff MacKay Imperial Oil sponsored baseball team has played softball with inmates at William Head Institution, in Victoria, British Columbia. When the team was first formed in 1974, it played in various leagues. It began playing at William Head in 1979 and played in the institution's annual tournament from 1980 until 1991. During that period, the team won the tournament cup four times. Since 1991, the club has devoted all of its playing time to William Head; in 1996, it played there five times. In appreciation of their many years of volunteering in a recreational setting, a plaque was awarded to the players by the inmate committee to honour Cliff MacKay's spirit, sportsmanship and dedication to the game of softball at William Head.

While team members have changed through the years, the squad's leader, Dave Wirtanen, has been playing at William Head for 17 years. Wirtanen

states that his team "... enjoys the competitiveness and the good sportsmanship of the William Head team ..." and is pleased with the umpiring, which is carried out by inmates in a consistent, amicable and professional manner.



Correctional Exemplary Service Awards

The Lieutenant Governor of Alberta, the Honourable H. A. Olson, presented the Correctional Exemplary Service Awards for Alberta on June 27, 1996. The medals were awarded on behalf of the Governor General of Canada to 35 correctional staff members.

The recipients were: Debra Anderson, Emile Ashmore, Brian Benner, Richard Black, Jimmy Decore, David Gursky, Patricia Gutwald, Len Hamelin, Earle Hawkins, Raymond Jacques, Donald Kynoch, Robert Laycock, Marlyn Leatherdale, Ron Linklater, Donald Loro, Robert Lytle, Robert Marks, Rob MacKenzie, Terry McGibbon, Gerry Michayluk, Patrick Mulgrew, David Nakonechny, Brian Nowell, Wayne Parcels, George Patnoe, Ron Roberts, Narine Sookdeo, Donald Spiller, Gary Storrs, Garry Sudol, Richard Trembecky, Donald Urlacher, Glen Westbury, Daniel Worman and Terry Yemen.

The Correctional Exemplary Service Awards for Saskatchewan were presented on May 24, 1996 by the Honourable Jack Wiebe, Lieutenant Governor of Saskatchewan. The ten federal recipients of the medals/bars were: Melvin Auten, William Blair, Raymond Brunning (bar), Edward Buck, Blaine Harper, Robert Hayes, Jerry Hulowski, Gordon Kelly, Lucinda Presse and Gordon Wilkinson.



The Lieutenant Governor of Alberta, the Honourable H. A. Olson and Correctional Service Award recipients.

The Correctional Exemplary Service Medal is awarded for a minimum of twenty years of exemplary service, and the bar for each additional ten years. Recognizing the years of dedicated service, the medal is awarded to those who have shown by example that they share the goals and ideals which ensure good corrections. Through years of dedication and hard work, these recipients have confirmed that all CSC employees can make positive contributions in working with offenders.

CSC's **Return to Work** Program

In 1994, 1,901 CSC employees suffered work-related injuries or illnesses. This number represents a 3.5% increase from 1991. These employees may have been involved in an altercation with an inmate, slipped on a wet floor, or fallen down a set of stairs; they now find themselves faced with a world of uncertainties. They enter an emotional roller coaster wondering if they will ever be able to return to work or how they will be able to provide financial security for their family. CSC has recognized the need to introduce a national program on work-related injury and illness to facilitate the safe return to work of these employees as soon as they are physically capable.

Occupational injury/illness compensation is provided to CSC employees through the *Government Employees Compensation Act (GECA)*. The Labour Program of Human Resources Development Canada is responsible for administering the *Act* by linking affected employees to various provincial Workers' Compensation Boards. CSC is ultimately responsible for the return to work of its employees. A Return to Work Program has been developed and will be implemented to ensure a timely and safe workplace re-integration of injured/ill employees.

The objective of the Return to Work Program is to ensure that employees of CSC who incur a work-related injury or illness:

- a) receive immediate and appropriate medical and/or psychological care;
- b) receive a reasonable level of income replacement as governed by provincial Workers' Compensation legislation;
- c) receive ongoing medical and psychological care, and vocational and/or rehabilitative services in a timely and effective manner; and

- d) return to fully productive work (commensurate with the degree of impairment) as soon as possible.

Its philosophy stems from CORE VALUE 3 of our Mission: "We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour." The Return to Work Program will call upon all levels of CSC to work together to achieve a safe, early and lasting return to work. The fundamental relationship between the manager and the employee will be maintained. Regional Return to Work Advisors have been designated to assist the manager and the employee in realizing their objectives.

Faith McIntyre, a Vocational Rehabilitation Caseworker from the Workers' Compensation Board of Ontario, has been seconded to CSC to implement the Return to Work Program. She will be responsible for developing a training program for managers, providing education and information sessions to senior management and union representatives, coordinating the Regional Return to Work Advisors, and providing promotional material to staff.

Return to Work Advisors have been designated in all Regions. A National Return to Work Meeting was held in Saskatoon from September 17-19, 1996 to discuss return to work issues. The meeting represented the first step in implementing the Program across CSC. It provided a forum for education and exchange of information on workers' compensation and return to work. A "Train the Trainer" session was held in January 1997 to provide Regional Return to Work Advisors with details of the manager/supervisor's Return to Work workshop and discuss its facilitation.

Details on CSC's Return to Work Program will be communicated to staff in a variety of ways. Information pamphlets will be distributed to all employees Service-wide by March 1997. A workshop on Return to Work will be facilitated by Regional Return to Work Advisors and presented to managers/supervisors between April and September 1997. Information sessions for union, EAP and OSH representatives will also be conducted during this same timeframe. A Return to Work newsletter will be published three times a year to communicate new developments in the implementation of CSC's Return to Work Program and share information/success stories with staff. The newsletter will be posted in all CSC facilities as well as in InfoNet; the first issue was distributed in February 1997. Further articles in Let's Talk will follow.

For further information on the Return to Work Program please contact: Faith McIntyre, National Return to Work Coordinator, at NHQ (613) 995-2558 or your Regional Return to Work Advisor:

Pacific: Linda Foreman
(250) 363-8585 Local 113

Prairies: Gerry Michayluk
(403) 227-3391

Ontario: Linda Davidson
(613) 545-8902

Quebec: Serge Doyon
(514) 967-3392 or
Marianne Dutrisac (514) 967-3427

Atlantic: Paulette Arsenault
(506) 851-7636

NHQ Region: Hélène Wittenburg
(613) 947-1797

We must all work together to maintain our key resource: our staff.

Employee Assistance Program Awards Presentation

On October 29, 1996, the Deputy Commissioner of the Pacific region, Mr. Pieter deVink, presented five- and ten-year certificates to referral agents who have volunteered their time in the Employee Assistance Program. Assisting him in the presentation were Pauline Guenette, R.V.P., U.S.G.E. and Jerome Fransblow, P.I.P.S. Representative from the Advisory Committee.

These certificates of appreciation represented the minimum time that the referral agents have contributed to the Program. Some have many more years of experience. The five-year certificates were signed by Mr. deVink and the ten-year certificates were signed by CSC Commissioner Ole Ingstrup.

Recipients of the ten-year certificates included two retirees, Mr. Gerry Gaultier and Ms April Harvey who were present for the ceremony. As well, the following referral agents received recognition for their commitment to the Program.

Five years or more

Patsy Byers	Kent
Tony Gagne	Matsqui
Ron Gornischeff	Matsqui
Sharon Greye	Matsqui
Doreen McDonald	Mountain
Nicole Rock	Matsqui
Walter Grenkow	Elbow Lake

Ten years or more

Ginger Bacchus	RHQ
Joey Ellis	Mountain
Thelma Graham	Matsqui
Charlene Gray	Elbow Lake
Jill Hummerstone	Matsqui
Terry Jenkins	Fraser Valley Parole
John Krusheliski	RHC
Molly-Ann Nicol	RHQ
Frank Reay	Kent
John Savrtka	William Head
Dave Warren	RRAC

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Let's **Talk**

Risk Management: Balancing Assessment and Intervention



A Conference on Offender Reintegration

February 25 - 27, 1997
Cornwall, Ontario



Correctional Service
Canada

Service correctionnel
Canada

Canada

Conference on Offender Reintegration

The conference on offender reintegration, *Risk Management: Balancing Assessment and Intervention*, held in Cornwall from February 25 to 27, marked a renewed commitment of correctional professionals to fulfill the values and objectives contained in the *Corrections and Conditional Release Act* (1992) and the Mission of the Correctional Service of Canada.

Conference Chairperson and Senior Deputy Commissioner Lucie McClung described the conference as the opportunity for those who are responsible for the evaluation of risk and criminological interventions to take stock of their efforts and their knowledge, and to create a new momentum to achieve the objectives of safe reintegration.

Prior to introducing keynote speakers, Ms. McClung invited conference participants to ask themselves the following question during the course of the conference: "If I had the power to change something in my work that would achieve better results, what would it be?"

Safe Reintegration at the Earliest Possible Time

Commissioner Ole Ingstrup urged everyone to reflect on the Service's Mission and to consider its implications in their day-to-day responsibilities as professionals in a correctional context. He characterized Case

Management and Program Management, and the coordination between these two processes, as absolutely key to good corrections.

Commissioner Ingstrup thanked the National Parole Board and the Correctional Service of Canada for the close working relationship between organizations. This is necessary to achieve a common goal: safe reintegration of offenders at the earliest possible time. "Not only must we provide complete and accurate information to the National Parole Board on the risk offenders present, but we must also provide information on how that risk can best be managed", added Mr. Ingstrup.

The Commissioner reminded correctional personnel that the penitentiary population had grown by more than 20 percent in the last four years, the highest increase ever in Correctional Service Canada. This poses a great challenge to us. "The Service", he said, "needs to develop and implement interventions that take into consideration the special needs of diverse offender groups. In order to meet the expectations of the Canadian public, each staff member must actively prepare each offender for safe release at the most opportune time."

Case Management and Program Management – Key to Quality NPB Decisions

National Parole Board Chairman, Willie Gibbs, reminded participants how similar the Mission Statements of the two organizations are in identifying the responsibility of both organizations to contribute to the protection of society. While there are encouraging signs that we are improving our work, Mr. Gibbs urged case managers and program managers to continue to try to find more effective and efficient ways of evaluating risk in order to release more offenders with confidence and security. For example, cases that are not necessarily ready for full parole may be good candidates for day parole.



Denis Méthé,
Task Force Project Manager

Practical Implications to Offender Reintegration

Practical implications to programming were further defined by Denis Méthé, Task Force Project Manager. The Task Force Report on reintegration, completed in January 1997, was written in response to the Auditor General's Report to the House of Commons, in which a number of concerns were raised by the Auditor General. Some of these include: acquiring relevant information in a timely manner; preparing casework for offenders in time for their first parole eligibility dates; and, the setting of caseload standards for case manager officers as well as improved training for this group.

Mr. Méthé asserted that the community is taking on greater importance in the reintegration process. More community programs must be created and tailored to those offenders who can benefit from specialist-designed programs focused on reintegration.

Other priorities resulting from the Task Force's report will be a clarification of the roles of institutional staff involved in reintegration, in particular Correctional Officers II and Case Management Officers. Interim caseload ratios for Case Management Officers in institutions will be set at a ratio of one per 25 to 30 offenders. There will be an integrated recruitment and training strategy for Case Management Officers, including initial training prior to appointment and minimum standards for annual professional development training.

The Report on Reintegration also identified the need to establish consistent standards in reporting, assessing and evaluating. Mr. Méthé suggested that the Offender Intake Assessment define which intervention category offenders belong in. CSC should use a variety of intervention tools, in addition to programs, to address risk and needs. Intervention strategies will be differentiated depending on the level of risk posed by the offender.

The session chaired by Lucie McClung, Senior Deputy Commissioner, focused on program issues. A greater balance between community and institutional programs is required. Community programs must be available to provide for the offender's transition into society as a law-abiding citizen and to support the offender when he or she runs into difficulty. To effectively reintegrate offenders into the community, a community program strategy must be developed for all risk levels.

Regional Groups Endorse Changes

In addition to unanimously endorsing the changes that were recommended in the Report on Reintegration, the Regional Groups presented additional comments and suggestions.

Each region recognized the benefits of implementing training, and reporting standards consistently throughout the Service. "Having up-to-date policy and management manuals available on the Intranet will foster information sharing and improve consistent application of directives", stated one representative. It was also suggested that a release plan be initiated during the Offender Intake Assessment and that an interventionist approach be encouraged in the reintegration process.

Assembled on the last day of the conference, the Senior Deputy Commissioner and the Assistant Deputy Commissioners (ADCs) shared their thoughts with the conference participants. Ms. McClung stated that the Service requires a clear national implementation plan to unclutter our reintegration process. She reaffirmed the support of senior management to program managers and case managers, and requested each one of the participants to submit, within the next two weeks, ideas or proposals on how we can do things better. She vowed to personally follow up with any participant who had not submitted an idea and committed that she, together with the ADCs, would review all suggestions and implement them where possible.

A Renewed Commitment to the Service

In his closing comments, Commissioner Ingstrup stated that it was clear, from the deliberations, that we need to improve the relationship between program managers and case managers, and to better integrate program managers into the case management process.

The Commissioner encouraged everyone to work together to get rid of those irritants that clutter the processes. One vehicle to do this will be "Operation Bypass", a project to unclog the arteries of the reintegration process. A first report of this project should be available by the end of the summer.

Mr. Ingstrup left participants with this final thought: "Let us, once and for all, make sure in our minds that we are not a prison service; we are a correctional service that focuses on safe reintegration, and thus requires a continuum of efforts from the beginning to the end, and every single employee of that continuum is an important member of the CSC team". He thanked everyone for their dedication and participation in the conference.

The three-day intensive conference closed with tremendous applause as the Commissioner was presented with an enlarged version of CSC's Mission Statement signed by the participants.

Women Offenders

In June 1996, I came to the Correctional Service of Canada as the first Deputy Commissioner for Women. I arrived at a time of profound and ongoing change for federally-sentenced women in Canada. The complexity of both this population and the environment within which their sentences are managed presented great challenges, and CSC had begun to respond to these challenges through the implementation of a new model for corrections and federally-sentenced women. As this implementation began, the recommendations of the Arbour Commission came out and had a profound impact on the way we manage our institutions at CSC. CSC is taking steps to address the concerns expressed by the Commission, one of which called for the creation of the position I now hold.

Where Boards of Investigations find that the use of force or the management of an inmate has not been appropriate, CSC is committed to undertaking immediate action, up to and including disciplinary processes. At the same time, CSC will continue its efforts to limit the number of such incidents through staff training in effective interaction with inmates, appropriate classification and placement of inmates, and the development of effective program interventions. Consistent with our Mission Statement, which was recently reconfirmed and now emphasizes compliance with the law, the Correctional Service of Canada has dealt with and will continue to deal with incidents, their investigations and required follow-up action in an open and accountable manner.

While we are responding to the challenges of the recommendations of the Arbour Commission and of the implementation of a new model

for women's corrections, our experience is growing in a positive way. We recognize that to support the implementing of such a new model, a high degree of professionalism is required as well as an ability to cast a critical eye over the new structures and processes being put in place. We also recognize that it is important to identify both what works well and where there can be improvement.



Nancy Stableforth
Deputy Commissioner for Women

It is true that we have had to re-examine certain aspects of Creating Choices (the Report of the 1990 Task Force on Federally-sentenced Women which recommended the replacement of Prison for Women with regional facilities and a healing lodge), particularly, the assumptions inherent in the design of the regional

facilities that "One Size Fits All".

We remain convinced that most women will benefit from the communal environment, with a day-to-day routine that emphasizes real life. At the same time, the facilities do not have the capacity to house women who have personal and emotional problems so severe that they cannot yet handle the responsibility of the communal living model. The regional facilities also do not have the capacity to house and provide appropriate programming for women who frequently act out or use violence as a coping strategy.

We made the decision that no maximum security women inmates will be housed in the regional facilities, at least for now. Separate women's units have been created in Saskatchewan Penitentiary in the Prairie Region, the Regional Treatment Centre in Ontario, the Regional Reception Centre in Quebec, and Springhill Institution in the Atlantic.

We are aware of the reservations that have been expressed about creating these separate women's units in existing facilities. Certainly, it requires a high level of commitment and vigilance to provide appropriate accommodation that respects dignity and privacy, addresses the rights and needs of the offenders, and protects the credibility and integrity of the Service. I believe that the Service has that commitment and that our experiences and evaluation of current initiatives will better inform our long-term strategy.

For example, CSC is piloting, at the Regional Psychiatric Centre in the Prairie Region, an intensive treatment program for those women who require long term, intensive treatment before they will be able to live successfully in the regional facilities. We are also considering

options to provide a more structured living environment to support lower functioning inmates at certain of the regional facilities.

We are still on a cutting edge of a new way of handling federally-sentenced women in Canada, and we are certainly on a learning curve. We have the opportunity to design viable, sustainable programs for difficult offenders, and the lessons we are learning will be invaluable in our current work. In fact, the structure and programming that we offer to the most troubled women will serve to strengthen the viability of the Creating Choices philosophy, not depart from it.

Eighty-five percent of the total incarcerated population is currently accommodated at the regional facilities. As well, movement from a maximum security unit to a regional facility or the Healing Lodge following reclassification is not just a theoretical possibility. The emphasis in the maximum security units is on providing appropriate programs and treatment interventions to assist the women to re-integrate safely and quickly to the regional facilities. Several women have already had their security levels reduced and have been transferred to the regional facilities from the maximum security units in the Atlantic and Prairie Regions.

Resourcing for the women's facilities has historically been a difficult issue, not just for CSC but for all correctional systems, since the small number of women incarcerated in comparison to men is true in every jurisdiction. While small facilities can appear to the casual eye to be resource-rich, a closer look raises many questions about how to run, for example, a multi-level facility with twenty-eight offenders who represent a wide spectrum of needs. More than one-fifth of federal women offenders are lifers; 26% are serving ten-year sentences or longer. More than 80% have experienced sexual and/or physical abuse. Most have addiction problems. Many of them are cross-addicted. Cognitive abilities range from very low functioning to university graduates. The complexity of the job is the same as

in larger institutions, but the critical mass, or numbers of offenders, is missing. This presents a challenge which we must, and are, facing head-on.

Resources are an issue, and will continue to be, as it is for other areas in corrections and for other government departments. However, CSC is committed to ensuring that the Women Offender Program has the resources to deliver good corrections, and our focus will be on identifying creative, practical solutions. For example, we are identifying programs that can be run with small groups that provide opportunities for personal growth and meaningful vocational training. The Nova Institution for Women, in Nova Scotia, has found an effective and successful way to achieve this through the Canine Training Program, which was implemented in June 1996. In this program, the inmates learn to train dogs rescued from an animal shelter to become suitable family pets. The facility sites and house design also allow for horticultural programs and gardening activities which can be managed by the inmates themselves. Programs, such as the graphics shop at the Edmonton Institution for Women, can be made financially viable with the same level of creativity and effort.

It should be mentioned that there are not just problems and challenges – there are also a number of substantial achievements in the Women Offender Program.

We would not have regional facilities today if it were not for the very hard work of many to develop community support for the model. The communities around the regional facilities have a very high degree of knowledge about CSC. Citizens know what we are trying to achieve, and this is an ongoing source of support when times get tough. The Citizens Advisory Committees are strong – they speak out when they are supportive of our actions, and they are articulate and constructive when they are not.

The existence of the Healing Lodge, in Saskatchewan, illustrates the importance of partnerships with groups and organizations outside

government which share a common concern for offenders. The Planning Circle, with input from Elders and the community, created a vision based on the Aboriginal philosophy, believed in that vision, and made it a reality by convincing, persuading, and working with CSC in an unprecedented way. The Service learned a great deal from this initiative, and will continue to learn as the Healing Lodge evolves. The people who will benefit the most are the offenders, and ultimately, the communities to which they will return.

All the regional facilities are now open, providing women offenders with a *real* opportunity to accept responsibility for their lives, to learn the skills that are required for everyday living, and to return successfully to the community when they are ready. CSC has designed an environment which, on the one hand, respects the rights and the dignity of offenders and, on the other, holds them accountable for their actions.

The current Women Offender Program represents a new way of thinking for CSC in housing and assisting women offenders. It is the most innovative and perhaps the most controversial program in the Service. It has been, is, and will continue to be, challenging work.

Innovation in any field, including corrections, cannot happen in a matter of months. It took years to get to Creating Choices and it should not be surprising to anyone that it will take time to fully define and implement the model. The current public scrutiny has implications for all of us. As Deputy Commissioner for Women for the Correctional Service of Canada, I am committed to ensuring appropriate policy and program development, and implementation for women offenders. At the same time, with the sustained progress towards implementing the Creating Choices vision, we who work in women's correction are maintaining the appropriate balance between the primary components of CSC's mandate: contributing to public safety and facilitating offender reintegration.

A Royal **Recognition...**

Our Commissioner, Mr. Ole Ingstrup, recently received the royal treatment, literally!

On March 11, Mr. Ingstrup was awarded the insignia of Commander of the Royal Order of the Dannebrog by Her Majesty, Queen Margrethe II of Denmark.

This prestigious distinction recognizes the achievements of Mr. Ingstrup in settling successfully in Canada, while maintaining strong cultural ties with Denmark and setting an outstanding example for successive Danish immigrants.

The Order of the Dannebrog was presented to Mr. Ingstrup by Her Majesty's Ambassador to Canada, His Excellency Mr. Jørgen M. Behnke, during a ceremony attended by friends and colleagues at the Ambassador's residence in Ottawa.

The term "Dannebrog" refers to the name of the Danish flag. The Order itself dates back to 1219, when it was instituted by Valdemar II. It was renewed in 1671 by Christian V. In 1808, King Frederik VI divided the Order into five classes, modeling it after the

"Légion d'Honneur" in France. In 1952, the Order was modified by Frederik IX to include women.

Today, the Order of the Dannebrog consists of a Grand Commander class as well as the regular classes of the Order which are: Grand Cross, Commander 1st degree, Commander, Knight 1st degree and Knight.

Congratulations, Commissioner, for this royal recognition!



A distinguished guest in attendance at the ceremony, the Honourable Herb Gray, Solicitor General of Canada (left), with Commissioner Ole Ingstrup holding the Order of the Dannebrog medal. Next to the Commissioner is Denmark's Ambassador to Canada, Mr. Jørgen M. Behnke.

You can do it!

You can do it! is an effective slogan for the Correctional Officer Physical Abilities Test (COPAT).

COPAT is a program designed to develop and maintain the physical abilities of correctional officers to ensure that they can adequately fulfill their duties. This test evaluates primarily aerobic, anaerobic and muscular capacities. COPAT was devised in order to re-establish the physical ability standards required in a correctional facility and to ensure that correctional officers have the necessary abilities to respond effectively in dangerous and emotionally-charged situations.

COPAT was implemented nationwide in January 1997. Passing the exam will now be a basic requirement for entry-level correctional officer positions and will be given equal weight with the other tests and criterion for this position. Since May 1996, qualified instructors at the Quebec Region Staff College have administered COPAT to 80 candidates in the correctional training program. Moreover, each facility has acquired the necessary equipment and has trained an individual qualified to oversee the administration of the test and, if necessary, provide a physical training program in

preparation for COPAT. The test will also be given to all incumbents of Correctional Officer I and II positions starting in the year 2000.

The Quebec Region will soon be launching a campaign to raise awareness of COPAT at all facilities in order to answer any questions about the program. A video cassette is also available, as are posters and pamphlets.

For additional information, please contact Réjean Viola, COPAT Regional Coordinator, Staff College, (514) 661-9550, ext. 3424.



A 'Pawsitive' Solution

The Nova Institution for Women in Truro, Nova Scotia, has implemented an innovative program designed to benefit both the inmates and a few canine friends. The *Pawsitive Directions* program, started in June 1996, aims to instill a sense of responsibility in the inmates, and teach them patience and a new skill by training the dogs to become suitable family pets. Given the growing evidence of the therapeutic value of owning a pet, Heather Logan, a course instructor who has been training dogs for the last 25 years, states that the attitude change she has observed in the women is tremendous.

The dogs are chosen from animal shelters and very often come from abusive homes. It is very important, however, that the dogs display a stable yet energetic temperament, and absolutely no aggression before participating in the program. Most medium-sized breeds are accepted if they meet the aforementioned requirements.

The dogs are taught the standard commands to sit, stay, come and heel. In addition, they learn such tricks as shake-a-paw, roll over, and high-five to make for a more well-rounded canine and to keep the trainers' interest at a peak. Funding for the program is provided by the Institution.

The training period is divided into three phases. Phase 1 is a three-month session in which the theory of dog raising, management, health, and grooming are studied for one hour, five days per week. As well, dog handling is practiced using dogs trained with the operant conditioning method, a humane and non-punitive approach where a simple buckle collar and a six-foot leash are used for training; when they respond correctly to a command, a clicker sounds and the animal subsequently receives a treat. In Phase 2, the inmate who has successfully completed Phase I receives her dog that has been rescued from the animal shelter. This second phase can take up to nine months. At the end of this

period, the dogs should be ready to be placed with a senior citizen or a family. Dogs who have demonstrated exceptional behavioural qualities in the previous phase go on to Phase 3, a year-long training session that will prepare them to work with people in wheelchairs or to assist people with hearing impairments.

Another unique aspect of the program is that the dogs reside in the women's rooms as opposed to cages or kennels. The program has gained such a favourable reputation that a pure-bred Shetland Sheep dog was recently donated for training purposes, and other institutions have expressed interest in implementing similar projects.

Additional information on this program may be obtained by contacting Gen Butterworth, Program Administrator, or Heather Logan, Course Instructor at (902) 897-1750.

COMMUNITY VOLUNTEER ORGANIZATION Lends a Hand

The St. John's Metro Community Chaplaincy is a community-based, interdenominational volunteer organization which, under the direction of the community Chaplain, works at promoting the successful reintegration of inmates into society. The committee started its operations in St. John's, Newfoundland, in 1993, and works in concert with pertinent

government and community agencies to address the needs of individuals released from provincial and federal institutions.

The agency recently completed its second six-week training session for volunteers. Under the guidance of Phil Lewis, Community Chaplain, and Carson Thistle, Coordinator of the Volunteer Program, the volunteers assist ex-offenders and their families by helping with literacy training,

accommodations search, financial counselling, court appearances, and temporarily providing the released offenders with food and shelter.

Discussions are currently underway to set up a second community chaplaincy group on the island, in Corner Brook, near Stephenville. More information on this program can be obtained by contacting Phil Lewis at (709) 754-1010.



From left: Carson Thistle, Wayne Lucas, Dan McGettigan (President - Metro Community Chaplaincy), Jo Anne Gaulton, Susan Petroutsas, Judy Ann Watson, Gloria Rees, Tanya Gidge, Phil Lewis (Chaplain), Lori Deering and Art Leonard

STOP *Program*

On December 5, 1996, the Federal Training Centre in Laval, Quebec, celebrated the fourth year of its STOP program.

The STOP program was created in 1992 primarily to meet the needs of inmates who have serious alcohol or drug addictions and whose criminal activities are directly related to these problems. The approach used in this program is based on an intervention model focussing on peer pressure, confrontation and developing a capacity for empathy, in a therapeutic setting. While the program is still relatively new, an initial evaluation of its results indicates that it reduces the risk of relapse and recidivism. The STOP program is also undergoing an independent evaluation process,

conducted in coordination with the International Centre for Comparative Criminology of the Université de Montréal which, over the coming year, should establish the exact impact of the program on inmates. Since it was established four years ago, more than 328 inmates have been referred to the nine-month program, which is very much in keeping with the correctional system's anti-drug strategy.

This celebration brought together more than one hundred people, including participants and former participants in the STOP program, their families and various members of the correctional system. By having individuals relate their experiences, organizers sought to recognize the work of everyone who helped develop this

addiction treatment program. The event also included activities (situational reconstructions and videos) intended to explain the progress and operation of the program, a graduation ceremony and a general presentation on the program by its coordinator, Solange Keighan, a psychologist with the Federal Training Centre. A treatment manual by the STOP-ÉCHO therapeutic communities was also unveiled after a speech by Louise Nadeau, consultant for the STOP program.

This event was an unqualified success, bringing together all the key people who work directly or indirectly to deliver this essential program.



First row from left:
Jean-Claude Perron,
Marie-France Alarie,
Bertrand Girard,
Solange Keighan,
Claudine Moreau,
Guy Villeneuve

Back row from left:
Serge Lavallée,
Patrick Arthur,
Normand Beval,
Sylvie Gauthier,
Pierre Appleby, and
Robert Pinard

A N N U A L Police/Parole Conference

Ken Boone, Case Management Officer Community (CMOC) at the York/Durham Area Parole Office, had the opportunity to attend the Annual Police/Parole Conference for the Greater Toronto Area in November 1996. The conference aims to bring together personnel from four major sectors of the criminal justice system, namely judges, police forces from all jurisdictions, federal Parole Office staff, and provincial Probation and Parole Office personnel.

There was a definite focus on multiculturalism during the various presentations throughout the day. Jim Potts, a native police officer formerly with the RCMP, made an excellent presentation on native culture and spiritualism. Mr. Potts is presently an Inspector/Manager with the First Nations Policing Section at the First Nations and Contract Policing Bureau of the Ontario Provincial Police.

Donovan Blair (A/CMOC, Downtown Toronto Parole Office) and Rod Foster (CMOC, Hamilton Community Corrections Centre) presented a staged dialogue about preparing a presentation for colleagues. Their staged discussion, called *An Honest Dialogue*, touched on several issues, including sensitivity training and preconceived notions or ideas about people. Messrs. Blair and Foster proposed possible solutions by



challenging the audience to take ownership of the situation, and to look within themselves before seeking to understand other cultures. *An Honest Dialogue* may develop into a play and be used to address other issues as well as to promote cross-cultural awareness. Both Mr. Blair and Mr. Foster are long-standing members of the Advisory Committee on Racial Harmony, an organization committed to developing a culturally-diverse work environment.

The final speaker of the day, Ernie Harris of the Ministry of Corrections Ontario, made valid and interesting points surrounding biased and preconceived notions. He pointed out that while many presentations had dealt with issues of a particular visible minority, when the issue of bikers and motorcycle clubs was addressed, they were referred to as 'bikers', not 'white' bikers.

Although the conference did not reflect the activities of the Advisory Committee on Racial Harmony as a whole, it did suggest projects that individual members of the Ontario Central District might undertake to advance the cause of harmony within the community. In addition, the conference was indicative of the emphasis that is being given to these issues within the criminal justice system.

Questions concerning this event may be directed to Ken Boone at (905) 725-7719 or by fax at (905) 725-7182.

— Hosts —

International Exhibition

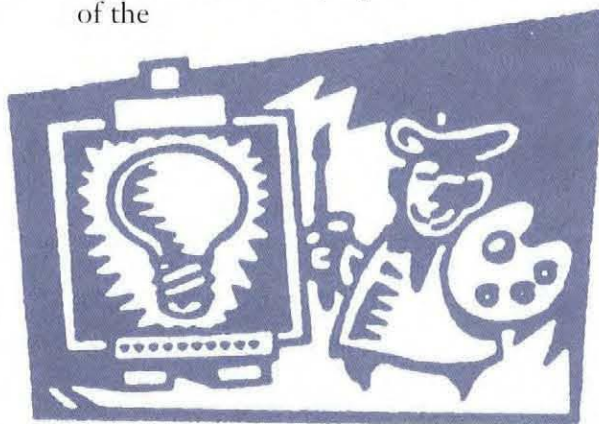
An exhibition on correctional institutions, titled *tout près d'ici...nos prisons*, was held at Quebec Region's Federal Training Centre from January 13 to February 2.

The exhibition was presented by the *Observatoire international des prisons* (OIP), with the co-operation of Quebec's agency for prisoners' rights, the *Office des droits des détenu(e)s*, under UNESCO sponsorship.

The exhibition, which was on the third leg of its North American tour, has already been presented at the Cégep du Vieux-Montréal and at the Musée des Arts et Traditions populaires du Québec in Trois-Rivières. It was the first time that it had been shown in a correctional facility, and this is what made it such an outstanding event.

The staging of the exhibition was organized entirely by staff members of the Federal Training Centre who had expressed the desire to pool their interests, knowledge and skills to make the event a success. Many organizations, from CSC to community groups, took advantage of the occasion to hold meetings.

Thirty-one graphic artists from twelve countries cast a critical outsider's eye on conditions in prisons worldwide. The OIP brought together information on the daily life behind bars, from the perspective of the law and its enforcement. The purpose of the



exhibition was to inform the public and to raise questions in their minds on the conditions to which prisoners are subjected to throughout the world. The graphic artists were given 27 topics of daily life in prison to illustrate, such as family ties, health, AIDS, isolation, overcrowding, capital punishment, racism, culture, suicide, hygiene, training, work, and torture.

Visitors were also able to see with their own eyes the detention conditions at the Federal Training Centre and to become familiar with the various types of treatment and programs for inmates.

The exhibition was geared to students, community and advocacy groups and organizations working with inmates while in prison or after their release. On January 13, seventy-two people attended the official opening; 379 people later visited the exhibition, for a total of 451. These figures do not include staff members, inmates and their visitors.

The organizers are very satisfied with the participation in this outstanding event.

For further information, please contact Jean Beckers, Assistant Warden, Correctional Programs, Federal Training Centre, at (514) 661-7786 ext. 4500 or by fax at (514) 664-6822.

Shedding New Light

A Student's Unique Contribution to the Correctional Service of Canada

My name is Janna Shumila, and I am a second-year Communications student from Simon Fraser University, in Burnaby, British Columbia. I was employed with Correctional Service Canada through the Co-operative Learning Program, as a Junior Communications Officer in the Communications Branch, National Headquarters, from January to May 1997. This placement was my first Co-op experience.

I was born with an eye disorder known as Congenital Glaucoma, which is a constant buildup of fluid in the eye that slowly causes destruction of the retina and other inner portions of the eye. My loss of vision has been gradual; at present, I still have light perception, and I can distinguish some colours and shadows.

I use a guide dog for mobility. She is a yellow Labrador Retriever named Bordeaux. Bordeaux has changed my life tremendously, by giving me a new sense of grace, added confidence when I walk, and by filling each day with joy and numerous comical moments.

My work experience at CSC was filled with rewards and challenges. In my role as Junior Communications Officer, I was responsible for the researching, writing and editing of the articles which comprise *Contact*, a biweekly publication. I also assisted in writing and editing articles featured in *Let's Talk*. I enjoyed my work very much and have learned a lot about the process of putting together publications.

Most of my daily tasks were done

on the computer. At work and at home, I use standard word processing and e-mail applications, as well as adaptive hardware and software. I access the information on my computer via a refreshable Braille display and text-to-speech software. The speech software is designed to read aloud what is on my computer screen, and by using the review mode in my speech software, I can move line by line over the screen layout. The refreshable Braille display that I use is driven by the speech software; the Braille display cursor has the capability of following the speech cursor so that I can use the two simultaneously, or for editing purposes I can unlink the two and have hard copy output of my screen in Braille.

I use a standard computer keyboard for typing, and the speech and Braille software display and dictate what is typed on the keyboard. I also use a scanner which enables me to scan printed documents onto the computer so I can read them with my access technology.

All this equipment was lent to CSC, for my use throughout my employment period, by the Public Service Commission. I also have an identical computer setup at home, which I use to complete my assignments for school and for conducting personal business.

This technology probably sounds amazing, but it also has its fair share of glitches. Access technology can be very unstable and finicky about what parameters and versions of software it is compatible with. Initially, it took



several attempts for everything to balance out and co-operate. I am indebted to Scott MacKay, a computer technician at CSC, for his patience and perseverance in getting my equipment running.

Overall, my experience at CSC has been very productive and enjoyable. During my stay, I have met many wonderful people, expanded my knowledge of the operations of our federal Government, and have received invaluable work experience which will assist me in achieving my goals for the future. I would welcome the opportunity of returning to Ottawa for another Co-op placement.

I have now returned to Simon Fraser University to continue working on a degree in Applied Sciences, with a major in Communications and a minor in Business Administration. I am aiming towards a career in Public Relations or Marketing, ideally in the entertainment industry, or working with guide dogs.

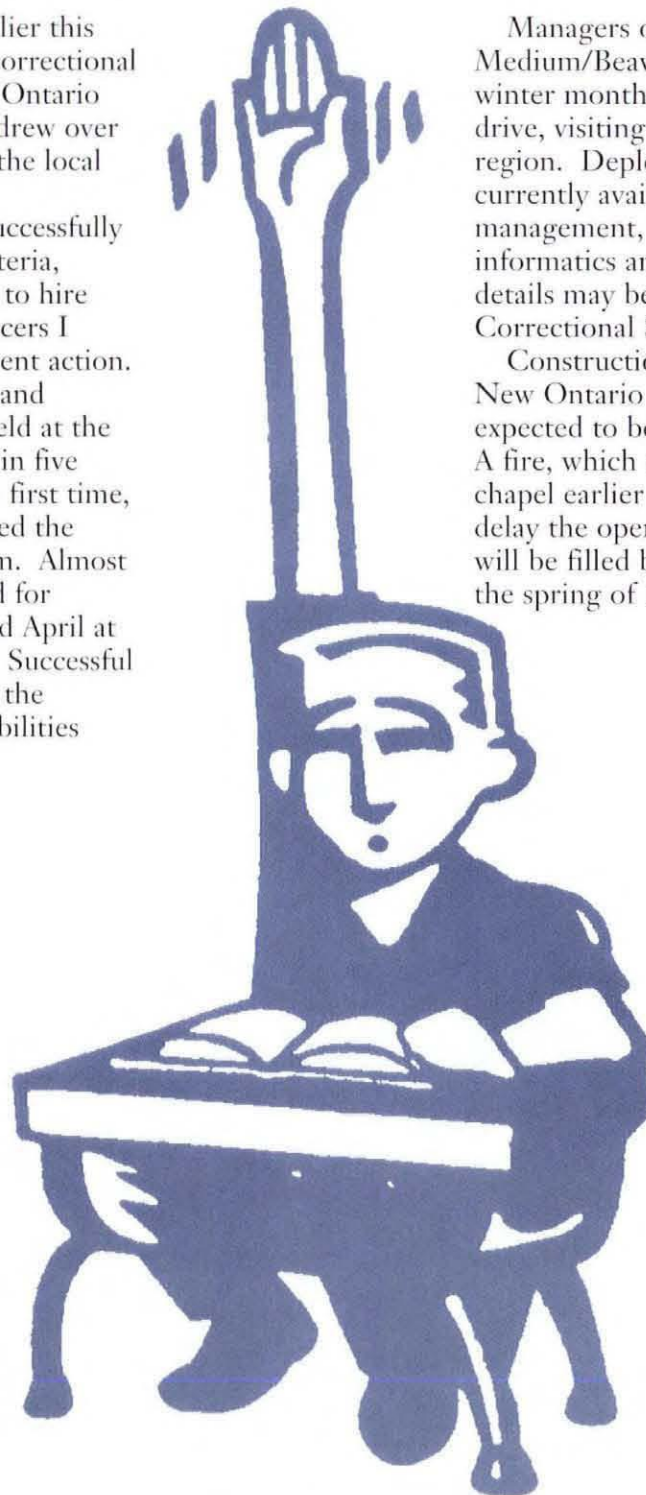
If you have any questions about guide dogs, adaptive technology or dealing with persons with visual impairments, you can reach me via e-mail at jshumila@sfu.ca.

..... UPDATE ON **Recruitment Action**

A competition held earlier this year for entry-level correctional officers for the New Ontario Medium Institution drew over 700 applicants from the local Muskoka-Parry Sound region.

Approximately 500 applicants successfully met the minimum screening criteria, however, the institution expects to hire only about 40 Correctional Officers I through this particular recruitment action.

Evaluation of the knowledge and abilities of the candidates was held at the local Gravenhurst High School in five shifts over two days and, for the first time, those recruited were administered the Career Managed Standards exam. Almost 200 candidates were interviewed for personal suitability in March and April at the Gravenhurst Opera House. Successful candidates will still have to pass the Correctional Officer Physical Abilities Test (COPAT).



Managers of the New Ontario Medium/Beaver Creek complex spent the winter months on a national deployment drive, visiting institutions in every region. Deployment opportunities are currently available in operations, case management, offender programs, informatics and psychology. Complete details may be found on posters at any Correctional Service Canada facility.

Construction is now underway, and the New Ontario Medium Institution is expected to be operational by April 1998. A fire, which completely destroyed the chapel earlier this year, is not expected to delay the opening date. Most positions will be filled between the fall of 1997 and the spring of 1998.

Mission Statement Reaffirmation Prairie Region

Staff at Prairie Regional Headquarters in Saskatoon celebrated Valentine's Day in a special fashion, by participating in a Mission Reaffirmation Celebration. Regional Deputy Commissioner Rémi Gobeil kicked off the ceremony with opening remarks about the CSC Mission

Statement, which has recently been revised to include a clear reference to "respecting the rule of law".

Mr. Gobeil also congratulated the staff for their past and ongoing efforts and dedication, especially in light of the many changes and media attention CSC has had to deal with over the past year.

After the formal proceedings, staff were treated to a delicious lunch, prepared by chef extraordinaire, Regional Administrator for Technology and Information Management Services, Earl Synkiw.



*Service with a smile –
Earl Synkiw (right) serving
Assistant Deputy Commissioner Paul Oleniuk*



Prairie Regional Headquarters staff members

DARTS AND CSC

Working Together

A partnership between CSC and the Drumheller Adult Resource Training Society (DARTS) has enhanced reintegration options for inmates. DARTS is an organization that helps mentally-challenged adults develop skills and work in the community.

DARTS offers a way to help ease some inmates back into the community while they are incarcerated, paving the way for ongoing support and arrangements in their home communities when they are released. Case Management Officer (CMO) Lois Gerstman has been working with the DARTS staff for the last couple of years and she is happy with the results.

Initially, there were a few problems to be worked out in the program. DARTS staff had to deal with the issue of inmates who occasionally did not show up for their program – sometimes through no fault of their own but because of special circumstances, like

lockdowns. Communication between the two organizations was also an issue that had to be overcome, because of CSC's large number of shift changes and employee rotations. These issues were addressed thanks to the cooperation of the DARTS and CSC staff. Perseverance and commitment from both have allowed them to reach their mutual



*All those who have worked
on this project found that
the pluses far outweigh
the negatives.*

goal of having law-abiding citizens living in the community to their fullest capacity.

Staff and Board members from DARTS have visited the institution to meet potential clients. Both

groups have been working hard to make sure that the two different organizations could meld their goals and methodologies together. CSC staff have been invited to DARTS' case conferences with mutual clients to help monitor the progress.

CMO Gerstman summed up the experience as a positive one: "What we learned was that our clients fit in well with their clients, that the problems could be worked out, and that open communication and education should be fostered."

DARTS is considering adding clients to its program. Drumheller Institution is currently looking into the possibility of a joint venture with DARTS, where their clients could help with manufacturing. "All those who have worked on this project found that the pluses far outweigh the negatives, and I would urge anyone who has a mentally-challenged client to explore this resource. DARTS is an integral part of the Drumheller community," said CMO Gerstman.

Canadian Citizenship Act

This year marks the 50th Anniversary of the *Canadian Citizenship Act*, which was officially implemented on January 1, 1947. Citizenship and Immigration Canada encourages all Canadians to join them in celebrating this significant event in national history.

In recognition of the historical events of January 1947, special

citizenship ceremonies were held in communities across the country during the week of January 20, and a national outdoor signature campaign has also been launched. These activities were followed by the annual "Canada – Take It To Heart Week", February 10-17, which highlighted the 50th Anniversary and offered Canadians

an opportunity to celebrate national citizenship, symbols and heritage.

Special events will continue throughout the year, including coast-to-coast celebrations occurring in conjunction with Canada Day. Additional information on these events can be obtained from Mr. Donald Pineau, Project Manager, at (613) 957-7509.

Edmonton Institution For Women *Mission Statement Celebration*

The Edmonton Institution for Women in Alberta held a special ceremony on March 12 to commemorate Canada's new Mission Statement. Deputy Commissioner of the Prairie Region, Mr. Rémi Gobeil, was in attendance.

The ceremony commenced with a speech from Warden Jan Fox. Ms. Fox spoke of the importance and obligation of the staff to respect the rule of law at all times. She also elaborated on the issue of accountability and suggested that staff members should all take pride in being part of the Service. Warden Fox added that, just like other Government services, CSC provides an essential service to Canadian citizens by ensuring that the communities they reside in are safe and peaceful.

The ceremony proceeded with the unveiling of a large silk banner depicting CSC's crest along with the English and French versions of the Mission Statement. The blue banner is unique in that the members of the Management team

at Edmonton Institution for Women had their signatures embossed on the silk fabric, to pledge allegiance to the underlying principles of the Mission Statement. The banner will now permanently grace the wall of the gymnasium at the institution. A smaller silk banner was also hung in the National Parole Board conference room.

During the ceremony, the managerial staff received wooden plaques engraved with the new Mission Statement, and a larger plaque will be mounted in the main foyer of the institution. Each staff member in attendance was also given a tote bag, bearing the Service's crest and the Mission Statement in both English and French.

In keeping with the theme of the new Mission Statement, a scavenger hunt took place prior to the official celebration. It was named "Operation: Mission Hunt", and it was organized by Team Leader Joanna Pauline. The aim was to find and list as many Mission Statement documents as possible, which were visibly located in

various places within the Administration building. A draw for the winners was announced at a staff meeting held later the same day. The grand prize was a dinner for two.

Following the formal proceedings, the staff was asked to join in a luncheon prepared by two inmates. The two inmates also prepared a cake with the Mission Statement displayed on top, which was shared by all the staff members. Overall, the luncheon was a great success.

The Warden would like to recognize the following staff members and inmates who contributed to the success of the occasion:

Ken Chartrand, for preparing the banners and plaques; Tannis McDonald, for arranging the delivery of the raw materials; Graham Hoskins, for setting up the podium and seating arrangements; Wayne Mabbott, the official photographer; all the inmates who assisted in the preparation of the banners and plaques; the two inmates who prepared and served lunch; and Joanna Pauline, for organizing the scavenger hunt.

Special wishes are also extended to Mr. Ray Brunning, Chief Correctional Officer, on his 60th birthday.

More information may be obtained by contacting Ash Mall, Team Leader, Correctional Operations, at (403) 495-3657.



From left to right:

Deputy Commissioner
Rémi Gobeil, Warden Jan
Fox, Deputy Warden Karen
Smith-Black, and
Union Representative
Lil Kordic



The unveiling of CSC's Mission Statement

National Headquarters Awards Presentation Ceremony

Every year, Correctional Service Canada holds nationwide awards ceremonies to recognize the contribution of exceptional groups and individuals within the correctional system. This year, the ceremony for National Headquarters was held on the morning of March 26, in the auditorium of the National Archives building in downtown Ottawa.

Employees from several divisions were commended for their performance and dedication to the correctional field. Framed certificates signed by Commissioner Ole Ingstrup were presented to the recipients. Awards for Teamwork, Humanitarian Contribution, Merit, Professional Excellence, Appreciation, and overall outstanding dedication were presented to individuals who have demonstrated tremendous achievements in various areas and projects.

Commissioner Ingstrup was in attendance to give both the opening and closing remarks, and to hand out the certificates. Family and friends of the recipients were also invited to attend the formal ceremony and the reception held afterwards. The event was a great success and a gracious thank-you and congratulations are extended to all the award recipients for a job well done.

Merit Awards

Jane Laishes

for her high level of achievement, being the only Mental Health Officer in Health Services for more than two years.

Hilda Vanneste

for a significant and sustained level of contribution and accomplishment in the Women Offender Sector.

Maria Valenti

Susan Caldwell

for their considerable efforts in organizing this year's Risk Management Conference.

Service Commendation Award

Alan Sierolawski

for implementing the CSC Bleach Distribution Program.

Commissioner's Award for Professional Excellence

Ray Belcourt

for taking the initiative to research, develop and put in place a CSC Internet site.

Humanitarian Contribution

This award provides recognition to those employees whose volunteer work for a number of years with community organizations has reflected positively on the Service.

Alex and Mary Burnett

for their 12-year involvement in the Foster Parent Program and for opening their home to young offenders sentenced to open custody.

Jackie Bulmer

Debbie Chorney

Stu Harris

Trish Lepage

Linda McMahon

for coordinating the Angel Tree Project, a Christmas gift program for needy children.

Jeanne Davy

Paulette Lajeunesse

Sue Séguin

for their fundraising efforts to assist the family of the late Judy Bishop Hanrahan, a fellow colleague.

Appreciation Awards

Olga Bailey

for outstanding service at NHQ.

Chantal Chrétien

for her contribution to the classification reform in the Public Service, in the Universal Classification Standard (UCS) project.



Correctional Service of Canada, National Parole Board and Ministry Secretariat Choir

Faith McIntyre

for her leadership in implementing the Return to Work Program.

Françoise Perron

for her professionalism and leadership within the staffing community.

Joe Price

for his leadership in the 1996 Federal Service Division United Way/Healthpartners Campaign.

Trish Trainor

for Task Force Reviewing Administrative Segregation.

Chin Yeung

for his contribution to various CSC social events over the years.

the late Barry Mullen

for achievements in the Human Resources and Technical & Information Management Sectors.

Charles Haskell

Marla Marino Vachon

Michel Laprade

Service to the clients.

25 Years of Service

Trevor Archer

Gérard Bastien

Roselyne Delisle

Raymond Ouellet

Employees too numerous to mention, but equally deserving, were also recognized with certificates for their participation and dedication to teamwork and cooperation within a group setting.

Teamwork Award

1996 United Way/Healthpartners Campaign

Mission Signing Ceremony

Part III Main Estimates 1997/98

Policy Task Force

Risk Management Conference

Sector Sound Bites Program

Segregation Task Force

Creation of a document outlining guidance and directives concerning sex offenders

Team Appreciation

Annual BBQ

CSC Choir

The Solicitors Band

Curling *Funspiel*

April 2 was a chance for both novice and experienced curlers to participate in an increasingly popular sporting activity in Canada. National Headquarters held its 14th Curling Funspiel at the Rideau Curling Club. Current and former CSC staff were on hand for the day-long event, as well as three out-of-town participants: John Osborne and Phil Chitty represented the Regional Offender Management System group from Kingston, Ontario, and Claire Lord was a guest from New Zealand.

Senior Deputy Commissioner Lucie McClung was in attendance to present trophies to the winners and pins to all those who participated. In total, 16 teams competed and trophies were awarded in three categories. Drawmaster Randy Gaw's crew, comprised of Trish Trainor and Marie-France Lapierre, earned the highest honour and won the largest trophy for winning all their games and finishing with the highest combined score. The highest two-game winning team was

Nathalie Train (skip), Jean-Pierre Pariseau and Denis Couillard; highest single-game winners were Rick Lajeunesse (skip), Daniel Giroux and Bram Deurloo. A big thank-you goes to Trish Trainor, Jackie Bulmer and Daniel Giroux for being on two teams and playing all six games; Allan Boothroyd, Randy Gaw, Mary Atkins, and Rick Lajeunesse also deserve special acknowledgement for organizing the event.

The Funspiel was an opportunity to get to know colleagues in a fun and informal setting, and to place some faces to names. National Headquarters will likely hold the event in the fall of this year to encourage practice and membership in winter curling leagues. They would love to see a larger turnout next time around; the Senior Deputy Commissioner has even promised to don a slider and pick up a broom for the next Funspiel!



André Stambouli (left) and Paul Crookall sweeping a stone delivered in the final game

Awards Presentation Drumheller Institution

In November 1996, Deputy Warden Ron Goruik presented twelve plaques to staff members with 25 or more years of continuous service at the Drumheller Institution in Alberta.

George Baker	Albert Landry
Dale Berry	Edward Laplante
William Braunberger	Donald Loro
Ita Bulechowsky	Sudha Medavarapu
Joseph Calpas	Nick Rogish
James Fleming	Rick Trembecky

Correctional Service Canada wishes to congratulate and thank all the staff members listed above for their years of hard work and dedication to the Service.

Wanted: Your Stories



Let's Talk is a bimonthly publication produced by the Communications Branch of Correctional Service Canada (CSC), at their National Headquarters in Ottawa, Ontario. It aims to provide insight into correctional practices in Canada, and to offer CSC's correctional staff an opportunity to share their experiences with their colleagues across the country.

We strongly encourage CSC members at all levels to contact us with ideas or experiences they would like to share. A number of innovative initiatives are taking place in our facilities across the country, which we can all appreciate and perhaps learn from. We gladly provide writing and editing assistance to people who contribute to our publication.

Let's Talk is currently distributed to more than 7,000 subscribers across Canada and around the world. It is also available through our Internet site at <http://www.csc-scc.gc.ca>. We would like to acknowledge our international audience by adding a feature that would offer a forum for comparison among correctional services worldwide. For this purpose, we welcome submissions from correctional services in other countries who may wish to inform us of certain practices and programs in effect within their institutions, or who may simply wish to express their perceptions of our system. Questions concerning Canadian practices can be directed to the Editor, and will be addressed in subsequent issues.

Contributions or inquiries should be forwarded to:

Let's Talk Editor
Correctional Service Canada
Communications Branch
340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9

or by facsimile at (613) 947-0091.

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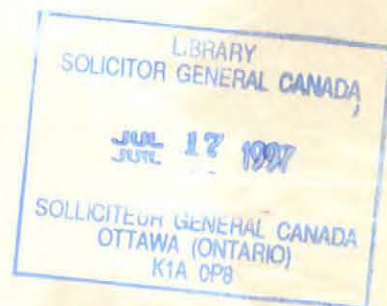
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Let's Talk



Kingston Penitentiary



Correctional Service
Canada

Service correctionnel
Canada

Canada

KP Declared Historic Site

Kingston Penitentiary, Canada's first penitentiary, was officially recognized by the Historic Sites and Monuments Board of Canada on April 30 in a ceremony to commemorate its national historic and architectural significance. The plaque unveiling ceremony was attended by Kingston and the Islands Member of Parliament, Peter Milliken, representing the Honourable Sheila Copps, Minister of Canadian Heritage, as well as Ross Toller, Assistant Deputy Commissioner for the Ontario Region, and Warden Jim Blackler. Also at the ceremony were former wardens and staff of Kingston Penitentiary.

The cellblocks and the rotunda were not completed until 1860. KP's neo-classical design is distinctive because, in that era, prisons were not highly ornamented as decorative treatment was purposely severe to reflect the reformatory character of the institution.

The prevailing philosophy of 19th century reformers rested on a strict correlation between a prison's layout and inmate rehabilitation. Working together in groups by day and solitary confinement by night, all in complete silence, provided the inmate with the presumed remedial opportunity to reflect upon his or her wrongdoing and to self-rehabilitate. Once time, trial and error had revealed the ineffectiveness of individual holding in a small cell – only 2½ feet or 1.2 metres wide – and silent work programs as reformatory devices, prison reform focused on programs based on work, education and religion to rehabilitate prisoners. An emphasis on treatment by sociologists, psychologists and psychiatrists was later espoused. Regardless of these changes in prison philosophy, certain elements of KP's structure became the prototype for planning of additional prisons at the federal level until 1930.

Of the seven pre-1950 penitentiaries currently administered by the federal government, Kingston Penitentiary best reflects the principle characteristics of Canada's original prisons in size, completeness of facilities, survival of original fabric and quality of architecture. Though major renovations continue to be made, the institution's unique collection of 19th and early 20th century buildings remains in use.

The Historic Sites and Monuments Board of Canada, when considering significant examples of the Gothic Revival Style in Canadian Architecture, included penitentiary design before 1950. The national significance of Kingston Penitentiary was considered and chosen since it was "a model for the new Canadian federal penitentiary for a century, by virtue of the sophistication of its plan, its size, its age, and the number of its physical facilities of special architectural merit that survive from the 19th century, is of exceptional national historic and architectural significance, and is most probably of international importance".



The penitentiary, more commonly known as KP, opened on June 1, 1835, during the reign of King William IV. As the "Provincial Penitentiary of Upper Canada", KP welcomed its first six inmates that day, and thereby marked the birth of Correctional Service Canada and the beginning of 162 years of correctional history in this country.

KP is the first structure erected in British North America to reflect the requirements of the late 18th century prison reforms, namely one prisoner per cell, classification of the inmate population by seriousness of the crime committed, constant supervision, and a rehabilitative labour program. Construction began on the facility in 1834 and the first wing, the south cellblock, opened a year later. The other three wings of the main building, the hospital, dining room, shops, walls and towers were constructed by the inmates themselves.

Investiture of the Order of Canada

Sarah Anala of Saint John, New Brunswick, an Inuit liaison involved in programming at four institutions in the Atlantic Region, was named a Member of the Order of Canada for Voluntarism on January 7, 1997. Her citation praises her "deep concern for the social welfare of Inuit, Mi'kmaq, and Maliseet peoples, offering her services as a counsellor to offenders and their families". Her work as a counsellor for offenders and her "innovative approach to the complex societal problems of dysfunctional behavioural patterns is evident in the many healing workshops she has offered throughout the Maritimes". It also mentions that she has "done much to lessen the occurrence of recidivism and has sought to preserve her heritage by forging new bonds of mutual understanding and respect between Native and non-Native peoples".

The Order of Canada is a society of honour to which individuals are appointed and which recognizes significant achievement in important fields of human endeavour. It was created in 1967, Canada's Centennial year, as the centrepiece of our national honours system. The Governor General, as Chancellor of the Order, makes the appointments based on recommendations of an Advisory Council chaired by the Chief Justice of Canada.

Three levels of membership exist within the Order: Companion, Officer, and Member. Companions of the Order are recognized for their international service or achievement, or national pre-eminence; Officers of the Order are recognized for the same, but at the national level; the Member level



recognizes outstanding contributions at the local or regional level or in a specialized field of activity. Those appointed to the Order receive a certificate signed by the Governor General, the insignia and ribbons of the Order for formal occasions, and a stylized snowflake lapel pin bearing the crown, a maple leaf and the Latin motto, *desiderantes meliorem patriam*, or "they desire a better country". Ms. Anala has also earned the right to use the letters C.M. (for Members) after her name.

Fifty Canadians were presented with their insignia of membership by Governor General Roméo LeBlanc during a ceremony at Rideau Hall on April 16. Congratulations are extended to Ms. Anala on behalf of all the employees of Correctional Service Canada.

Art Donation to Kingston Hospital

On April 24, Bath Institution inmate David Stanik presented an incredible piece of art to the Children's Wing at Hotel Dieu hospital in Kingston, Ontario. Mr. Stanik's donation was a large glass painting, containing approximately 540 painted caricatures which include all 101 Dalmatians, Winnie the Pooh, Yogi Bear, Superman, and Mickey Mouse, just to name a few. Patients and visitors will now be able to divert their attention from the hospital environment by spending hours identifying the characters.

Acting Warden Larry Stebbins presented the painting to Myrna Horton, Fundraising Assistant and Mike Fleet, Child Life Program Manager of the Hotel Dieu hospital. Afterwards, a small reception with cake and refreshments was provided by Eleanor Henderson, from Bath Institution's Food Services.

Although Mr. Stanik painted the artwork, many people assisted in assembling this impressive piece of artwork. Bob Young from the paint shop at Bath Institution provided the materials for the painting; Al Cloutier of the woodshop made

and assembled the frame; and Jack Weller of the metal shop made the plaque. Susan Kellerman, Case Management Officer, and Paul McCarthy, Acting Coordinator Correctional Programs, organized the presentation.

The donation is a wonderful display of generosity to those who need to have their spirits lifted while spending time away from home. Mr. Stanik's glass painting is sure to bring smiles to the young faces admiring his artwork.



Appointments

On June 2, Correctional Service Canada welcomed three executives to its National Headquarters. Ms. France Lagacé joined us as Assistant Commissioner, Communications; Mr. Richard Clair as Corporate Secretary, Executive Secretariat; and Ms. Louise Saint-Laurent as Assistant Commissioner, Corporate Services. CSC extends its warmest greetings to these executives, and wishes them fulfillment and success in their new endeavours.



France Lagacé
Assistant Commissioner, Communications

Ms. Lagacé previously held, since 1988, the position of Director of Communications at the *Communauté urbaine de Québec*. In that capacity, she developed communications strategies, organized public consultations and hearings, and assured effective partnership among member cities by maintaining close, harmonious relations with mayors, their immediate co-workers, directors general, directors of communications, as well as with media representatives of member cities. Ms. Lagacé has a master's degree in political science from the *Université de Montréal* and a doctorate in political science from McGill University in Montreal.

Prior to joining CSC, Mr. Richard Clair was Director of the Contraventions Team for the Department of Justice. His responsibilities included managing a five-member team responsible for adapting laws and implementing a ticketing scheme for federal infractions. This position involved project management, working closely with federal departments and agencies, as well as negotiating with provincial and territorial partners. Mr. Clair obtained his master's degree in history from York University in Toronto.



Richard Clair
Corporate Secretary, Executive Secretariat



Louise Saint-Laurent
Assistant Commissioner, Corporate Services

Ms. Saint-Laurent worked until recently for the Department of Public Works and Government Services, as Director General of Finance. Her achievements include overhauling information and financial services following the merger of four different organizations that were using six major independent financial systems, and resolving complex situations through innovative approaches which have since been imitated by other federal organizations. Ms. Saint-Laurent has a master's degree in business administration from the *Université de Sherbrooke* and is a member of the *Ordre des comptables agréés du Québec*.

CSC as World Role Model

The Senior Management Meeting, which has recently become a bi-annual event, was held at the Citadel Hotel in Ottawa from April 15 to 17. The conference's theme was *The Challenge of Leadership in CSC*. Keynote speakers included the Honourable Herb Gray, Solicitor General of Canada, who was guest speaker at the awards ceremony held on the second evening, as well as journalist, author and broadcaster, Peter C. Newman, and television producer, John Kastner.

Many panel discussions and workshops were held during the three-day conference. Plenary sessions addressed a variety of topics, such as the reintegration of offenders, women inmates, gender equality initiatives, the leadership challenge in today's Public Service, the implications of democratic changes on CSC, and how the economy affects the criminal justice system and corrections policy.

In his opening remarks, Commissioner Ole Ingstrup expressed his belief that CSC can be a world leader in corrections: "We have everything it takes including the management skills, the energy, the people, the outlook and the vision. It would be a pity if we passed on that opportunity. We need to assess where we want to go as an organization, and we need to listen to each other in order to effectively examine the environment in which we work. We need to share knowledge and good examples, and we need to learn from those who are prepared to teach us. We need to live up to our promise of making the

Correctional Service of Canada an accountable organization."

Commissioner Ingstrup explained that his two basic priorities are (1) to rebuild and restore the public's and the government's confidence in the Correctional Service of Canada, and (2) to take control of the correctional agenda.

Regaining public and government confidence can be done by improving the management of the Service. This improvement can be made by putting management at the centre of the organization's efforts, thereby improving the management of staff. It can be made by building a results-driven organization based on solid values, and by improving partnerships and alliances across government and outside the government. CSC must be seen as an organization that manages with integrity, is accountable, and is transparent in all its operations and decision-making.

The second priority – taking control of the correctional agenda – will be done by (1) CSC contributing to a reduction of Canada's reliance on incarceration as a way of controlling crime, and by a reduction of the double-bunking in our institutions, (2) contributing to the long-term protection of Canadians by reintegrating, as soon as possible, those offenders who can be reintegrated into society in a safe manner, and (3) ensuring that the Service operates in compliance with the law.

Leadership is crucial in meeting these objectives. In Commissioner Ingstrup's view, two elements are key to leadership: clarity of vision

and determination to make plans happen. He added that, "Leadership means getting things done and delivering changes on a timely basis. It means well-performing organizations, clarity of vision, and consistency in approach. It is what the staff should be able to expect from its leaders – integrity in management. Transparency and accountability for results. Leadership is about walking the talk, staying the course, being determined, and first and foremost, respecting one's own job.

Respecting one's job, respecting one's self and the role that one plays, and respecting others in what they do, is the key to success."

Several initiatives currently underway or recently completed are part of the framework established towards achieving CSC's goal of being a world leader in corrections. The Policy Review Task Force, the Task Force on Administrative Segregation, the Reintegration Task Force, and CORCAN's success with inmate employment are just a few of the positive steps in that direction. The staff survey conducted last November shows that 75% of CSC's employees are satisfied with their jobs. A committed staff is important to effective delivery of CSC services; we must therefore maintain an environment that promotes and encourages personal growth and a high level of performance.

Many challenges still lay ahead. Safe reintegration of offenders into the community, examination of programs offered to inmates, improving community corrections and case preparation for faster and safer release of offenders into society, as well as identifying

meaningful performance indicators to better measure our accomplishments are all areas that present a challenge and require proactive leadership to meet the desired goals.

When asked to elaborate on the difference between leadership and management, the Commissioner explained that, "Management is

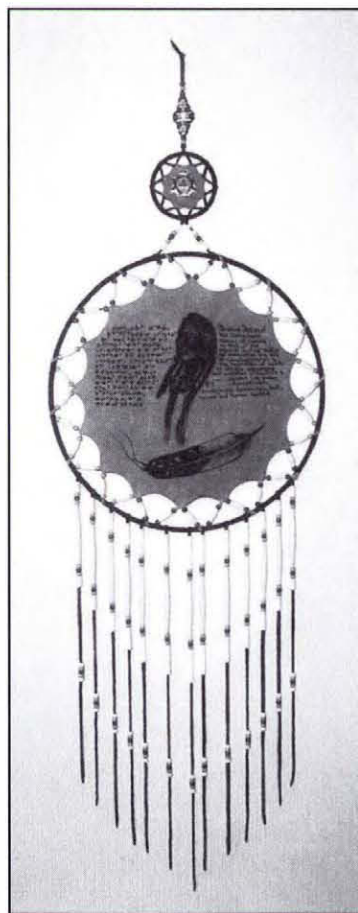
about bringing order to chaos, it is about problem solving. Leadership, on the other hand, is about facilitating change. It is about giving people the self-confidence and courage to enter arenas they would have otherwise been too intimidated to enter."

In closing, the Commissioner stated that CSC will strive to

maintain its international recognition as a respected organization by promoting good, healthy, solid, research-supported correctional ideas. Leadership, as well as committed talent and experience will help CSC achieve its goal of being a world leader in corrections.

Unique Gift

The traditional ceremonial shield depicted in this photograph was a gift presented to Commissioner Ole Ingstrup at the time of the Senior Management Meeting, which was held in Ottawa from April 15 to 17. It was presented by Warden Heather Bergen of the Saskatchewan Penitentiary, on behalf of three aboriginal offenders. Ben McIvor, John Favel and Ovide Charlette developed their artwork under the teachings of the Institutional Native Elders. Inscribed on the shield is the Mission Statement in both Cree and English languages as well as the CSC crest.



The shield was created as part of an ongoing program involving the Elders and the aboriginal inmates. Under the Elders' guidance, the offenders made a number of traditional aboriginal gifts, dream catchers and traditional art for presentations. These articles were presented to the organizers of the Saskatchewan Aboriginal Youth Games held in Prince Albert from March 31 to April 5, with participation from all 72 First Nations in Saskatchewan. A very positive response was received from the community.

Manitoba's Flood of the Century

For many Canadians, this has been one of the worst winters in recent history. Although record snowfalls were reported all across the country, the province of Manitoba was hit the worst as the melting snow caused the Red River to flood the majority of the surrounding area, causing major widespread damage.

Unprecedented snowfall in the Red River corridor (which includes the southern Manitoba region down to North Dakota), and warmer weather caused the river to overflow, leaving heartbreak and destruction in its path. In an effort to stave off the rising waters from flooding their properties, several communities along the river worked together to build protective dikes. Winnipeg Mayor Susan Thompson reported that only three percent of the specially diked and sandbagged buildings had been flooded, for a total of 26 buildings. In some areas, the water level crested to 25 feet above normal levels. Damage would have been

much greater had it not been for the diversion dike built in the 1960s around the city of Winnipeg.

During the crisis, more than 6.5 million sandbags were piled along the river by soldiers and volunteers. Sixteen inmates and six staff members from Rockwood Institution joined forces to help keep flooding damage within the community to a minimum. They worked along the Red River for 22 days, in eight-hour shifts, helping people from the community construct dikes, while other Rockwood inmates were busy filling 40,000 sandbags in twelve to fourteen-hour shifts. Under the leadership of two lifers at Rockwood Institution, \$450 were raised from the inmate population for flood victims, while the staff filled food hampers.

At Stony Mountain Institution, inmates not only spent their normal working day but also volunteered their weekends filling 70,000 sandbags. The Pegasus Lifers' Group took it upon themselves to

canvass the population and raised \$2,000 for flood victims. The inmates requested that the money raised be used to purchase baby food and diapers for the Red Cross, who will distribute it to the families victimized by flood waters. Several staff members also worked long shifts and volunteered for essential services. In addition, some employees assisted with the sandbagging operations, while others volunteered their time at the Red Cross. Hundreds of meals were provided to the volunteers and the military by Stony Mountain Institution Food Services.

This catastrophe gave the staff and the inmates an opportunity to demonstrate they care about their community. Some of the volunteers were from the flood stricken area in southern Manitoba, while others came from across the nation to be part of this labour of concern. Tragedy has no boundaries, nor does the caring of fellow human beings.



Rockwood Institution inmates filled 40,000 sandbags to assist the community.

ABORIGINAL BUSINESS OPPORTUNITIES

Correctional Service Canada is teaming up with Black Eagle Enterprises Inc., a privately-held management corporation which includes a construction company, a security company, and a consulting company to work with the Aboriginal community in several areas of mutual interest. Through CSC's affiliate, CORCAN, this undertaking aims at increasing employment for Aboriginal offenders, both within federal institutions and within the community at large.

This joint venture is part of a federal agreement designed to promote Aboriginal business development through the federal government procurement process,

which is a program of mandatory and selective set-asides, sub-contracting opportunities and supplier development activities leading to increased representation of Aboriginal business in contract awards and sub-contracts. Through this partnership with Black Eagle, CORCAN will be gaining unique access to Aboriginal groups and communities across Canada, thus creating many opportunities for mutual support and joint ventures. The agreement is valid for a one-year period, but may be renewed through mutual agreement.

The president and owner of Black Eagle, Roger Augustine, is a Micmac born at Eel Ground, New Brunswick, where he was Chief from 1980 to 1996.

Mr. Augustine is an advisor to several companies and government agencies, and has an impressive array of accomplishments to his credit. Together with his team, headed by Sterling Stewart, General Manager, their goal is to develop and sustain a strong economic base for long-term employment for Aboriginal people across Canada.

This partnership with Black Eagle Enterprises is expected to provide a solid bridge for CORCAN and CSC to do useful and productive correctional work with the Aboriginal community, particularly in the area of employability.

\$100 REWARD !

A reward will be given for the design, delivery and selection of a logo to be used by the Correctional Service of Canada Museum (CSC Museum) and the newly formed "Friends of the Penitentiary Museum at Kingston" non-profit group.

The missing logo design is no larger than 6 inches or 15 cm in size, and reflects the historical significance of the 162-year-old Correctional Service of Canada, as well as the educational and interpretative aspect of the CSC Museum and its archives. It also has the ability to survive well into the 21st century.

The logo is considered tasteful and non-offensive. It will likely be found on letterhead, advertising, and signage in the near future. The desired logo will be chosen by a panel of judges after an initial pre-screening from the Steering Committee of the CSC Museum, who reserves the right to reject any or all submissions.

All staff and inmates are encouraged to submit entries. Upon selection, the chosen logo will become the property of the CSC Museum and the "Friends of the Penitentiary Museum at Kingston" for an indeterminate period of time. A reward of

\$100 will be given for the winning entry.

The deadline for submissions is 4 p.m. eastern time on July 25, 1997. The winning entry will be announced in the August 1997 issue of *Let's Talk*.

Please forward all submissions to:

"CSC Museum Logo"

440 King Street West
Kingston, Ontario
K7L 4Y8

Fax: (613) 545-8698

SALUTING Volunteers

The Warkworth Jaycees held their Annual Awards and Appreciation Social on April 28 in recognition of those in their membership, including inmates and community members, who spend their time and lives helping and serving others. Attending the celebrations alongside the Warkworth Jaycees were Commissioner Ole Ingstrup, as Keynote Speaker, Monty Bourke, Acting Warden, Warkworth Institution, and members of the community.

During the social, many awards and certificates were given in appreciation to members of the group who volunteered their time and efforts selflessly to community service over the past year.

Among those who received awards were: Gord Williamson, Jaycee of the Year and Presidential Award of Honour (Nov. 1996); Hans Vetter, Presidential Award of Honour (Jan. 1997); Chris Squires, Rookie of the Year and Spark Plug of the Year; Ray Hackney, Springboard of the Year; Fred Hitchcock, Spoke of the Year; and Public Relations, Committee of the Year.

Overcoming Opposition Through Outstanding Accomplishments

The Warkworth Jaycees, founded in 1974, are part of an international community service organization with chapters in 104 countries and 55 chapters in Canada. The organization is dedicated to providing their members with opportunities to gain valuable leadership and management skills, as well as experience through volunteer work. Warkworth is the only penal chapter in Canada.

Principles of the Jaycee International creed, which include faith in God, a belief in the brotherhood of man, individual freedom and dignity, the value of human personality, and service to humanity, has helped to provide focus and direction to the Warkworth Jaycees' efforts of

personal development and community service.

In 1983, the Warkworth Jaycees placed first in Ontario, first in Canada, and first in the world, for their entry in an anti-vandalism program competition. This was the first time that a correctional institution won a Jaycee international award in any area of competition.

International recognition aside, the Warkworth Jaycees apply many of the values and principles through activities closer to home, including many philanthropic efforts every year to raise funds for worthy causes.

In 1986, they raised hundreds of dollars to assist in granting terminally ill children a last wish through the Children's Wish Foundation program. Proceeds of their Helping Hands Ball Tournament are donated to purchase Christmas gifts for children. They have also raised funds for the Terry Fox Run in support of cancer research, the Salvation Army Food Hamper Drive, and the Almost-Home Project, which provides housing for families whose children are in hospital facing critical surgery.



Working Together to Build a Bridge to the Community

Warkworth members have shown that they can, and want to be, responsible members of the community. Not only do they perform invaluable community charity work, but they pay their annual dues out of their earnings, follow the authority and rules of the organization, show their concern for the safety and health of each other, and express genuine camaraderie and caring for members both inside and outside the walls of the institution.

"It is remarkable to think about all of the wonderful achievements that this Jaycees chapter has accomplished. When volunteers from the community and offenders,

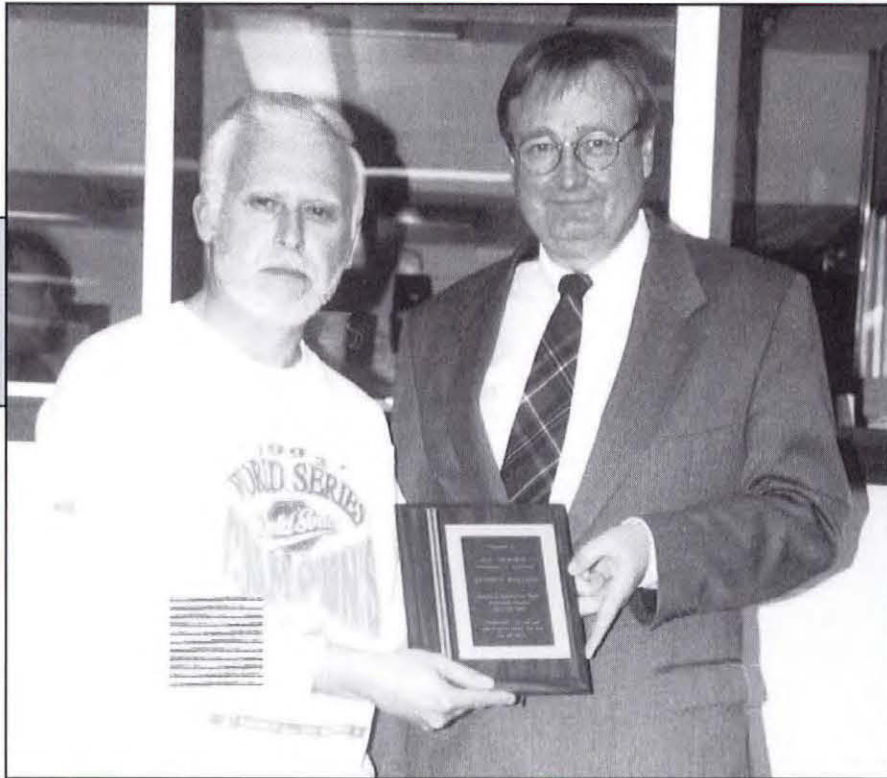
such as those in the Warkworth Jaycees, show concern for each other and offer a helping hand when it's needed, we know that we are making progress on the road to rehabilitation" remarked Commissioner Ingstrup. "The Jaycees actions are a reminder that the penitentiary gates need not be barriers to good citizenship; they can in fact be a connection with, or a bridge to, the local community," he added.

Warkworth Jaycees President, Carl Levesque, and recipient of an award for attending 240 consecutive meetings told the audience, "It gives me great pleasure to be part of this event as there is so much good that goes unrecognized. There can be no substitute for positive attitude as well as gratitude, and if all would take a little time to show a tiny bit

of appreciation, we might find ourselves in a pretty decent community."

The good work of the Warkworth Jaycees would not have been possible without the help and collaboration of the Acting Warden and the staff at Warkworth Institution. Naturally, the Jaycees' achievements could not have been possible without the efforts and dedication of the National, Regional and District Jaycees.

Correctional Service Canada salutes all members of the Warkworth Jaycees for their contributions and efforts to the program and their community, as well as all those who have helped and collaborated to make the program a great success – their efforts are not without notice.



Inmate Peter Jones presents Commissioner Ingstrup with a plaque from the Warkworth Jaycees thanking him for coming and speaking to them.

NHQ

Bids Farewell to Chin

After ten years of service at National Headquarters (NHQ) as Chief, Food Services, Consulting & Training, Mr. Chin Yeung left on April 21 to work in the Pacific Region. He will be responsible for different food service-related projects, the first one being to initiate a small group meal preparation program at Sumas Community Correctional Centre in Abbotsford, B.C.

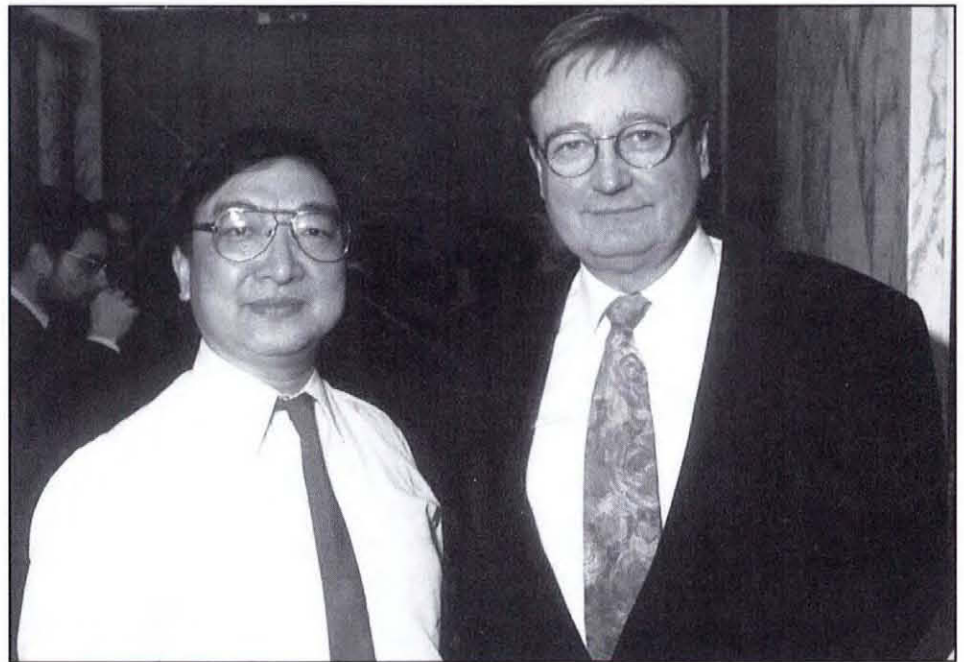
Originally from British Columbia, Mr. Yeung came to Ottawa in January 1987 to co-ordinate and offer functional support to the national food services in the federal institutions. His major responsibilities involved monitoring food cost, Quality Assurance Program, Food Service Operational Review, co-ordination of Food Service staff training and apprenticeship training for inmates, organization of national workshops, food and equipment updates, and liaison with private industries and international counterparts. He also co-ordinated food services for special events at NHQ, such as the signing of the Mission, the Christmas party, and the annual barbecue. Mr. Yeung is the first Canadian citizen recognized as Certified Food Service Professional by the American Correctional Food Services Association.

Throughout his stay in Ottawa, Mr. Yeung demonstrated a true commitment to community involvement. He founded and directed the combined Correctional

Service Canada, National Parole Board and Secretariat Choir five years ago, which performs at various functions at NHQ. He also conducted four local choirs, founded and directed a children's choir, and directed the annual Multi-cultural Choral Festival; his choirs perform on Canada Day and on many other important occasions. Aside from his musical and culinary contributions to Correctional Service Canada, Mr. Yeung was also involved in

various fundraising activities for the Civic Hospital and the local Chinese community, as well as being an accredited Court Interpreter in Ontario.

Mr. Yeung will be dearly missed by the employees at National Headquarters, who wish him every success in his new position on the west coast. The staff at Sumas Community Correctional Centre are gaining an excellent employee as well as a very generous individual.



Chin Yeung and Commissioner Ole Ingstrup

SUBSTANCE ABUSE WORKSHOP: *Relapse Prevention*

During the week of March 10, a three-day substance abuse workshop was held in Saskatoon. The workshop focused on the following themes: *Relapse Prevention in Clinical Practice*, and *Clinical Intervention in Relapse Prevention*.

The workshop was attended by facilitators of the Offender Substance Abuse Prerelease Program (OSAPP) and the Choices program, the national OSAPP co-trainers, Dr. John Weekes and Dr. Andrea Moser from the Substance Abuse Programs Unit at CSC's National Headquarters (NHQ), members of the National Parole Board, and representatives from provincial substance abuse agencies in Manitoba and Saskatchewan.



Dr. Alan Marlatt
University of Washington

Dr. Alan Marlatt and Dr. George Parks, international experts from the University of Washington and pioneers in the area of relapse prevention techniques, were the guest speakers at the workshop. Dr. Marlatt conducted presentations on "Relapse Prevention: Specific Intervention Strategies with High-risk Drinkers" and "Dual Diagnosis". Dr. Parks's presentations addressed "Relapse Prevention: Global Self-control Strategies" and "Motivational Interviewing with Resistant Clients". In addition, Dr. Marlatt and Dr. Parks facilitated an intensive training workshop on substance abuse issues.

During the workshop, both guest speakers praised the Correctional Service of Canada for its approach in delivering substance abuse programs to offenders. They also commended the training that correctional personnel undertake to become facilitators. In their opinion, the Correctional Service of Canada is more progressive than the United States in its approach to substance abuse assessment and treatment.

Inspired and encouraged by what they heard during the workshop, participants were ready to renew their efforts in and commitment to facilitating programs of such high quality, integrity and effectiveness.

Following the workshop, two days of meetings for the Prairie Region OSAPP and Choices

facilitators were held. Jeff Langer (Accountability and Performance Measurement, Prairies) discussed accountability and quality assurance issues associated with programs. Gerald Block, a doctoral candidate at the University of Saskatchewan and an intern at the Regional Psychiatric Centre in Saskatoon, gave an interesting presentation on Fetal Alcohol Syndrome. These sessions were followed by a one-day meeting of the OSAPP co-trainers and Dr. Weekes, who recently took over as National Manager of Substance Abuse Programs at NHQ.

For more information or to obtain the video on the workshop, please contact Ms. Cindy Sherban, Regional Psychiatric Centre, Saskatoon, at (306) 975-5400.



Dr. George Parks
University of Washington

CSC's Substance Abuse Programs

Substance abuse continues to be a serious problem for offenders. Studies done in Canada and the United States consistently find that about 70% of offenders are in need of treatment for problems with alcohol and other drugs. Over 50% of offenders report that substance abuse was related to their criminal behaviour.

The Computerized Lifestyle Assessment Inventory (CLAI) is now used in all CSC reception centres and institutions as the primary tool for identifying offenders' substance abuse problems. Extensive research with the CLAI supports its validity and appropriateness for use with offenders. Information collected by the CLAI allows case management officers and program facilitators to make informed decisions about offenders' treatment needs.

Our CLAI assessment data

confirms that substance abuse problems do not exist in an all-or-none manner among the inmate population. On the contrary, almost a third of offenders do not have a problem, about a third have low severity problems, and a third have serious problems.

During the past five years, CSC has been developing and implementing a range of core substance abuse programs to meet the needs of our offenders. To date, more than 200 staff and contractors have been trained to deliver substance abuse programs to offenders. In doing so, CSC has pioneered the use of a "para-professional" model for delivering correctional interventions by training, monitoring, and certifying correctional staff.

Dr. John Weekes, National Manager, and Dr. Andrea Moser,

Project Manager of the Substance Abuse Programs Unit at CSC's National Headquarters, are actively working to keep pace with new developments in substance abuse assessment and treatment, and to evaluate their applicability to offenders. These include approaches aimed at "harm reduction" (i.e., strategies to reduce the health risks of such high-risk behaviours as intravenous drug use); interviewing and intervention techniques aimed at increasing the motivation of offenders to change behaviour; and "high intensity" interventions for offenders assessed to have severe substance abuse problems.

For more information on CSC's substance abuse programs, please contact Dr. John Weekes at (613) 947-0587 or Dr. Andrea Moser at (613) 996-8508.

Community **SUPPORT**

In a letter dated February 28, Bishop Gilles Lussier of the Diocese of Joliette, Quebec, joined community groups in welcoming women inmates to the Joliette Institution. The Bishop had only words of encouragement for these women in transition. He expressed his belief that, "Every

situation, however difficult it may be, if accepted, always transmits life". In his view, everyday actions like smiling, preparing a meal for someone, or praying, make life enjoyable. He feels that these actions, small or large, lend themselves to personal growth and the expression of life. As a sign of

the community's desire to reach out to the inmates, the Bishop gave them a plant to decorate the institution's chapel. "Just as a plant needs water and light to grow, each person needs love and tenderness, as well as confidence and commitment to develop," Bishop Lussier said.

AWARD PRESENTATION CEREMONY

Employees from Westmorland Institution in Dorchester, New Brunswick, celebrated their achievements during a special ceremony held at Memramcook Institute on April 24. The Master of Ceremony, Warden Robert Babineau, presented 34 awards to outstanding employees. Special guests included Deputy Commissioner Alphonse Cormier and Union of Solicitor General Employees' representative, Mr. John Lusby.

Mr. Cormier delivered the opening remarks and presented 15 employees with the Corrections Exemplary Service Medal in recognition of exemplary performance characterized by good conduct, industry and efficiency that serves as a model for others. Recipients of the medal are:

Arsenault, R.J.
Blakney, W.E.
Cole, T.W.
Devarennnes, P.A.
Foster, D. A.
Lauder, D. M.
Léger, J.Y.
Lusby, J.P.
McCluskey, J.H.W.
McGinn, R.M.
Ross, G. A.
Silliker, B.M.
Trenholm, M.R.
Ward, S.L.
Wesselby, S.F.

The following awards were presented to employees who have dedicated 25 years or more to public service.

Minister's Medallion (over 35 years of service) – B.M. Silliker

35 Years of Service Medallion – B.M. Silliker

Public Service 25-year Plaque – P.A. Devarennnes; J.R.F. LeBlanc; E.C. Lumgair

CSC 25-year Pin – R.J. Arsenault; S.E. Daniels; P.A. Devarennnes; Z.J.O. Gaudet; N.O. Johnson; J.R.F. LeBlanc; W.A. MacLean; J.E.G. Scott

CSC Retirement Certificate – S.E. Daniels; J.R.F. LeBlanc

Public Service Retirement Certificate – S.E. Daniels; J.R.F. LeBlanc; B.M. Silliker

A special award, known as the Instant Award, was also handed out to Daniel Pitre, for going beyond the call of duty in assisting the Royal Canadian Mounted Police with the apprehension of an escapee.

Correctional Service Canada wishes to congratulate and thank all staff listed above for their years of hard work and dedication to the Service.



Back row (left to right): M.R. Trenholm, S.F. Wesselby, J.H.W. McCluskey, R.M. McGinn, Z.J.O. Gaudet, W.E. Blakney, D.A. Foster, W.A. MacLean, D.J. Pitre

Middle row: S.R. Ross, N.O. Johnson, D.M. Lauder, J.P. Lusby, J.E.G. Scott, E.C. Lumgair, T.W. Cole, P.A. Devarennnes

Front row: S.E. Daniels, J.Y. Léger, B.M. Silliker, S.L. Ward, J.R.F. LeBlanc, R.J. Arsenault

"Challenging Fear, Creating Hope"

An Invitation to Congress '97

The Canadian Criminal Justice Association and the Ontario Association of Criminology and Corrections wish to invite you, all your colleagues, and the general public to attend Congress '97, which will be held at the Citadel Ottawa Hotel in Ottawa from September 20 to 23.

Fear of crime is perhaps one of the most determining factors affecting the public, public attitude, the development of policy, and hence the criminal justice system. It is often addressed in a cursory fashion but has seldom constituted the focus of a major, multi-disciplinary event such as the Canadian Congress on Criminal Justice. The time has come for that to happen and for the criminal justice system to deal with what ought to be its central concern: crime.

"Challenging Fear, Creating Hope" was selected as the theme for the 26th Canadian Congress on Criminal Justice.

There are many ways of challenging fear, but ensuring that everyone concerned deals with facts rather than perceptions seems to offer the most promise. It is assumed that knowledge of the facts will alleviate many of the current fears and that, consequently, hope will be restored.

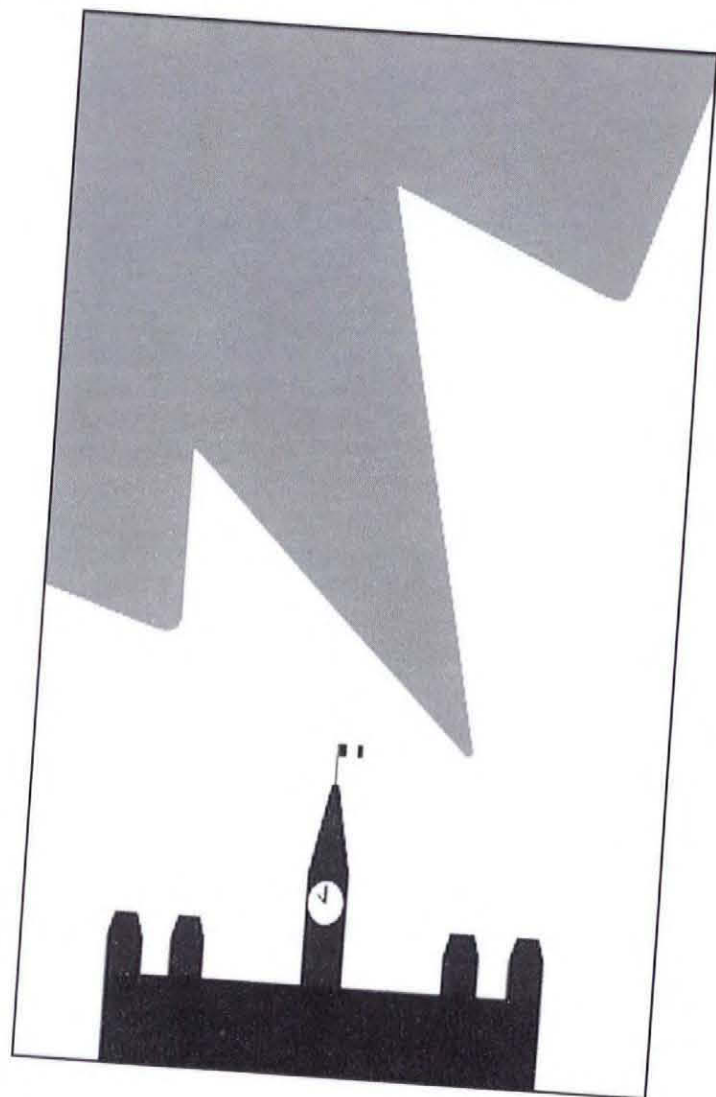
You may look forward to thought-provoking comments on the part of the three Keynote Speakers: Susan Aglukark, the Honourary Chairperson, one of Canada's leading songwriters and recording artists and a proud representative of the Inuk people; Diana Kilmury, the first woman to rise to the vice-presidency of the

International Brotherhood of Teamsters; and Madame Justice Claire L'Heureux-Dubé, a distinguished Canadian and Justice of the Supreme Court of Canada.

Further, some 45 topics will be explored over the three days of the Congress, in addition to several off-site activities intended for the general public. The City of Ottawa has declared September 20-27 "Safer Communities Week" to coincide with the Congress.

Your participation and that of your well-informed colleagues will contribute greatly to translating the theme into reality. The success of Congress '97 depends greatly on your contribution. Please spread the word and join us in Ottawa!

For more information, please contact Mr. Gaston St-Jean, Executive Director, by telephone at (613) 725-3715, by fax at (613) 725-3720 or by E-mail at ccja@istar.ca.



CRF Opens in Toronto

On April 9, Regional and District representatives and the Salvation Army of Metropolitan Toronto inaugurated a new 35-bed Community Residential Facility (CRF) in downtown Toronto. The Bunton Lodge Community Residential Facility is named after Lieutenant-Colonel Wallace Bunton and his wife Maud, pioneers in the field of Salvation Army correctional services.

Formerly a provincial correctional residence until its closure in 1995, Bunton Lodge will continue to be operated by the Salvation Army of Metropolitan Toronto, an established and credible organization with an excellent reputation in providing services to offenders. The facility will provide male offenders with the opportunity to develop skills necessary to live a productive and law-abiding life.

The timely opening of the CRF will fulfill a pressing need for residential offender beds in Metropolitan Toronto. The facility is comprised of two three-storey houses joined by an enclosed corridor and a shared exterior courtyard. The North House can accommodate 15 offenders while the South House has a capacity for 20 offenders.

Once renovations and a CRF residential standards audit have been completed to satisfy CSC's residential facility standards, a gradual resident intake will begin in the South House followed by the North House. It is anticipated that residents will start arriving in mid-June 1997 and that the facility will be filled to capacity by September 1997. While at Bunton Lodge, residents will be supervised by the Downtown Toronto Parole Office.

In the spring, a Community Assessment Team (CAT) was formed and began working in May to assess the appropriateness of prospective residents. The facility will operate without offender exclusion and will rely on the CAT and CSC to make decisions based on offender risk and need requirements.

At the facility, offender programs will range from substance awareness and stress management groups, to employment and individual counselling. Referrals will be made to psychological and psychiatric services, and to Core CSC Programs offered in the Central District.

For more information on this facility, please contact Ms. Shelly Hassard, Area Director, Downtown Toronto Parole Office at (416) 973-3461 or by facsimile at (416) 973-3465.



South House façade

Chapel Dedication

March 23 was an important day for Ferndale Institution in Mission, British Columbia. It was on that day the chapel was officially opened and dedicated by Reverend Pierre Allard, Director General of Chaplaincy. Distinguished guests included Chaplains from CSC Pacific, Regional Chaplain Reverend David Hilderman, and local religious officials. The chapel, designed to accommodate 50 people, was overflowing with more than 100 guests, inmates and family members. Also in attendance were representatives of several faith

groups, including Sikh and Buddhist believers.

"This is a very important day for Ferndale Institution," commented Warden Ron Wiebe following the service. "Ferndale has strong ties to the community. And in an area with strong church involvement, our connection was strengthened by this event."

Ferndale Institution is a minimum-security facility located in the Fraser Valley, an hour east of Vancouver. The Chaplaincy Program brings offenders and their families together for worship and chaplaincy programs. Many

inmates attend local churches under escort by local citizens; some of these volunteers returned to Ferndale to assist with the event. Al Imbach and the Rathjen family performed moving musical selections, along with a group of inmate singers. A reception followed the service, catered by a few inmates.

Additional information can be obtained from the Chaplain, Ferndale Institution at (604) 826-5410 or by facsimile at (604) 826-5519.



Reverend Pierre Allard addressing the audience at the official opening of Ferndale Institution's chapel

Helping Mother Earth

On April 22, the Engineering and Maintenance (E&M) division of Springhill Institution in Springhill, Nova Scotia, held an open house at the composting building. It was open to all staff of Springhill Institution in order to initiate the education process regarding waste management at the facility. Some positive results were and continue to be achieved through the efficient cooperation of the Food Services, and the Engineering and Maintenance divisions.

On December 10, 1996, Springhill Institution started up their WRIGHT composting machine. Barry Brayley, E&M, did an excellent job managing the first phase of the solid waste management program, and kept accurate records on what was being composted and what was going to the landfill. After three months of operation, he was able to demonstrate that, out of the 57 tons that would have ended up in the landfill, 52% of it was composted into reusable product.

Reg Caulfield, Acting Assistant Warden Management Services, is more than pleased with the teamwork demonstrated by the division chiefs, Marc Bélanger, Engineering and Maintenance, and Bob Wong, Food Services. This marks the beginning of a long journey where, through institutional staff and inmate cooperation, more waste should be diverted from the landfill.

Messrs. Bélanger and Wong agree that many challenges still lie ahead in order to improve the efficiency of the program. The most important challenge relates to inmate employment. So far, this has proved to be a frustrating experience as the composting machine and facility are located



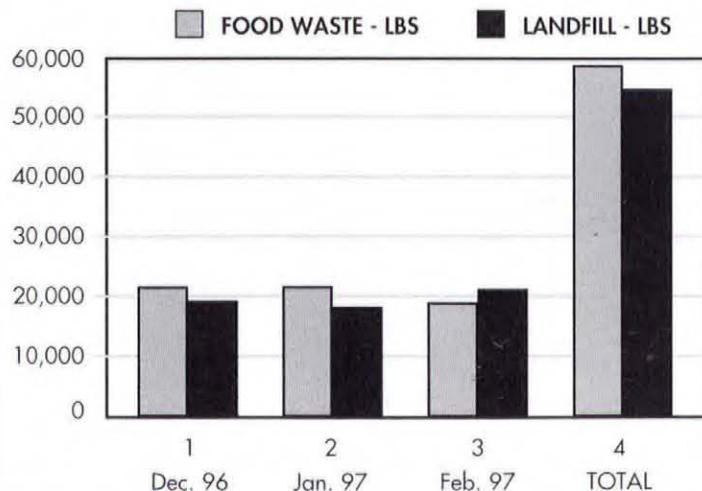
outside the perimeter fence of the institution. Inmates authorized to go beyond the fence are not necessarily available for the operation. Their involvement and ownership into the program will become a cornerstone for further financial and environmental successes. Staff education and involvement represent another challenge faced by the E&M staff in the next phase of implementation.

Springhill Institution is very interested in finding out what other institutions, in Canada and abroad, are doing with respect to environmental issues and waste management. Interested parties can contact Ted Baker, Project Implementation Officer, at (902) 893-6759 or by facsimile at (902) 597-3952.

Solid Waste Management

Springhill Institution - Three-month results

	Dec. 96	Jan. 97	Feb. 97	Total lbs	Tons
Food Waste - lbs	20,550	21,170	16,910	58,630	29.3
Landfill - lbs	17,720	15,854	20,843	54,417	27.6
Total - lbs	38,270	37,024	37,753	113,047	56.9





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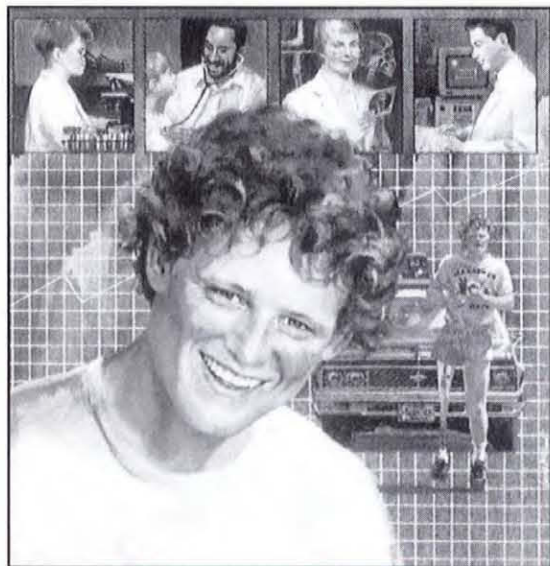
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17th Annual Terry Fox Run/Walk Sunday, September 14, 1997

The Terry Fox Foundation would like to thank all Corrections staff and inmates that participated in the Terry Fox Run in '96 and would like to invite everyone, including newcomers, to join them in the next Terry Fox Run/Walk. You can participate in an existing event or even organize one in your facility for staff and/or inmates. It is a terrific way to get together for a fun and motivating event for an important cause close to all of us, cancer research. You can organize various kinds of events or try a different mode of transport at the local Run. The provincial office of The Terry Fox Foundation is there to help. Just call 1-800-563-8369 for more information or to register in an event and receive free supplies.

Erratum

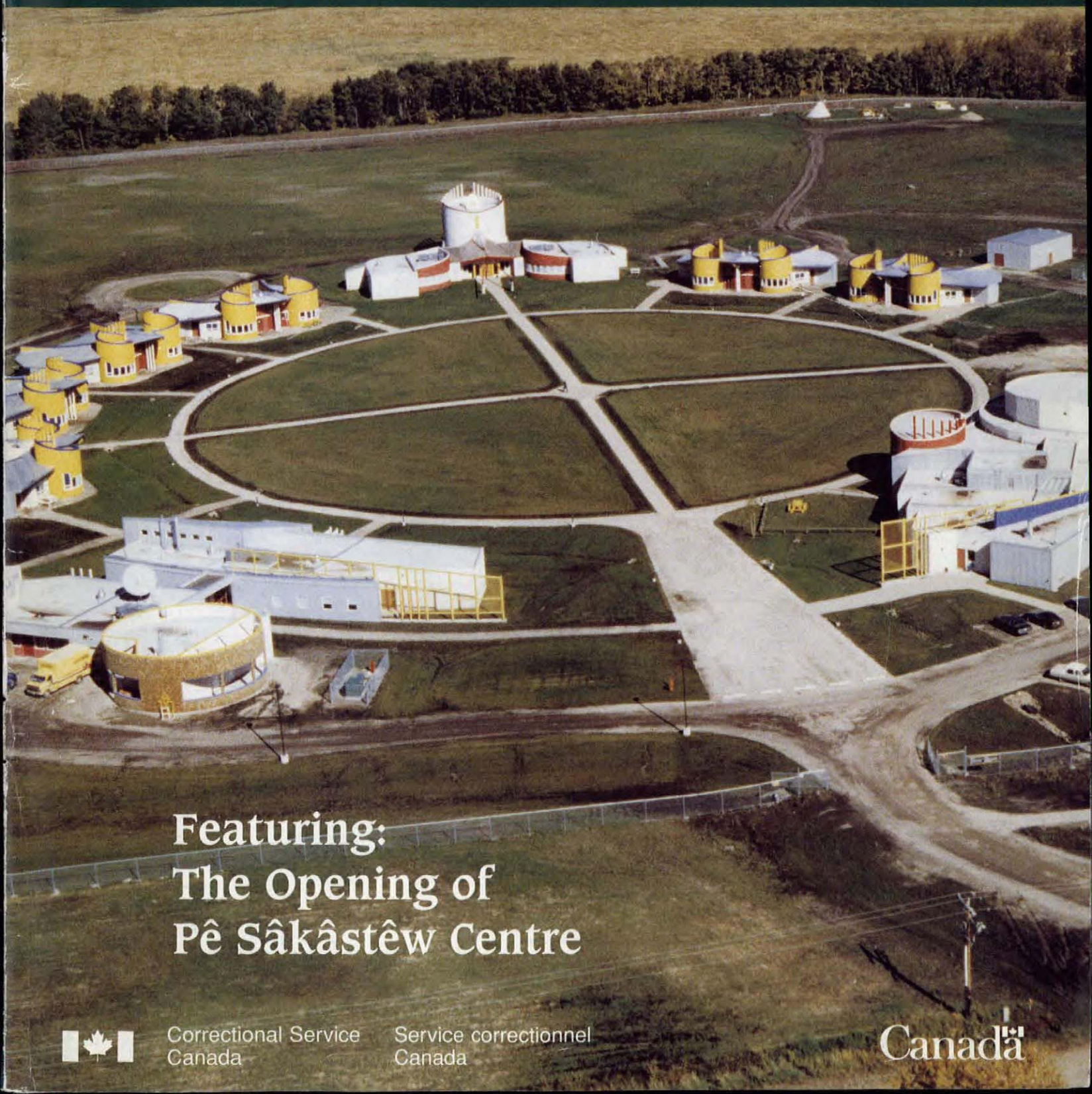
In our February issue, this photograph was erroneously inserted in the article titled "Excellence in the Workplace: The Regional Psychiatric Centre (Prairies)". The article described the Employee Assistance Program and the Wellness Program offered at the Centre. The photograph below depicts a group of participants in the Atlantic Region who completed the Basic Employee Assistance Program Course for referral agents in the same time period. They are, from left to right: **front row** – Paulette Gaudet, Joanne Belliveau, Al Meloche (Course Facilitator), and Rosalyn Cole; **back row** – Reverend John Tonks, Reverend Jeff McGregor, Danny LeBlanc, Charles Léger (Atlantic Regional EAP Coordinator and Course Facilitator), Marie-France Lapierre, and Paul Gionet.



let'stalk

Volume 22, No 4

October 1997



Featuring:
The Opening of
Pê Sâkâstêw Centre



Correctional Service
Canada

Service correctionnel
Canada

Canada

let'stalk

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facility at Hobbema, Alberta

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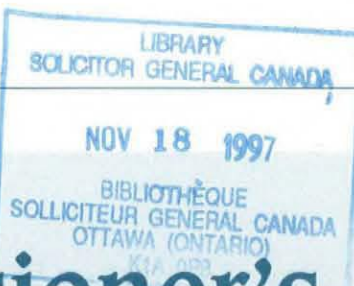
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Commissioner's Editorial

Our new Minister, the Honourable Andy Scott, has signed a Mission document. He is the fifth consecutive Minister of the Crown to do so and when he signed the document, he said "your Mission is my Mission". What that means is that the Mission Statement itself, the five Core Values, the Principles and Strategic Objectives, have now been reconfirmed as Government policy. And we, as public servants, must do our best to get as close as possible to what the Government wants us to do.

We are accountable on the basis of the points in the Mission Document. That means that if we do well, we will be acknowledged, and recognized for doing a good job, and if we do not do what the Mission says, we stand to be blamed. This is true for all of us who work in CSC for CSC.

It is not hard to understand, therefore, that we must know what the Mission

document contains. The difference between success and failure depends on how our work relates to the direction in the document. In the final analysis, the difference between promotion and release from the Service may depend on how well we know the tasks we are expected to perform.

I urge everyone to get a copy of the Mission Document, to read the text carefully and - like the government - re-commit to "good corrections". Discuss the text with people who report to you, if you are a supervisor. Discuss it with your colleagues, if you are not a supervisor. Make sure that you are not taken by surprise one day just because you forgot parts of what CSC and the Government have defined as "Good Corrections" - just because you didn't take a bit of time to read the Mission Document.

I am convinced that many of you will say "I have already read the Mission

Document several times. I know it well enough, and I am doing what I can to be in line with it". That is great! I think that would apply to me too. Nevertheless, I find that every time I re-read the document, I see more opportunities to do better. Quite often, reading the Document makes me think in a new way about an old problem.

Please, pick up the Mission Document and let it help you in your effort to do "good corrections".

Ole Ingstrup
Commissioner
Correctional Service of Canada

News & Notes

- To our readers: We are changing *let'stalk*! We are bringing in new sections including **Sector Reports**, **Regional News**, and **Understanding Corrections**, a pull-out the reader can keep for reference.
- To CSC employees: All Senior Management conference information is available on the IntraNet.
- To our international readers: Please help keep us informed! If you have any news regarding upcoming international meetings or conferences in the correctional field which may be pertinent to the Correctional Service of Canada, please let us know.

Senior Management Meeting - "Working Together to Achieve Results"

One of the goals of the Senior Management Meeting (SMM), held for nearly 300 Senior Managers from across the country in Ottawa September 24-26, was for attendees to exclaim, "What a meeting!" according to France Lagacé, the new Assistant Commissioner, Communications. The theme for the fall conference was "Working Together to Achieve Results".

The **Wednesday** afternoon plenary address, given by Mr. Ingstrup, outlined CSC's recent achievements and current areas of concern. These include: **Aboriginal corrections:** the opening of the Pê Sâkâstêw Centre, Okimaw Ohci and Prince Albert Healing Lodge are proud accomplishments, but there are still 14 per cent of Aboriginal people currently incarcerated and the number is rising; : significant improvement here, the incarceration rate is down, wardens



France Lagacé, Assistant Commissioner, Communications



Commissioner Ole Ingstrup

and staff at NHQ have put CSC's philosophy on women in corrections on the map, but Prison for Women still holds 15 inmates; **Security:** the number of incidents has risen and Managers need to listen carefully to what staff tell them. Managers used the right amount of force at Millhaven Institution during the disturbance early this year, but that facility needs to review its population mix and bring policies in line with CSC. Port Cartier Institution had a hostage-taking incident that was resolved with mediation and no harm occurred; Donnacona continues to manage a difficult population mix including bikers; **Positive drug testing** is down dramatically compared to four years ago, but the number of confiscated drugs has doubled since last year; **Firearms:** an ExCom meeting in September concluded there is a need to be able to

deploy firearms earlier; **Minimum security institutions:** the rate of escapes is climbing, at a rate today of 35 per 1,000 inmates, but they do not commit serious crimes while out; **Inmate disturbances** show the assault rate is low but higher than last year. A clarified definition of assault has been established. The segregation rate is under five per cent, compared to last year's six per cent, but the number of those in segregation who are Aboriginal is currently 14 per cent, which is a problem; **Reintegration** has been helped by Halfway houses which have accepted day parolees. There is some trouble in the area of reintegration, but we are making modest progress; **Training and Development:** we need more training for our front line officers; **CORCAN** recorded a surplus this year; **Programs:** an internal accreditation program will be put in place; **Inmate affairs** show a strong 86 per cent of complaints were resolved by wardens at the institutional level; **Health Services:** there are 175 cases of HIV but 10 years ago we forecast an even higher number.

Gerry Hooper, Assistant Commissioner, Performance Assurance, gave an overview of information from departmental sectors and urged Operational Managers to help ensure their staff input timely and accurate information into the Offender Management System. Mr. Hooper's main messages were that preparation of cases needs to be more timely so the National Parole Board can make



Gerry Hooper, Assistant Commissioner, Performance Assurance

its decisions closer to parole eligibility dates, and reliable statistics from staff are essential to performance assurance.

Arden Thurber, Director General, Offender Reintegration, gave a concise overview on the challenges of reintegration: (1) There is an overreferral to programs, where one offender is directed towards several programs. (2) Referrals may be inappropriate. (3) There is a lack of urgency in preparing inmates for release. (4) Programming is not always necessary. (5) Programs are not the only effective intervention; support, encouragement and setting up challenges are effective offender motivators. (6) There is a need for better tools to study the effect of programming on the individual. Mr. Thurber said he and his staff would be visiting institutions over the next few months to help with issues related to reintegration.

Denis Méthé, Director General, Correctional Programs, addressed the issue of effective delivery of correctional programming and encouraged staff to keep moving forward. Denis Levesque, Chairman of Operation Bypass Task Force, said the Service needs feedback from all the regions in the area of reintegration planning, intervention and decision making.

Thursday was "Quebec Day" at this fall's SMM. The day began with a plenary session and opening remarks by Jean-Claude Perron, Deputy Commissioner, Quebec Region. Other speakers gave a review of reintegration in the Quebec Region and a brief resume of research being done with the CSC at the University of Montreal. A final talk was given by well-known Quebecois columnist Laurent Laplante. Managers then broke into workshops to discuss reintegration and in the afternoon attended others on topics in the field of corrections.

Thursday was capped by an historic evening on Parliament Hill, where staff mingled in the majestic Centre Block Hall of Honour, met Jocelyne Bourgon, Clerk of the Privy Council, enjoyed a fascinating talk in the Chamber of the House of Commons by the Speaker of the House the Honourable Gilbert Parent, and witnessed the signing of the CSC Mission Document by the Solicitor General of Canada, the Honourable Andy Scott, and Correctional Service of Canada Commissioner Ole Ingstrup. Awards to Senior Managers were also presented by the Minister and Commissioner.

Friday, the final day of the SMM, Commissioner Ingstrup told the group that leadership is "those who give the courage and self confidence for their people to enter a territory where they would not have the courage to go". Managers need to explain over and over again to staff what they are doing, to identify with work on a personal level, and to ask staff to "do as I do and as I say".

Guest speaker Max Yalden, Chair of the Working Group on Human Rights in CSC, admitted times are changing rapidly and human rights goals have not yet been met but his Working Group will try to help CSC in this area.

Arden Thurber summarized discussions held by Managers on the ques-

tions: "What can the Service do so that offenders are effectively integrated into society? What can my staff and I do personally to encourage the reintegration of offenders?" His findings said: Reports are increasing, and we need to evaluate and integrate information; we need to give more help and direction to case management workers, and encouragement and confidence to front line workers; there is a need for greater partnerships with community organizations and for better communication between them and institutions; there is also a need for less bureaucracy and to better prepare for parole dates and the use of community resources to assist overworked institutional staff.

Lucie McClung, Senior Deputy Commissioner, told Managers the findings will go to the Executive Committee Meeting in October and "there will be some decisions". She introduced CSC's new Aboriginal advisor, Ms. Gina Whiteduck, former Chief of Staff for the Assembly of First Nations and Special Advisor to Ovide Mercredi.



Arden Thurber, Director General, Offender Reintegration

Finally, the Organizing Committee for the SMM was introduced and received an exuberant thank-you from participants. What a meeting!

Thomas Townsend Honoured

Wednesday's lunch honoured Thomas Townsend, former CEO of CORCAN during whose tenure sales increased from \$7 to \$50 million from 1977 to 1997, and offender employees increased to over 2,000.

Commissioner Ingstrup praised Mr. Townsend's thoughtfulness to every task and cited his numerous honours including receiving the prestigious Correctional Industries Association **Rodli** Award for excellence in corrections at the conference of the American Correctional Association. He said Mr. Townsend "would stay a friend of CSC... he is too important to us and us to him to cut the ties". An emotional Mr. Townsend replied that he felt honoured to have been able to help some of the more than 80,000 offenders who have passed through the system since he began 20 years ago and said not a day goes by when he does not think of his "friends for life" at the Service. He closed with a quote from a **Sufi** poet, "Out beyond ideas of wrongdoing and rightdoing there is a field - I'll meet you there."



Thomas Townsend, former CEO of CORCAN

New appointments to the Correctional Service as presented at the September 1997 Senior Management Meeting

Atlantic Region - Mr. Robert Babineau, Warden, Springhill Institution

Québec Region - Mr. Guy Villeneuve, Warden, Archambault Institution; Mr. Denis Cloutier, Director, Regional Reception Centre; Mr. Marc Hyppolite, Warden, Cowansville Institution; Mr. Jacques Labonté, Warden, Drummondville Institution;

Ontario Region - Mr. Lou Kelly, Acting Director, Millhaven Institution; Mr. Monty Bourke, Warden, Warkworth Institution; Mr. Mike Provan, Warden, New Ontario Medium Institution

Pacific Region - Ms. Brenda Marshall, Warden, Kent Institution

National Headquarters - Mr. Richard Clair, Corporate Secretary, Executive Secretariat; Ms. France Lagacé, Assistant Commissioner, Communications; Ms. Lucie McClung, Senior Deputy Commissioner; Mr. Brendan Reynolds, Assistant Commissioner, Corporate Development; Ms. Louise Saint-Laurent, Assistant Commissioner, Corporate Services; Ms. Denyse Plante, Director, Staff Training & Development; Mr. Bruno Kierczak, Director General, Information Management Services; Ms. Carolyn Kobernick, Senior Legal Counsel

International Agreement Signed by CSC and Great Britain

Commissioner Ole Ingstrup and Richard Tilt, Director General, Her Majesty's Prison Service, Great Britain, signed a Memorandum of Understanding September 25 that provides core principles for the investigation into major incidents in an institutional or community setting. The agreement will allow the two countries



Ole Ingstrup and Richard Tilt

to share information about how they handle investigations and thus improve the management of serious offender incident investigations. It is the first of potentially numerous agreements to be signed by Canada and the United Kingdom; the two countries share a basic philosophy and approaches to corrections, and responses to similar challenges may mean an improvement in future corrections.

Senior Management Meeting Awards Ceremony

The Senior Management Meeting Awards Ceremony was held on September 25 on Parliament Hill following the official signing ceremony of the Mission of the Correctional Service of Canada. The following exemplary individuals were honoured on this memorable evening.

Mr. John Gillis (Retirement); Ms. Lise Bouthillier (Exemplary Service); Mr. Normand Granger (25-year); Mr. Jean-Claude Perron (Exemplary Service 1st bar) (Professional Excellence); Mr. Gilles Thibault (Exemplary Service 1st bar); Mr. Michel Deslauriers (Exemplary Service 1st bar); Mr. Wayne Scissons (Exemplary Service); Rev. Pierre Allard (25-year); Mr. Laval Marchand (Teamwork); Mr. Frank Miller (Appreciation); Mr. Paul Oleniuk (Appreciation). ■

Mission Signing Ceremony

Parliament's Centre Block was the scene of a ceremony on Thursday, September 25 to mark the signing of the Correctional Service of Canada's Mission. In signing the document, the Honourable Andy Scott, Solicitor General of Canada, and Commissioner Ole Ingstrup pledged their commitment to Canadians to carry out their responsibilities as set out in the Mission.

The evening began with a reception in the Hall of Honour, where senior managers, staff from National Headquarters and invited guests had gathered to lend their support to Solicitor General Scott. Once Mr. Scott had arrived, everyone

was invited to the House of Commons, where the Speaker of the House, the Honourable Gilbert Parent, delivered a stirring address.



Commissioner Ole Ingstrup and Solicitor General Andy Scott

In the Railway Committee Room, Reverend Pierre Allard, Master of ceremonies and Director General of the

Correctional Service of Canada's Chaplaincy, elaborated on what the Mission represents in human terms: "I am heartened by the fact that, collectively and with our new minister, we have the courage to commit ourselves to a Mission that preaches solid, everlasting human values. We have embarked on an arduous human journey," said Reverend Allard. "Without deeply held values, it is impossible to look with compassion on a civilization in disarray."

Commissioner Ingstrup stressed the rule of law in a democratic society. "Thanks to the kind hospitality of Speaker Parent, we



*The Honourable Gilbert Parent,
Speaker of the House*

have the privilege of signing our Mission under the roof of the House of Commons, our grand national institution. It is in this very House that our

minister must account to Canadians for our actions, a place where Canadians can see democracy in action," said the Commissioner. "Like Canadian democracy, the Mission will stand the test of time and remind us of our legal responsibilities. We will never forget its significance, nor our commitment to carrying it out."

The Honourable Andy Scott indicated that the general public needs to be better informed about good correctional services. "As Minister responsible for the Correctional Service of Canada, I have the task of promoting dialogue between Canadians on what should constitute good correctional services," declared the Minister. "I will tell Canadians that the Correctional Service of Canada plays an important role in our fight against crime. The Mission Statement reads, and I quote:

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to the protection of society

by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

"As Commissioner Ingstrup and I ratify this evening the Mission of the Correctional Service of Canada, my message to you is a simple one – your Mission is my Mission, and as each of you must be accountable for your actions to the Canadian public, so too must I," explained Mr. Scott.



Rev. Pierre Allard



Commissioner Ingstrup addressing Managers seated in the House of Commons

Pê Sâkâstêw Centre Opens in Alberta



Guest speakers at the Opening Ceremony

A first-of-its-kind Aboriginal facility for male minimum security inmates opened Friday, August 8, 1997 amidst fanfare and celebration near Hobbema, Alberta. The Pê Sâkâstêw Centre (pronounced Bay Sah-ga-stay-o) meaning "new beginning" or "new horizon" is located on the Hobbema Indian reserve just south of Edmonton. The ceremony was presided over by the Honourable Andy Scott, Solicitor General of Canada, Commissioner Ole Ingstrup of the Correctional Service of Canada (CSC) and Chief Florence Buffalo of the Samson Cree Nation. Also in attendance were Ms. Kathy Louis of the National Parole Board, Mr. Victor Buffalo, former chief of the Samson

Cree Nation, Mr. Rémi Gobeil, Deputy Commissioner of CSC's Prairie Region, and Ms. Violet Soosay, Executive Director of the Centre. The audience was comprised of a host of well wishers and invited guests including Hobbema residents, justice officials, Members of Parliament and the media.

The day's festivities began with a traditional pipe ceremony, followed by dances, speeches and a symbolic tree planting.

"Normally there is nothing to celebrate when a country needs to open a penitentiary," said Commissioner Ingstrup, "but there is a lot to celebrate on a day like today. We are creating and

commencing an alternative to the traditional penitentiary system. And we are moving on our first corporate value in our mission statement, which says that we respect the dignity of individuals, the rights of all members of society and the potential for human growth and interaction."

"It has been a long struggle for me and a joy for me to see this project come to fruition," said former chief Victor Buffalo. Mr. Buffalo was one of the initiators of the project when it was first suggested in 1991.

The ceremonies began with a community round dance and barbeque on Thursday, August 7, but the real fes-



Solicitor General Andy Scott with former Chief Victor Buffalo

tivities got underway the next morning, the first day of the North American Ermineskin Pow Wow. At a poignant ceremony that evening, Commissioner Ingstrup was made Honourary Chief "Spotted Eagle" and adorned with a fully decorated headdress.

The 60-bed, federally-owned Centre will house 40 inmates and 20 day parolees and will be staffed mainly by Native people from Hobbema. It cost \$9 million to build and will operate on a budget of approximately \$2.2M per year. The facility was built on land owned by the Hobbema reserve and leased to the CSC for 25 years. Construction finished in January this year and the first offenders arrived in April. Today, there are 20 inmates in residence, with the remaining 40 to arrive by January 1998.

The Pê Sâkâstêw Centre was designed by architects in consultation with the values and suggestions of Samson Cree Elders. The architecture symbolizes the Aboriginal view of the world, with each of the six yellow buildings a tall, conical shape and the group arranged in a large circle on the 40-acre site. Bright primary colours herald Aboriginal ancestry, as does the eagle tail entrance to the main programming building.

Concerns for safety were raised by neighbours at initial meetings but a combination of several years of discussion and compromise allowed construction to begin. Security has been tightly structured: offenders must be classed as minimum security and have been cooperative at their former institutions before being hand-picked for the Centre. Deputy Warden Alvin Kube says there is a lot at stake for men who break the rules. "The offenders that come here are very close to a parole and it would be quite a loss for them if they were to blow that and have to be sent to higher security and re-assessed."

The Centre responds to a poignant and often-voiced need by Native Canadians who have seen their people disproportionately overrepresented in the penitentiary system. The first Native inmate entered the correctional system in 1972; today Aboriginal offenders make up 39 per cent of male prisoners in the Prairie Region and 56 per cent of females. Of a total of 14,114 federal inmates, 2,104 are Native, although they make up only 3 per cent of the Canadian population.

The site for Pê Sâkâstêw's location was

chosen because of Hobbema's unique situation. Its four bands – Samson, Ermineskin, Montana and Louie Bull – own vast stores of oil and gas and are one of the country's richest reserves. But that significant wealth has not excluded its members from drug, alcohol, unemployment and suicide problems. "We've got people on [Band] Council with criminal records," said Victor Buffalo. Hobbema was the site of choice because between 60 and 80 Native offenders from the reserve were serving a penitentiary term in 1991, its residents needed gainful work, the Samson Cree Nation – the band that has fought to open the Centre – was strongly committed to spiritual growth and most Native offenders came from the prairies.

The Pê Sâkâstêw Centre has fulfilled a dream voiced by Hobbema residents for an alternative type of incarceration, both physical and spiritual. Native programming will include Elders as the Centre's main spiritual leaders. Elders will also integrate Native spiritual values – such as respect for all creation including animals and their natural



Mr. Ingstrup with former Chief Victor Buffalo

powers – directly into inmate programming so that inmates can re-learn and “claim” their own culture, becoming spiritually refreshed and able to live with a stronger sense of self once released. “Native culture and Native spirituality will be inherent, it will be an innovative approach to corrections. I’m confident this will change things,” said Mr. Buffalo.

“I was never taught spirituality when I was young and now I’m learning,” said newly-arrived inmate Joe Simeon. Native Elders sit on the Citizens’ Advisory Committee for the Centre, and most staff members come from the Hobbema reserve.

Endorsement for this philosophy – imbuing a correctional centre with traditional values and Native spiritual practices – has come from a host of sources. CSC has wanted to house offenders close to their homes and families in an environment compatible with their cultural and linguistic needs for many years. The 1987 Task Force on Aboriginal Peoples in Federal Corrections said, “Because of many Aboriginal peoples’ deep roots in their own culture, the delivery of service to those individuals must take their spiritual and cultural background into account, including such values as art, language, family and community.” And 1991 federal-provincial task force chaired by Mr. R.A. Cawsey called for the “indigenization” of the justice system and the recognition of that Native spirituality is key to offender rehabilitation.

CSC believes that when Pê Sâkâstêw Centre achieves a level of success, it will become a model for the country and perhaps the rest of the world. “We have opened a book, not turned a page, by establishing a truly respectful new partnership between Aboriginal people and federal corrections in Canada,” said Commissioner Ingstrup.

The Architecture of the Pê Sâkâstêw Centre

A team of architects and engineers was formed to design and build the new minimum security facility at Hobbema. The Correctional Service’s Habib Chaudhry, Senior Director, Construction Policy and Services, lead the team of expertise which included Elizabeth Sampson, Architect, Carola Bloedorn, Architect and Rod Miller, Engineer to translate the needs of both the CSC and the Aboriginal peoples into a sympathetic design. Ms. Sampson and Ms. Bloedorn held discussions with stakeholders and created a project brief which was presented to the Calgary-based firm of Ken Hutchinson Architects Ltd. for design. That architecture firm’s relevant

design work included the Teslin Community Correctional Centre, Kananaskis Correctional Centre, Medicine Hat Correctional Centre, and many related Aboriginal facilities and community projects.

Hutchinson Architects’ design derived from forms or symbols that were significant to the Samson Cree and meaningful to Prairie Native people. The Medicine Wheel, which symbolizes rehabilitation and a balance between mind, body, emotion and spirit, and the centre, as the meeting or spiritual axis of the four cardinal points, formed the basis for the massing of the buildings. The Native circle pattern was used to stress unity, reciprocity and social interaction. Finally, the colours chosen derived from Plains Cree culture including red for east, yellow for south, black for west and white for north.

Tribute to Gerry Hooper



George Saddleback presenting a “Coup stick” to Mr. Hooper

Tribute was paid to CSC’s Gerry Hooper, Assistant Commissioner, Performance Assurance. Mr. Hooper worked closely with the Samson Cree Nation as Project Manager since 1992 - by setting up public meetings, incor-

porating Native values into inmate programming and designing architecture - and was presented a brightly beaded and honourary “coup stick” for his “persistence and ability to overcome obstacles”. ■

Frank Miller Returns to Kingston Penitentiary

Frank Miller, the first classification officer who landed at Kingston Penitentiary in 1947 and stayed until 1952, returned to tour that oldest of institutions 50 years later this past August.

Mr. Miller toured the facility accompanied by Deputy Commissioner, Ontario Region, of the Correctional Service of Canada (CSC) Irving Kulik, former Prison for Women Warden Austin Edwards, and Mrs. Jane Miller-Ashton, Director, Restorative Justice and Dispute Resolution at CSC. Also in attendance during the three-and-a-half hour tour were Mr. Dave St. Onge, Curator of CSC's museum at Kingston Penitentiary (KP), Ms. Laraine Hartley, secretary to the Warden, and Mr. John Vandoremalen, CSC's Manager of Communications Planning and Media Relations.

Mr. Miller was presented with a vintage Folger Adams key to the prison as well as a plaque engraved with the dates of his service at KP, in recognition of his pioneering work in the area of case management.

"He visited places that held special interest to him, and for that we were very grateful," said Mrs. Jane Miller-Ashton. The group's rounds included a visit to the former North West cell block, a family visiting trailer, an open range, the dis-

sociation unit and the Regional Treatment Centre, which is housed at KP.

"There are such tremendous changes today, it's remarkable how they've converted the inside of KP to modernize it, the old buildings have been modified and everything is controlled by computers and videos. There are

very successful," he said. "In my opinion, that was a time of great change. The atmosphere was ripe for rehabilitation."

Frank Miller's classification officer position was a new one in 1947, introduced to provide offenders with counselling and to act as a link between the inmate and warden. Mr.

Miller arrived at KP with experience as a student minister with the United Church of Canada and part-time worker at the John Howard Society. In 1952, he moved to Ottawa as Assistant Director of the Remission Service, where he "helped bring parole into the 20th century". He was a member of the National Parole Board from 1959 to 1965, and then Executive Director of the National Parole Service. He has been very active with the Church Council on Justice and Corrections and was appointed president of the Canadian Criminal Justice Association in 1971, of which he is still an active member.

From the novice classification officer, to Executive Director of the National Parole Service, Frank Miller learned firsthand about rehabilitation and parole from the inmates of Kingston Penitentiary. "We were honoured to have an individual of his calibre take the time to

come and revisit our institution" said Warden Jim Blackler. ■



Frank Miller

even elevators," said Miller. "We were operating on a vision, or perhaps a naïveté, in the 1950s, and it made us

••• Sector Reports •••

Okimaw Ohci Healing Lodge

by Norma Green



The 1990 report of the Task Force on Federally Sentenced Women entitled "Creating Choices" re-emphasized the need for specific programs and services for Aboriginal women as they had been doubly disadvantaged, suffering dislocation from their home community and from their culture.

Aboriginal women are over-represented in the population of women sentenced to federal terms in Canada. Though they represent only 3 per cent of Canada's female population, they make up about 15 per cent of women serving a federal sentence. Aboriginal women in the Correctional Service of Canada institutions have experienced even higher rates of physical and sexual abuse than their non-Aboriginal counterparts. Substance abuse, primarily alcohol, is another factor contributing to their coming into conflict with the law, and both male and female Aboriginal offenders are released at a lower rate than non-Aboriginal peoples.

Why a Healing Lodge?

The Healing Lodge was built specifically to meet the diverse and unique

needs of Aboriginal women. The principles promote:

- a safe place for Aboriginal women;
- a caring attitude towards self, family and community;
- a belief in individualized client-specific planning;
- an understanding of the transitory aspects of Aboriginal life;
- an appreciation of the healing role of children who are closer to the spirit world; and
- pride in surviving difficult backgrounds and personal experiences.

The Physical Structure

Okimaw Ohci (which means "Thunder Hills" in Cree) is a 29-bed facility located on 160 acres of the Nekaneet Reserve outside Maple Creek, Saskatchewan. The first group of women (we refer to them as residents) came to the Healing Lodge in November 1995. Both Aboriginal and non-Aboriginal women (minimum and medium security) who wish to practice a traditional Aboriginal holistic way of life are welcome.

The links between the physical design, the operational plan and the staff of

the facility are strong, innovative and clearly Aboriginal. The unique circular design of the facility and its location in the sacred "Thunder Hills" of south-west Saskatchewan is fundamental to the start of the holistic healing of the residents.

The need for privacy in healing is provided by the two- and three-bedroom residential lodges, the rural site and through in-house community interaction including a community kitchen and dining area, communal program space and the spiritual tipi-shaped lodge. The residential lodges look out on the naturally wooded landscape, reflecting the importance of nature in Aboriginal culture and healing. Staff were selected specifically to provide a safe and supportive environment, guidance through teaching and role modeling Aboriginal specific intervention strategies, and on maintaining a holistic way of life.

Our Focus Is Healing

The operation of the Healing Lodge focuses on healing and the process is premised on the following:

- self-knowledge – to acquire a thorough awareness of self and the issues that affected one's life in order to start the journey towards healing;
- equality – to acquire the knowledge and ability to empower oneself so that one can deal with the work from a position equally;
- Aboriginal spirituality and traditions – to acquire and/or deepen knowledge and understanding of one's role as a woman, mother and community member through Aboriginal teachings, traditions and spirituality.

Elder Services

Elders are available 24 hours a day. Local Elders live in the community. Visiting Elders live in their own lodge on the facility site. They rotate about every three weeks. Elders provide cultural teachings, spiritual support, guidance and counseling to the women. Sweats, healing ceremonies and feasts are held as the need arises, as well as fasts/vision quests and naming ceremonies. Several residents prepare for, and participate in, Sun Dances on the Nekaneet Reserve.

Due to the diversity of Nations of the residents at the Healing Lodge, the services of Elders of many tribes are used. Each tribe contributes its own teachings and spiritual practices to the Lodge, but the common teaching of all tribes is to respect and honour all Nations.

Mediation and Conflict Resolution

The operation of Okimaw Ohci has not been without its trials. The residents tend to manifest high needs but low risk. We deal with conflict through Talking Circles where Elders and staff are present. Concerns are discussed in a safe and supportive environment which means that issues are dealt with before they escalate into a crisis. Women are held accountable for their actions, and the consequences to their actions focus on reparation to the community of the

Healing Lodge and learning to handle conflict in a positive manner.

A Typical Day at the Healing Lodge

Spirituality is an important part of the holistic healing and this is the main focus at the Healing Lodge. The day begins with smudging with sweet grass, sage and cedar in the Spiritual



Spiritual Lodge

Lodge, followed by prayers by an Elder or Healer, and ending with a Talking Circle. Sometimes we spend up to two hours in the Lodge, depending on the need. The Talking Circle is attended by Elders, residents and staff. It provides a safe place for everyone to share their feelings and dreams, and are often a place to resolve issues and concerns.

Following this, programs and work are scheduled as in any other institution. Many varied programs, including core programs, are offered. They are presented in a manner that is cultural and gender sensitive, and we try to use Aboriginal facilitators whenever possible. The Elder contributes to all aspects of the resident's programming day. The day ends with a closing visit to the Spiritual Lodge.

Mother-Child Program

The mother-child program began as a pilot project in July 1996. Three children, ages one to four, lived with their mothers at the Healing Lodge two weeks out of each month. The other

two weeks, the children lived in approved foster homes in the immediate area to ensure ongoing contact with their mothers. During the day, when the mother is involved in education or programs, the child attends the on-site day care centre run by qualified staff. The presence of the children has a very positive impact on residents and staff alike, and brings great joy to all. The full-time residency part of the program is being implemented, where the children will reside with their mothers at the facility.

Community Involvement

Community interaction is very important to the social and cultural reintegration of the residents, and many events occur on site. The residents have also been on numerous, highly successful escorted passes for family visits, medical and compassionate purposes, Alcoholics Anonymous meetings, and recreational outings. They also perform volunteer work for the elderly on Nekaneet Reserve. Round Dances are held monthly and the first drumming for the annual community Sun Dance is held at our Spiritual Lodge. Several fund raisers have been held on site, and the facility's Community Open House has been a great success. The media, too, have been very supportive of the Healing Lodge, and coverage has been international.

The Okimaw Ohci Healing Lodge – An Innovative Model

The Okimaw Ohci Healing Lodge attempts to meet the cultural and diversified needs of the women who reside there. The majority of staff are of Aboriginal descent, and work cooperatively and collaboratively with the residents in an effort to meet their needs. We are confident that the concept of healing for federal women is succeeding and will continue to do so with the assistance of the residents, staff and the Elders. ■

Offender Reintegration

Regional Progress Reports

The Reintegration process at Correctional Service Canada consists of three phases: Offender Intake Assessment; institutional case management and programs; and community supervision, including its program components. The operational design and management framework for the reintegration process are being examined and enhanced in order to meet CSC's ultimate goal: the safe reintegration of offenders into the community.

A Task Force was created in September 1996 to examine the problems identified by the Auditor General in previous reports on Offender Reintegration. The Task Force's mandate on reintegration was to: make suggestions to improve CSC's management of reintegration activities; propose short-term improvements to reintegration processes and activities in order to enhance effectiveness; and suggest changes to the current design of the reintegration activities in order to enhance CSC's ability to achieve its objectives. Recommendations made by the Task Force were accepted by the Executive Committee and are leading to making better use of correctional resources while enhancing public safety.

This issue contains two regional progress updates. Future issues will include updates from the other regions.

Pacific Region

Reintegration is off to a good start in the Pacific Region with the appointment of nine Reintegration Project Managers (RPMs): Dianne Livesey, Matsqui Institution; Lynn Bergeron, Mountain Institution; Dave Keating, Kent Institution; Dave Clouston, Elbow Lake Institution; Dave Dick, William Head Institution; Ken Mattinson, Mission Institution; John Zanatta, Ferndale Institution; Roger Sasaki, Regional Health Centre; and Colin MacKenzie, Community Corrections. In addition, Sara Shadbolt has taken on the coordination of the Offender Management System to support the reintegration activities. Marilyn MacNeil has been assigned to work at the National Parole Board office to assist in the communications and resolution of issues with respect to decision documents prepared for NPB consideration as well as associated issues.

Following an initial three-day meeting where goals, roles and communication strategies were developed, Reintegration Managers launched into the regional leg of the National Reintegration Case Management Review. The review was beneficial for the new RPMs from a number of dif-

ferent perspectives. They were able to identify some best practices and a number of technical, quality and timeliness issues. This also provided an opportunity to develop a strong team and a broader regional perspective. Reintegration Managers have met separately with members of the National Parole Board (NPB) and the Coordinators Correctional Programs to discuss issues which emerged from the Review.

Simultaneous to the Case Management Review, the Regional Management Committee approved an innovative strategy to open a Relapse Unit at the Regional Health Centre in the Pacific Region. This unit has been developed as one means of addressing the high number of suspensions of conditional release which are associated with substance abuse.

There have been many activities in the Pacific Region in recent months which have focused on an increased link between the institutions and community corrections. The first was a series of Case Preparation Projects, which brought community and institutional Case Management Officers together with Reintegration Managers

to review the cases of inmates who remain incarcerated past parole eligibility dates. During the first phase of the project, which involved Elbow Lake, Ferndale and Mission Institutions from May 26 to 28, approximately 65 cases were identified for action and a tight timeframe set for completion of the Reintegration Assessment Profile and Community Reintegration Management Strategy (RAP/CRMS) process and psychological evaluations. This step is progressing as scheduled.

A second Case Preparation Project took place June 24-26 for Matsqui Institution and the Pacific Regional Health Centre, while the third was scheduled for July 29-31 for Mountain and Kent Institutions. Because of William Head Institution's geographical location, it will be involved in a separate initiative and the dates are yet to be determined. A review of these three projects will be done in the Fall, once all cases have been heard by the NPB.

Other initiatives to enhance community and institutional linkages include the Vancouver Island Community Program Team meeting, which was coordinated by the Area Director of Vancouver Island Parole, and which was held May 29 and 30. The meeting involved management and staff from Vancouver Island Parole, William Head Institution, and community agency representatives and contractors.

Team goals and objectives were reviewed and all participants made brief presentations which offered an opportunity for questions and exchange of information. In addition, staff from both the community and institutions are being encouraged to visit other locations to become more familiar with programs and facilities available from a first-hand perspective.

Several channels of communication have been opened up to provide additional information on reintegration activities to staff. There is the "Reintegration Newsletter", which is produced bi-monthly through the Regional Headquarters Communications section and the monthly "Community Connections", which is produced by Community Corrections.

RAP/CRMS training on the new Chapter 3 was completed by June 24. Correctional Planning training will be offered shortly in the region at the sites coordinated through the Reintegration Managers.

Much work has been done in a very short time and the results should soon be evident.

Atlantic Region

As a result of the Reintegration Review, the Regional Management Committee within the Atlantic Region was disappointed with the results and has agreed to the following target areas which will enhance the reintegration efforts:

- i) Bill C-55 – To release all eligible Accelerated Day Parole Release cases to the community at eligibility.
- ii) Transfer all minimum-security offenders in a minimum-security institution.
- iii) Temporary Detention cases – Reduce the number of suspensions based on technical violations.
- iv) Statutory Release Residency – Reduce the number of residency cases by strict interpretation of law.
- v) Focus on all offenders serving four years and less who are past full parole eligibility.

An immediate action plan has been developed in the area of training, particularly as it relates to the development and presentation of decision documents. All Unit Managers have been trained in the new case reporting process, as well as given tools to assist in their quality control function (checklist). Training will also be completed with Associate District Directors and Senior Parole Officers in the new case reporting process. All Case

Management staff in the community and in the institution will be trained in the current process of Reintegration Assessment Profiles and Community Reintegration Management Strategy, as well as Content Guidelines as defined as part of the Reintegration Review. It is important that all staff realize what they were measured against and be given the necessary training to deal with deficiencies.

The Offender Intake Assessment Unit will be trained on the new procedures and compliance to complete Accelerated Parole Release cases at the time of reception, and will receive updated training on requirements for Criminal Profiles. The National Parole Board will also receive training on the new case reporting processes.

Judge's Comments, Police Reports, and Post-Sentence Community Assessments are being monitored on an ongoing basis as a result of increased attention being given to the Critical Document Checklist, which is now being completed in the Reception Unit for all offenders.

Should you require further information on the Atlantic Region's reintegration activities, please contact Mr. Del Amon at (506) 851-6331. ■



The 1996 CSC Staff Survey

Following the success of the first All Staff Survey in 1994, a second national staff survey was conducted in 1996. As before, the 1996 Staff Survey sought to capture the opinions of Correctional Service Canada (CSC) employees, to identify problems which may require corrective action, and to provide information to help guide policy decisions.

In the 1994 survey, all CSC indeterminate employees were asked to complete a questionnaire. The 1996 survey used random sampling to select a representative sample. The majority of questions asked in 1994 were repeated again in 1996, and totalled nearly 260 questions. The 1996 CSC Staff Survey covered the following issues:

- staff demographics
- unit management
- case management
- opinions about offenders
- offender programs
- work environment (e.g., job satisfaction)
- casual employment
- policy, rules, and regulations
- shift work
- harassment
- career development
- attitudes (e.g., commitment)
- occupational health and safety
- offender drug strategy
- volunteers
- relationship between CSC and NPB
- health and lifestyle
- information technology

To gauge change in the two-year intervening period, all 27 of the original composite scales used in 1994 were included in 1996. An additional 16

scales were added to the 1996 questionnaire to assess new issues.

The response rate was 69%, an increase of 8% over 1994. Thirty-seven percent of the respondents were female, the average age was 42, and more than one-third were college or university graduates. Fourteen percent identified themselves as belonging to a minority. These figures have remained unchanged since the 1994 All Staff Survey.

Major Highlights of the Survey

Overall Satisfaction with the Service. Seventy-three percent of employees are satisfied working at CSC. This is a slight increase of 1% for employees over the corresponding 1994 figures. Job satisfaction among correctional officers appeared to increase during the two-year intervening period (from 55% in 1994 to 60% in 1996).

Commitment to CSC and Public Accountability. Organizational commitment remained relatively strong, with an increase from 61% to 65% of staff reporting they felt loyal and proud to be a CSC employee.

The majority of staff (76%) agreed with statements concerning the need for CSC to be more accountable to the public. Correctional officers are particularly strong in their views concerning the need for CSC accountability (86%).

Effectiveness of Unit Management and Case Management. From 1994 to 1996, there has been an increase in positive perceptions about unit management effectiveness and a substantial

increase in favourable ratings about case management effectiveness (38% in 1994 and 53% in 1996).

Harassment in the Workplace. In 1996, there was a notable decrease in the number of staff who perceived that harassment is a frequent occurrence in CSC workplaces and there was an increase in the confidence staff placed in the ability of the organization to address harassment.

Opinions about Offenders and Offender Programming. Support for rehabilitation declined slightly from 70% in 1994 to 67% in 1996. A similar decrease is also noted for offender empathy. Despite this finding, the proportion of staff expressing an interest in participating in offender programs increased from about two-thirds in 1994 to more than three-quarters in 1996.

Employment Competition Process. In 1996, CSC employees reported very low levels of satisfaction (18% rated it favourably) with the employment competition process and there is a decrease over the corresponding 1994 figures.

Offender Drug Strategy. Staff expressed skepticism at the effectiveness of efforts made to reduce the level of drug use by offenders in institutional settings (only 31% rated the drug strategy as successful).

In summary, CSC staff are generally satisfied with their jobs and express relatively high commitment to the Service and its Mission. To obtain a copy of the synopsis of the 1996 CSC Staff Survey, please contact Dr. Larry Motiuk, Director General, Research Branch, at (613) 995-3975. ■

Ceremonial Uniforms

The implementation of a ceremonial uniform for Correctional Service Canada officers was approved earlier this year. Its design, more militaristic in style, resembles the uniforms currently worn by correctional officers in federal institutions.

The ceremonial uniform consists of a forage cap with cap badge, a long-sleeve white shirt, a regular CSC tie, a military-style navy blue tunic with gold trim on each sleeve, grey trousers with blue piping along each leg, a ceremonial belt, a black web belt for the pants, white gloves, and lanyard. A new Correctional Service Canada shoulder patch and CSC insignia complete the uniform.

Ceremonial uniforms will be worn by correctional officers from maximum and medium security institutions, during special events in institutions and in the regions, such as memorial services, attending funerals, graduation ceremonies, and other important or formal occasions. Each maximum and medium security institutions will be receiving up to twelve uniforms, for a national total of approximately 400 uniforms. Of the total uniforms required, 100 were to be ready in time for officers from the Quebec, Ontario and Atlantic regions, who participated in the 20th Annual Police and Peace Officer Memorial Ceremony held on September 28 in Ottawa. The remaining uniforms will be ready by the fall of 1998.

The regular uniform currently worn in Canadian correctional facilities has a more sober appearance than the ceremonial uniform. It consists of a navy blue blazer with a CSC crest, grey trousers, a white or blue striped shirt, and a tie. Uniforms express and communicate a prevailing correctional phi-

losophy and in so doing, influence the manner in which the wearer executes his or her authority, and the manner in which those confronted by the uniform respond to that authority.

The Correctional Service of Canada has experienced a number of philosophical and organizational re-orientations, some of which were accompanied by policy shifts with respect to uniforms. The introduction of the Living Unit concept in the mid-sixties led to the complete abandonment of the uniform for many uniformed officers, in the belief that social barriers between staff and inmates would be softened. Shortly thereafter, in the mid-seventies, a new khaki-coloured tunic was introduced along with the militaristic regalia and ceremonial practices in an attempt to increase employee loyalty and professionalism throughout all organizational levels.

A shift in uniform styles can be expected to have varying effects on both staff and inmates depending upon the extent of the shift and the extent to which the uniform change is made to articulate the goals and objectives of the organization.

Attire in general provides subliminal cues as to the values and judgment of the wearer. Thus, the military, police, or correctional uniform visually expresses in a symbolic but, nonetheless forceful manner, the role, authority and rank of the individual. The uniform articulates role identity for the wearer and facilitates role performance. The characteristics that are attributed to our own red-tunicked Royal Canadian Mounted Police illustrate the profound effects the uniform can elicit and, when steeped with tradition and folklore, the functions it can serve to establish group cohesion and an *esprit de corps*.

While there are no clear directives as to the most appropriate design for a correctional uniform, it does suggest that attire can influence the performance and behaviour within an organization. Furthermore, it suggests that careful analysis of the interrelationship between goals, values and policies, and the manner in which these can be articulated by the selection and style of a uniform, could pay important dividends. ■



Ceremonial Uniform



Institutional Uniform

The International Prison Chaplains' Association

The International Prison Chaplains' Association (IPCA) is a non-profit and apolitical organization that seeks to provide a worldwide network to prison chaplains. Its main goals are to foster international communication and develop mutual support among prison chaplains, regardless of race, gender and religion; to invite the churches to provide the necessary support to prison chaplains, prisoners and correctional staff; and to affirm the obligation of all countries to adopt and live by the United Nations' standards for the treatment of prisoners.

The IPCA's inaugural conference was held in 1985 in Bossey, Switzerland, with a gathering of 50 participants from 20 nations. The 1995 worldwide conference was held in Canada and brought together 280 chaplains from 70 countries. These international conferences are held every five years, with the next one to be held in South Africa in 2000. Branches such as IPCA Europe hold their own meetings throughout the five-year period. Held in Ystad, Sweden, from May 6-12 this year, IPCA Europe issued the following Declaration, which proves to support the values endorsed by the Correctional Service of Canada.

There were 120 participants from 28 countries taking as its theme "Security in Prison? - Conference on the Value of Human Life".

DECLARATION

The IPCA Europe Conference holds that the Gospel is the basis of its work. Our Lord Jesus Christ identifies Himself with all human beings and especially with those in prison (Mt.25) and affirms their dignity. IPCA Europe, in accordance with Christ's example, cares for men, women, juveniles and children who are in prison. In the same spirit of compassion, we wish to affirm all efforts made by and on behalf of victims of crime to restore their dignity and wholeness.

The Conference of IPCA Europe believes that the ultimate security of society is not dependent upon the building of higher walls, barbed wire fencing, severe penal regimes or longer sentences but rather upon programmes which promote the human, personal, intellectual, social and spiritual development of the individual in order that the person may be successfully reintegrated into society.

1. We recognise the need for appropriate levels of security but the conference condemns the imbalance between amounts spent on technical and physical security measures against the amounts spent on the provision of the vital human development programmes.

2. We recognise the increase during recent years of multi-ethnic prison population in our countries and call upon the responsible authorities to have regard for the special needs, cultural, religious or otherwise of foreign nationals in prisons and detention centres. We also urge governments and societies to be increasingly sensitive to the new world order where populations move with ever greater mobility and to be aware always of the stranger in their midst.

3. We are mindful of the desire of all people to live in peace and security. The well being of nations is dependent upon the recognition of the human rights of every man, woman and child. Therefore we call upon the nations of Europe to accept and implement the Standard Minimum Rules for the Treatment of Prisoners and other standards in the field of crime prevention as laid down by the United Nations and the Council of Europe. In this context, the Conference calls upon all nations of Europe to assist one another in the development of basic laws, executive practices and judicial reviews to promote the provision of Chaplaincy services (where none such exist at present) and the continued development of humane prison regimes.

4. We are especially concerned for the well being of all those who are weak and defenseless in the face of the powers of the State, whom God calls us to protect with special vigilance. The Conference urges all relevant authorities to transfer from prison all those who are mentally ill, juveniles and children to more appropriate institutions.

5. We welcome with pleasure and great interest the efforts made by certain nations to minimise the use of custody as a juridical sanction. In pursuit of greater unity and reconciliation and the restoration of justice between victims and offenders a greater impact upon recidivism is achieved and also leads to a lessening of the fears, tensions and divisions which so characterize attitudes in these societies which rely upon imprisonment as a primary sanction and means to security.

6. We condemn in the strongest terms use of the death penalty considering it to be a barbaric practice. This condemnation extends to the use of torture or any degrading treatment.

7. We decry the focus given by the media to certain high profile crimes of violence which distorts the public perception of the actual level of criminal activity in society.

8. We affirm and encourage the networking of human relationships by visitors, volunteers, chaplains, staff and churches which reduce the isolation and stigmatisation of offenders.

IPCA Europe will continue to work in this way. ■

••• Regional News •••

Atlantic

1997/1998 EAP Training

The Basic Employee Assistance Program Course for referral agents in the Atlantic Region was held on May 13-15, 1997 at the Memramcook Institute in New Brunswick. During 1996-1997, over 300 CSC employees in the Atlantic Region benefited in one way or another by consulting confidentially with Employee Assistance Program (EAP) referral agents on a variety of work-related or personal problems.

Correctional Service Canada's EAP is a confidential and voluntary service available to all employees and their families. The program is made possible by the contribution of its volunteer referral agents. These specially trained employees guide their colleagues who may be experiencing difficulties ranging from substance abuse to personal conflicts. They devote their time and energy to improving the Service's work environment, and helping employees and their dependents maintain their health and well-being.

The referral agent's role is to quickly assist, advise and, if necessary, refer

the client to the appropriate professionals or agencies such as financial consultants, family counselors and psychologists who have the expertise to respond to their needs. Many of the employees who voluntarily seek assistance are in distress and need immediate psychological intervention, while others need an understanding and compassionate listening ear to unload stress or discuss problems that affect the quality of their life.

Fellow employees, management and the Union of Solicitor General

Employees have been very involved in the Employee Assistance Program. Together, their efforts contribute to healthier and more productive employees, better staff relations, and a stronger team-oriented organization.

The names and telephone numbers of all referral agents in the Atlantic Region are posted on each facility's bulletin board. The information can also be obtained from your Human Resources department or by contacting the Regional EAP Coordinator, Charles Léger, at 506-851-3656.



Participants of the May 13-15 EAP course:

Front row (left to right): Mike Gillespie and Paul Jamieson

Middle row: Eric Hadley, Linda Lou LeBlanc, Pauline Belliveau and Reverend John Tonks (Course Facilitator)

Back row: Charles Léger (EAP Coordinator, Atlantic Region and Course Facilitator), Tina Lamswood, Shannon Oickle, Eric McNeil and Glen Manthorne

Atlantic Institution Celebrates

The Atlantic Institution in Renous, New Brunswick, celebrated its 10th anniversary on June 13, 1997. Management, staff, former staff members, family members and representatives of the community were in attendance while The Honourable Marilyn Trenholme Counsell, Lieutenant Governor of New Brunswick, and other special guests presented awards to outstanding employees.

The Lieutenant Governor awarded **Exemplary Service Medals** to Émile Cormier, Wayne DeWolfe, Anna Gaston, Derek Green, John Harris, Peter Roberts and Tom Sharpe, as well

as a **30-year Bar** to Donald R. LeBlanc, who retired in December 1996.

Deputy Commissioner Alphonse Cormier presented a **CSC Retirement Certificate** to Don LeBlanc, and a **25-year CSC Service Pin** to Émile Cormier and Don LeBlanc.

Charles Hubbard, Member of Parliament for the Miramichi riding, presented a **Public Service Retirement Certificate** to Don LeBlanc, and an award for **25 years of Public Service** to Sherry Blackmore, Émile Cormier, William Criss, George Hambrook, John Harris, Roger Hébert, Ken St. Germain, and Syd Wiseman.

Warden Dale Cross awarded 90 employees with a **10-year Pin**, and presented **Certificates of Appreciation** to seven staff for having worked with the institution since it opened in 1987.

Jim West, who retired in June 1985 after 35 years of service with CSC,

was invited as a special guest speaker for the occasion. Mr. West lives in Miramichi and is very active in community affairs and various volunteer organizations such as the local food bank. Honoured retired guests also in attendance were: former Warden Don Wheaton, former Deputy Warden Robert L. Dawson, former Chief of Engineering and Maintenance Richard Massé, former Assistant Warden Correctional Programs Lou McGinn, and former Storeman Howard McEachern.

The ceremony was followed by a reception and a Union of Solicitor General Employees sponsored dance. Tours of the institution were also provided on Saturday and Sunday morning for families of staff. Approximately 225 family members availed themselves of the opportunity and were met by employees at each department, who gave a brief overview of their functions.

Correctional Service Canada congratulates and thanks all staff listed above for their years of hard work and dedication to the Service. ■



Front row (left to right): The honourable Marilyn Trenholme Counsell and Anna Gaston

Back row: Wayne DeWolfe, Peter Roberts, John Harris, Tom Sharpe, Émile Cormier, Don LeBlanc.

Quebec

Quebec Day at the Senior Management Meeting

This fall's Senior Management Meeting (SMM) had the Quebec Region as its focus. At future SMMs, a different one of the Correctional Service's five regions will be featured in order to present ongoing and new initiatives within that territory.

Thursday September 25 morning's plenary keynote address was given by



Jean-Claude Perron

Mr. Jean-Claude Perron, Deputy Commissioner, Quebec. Mr. Perron told Managers that considering careers as both missionary and ambassador prepared him well for work as a criminologist!



Laval Marchand

Mr. Perron gave an overview of the state of corrections in his region today. Quebec has the only Special Handling Unit in Canada, and has 11 institu-

tions with 3531 cells for men and one institution with 105 beds for women, 20 per cent of which are maximum, 58 per cent medium and 22 per cent minimum security. The incarceration rate of offenders in Quebec has risen from 54 per cent in 1990 to 66 per cent in 1997, while the percentage in the community has dropped from 46 to 34 per cent. He said lobby groups from the community are having an impact on corrections work, relationships with the provincial government and Parole Board are excellent, that the Quebec Region tries to resolve problems at the regional, versus national level, and sex offender research is underway through an agreement with the University of Montreal. Mr. Perron said staff are offered seven days of training a year, and one media day per institution.

Mr. Perron concluded his talk by describing the overwhelming burden of work wardens have today and the physical and personal toll this is taking on them. He said he was extremely proud of his staff and what they have accomplished this year.



Guy Lemire



Denis Cloutier

Next, Moderator Laval Marchand, Assistant Deputy Commissioner, told Managers he suggests the reduction of offenders may be attributed to the

increased quality of programs given by parole offices. Denis Cloutier, Warden, Regional Reception Centre, discussed the reception phase and

how his institution reduced that part of the inmate's entry to institutional life from 50 to 30 days. Guy Villeneuve, Warden of Archambault,



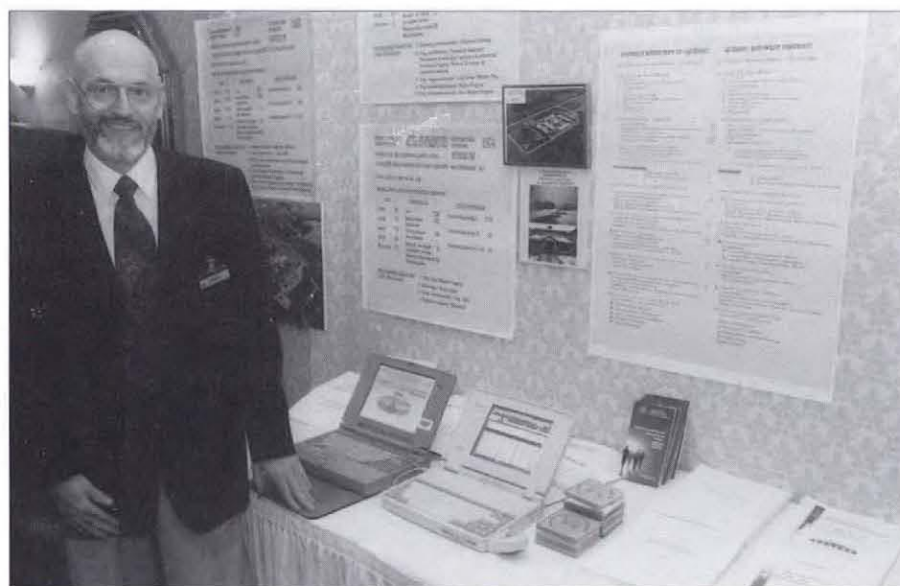
Guy Villeneuve

discussed incarceration and said staff may tend to retreat behind case management, but reintegration requires that they go further in order for it to succeed. Guy Lemire, Director of the

School of Criminology at the University of Montreal, presented fascinating information on CSC's challenges, inmates "rights" and divisions between the new, educated guards and the old-school staff, and within the increasingly aggressive and territorial inmate population. Normand Granger, District Director,



Normand Granger



Quebec Exhibit

Eastern/Western Quebec, spoke about the releasing phase and community supervision. He said many offenders are returned during supervision due to breach of special conditions and not crime. He also said the level of statutory release cases has increased dramatically over the past year and these new parolees require a different kind of community supervision.

The morning was concluded with a lively and witty talk by well-known Quebecois columnist Laurent Laplante, who told managers that "your values are my values; I would hope there were as few inmates as possible and for as short a time as possible". Mr. Laplante said the public has zero tolerance for risk or mistakes for all government bodies, and CSC should simply admit that it is wrong, at times.

He also advised the Service to be open and proactive: "If you don't talk to the media, they will talk about you anyway," he said.

Managers then broke into workshops on reintegration, with facilitators and reporters provided by the Quebec Region. In the afternoon, a series of special interest workshops were offered with facilitators provided again by Quebec.

In the exhibits area, the Quebec Region detailed its facilities and their programs and included photos of each site.



Denis Levesque

Dual pressure on the prison system

I would like to make one thing clear right from the start: I, like yourself, want detention to be used as spar-

ingly as possible and to be as brief as possible. Having said that, I note--much to my regret--that two powerful forces are standing in the way of these objectives. On the one hand, the current hysteria in support of zero risk, and on the other, the fact that the media have a vested interest in spreading anxiety concerning public safety, on a personal and a societal level.

Zero risk is not only deceitful, but dangerous as well. The idea that risk can be reduced to nothing probably stems from the high regard in which science is held in our societies. I don't know for sure. What I do know, however, is that this idea has taken hold everywhere. People think it's possible to guarantee that never again will a school bus run over a child. Or that it's possible to produce water so pure that tests will reveal nothing, even to the 36th decimal place. Or that it's somehow possible to predict parolees' behaviour with 100% accuracy. Now there's a myth for you, and a dangerous one at that.

In an organization in the grips of this kind of illusion, managers are no longer permitted to make a mistake. In a society where such a myth holds sway, the public is scandalized by each mistake and forgives nothing. And since, on top of all that, this public regards social sciences with the same skepticism that Woody Allen reserves for psychologists, the pressure on managers and decision-makers becomes enormous. If they want to survive (be they psychologists or not), they had better not make any mistakes.

The other form of pressure, emanating from the media, is no less intense. The media have long known that anxiety-inducing headlines sell papers and boost ratings. What's more, the media--despite (or perhaps on account of) belonging to large

conglomerates--like to come to the defence of victims of violence, families that have been touched by crime, etc. They interview victims or their friends and loved ones and then print huge headlines critical of the justice system. They should know, however, that neither victims nor their friends and family are ever--and this goes without saying--in a position to seriously assess the sentence that should be meted out to the criminal who raped or killed their daughter or mother, for example. On top of that, the reporters working the crime beat are in cahoots with the police on a daily basis. These journalists need police information, and they end up--consciously or not--sharing the grievances expressed by rank and file police officers to the effect that the sentences being handed out are always light and that offenders are always back on the street too soon. Is it any wonder, then, that the media are making the population feel insecure?



So what are the solutions? For one thing, decision-makers must--in spite of all this--have the courage of their convictions. And for another, information needs to circulate.

Laurent Laplante ■

Ontario

The Twenty-First Exceptional People's Olympiad

The 21st Annual Exceptional People's Olympiad (EPO) was held on July 26 and 27, 1997 inside the walls of Collins Bay Institution (CBI) in Kingston, Ontario. Hosted by the inmates, the event enabled 118 developmentally challenged athletes to participate in various track and field events. Each competitor was paired with an inmate "Godbrother" who supported and coached the athlete throughout the duration of the Olympiad. The athletes and their chaperones were billeted at Queen's University for the weekend. Breakfast was arranged by the inmates of Frontenac Institution.

The EPO was started in 1977 by inmate George Marcott, and the "Groupe Social Francis" of CBI with only \$380, a record player, and most importantly, the will and desire to provide an opportunity for developmentally challenged athletes to participate in the "Collins Bay Children's Olympiad". By 1981, the event had grown to become a non-profit registered charity, and its name was changed to "The Exceptional People's Olympiad".

This year, a total of \$31,314 was raised through donations from individuals, businesses, and organizations in the community, and in large part through fund raising activities from the inmate population.

Every year, beginning in January, the EPO committee canvasses past and potential contributors for the money and goods required to run a successful event. This year's committee raised community donations totaling \$4,030 in cash, plus the following goods and services: chocolate bars from *World's Famous Chocolates*; bottled water from *Rock Springs*; hot dogs and hamburgers from *The Hindquarter*; tables, chairs and tents from *CFB Kingston*; socks from *The Bay*; watermelon from *Ontario Potato Inc.*; pop-sicles from *Superior Propane*; barbecues loaned from Princess Street *LOEB*; hats from *Auto House*; film from *Camera Kingston*; watercoolers and water bottles from *Crystal Springs*; coleslaw from *Keith's Deli* and *Heidi's*; buns from *Weston Bakery*; pizza discounted from *Tony's Pizzeria*; a band from *Bernie Dobin Agency*; the participation of the military band from *CFB Kingston*, coordinated by Sgt Ford of their Communications/Electronics division; and two representatives from St. John's Ambulance provided first aid for the event. Countless hours were donated by community volunteers from the Kingston Chapter of the John Howard Society, as well as the Collins Bay Institution Lifer's Group Volunteers from Ottawa, Audrey Howarth of the Citizen Advisory Committee, and the partners of two offenders.

The remaining \$27,285 required to stage the event was raised by the EPO committee directly from the CBI inmate population. This astounding amount was collected through the sale of various specialty items and from direct donations. In all, 240 CBI offenders participated in this year's

event, assuming roles such as: Godbrother for the approximately 118 athletes; statistics keeper; time keepers, crowd control; food service workers, as well as set-up and clean-up crews.

The staff liaison for this inmate orchestrated event is Lynn Baker, a Personal Development Officer at Collins Bay Institution. This was Lynn's third Olympiad, and the EPO committee presented her with a beautiful dried flower arrangement in appreciation of her contribution to the coordination of this special event. She was assisted by Doug Senior and Curt Bolton, both Personal Development Officers, and Larry Staley, an Acting Personal Development Officer. Staff worked in partnership with the Exceptional People's Olympiad Executive Committee to put on a successful event in a medium security institution.

The event was a success because, for two days, inmates spent their time focusing on the needs of 118 developmentally challenged individuals rather than their own. Inmates who may have struggled with the concept of asking for help had to solicit the aid of community organizations and businesses, as well as from each other. The important skills of managing a budget, planning all facets of the event, public speaking, overcoming cultural differences and language barriers, and teamwork were fostered and put into practice. The offender participants exercised their potential for human growth and development. For 21 years, the inmates of Collins Bay Institution have reached out to the community from beyond the walls and made a positive social contribution.

CBI will be hosting the event next year as well. Individuals wishing to make a contribution to the 22nd Exceptional People's Olympiad may do so by contacting Ms. Lynn Baker at (613) 545-8598 or by facsimile at (613) 545-8824.

The Ken Bolton Symposium: The Halfway House Within Corrections

The Ken Bolton Symposium, a four-day series of lectures, forums, and sermons on halfway houses, will be held November 6-9 in Windsor, Ontario. Named after Archdeacon Ken Bolton, a supporter of the halfway house movement, the symposium will mark the 35th anniversary of St. Leonard's House in Windsor, the first halfway house in Canada.

Plenary guest speakers include: **Mr. Ole Ingstrup**, Commissioner, Correctional Service Canada; **Mr. John Larivée**, President, International Community Corrections Association; **Dr. Maeve McMahon**, Professor of

Law, Carleton University; **Mr. Graham Stewart**, Executive Director, John Howard Society of Canada; **Mr. John Braithwaite**, Corrections Consultant; **Dr. Don Andrews**, Psychologist, Carleton University; **Dean Juanita Westmoreland-Traore**, Faculty of Law, University of Windsor; and **Mr. Don Evans**, Community Corrections Consultant.

Since its inception, the commitment of the halfway house movement has been to assist offenders in becoming pro-social members of society. This social justice ideology will guide the symposium toward providing a body

of literature that will assist in developing a more effective approach to halfway house governance, thus preparing the movement for the next millennium. The organizers' commitment is to increase the understanding of how the presence of halfway houses has furthered, and continues to further, the course of social justice.

There will be twenty sessions on issues pertaining to the halfway house, corrections within the community, and social justice. The symposium and its published proceedings will provide a blueprint on which to build a responsible, defensible program that will enhance the objective of social justice. Additional information on the Ken Bolton Symposium can be obtained by calling (519) 256-1878 or by facsimile at (519) 256-4142. The organization can also be reached by E-mail at: tkbs@uwindsor.ca. ■

Prairies

Family Violence Risk Assessment Pilot Project

A CSC research report entitled "The Incidence of Family Violence Perpetrated by Federal Offenders: A File Review Study" (Robinson, 1995), found that one in three men admitted to federal institutions have been violent toward their family members. Since it is well known that only a small percentage of family violence leads to official charges, the researchers concluded that the actual number of offenders who have been violent toward family members is probably far greater.

The research, combined with alarming reports from victim surveys of the actual incidence of spousal assault in Canadian society, points to a need for earlier and more efficient detection of actual family violence risk in our offender population. Only when identified as a case need, can the offender's risk for family violence be targeted for

treatment or taken into account in decision making about private family visits and conditional release.

To improve the early identification of offenders who have been or may become perpetrators of family violence, the "Family Violence Strategic Plan: Prairie Region" (Gitzel, 1995) set as its first priority, the assessment of all male offenders at intake for family violence risk. A project team consisting of Mr. Kevin Kindrachuk, Case Management Officer, Edmonton Institution; Mr. Vince Roper, Senior Psychologist, Edmonton Institution; Ms. Lisa Buys, Program Director, Interpersonal & Family Skills Program, Alberta Hospital; and Ms. Nancy Gitzel, Family Violence Coordinator, Bowden Institution, developed a simple three-phase Family Violence Risk Assessment which was piloted at the Intake Assessment Unit at Edmonton Institution.

Phase One consists of institutional Case Management Officers (CMOI) who determine if the offender meets four criteria which are risk indicators of family violence for federal offenders (Dutton and Hart, 1992). These criteria are: past assaults of family members; prior record of violence; victim of and/or witness to family violence as a child or adolescent; and personality disorder with anger, impulsivity or behavioural instability.

If the offender meets the criteria, in whole or in part, the CMOI, using the Spousal Assault Risk Assessment (SARA) (Kropp, Hart, Webster, and Eaves, 1994), determines the offender's level of risk, and recommends the appropriate intervention. To ensure that family violence risk is specifically addressed by the CMOI, a new heading entitled "Family Violence" was added to the "Criminal Risk Summary", to be included in all Intake Assessment Reports.

In Phase Two, psychologists conducting assessments of offenders at intake question inmates directly about marital history, prior assaults of family members, and childhood victimization. Again, to ensure that psychologists have included family violence potential in their assessment, a new heading entitled "Family Violence" was added to the Edmonton Institution's "Intake Assessment Screening Report". Under this heading, the psychologist flags the presence or absence of family violence indicators and provides in a narrative the rationale for his or her determination. Normally, CMOIs have the Intake Assessment Screening Report by the time they write their final Intake Assessment Report, increasing the probability that offenders at risk for family violence will be identified.

In the third phase, offenders are also assessed for family violence risk in the Community Assessment, completed at intake by Case Management Officers in the Community (CMOC). A new heading, Family Violence, will be added to

the Marital/Family target domain in all Community Assessments completed for intake. Case Management Officers in institutions and in the community were cautioned during training to emphasize collateral information (e.g., City of Edmonton Police information on "peace bonds" and "orders of protection") in their appraisal of this aspect of the Marital/Family target domain, since it is well known that in many cases the offender's partner will not feel safe disclosing incidents of abuse, and should not feel pressured to do so.

The pilot conducted at Edmonton Institution was completed in December 1995. On the basis of promising early returns, the three-phase model for Family Violence Risk Assessment was approved for region-wide implementation by the Prairie Region's Regional Management Committee in April 1996. Family Violence Risk Assessment was approved by the Assistant Deputy Commissioners, for national implementation in March 1997.

A quantitative analysis of the impact of the Family Violence Risk Assessment project is currently in progress under the direction of the Edmonton Institution Psychology Department. The department has acquired University of Alberta research assistant, Eunice Kim, to measure empirically to what extent the project's more focused assessment of family violence has actually increased the number of offenders flagged for family violence risk. The results are available through the Family Violence Coordinator mentioned below. Two of the developers of the Spousal Assault Risk Assessment, Randall Kropp and Stephen Hart, are also evaluating CSC's use of the SARA.

For more information on the Family Violence Risk Assessment Project, contact Ms. Nancy Gitzel, Family Violence Coordinator, Bowden Institution, at (403) 227-3391 or by facsimile at (403) 975-4435.

Detering Crime

In March 1995, inmates at Drumheller Institution in Alberta completed the production of a half-hour video titled *Full Impact*. Their goal is "to reach out and explain to kids of all ages to be more aware of the use of alcohol and drugs, and what the abuse of those substances have meant to us".

Inmates in the video share their experiences with the audience. "We believe that in order to show what can happen, our lives must be open to examination. Our life stories go in-depth. They are filled with the consequences that have brought us to where we are today: incarcerated."

The first public screening of *Full Impact* was held at Drumheller Institution and was attended by 23 teenagers and their parents, as well as members of the media. The event was a success and the inmates were given permission to make presentations to the outside community. Since then, a number of presentations have been made to various schools and community centres in the province.

Founded by three inmates, *Full Impact* has grown to three times its original size. It has commanded the dedication of its founders, coordinators, and successive participants. Of the nine offenders currently involved with the project, four have been released from the institution and are still involved with the program.

The inmates are grateful for the continued assistance offered by Drumheller's administrative coordina-

tors and several other CSC staff, who make it possible for them to give presentations in the community. For more information on the project or to obtain a copy of the video, contact Mr. Jim Spiers at (403) 820-6091 or Mr. Gary Storrs at (403) 820-6081.

Cops for Cancer Campaign

The Correctional Service of Canada (CSC) component of the Saskatchewan Cops for Cancer campaign concluded recently by almost doubling the fundraising target set out at the start of the campaign.

Saskatchewan CSC employees and inmates helped raise almost \$20,000 in

support of cancer research efforts. Participating in the campaign were the Saskatchewan Penitentiary, the Prairie Region Staff College, Prairie Region Headquarters, the Regional Psychiatric Centre and Okimaw Ohci Healing Lodge.

Ms. Nicole Nolin, daughter of Regional Headquarters employee Nadine Nolin and also a cancer patient, was the honorary chairperson for the campaign and participated in many of the Cops for Cancer events throughout Saskatoon, in addition to being named an honorary correctional officer by CSC.

Cops for Cancer was started in June of 1994 by an Edmonton Police Officer. After meeting a young cancer patient who had lost his hair due to chemotherapy, the officer was able to get a number of his colleagues to shave their heads in exchange for pledges to support cancer research. In total, seven officers raised over \$12,000 for cancer research. Since that time, the Cops for Cancer initiative has grown in leaps and bounds, and this year, leaped over the border into Saskatchewan. Vince

Streukens, a training officer at the Staff College, played an instrumental role in getting Cops for Cancer up and running in Saskatchewan.

"I was aware of the program in Alberta and thought it would be a good thing to get going here. After making a few phone calls, the local chapter of the Canadian Cancer Society also thought it worth pursuing. From there, the Saskatoon Police Association became involved, as well as the RCMP, the CN Police, Provincial Correctional Officers and of course CSC," Mr. Streukens said.

The fundraising effort in Saskatchewan was a total team approach. Barbecues, bake sales, raffles were all used to augment the usual pledge drive to support officers who agreed to have their heads shaved. In total, 22 CSC employees are now walking around with new hairdos – or rather lack of hairdos, including three women. Most find the shaven head experience cooler and pleasant to the touch. At least one is contemplating making the Kojak-look a permanent feature.



Back row (left to right): Barb Banks, Staff College (SC); Vince Streukens, SC; Fraser Grant, Regional Psychiatric Centre (RPC); Rhonda Hendricks, RPC; Shelly Klama, SC; Nicole Nolin, Honorary Chairperson for the Cops for Cancer campaign and Honorary Correctional Officer; Leon Durette, SC; Don Ediger, RPC; Roger Cossette, RPC; Marcel Chiasson, RPC.

Front row: Paul Skidmore, RPC; Michelle Landry, RPC; Marc Langlois, SC; Jim Beaulieu, RPC.

Farewell to Father Paul

Working with inmates on a day-to-day basis, a job that most would call daunting at best, Father Paul says, "It's my life, it's what I'm about." He has been helping staff and inmates at Drumheller Institution over the last nine years.

Father Paul has made the institutional chapel a place of quiet solitude and worship, accommodating over 500 inmates and their respective beliefs. "I believe strongly in multi-faith," he says. "Faith is what is important, and I want to encourage us all to find our way, a good way. I see the best in what we can achieve, to transform to a new creation that is beyond a single faith and beyond the petty differences of everyone." He has consistently shown his kind nature and has accepted every inmate that has ever walked through his doors, regardless of faith. His pleasant demeanor and gentle guidance have comforted many people over the years and he has always made sure to have an open

door, an open ear, and an open heart for those in need.

He did not worry about the reaction he would receive when he decided to make the chapel a center of many faiths. "If I fear, how can I help. Interfaith is what the chaplaincy is, and faith is something better. It must always drive us. It's our moral responsibility to help all who ask it, who want it, and who need it. I know I have angered some, everybody has bad days, including me. It's not about differences, it's about seeing beyond them." When commended for having turned the chapel into a multi-faith sanctuary, Father Paul modestly replied that it was hardly him that did it.

Father Paul will be leaving us "to reconnect with the religious community," and will subsequently join the Edmonton Institution. From time to time, we have the privilege of seeing the very best a person can be. We shall miss Father Paul as he prepares to move on. We shall never forget him either. He leaves behind a truly united church and the respect of all those whose lives he touched. We wish him the best as he has always, and will continue to, wish for all of us.

This article was written by James Wrigley, a lifer at Drumheller Institution. ■

Pacific

Raising of a Totem Pole

About 50 people attended a traditional, native spiritual ceremony on July 9, 1997 to raise a totem pole at William Head Institution.

A large group of regional elders and members of the nearby Becher Bay First Nations participated in the emotional event, which culminated with a group of inmates raising the five-metre tall pole atop a rocky outcropping beside a newly-planted tree.

The pole was carved primarily by inmate Narcisse Baptiste, who learned

traditional native carving while incarcerated. This was his first major project and the result is sensational. "The pole stands now where all inmates can draw comfort and serenity from it," one elder said.

It took Mr. Baptiste about two months to carve the elaborate pole which represents the sky, the sea, animals and humans. The carver is a member of the Kamloops Indian Band. He paid tribute to an offender who has left the institution and who helped him with the pole.

Regional Administrator, Correctional Operations Jeff Christian, who represented Deputy Commissioner Pieter de Vink, and Warden Michael Gallagher spoke on behalf of the Correctional Service of Canada.

The ceremony began with all the women in the audience joining with the female elders to bless the pole while it was still lying horizontal in front of the carving shed.

Then, a most extraordinary and wonderful thing happened. A group of Native dancers began performing an Eagle dance. After a minute or so, an

eagle appeared in what had been an empty sky. As the incredulous participants watched the beautiful bird circle, one of the female elders muttered softly to all, but to no one in particular, that "there will be four who come".



Inmate Carver Narcisse Baptiste standing in front of pole on its new site.

Within 60 seconds, there were four eagles circling the bright blue sky, moving closer to the ceremony. One young eagle left the group and swooped down just over the heads of the dancers in front of the pole. It was a moment which left most participants with a lump in the throat and a tingling sensation. Many elders smiled, accepting without the need for explanation.

Following the ceremony, the Aboriginal inmates prepared a feast for the guests. During the dinner, Mr. Christian presented William Head Institution Spiritual Advisor Lloyd Haarala a plaque for his invaluable contribution to the Service and to Native offenders.

Friday Night in the County Jail

As a result of a friendship I have developed with an employee of the King County Jail, just outside of Seattle in Washington State, I was invited to participate in a simulated incarceration on March 14 and 15. The new King County Regional Justice Center had just been completed, and 250 people from various walks of life were invited to spend a night at the new facility before the first inmates were admitted.

It was because of my friendship that I was the sole Canadian to be invited. I arrived at the Center at 5 p.m. on Friday afternoon. Once I had been "booked", myself and nine fellow "inmates" were escorted to cellblock 'H', where we were seen by the principal officer and assigned our cell for the night. After settling in, we were

allowed to meet our neighbours: there were media reporters, talk-show hosts, county court judges, chaplains, state and county correctional officers and managers, labour leaders, state and county elected officials, victims' rights groups, and interested citizens.

At 6 p.m., we sat down to a pre-portioned meal served in insulated, partitioned trays. We were given a chicken thigh/leg, one scoop of mashed potatoes with gravy, one scoop of carrots, shredded lettuce with a cream-style dressing, an "airline bun", one pat of margarine, no condiments, and a paper cup of fruit punch. This was luxury to the officials from this area. A cup of coffee would have been nice after dinner, but it wasn't available because officials believe that cutting it out saves the county about \$20,000 per year.

By now, the effects of nicotine withdrawal among smokers were becoming apparent. The non-smoking policy in Washington State jails was implemented several years ago, and has virtually eliminated cell fires and the use of tobacco as an underground bartering tool for contraband.

After dinner, we went on a tour of the facility. Occupying 590,000 square feet on an 18.7 acre site, with a capacity for housing 898 offenders, its size is astounding. Imagine an inmate population in one facility equal to that of the combined population of British Columbia's Kent, Mountain and Elbow Lake institutions, all under one roof. By the time we were through, it was 10:30 p.m. — time to get to our cells and lock up for the night. Sleeping without pillows on a rubber coated mattress was a little different, but I did manage to get some sleep.

The sound of unlocking doors and lights being turned on at 5:45 a.m. was a bit jolting. The morning routine began. Breakfast without coffee was a bit difficult for me, and it soon became

apparent that some of the smokers were NOT morning people.

There were times during my "incarceration" when I had to remind myself that I was in a different country, with somewhat different attitudes. Women correctional officers in the King County Jail are responsible for the full range of correctional officer duties, including strip searches, while in Canada women cannot do strip searches on men unless it is an emergency situation. Additionally, male officers in this facility are routinely assigned to work in the female inmate population whereas in Canada, they do not routinely work in proximity to women inmates. I also had to remind myself that I work in a facility that houses inmates serving sentences of more than two years, whereas the King County Jail holds inmates on remand, or serving short-term sentences of one year or less, therefore incurring a very high turnover.

Although I had spent only one night in "County Lock-up", I was definitely looking forward to getting home. After breakfast we cleaned up our cells, returned the bedding and checked out of the facility. I went to the Admissions and Discharge unit, and called my friend to pick me up and bring me some coffee!

All in all, the experience was an interesting one, although a little disconcerting. It made me reflect on the freedom and privacy I experience every day and take for granted. It also gave me some good ideas on design of correctional facilities, and I hope that I brought back with me some ideas and vision that can be incorporated into the redevelopment we are embarking on with Mountain Institution. Now, where did I leave that cup of coffee?

Bruce Anderson is Assistant Warden at Mountain Institution, a medium-security facility in Agassiz, British Columbia. This was an account of his experience in a U.S. prison. ■

UNDERSTANDING CORRECTIONS

This supplement will be a regular feature in Let'sTalk in coming issues. It will present information on the Correctional Service of Canada which readers can keep as reference material.

#1 Overview of the Correctional Service of Canada

The Correctional Service of Canada (CSC) administers the sentences of offenders imprisoned for two years or more. As part of the criminal justice system, and respecting the rule of law, it contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

The constitutional and legislative framework that guides the Service is set out by the *Constitution Act 1982*; the *Canadian Charter of Rights and Freedoms*; the *Criminal Code of Canada*; the *Corrections and Conditional Release Act* (CCRA) and supporting regulations (CCRR); the *Transfer of Offenders Act*; and various international agreements and conventions, including the United Nations Standard Minimum Rules for the Treatment of Prisoners and the International Covenant on Civil and Political Rights.

CSC currently manages:

- 42 federal penitentiaries for male offenders, which are classified as maximum, medium and minimum security and include four regional mental health facilities. As well, a new medium-security institution in the Muskoka region of Ontario is under construction.

- The Prison for Women and Isabel McNeil House in Kingston, and five new regional facilities for federally sentenced women located in Truro (Nova Scotia) Edmonton (Alberta), Joliette (Quebec), Kitchener (Ontario) and Maple Creek (Saskatchewan). Prison for Women will close once all women offenders have been transferred out of the institution.

- 15 community correctional centres for offenders on conditional release.

- 69 parole offices, grouped into 17 districts, which are responsible for supervising conditionally released offenders in the community.

In addition, CSC maintains exchange of service agreements with most provinces and territories. It has contracts with over 172 Community Residential Facilities to accommodate conditionally released offenders, as well as with community agencies for parole supervision and various support, treatment and education programs for offenders.

In total, CSC is responsible for approximately 21,000 offenders, of whom 14,000 are incarcerated and 7,000 are on conditional release in the community. CSC employs over 11,000 people and an additional 10,000 volunteers are involved in CSC activities such as

tutoring, literacy training, visiting programs, social and recreational activities, multicultural activities and substance abuse programs. Over 400 of these volunteers serve on nearly 60 Citizens' Advisory Committees across Canada, advising on the development of correctional facilities and programs, working as independent observers of the day-to-day operations and acting as liaisons with communities.

Organization of CSC

CSC is part of the Ministry of the Solicitor General. The Commissioner of Corrections is the Senior Executive Officer of CSC, accountable to the Solicitor General of Canada. The Commissioner is assisted by a Senior Deputy Commissioner, a Deputy Commissioner for Women, five Regional Deputy Commissioners, five Assistant Commissioners, a Corporate Secretary, a Chief Executive Officer for CORCAN and a Senior Counsel.

The Service has three levels of management: (i) National, (ii) Regional, and (iii) Institutional and District Parole Offices.

National Headquarters (NHQ) provides support to the Commissioner and the Executive Committee (EXCOM), and delivers services to all of CSC including: provision of information to

Parliamentary Committees, Central Agencies and the public; ministerial liaison; communications, correctional operations, corporate human resource and financial management; corporate review and audit; corporate performance assurance; corporate policy and planning; program development; research; international transfers; legal services and information management.

NHQ also monitors corporate compliance with the *Corrections and Conditional Release Act*, ensuring that standards are developed and implemented with national consistency; and that accountability mechanisms are in place to monitor performance and measure results.

The following positions comprise the management team of National Headquarters:

- Senior Deputy Commissioner
- Deputy Commissioner for Women
- Assistant Commissioner, Corporate Development
- Assistant Commissioner, Performance Assurance
- Assistant Commissioner, Corporate Services
- Assistant Commissioner, Personnel and Training
- Assistant Commissioner, Communications
- Corporate Secretary
- Chief Executive Officer for CORCAN
- Senior Counsel

The Correctional Service is divided into five regions; Atlantic, Quebec, Ontario, Prairies and Pacific. Regional Headquarters (RHQs) provides support to the Regional Deputy Commissioner and Regional Management committee in: implementing national policies and programs; developing regional policies, plans and programs for performance measurement, human resource and financial management; federal/provincial relations, liaison with the Commissioner's office, public consultation, and provision of information to the

media, elected officials, interest groups and the public.

Although the incarceration and supervision of offenders will be addressed in more detail in future articles, the following two sections are a brief overview of these issues:

Incarceration of Offenders

As mentioned above, there are three levels of security for CSC institutions: maximum, medium and minimum. There is also a Special Handling Unit in one of the institutions in the Quebec region to house offenders who have caused death or serious harm within an institutional environment.

In accordance with the CCRA, CSC must ensure that offenders are housed in the facility that provides the least restrictive environment for that person, taking into account the degree and kind of custody and control necessary, accessibility to home community and compatible cultural and linguistic environments, as well as the availability of programs and services that meets the offender's needs (if the offender is willing to participate in such programs).

Offenders who are starting a sentence, or who have had their conditional release revoked, are initially sent to an Assessment Unit, where criminal risk and needs are assessed based on the inmate's criminal and social history. In addition to the offenders criminal background, factors examined include employment, community functioning, substance abuse, personal/emotional orientation, marital/family, attitude and associates/social interaction. This information provides the basis for managing the offender's sentence and eventual reintegration into society.

While incarcerated, offenders have the opportunity to participate in a variety of activities including programs, work, school, recreation, hobbycraft, visits and group meetings. Of primary importance are activities that contribute to the

reduction of the risk presented by the offender and that will assist in their reintegration into society as law-abiding citizens.

Release and Community Supervision

When they are eligible, offenders may apply (or be automatically reviewed) for conditional release, either a Temporary Absence, Day Parole, Full Parole or Statutory Release. Some offenders are released at the end of their sentence (Warrant Expiry) if they meet certain criteria for detention. The National Parole Board is the primary decision-making body for the conditional release of offenders.

Once released, offenders are required to report on a regular basis to their parole supervisor and may be subject to certain additional conditions to manage their risk. These conditions could include, among others, abstaining from drugs and alcohol, avoiding certain places or people, or attending programs. Failure to abide by the conditions imposed on their release could result in the suspension and/or revocation of the offender's release and see them returned to custody. Offenders remain under supervision until their Warrant Expiry Date if they are serving a fixed sentence, or indeterminately, if they are serving a life sentence.

In summary, CSC is an important member of the criminal justice system, working in partnership with many other departments at the federal, provincial, territorial and municipal levels as well as foreign governments, academic institutions, non-governmental agencies and the public. Their role is to assist in the rehabilitation of offenders and their reintegration into the community, while contributing to the maintenance of a just, peaceful and safe society. ■

Source: This article was prepared in cooperation with Ms. Trish Trainor, Acting Case Management officer, Joyceville Institution

Opening Ceremonies at the Pê Sâkâtêw Centre

**COMMISSIONER INGSTRUP named
CHIEF SPOTTED EAGLE**
at opening of PÊ SÂKÂSTÊW CENTRE at HOBBEA



The Samson Cree Nation held a special ceremony to honour Commissioner Ole Ingstrup for his help in establishing the first-ever Aboriginal minimum security institution at Hobbema, Alberta.

On Friday August 8, 1997, immediately after the Grand Entry led by the Chiefs of the four Bands at the annual North America Ermineskin Pow-Wow, Mr. Ingstrup was given the name of Chief Spotted Eagle of the Samson Cree Nation.

"We have a good friend of the Indian people. He has said he wants to help us and I believe him. He has said he wants to work with our people to help so they go back to their culture," said the Samson Cree Elder George

Saddleback, who performed the honour on Mr. Ingstrup.

Native dancers performed inside the stadium for hundreds of onlookers from the local community including the Correctional Service's Senior Management, Prairie Region. The ceremonial dancer, Mr. Saddleback, dressed in traditional dance wear including eagle feathers, porcupine quills, an Indian armoury breastplate and buckskin pants, danced the honorary ceremonial dance as Mr. Ingstrup knelt on a brightly coloured blanket. Mr. Saddleback then said a sacred prayer in Cree, and the title "Honourary Chief Spotted Eagle" was given to Mr. Ingstrup.

According to the Samson Cree, the name Chief Spotted Eagle is very symbolic: the eagle represents courage, strength and wisdom, and it is said that the eagle delivers prayers to the Great Spirit.

"I feel honoured when I do that and when someone has earned that title," said Mr. Saddleback, who said the honorary chief's name came to him in a vision.

At the end of the ceremony, the Commissioner was presented with a ceremonial head dress, the highest honour given to an individual. The head dress, according to Native ceremony, represents respect for the wearer but also bears certain responsibilities. In this case Mr. Ingstrup is to deliver culturally appropriate programs for Native offenders, as well as exhibit qualities suggested by the beadwork and ornamental construction of the head dress. These qualities include adaptability, fellowship for community, leadership and understanding.

The endowing of an official title pays tribute to a system that seems to be changing for the better. It also reflects an evolving and respectful relationship between the Correctional Service and Native offenders, where Native programs are offered by correctional staff and where members of the Native community are reaching out to encourage dialogue and understanding. Overall, this occasion illustrates the all-encompassing possibilities already expressed in the *Correctional Conditional Release Act*. ■



Administrative Building



Programs Building

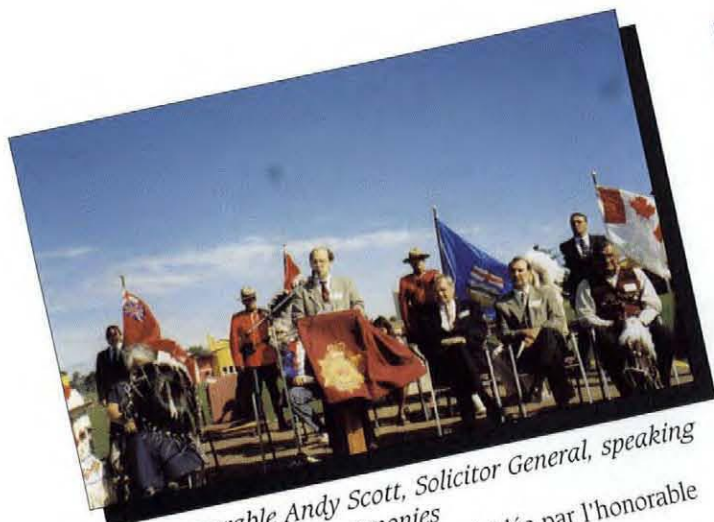


Ceremonial Building



Residential Units

Pull out: keep for reference



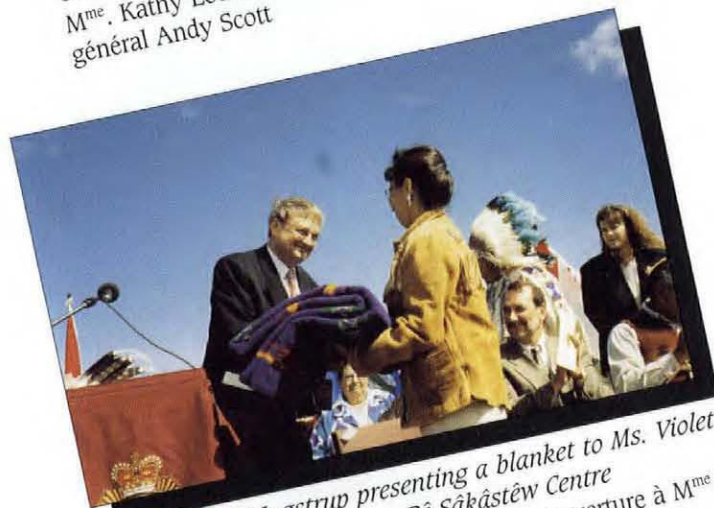
The Honourable Andy Scott, Solicitor General, speaking during the opening ceremonies
 La cérémonie d'ouverture a été présidée par l'honorable Andy Scott, Solliciteur général



Ms. Kathy Louis, Chief Florence Buffalo, Solicitor General Andy Scott during the Opening Ceremony
 M^{me}. Kathy Louis, Chef Florence Buffalo et le Solliciteur général Andy Scott



Master of Ceremonies Roy Louis leading in the dignitaries to begin the Opening Ceremonies
 Le maître de cérémonie Roy Louis accompagnant les dignitaires à la cérémonie d'ouverture



Commissioner Ingstrup presenting a blanket to Ms. Violet Soosay, Executive Director, Pê Sâkâstêw Centre
 Le Commissaire Ingstrup remettant une couverture à M^{me}. Violet Soosay, directrice général du Centre Pê Sâkâstêw



Commissioner Ingstrup presenting a blanket to former Chief Victor Buffalo
 Le Commissaire Ingstrup remettant une couverture à l'ex-chef Victor Buffalo



Solicitor General Andy Scott participating in the ceremonial tree planting
 Le Solliciteur général Andy Scott participant à la plantation symbolique d'un arbre



Danseur à la danse en cercle
Dancer at the Round Dance



Joueurs de tambour à la danse en cercle
Drummers during the Round Dance



M. George Saddleback dansant à la cérémonie d'ouverture
Mr. George Saddleback dancing at the Opening Ceremonies



Pow-wow de la communauté d'Ermineskin
Ermineskin Community Pow Wow



Le Commissaire Ingstrup participant à la plantation symbolique d'un arbre
Commissioner Ingstrup participating in the ceremonial tree planting

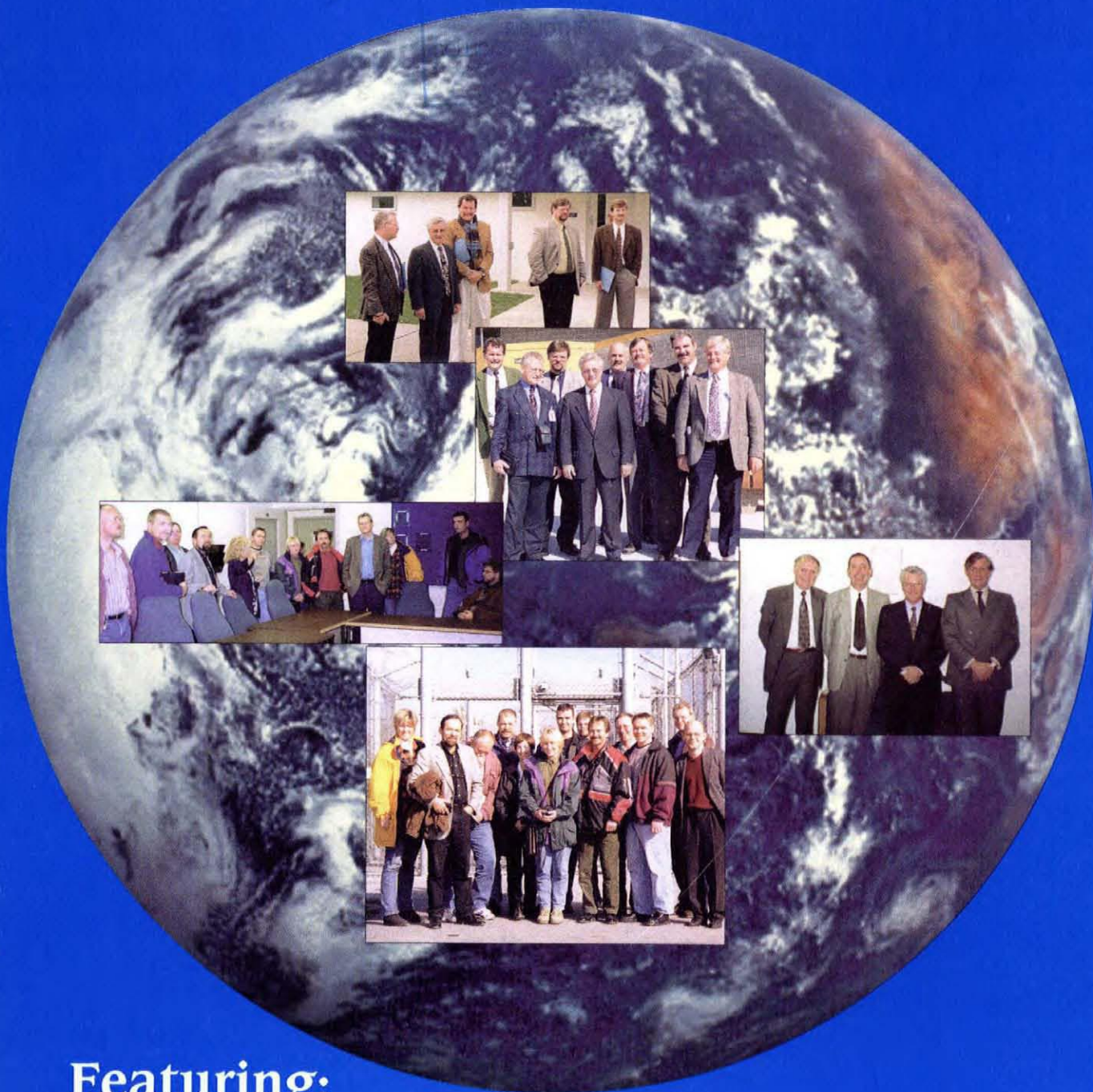


Danseurs au Pow-wow de la communauté d'Ermineskin
Dancers at the Ermineskin Community Pow Wow

let'stalk

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International Visits Program



Correctional Service
Canada

Service correctionnel
Canada

Canada

let'stalk

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Commissioner's Editorial

THE LAW AND US

We have talked a lot about the law lately. About the importance of living by the law as we carry out our duties as employees of the Correctional Service of Canada.

This is not a discussion about the stupid statement that we hear from time to time that inmates have more rights than employees – of course they do not. As a matter of fact, they have a lot fewer rights and a lot more restrictions than anyone else (not difficult to observe at first glance of prison life).

What I have in mind is the much more serious discussion of finding ways to ensure that whatever we do in our line of duty is in accordance with the *Corrections and Conditional Release Act* and all other national and international laws which govern our Service. Regulations and CSC's own policies (Commissioner's Directives, Standing Orders) fall in the same category.

"Why is it suddenly so important that we do everything according to the book if I think that some other way of doing things is better?" – "The old way worked well for me, so why fix something that isn't broken?" – "My supervisor doesn't seem to care, so why should I?" We have all heard those and similar questions, especially after the Arbour Commission's report. We even sometimes hear that "the public would probably be more in favour of my way of treating the inmates, so..."

Let me suggest a few answers:

Firstly, our duty as public servants is to implement the laws of the land. If an Act has passed through Parliament, it is our duty – not an option – to ensure that the will of Parliament be carried out. If we decide to ignore the law (or other lawful instructions), we do so at our own peril.

Secondly, our Mission talks about CSC "...as part of the criminal justice system and respecting the rule of law..." – I don't think it can possibly be said in a more straightforward way. Respect for the law because it is the law, and laws must be respected if one wants to avoid unpleasant consequences. As a matter of fact, this is no different from what we have to do when we are off-duty.

Thirdly, when people ask me why I find it so important that CSC carries out its duties in accordance with the laws and our policies, I usually respond that CSC has a very special obligation to respect the law. We must demonstrate to the offenders under our care that it is possible to manage our affairs in an effective and efficient manner without resorting to criminal values or without breaking the law. Disregarding the letter of the law is exactly what brought the offenders into our system. When the offenders come to us, they should certainly see that CSC staff is different from the crowd that breaks the law. They should experience what it means to be in the hands of law-abiding professionals. Never should the inmates be able to argue that we don't take the law more seriously than they did.

Finally, working with respect for the law is part of being a professional. It is not the only thing, but it is the most important thing.

We are making considerable progress in this area thanks to many dedicated employees and I thank you for that. I also encourage you to continue to be vigilant in this area, which is so important to both our profession and our integrity.



Ole Ingstrup
Commissioner
Correctional Service Canada

New Year's wish from the Commissioner

As we embark on a new year, I would like to offer all CSC employees and their families my best wishes for continued success and happiness. I sincerely thank each and everyone of you for your continued efforts and great support, and look forward to another year working together.

Ole Ingstrup

News & Notes

- CSC's website is worth a visit. It offers information, publications and speeches, as well as announcements on events and news at CSC. Have a look for yourself at <http://www.csc-scc.gc.ca>
- Good News stories from CSC's five regions and National Headquarters appear weekly in our two-page newsletter titled CONTACT. It is available weekly on our website.

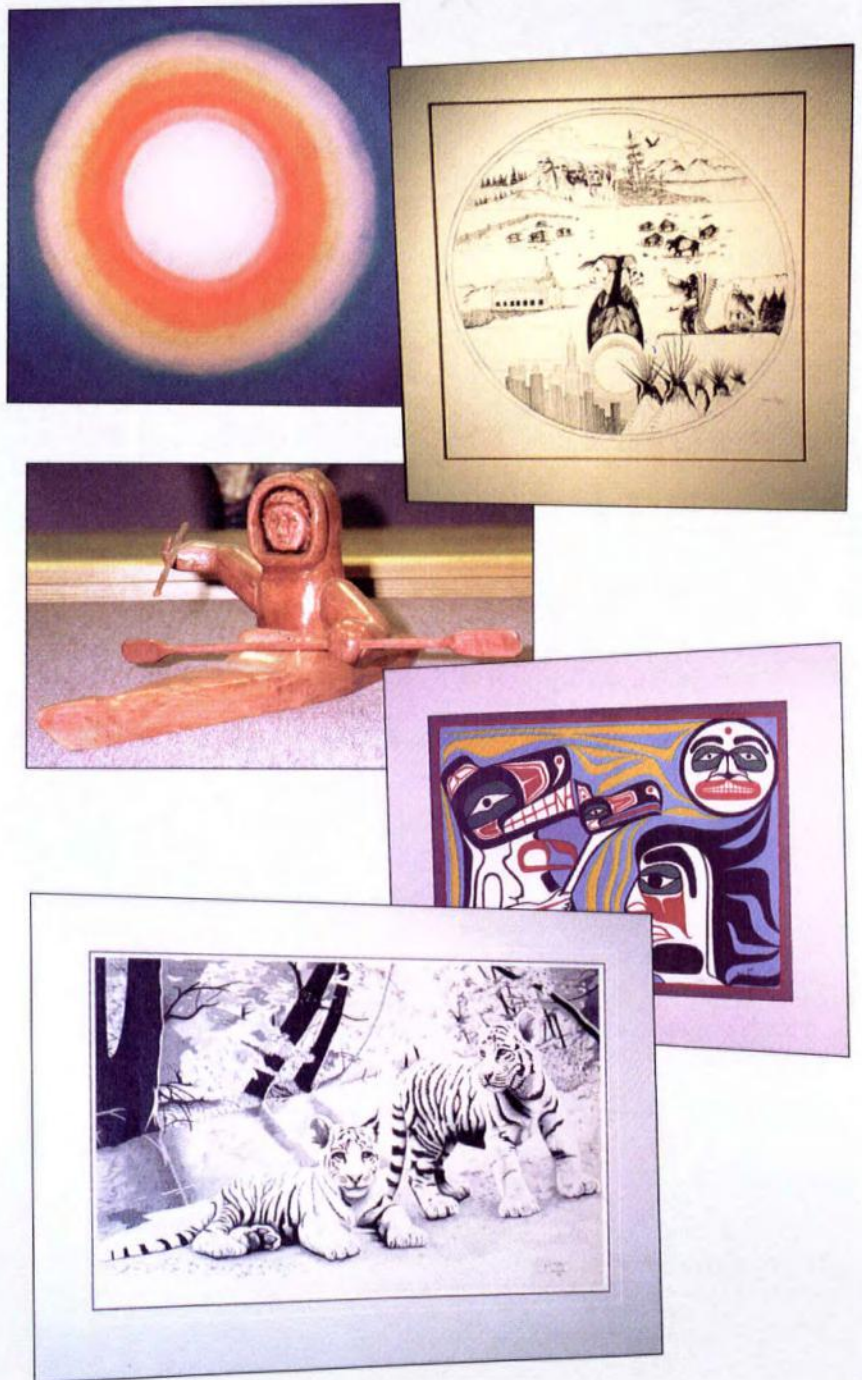
Inmate Art at National Headquarters

An exciting new venture to showcase original artwork by federal offenders has begun at National Headquarters. Set up last September, with the first display originating from all five regions, the rotating art program's goal is to establish a permanent presence for inmate art within the Correctional Service of Canada.

Art from across the Service will be highlighted in the elegant surroundings of the Commissioner's corporate boardroom, located on the fourth floor of National Headquarters in Ottawa. Regional staff notify inmates in art programs, who then decide what they would like to submit for consideration. Staff choose and send the selected artwork to the Commissioner in Ottawa. There the collection – composed of paintings, drawings or sculptures – is displayed and each piece identified with the inmate's name.

Displays will change every three to four months so all inmates have a chance to show their work and a new exhibit for visitors and staff is in place to enjoy. "The response was very positive in Ontario when we asked for submissions in September," said Ms. Connie Cookman, Regional Advisory Services, Ontario Region. "We had inmates who were working late in the hobbycraft rooms to finish up artwork so it could be considered...and mental health patients (who) were very anxious to have someone look at the best drawing they were capable of."

This is one in a series of initiatives by the CSC to give federally sentenced offenders the proper recognition and encouragement their often top-quality artwork deserves. ■



International Visits Program The Correctional Service of Canada



In the past decade, the Correctional Service of Canada (CSC) has emerged as a high-ranking and forward-thinking agency. Based on its Mission document – which believes in assisting offenders to become law-abiding citizens while also exercising safe and humane control – the CSC has developed a strong research department and policy, programs and case management practices that are the envy of correctional jurisdictions around the world.

Canadian Staff Share their Expertise Around the World

CSC's 13,000 staff have earned an international reputation for high quality service. At the recent conference for directors of prison administration in Strasbourg, the United Kingdom's Chief Inspector of Probation, Mr. Graham Clark, said Canada was a leader in risk assessment and programming and a model on which other nations should base their correctional systems.

Due to staff's impressive reputation, an increasing number of countries have made requests to visit. In 1997 alone, CSC hosted some 40 delegations from countries including the United States, England, Scotland, the Netherlands, Portugal, Denmark, Finland, Norway, Russia, Czech Republic, Hungary, Romania, Iran, South Africa, Ghana, Venezuela, Hong Kong, China and Australia.

"We have seen an unprecedented number of visits from foreign dignitaries this past year," said Director of International Relations, Mr. Peter Cummings.

In return, CSC officials have travelled abroad this year to locations including the Slovak Republic, Lithuania, Cameroon, France (Strasbourg), Malta and Haiti.

Why International Visits?

"The Mission defined what we wanted to be and how we would work with offenders; it put us into a rehabilitation model," says Mr. Cummings. Because of this innovative approach, many countries want to study the Canadian system firsthand.

The visits fulfil the Mission's Core Value 4, to contribute to and benefit from the development of international criminal justice policy. International Relations staff respond to foreign requests to visit with specialized itineraries to suit countries' research goals. These cover all aspects of CSC's work, ranging from offender programs to staff training, facility management, the needs of special offenders and more.

A delegation due from England this coming spring illustrates a somewhat typical visit. The group will arrive in Ottawa where it will meet with the Commissioner and talk to staff responsible for policy and program development. It will then travel to Kingston – to observe institutional programming and operations – where regional staff will prepare a training package based on areas of interest. "This requires a lot of planning but we feel it's important," said Mr. Cummings. When they return to England, delegates will have seen firsthand what programs are given, how correctional officers and trainers do their job, and how facilities operate on a daily basis.

Visiting countries pay their own way but CSC may offer services in kind such as accommodation at staff colleges and meals in institutions. In the case of Ghana, whose corrections officials will arrive this spring and are unable to afford hotel accommodation, arrangements such as these are the only way the trip would be possible.

Our Trips Abroad

CSC also travels to countries who request its expertise. Last fall, Mr. Fraser McVie, Director General of Strategic Planning and Policy, visited Vilnius, Lithuania. The goal was to assist that country in finding alternatives to incarceration – its rate is double that of Canada's and its population five million – and to teach about probation, conditional release and sentencing alternatives.

"This was a one-week trip but it established an ongoing collaboration

on criminal justice issues. It was a tremendous experience because it made me understand what we have in Canada," said Mr. McVie. "It shows we have progressed and developed a wide variety of programs and alternatives, and that our *Corrections Act* is a good one and ranks high in world standards."

Also last fall, an overview of the Canadian criminal justice system was delivered to 30 regional prosecutors in the Slovakian department of Justice. The three-day seminar was given by CSC's Mr. Arden Thurber, Director General, Offender Reintegration, Mr. Ian Nicholson, Staff Training and Development and Mr. Dan Kane,

Senior Investigator, Western Canada. Senior Crown Attorney Mr. Andrejs Berzins, Department of Justice's Mr. David Daubney and researcher Ms. Claire Cugin also gave advice. The seminar discussed conditional sentences, probation, fine options and preparing an offender for release.

"It is the staff whom we should congratulate for this fantastic international reputation and the response we have had," said Mr. Moe Royer, CSC's coordinator of International Visits. "It is the reason for the positive reactions we receive from other countries. Just as the Mission states in Core Value 3, our staff is our major resource in achieving our objectives."



Mr. Moe Royer, CSC's coordinator of International Visits

Sharing with Norway

This past fall, CSC hosted an especially enthusiastic group of correctional workers visiting from Norway.

The 10 correctional officers and two government representatives – Mr. Rune Fjeld of the Royal Ministry of Justice and Mr. Wilhelm Meek-Hansen, Director of Research at the Norwegian correctional staff college – arrived in Ottawa where they were whisked into an intense five-day 'reasoning rehabilitation' or 'cognitive skills' training session – the second in a series and this time designed to show them how to train new coaches in Norway – and then on to minimum-security Bath Institution in Kingston for a day of observation and sharing with its cognitive skills staff.

CSC's cognitive skills program is a 36-session course which, if recommended by a case manager, is then considered



Norwegian delegation tours Ontario Regional Staff College with Principal Julia Hobson

a requirement for a National Parole Board hearing. It uses real-life situations to help offenders develop reasoning skills for interpersonal relations – to think before they act – and gain a better sense of control over their lives.

The Norwegian government approached the CSC several years ago about cognitive skills programming, and hired consultants Ms. Liz Fabiano, formerly of Correctional Programs at CSC, and Mr. Frank Porporino, once Director General of Research at CSC, to teach its staff.

Norway's population of four million has 2,670 offenders, 80 per cent of whom are arrested for drug and alcohol related offences; violent crimes are much lower than in North America. Its correctional philosophy is similar to Canada's – a belief in the need to encourage rehabilitation and the safe reintegration of offenders to society.

The 12 Norwegians arrived at Bath Institution early on November 6 and were greeted by Ms. Diane Valentino, Regional Project Officer for Living Skills, and Mr. Paul McCarthy, Program Evaluation Officer. They then met with their Canadian counterparts, those who deliver the cognitive skills program to offenders. Later, Warden Al Stevenson described his own career, from inmate classification officer to institution head, and explained the history of CSC's current correctional programming. "While it isn't per-

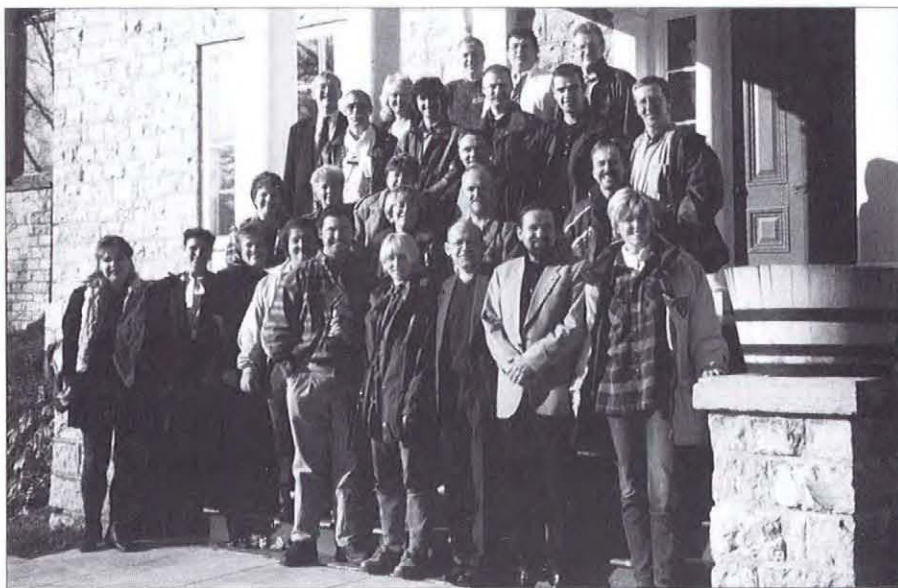
fect, it's probably the most effective it has ever been," he said.

"For a time, we worked as correctional officers one day a week and then delivered cognitive skills programming for the next four, but it was too much," said one Norwegian coach during the coffee break, to the agreement of CSC staff. Information such as this was shared between Canadians and Norwegians all morning and is the reason international visits are so satisfying and beneficial – to both parties.

"This was the most rewarding international visit I have ever had the pleasure of hosting," said Ms. Valentino later in a note to Mr. Moe Royer, coordinator of International Visits. "There was 'magic'. Coaches openly shared their implementation and delivery experiences with great enthusiasm and passion. Coaches are 'people-type' people who love to interact and share experiences, believe strongly in what they do and are extremely enthusiastic. It was motivating to see that this passion knows no international boundaries."

"Many of the inmates ask for more courses like this (cognitive skills one) once it is completed," said Mr. Rune Fjeld at a luncheon held for CSC's Kingston-area program staff and the Norwegians later that day. Mr. Fjeld, who delivers training in Norway, said it was a joy to share experiences with staff and proved how much the two countries have in common. Mr. Meek-Hansen, a research psychologist at the staff college, echoed the sentiment, saying, "This is a very good visit because we are all on equal terms and we are talking about the same kind of issues."

The Norwegian visit provided a meaningful experience for all involved: it gave CSC staff a chance to learn about another correctional system which is similar in philosophy to our own, but has different practical aspects. It gave staff a chance to share knowledge it has accumulated in offender programming, and ask questions about cognitive skills programs' impact on offender rehabilitation in Norway. It also promoted a common goal: the development of good corrections around the world. ■



Norwegian delegation and CSC Program staff from Kingston institutions and the Donald Gordon Centre in Kingston

Here are just a few of the comments made by our international visitors:

"My visit to your beautiful country was one of the most pleasant I have ever experienced as far as Corrections is concerned. I certainly have gained new perspectives that will be relevant when we develop new policy and re-draft our entire Correctional Services' legislation." Commissioner H.J. Bruyn, Pretoria, South Africa.

"(Filipino public servant) Allan Alcala told us that he had profited a great deal from his Canadian program, both professionally and personally. He spoke highly of staff's warmth and kindness during the time he was with you." Ms. Beverley Rix, Consultant, DPA Group (International) Inc.

"We wish to express our warmest thanks for the great hospitality we and the delegation received during our visit to Canada in August 1997. The visit was in every respect very interesting. In discussions with you and your colleagues we got a thorough picture of the correctional system in Canada and in particular of correctional programs." Mr. Kari Hakamies, Minister of Justice, Finland and Mr. K.J. Lang, Director General of the Prison Service.

"Once again, I wish to thank you for your warm welcome on our first meeting. I was impressed by your sincerity and by your desire to contribute to improve the conditions in the Romanian penitentiaries." Dr. Gheorghe Florian, Maximum Security Penitentiary, Bucharest, Romania.

"I would like to thank you for the kind cooperation that made possible the visit of the Chief of Social Services of the Consulate General and myself." Mr. Antonio Montenegro, Consul General of Portugal. ■

Investigations

by Mr. Robert Dandurand
Senior Analyst, Investigations Branch

The Investigations Branch of the Correctional Service of Canada is responsible for the coordination, quality control and follow-up process of national investigations. Investigations are conducted into incidents that affect the safety of the public, the staff, offenders or the operations of the Service. The purpose of investigations is to present information that will help prevent similar incidents in the future. Investigations do this by uncovering the facts and analyzing the issues surrounding an incident, thus enabling management of the Correctional Service of Canada to make well-informed decisions concerning the need for changes to policy or procedures.

What is the process for conducting national investigations into institutional or community incidents?

As soon as an incident in the community or in the institution is reported to the Duty Officer¹ at National Headquarters and relayed through to the Investigations Branch, the guidelines found in Annex B of Commissioner's Directive 041 are used to determine whether an investigation will be a national or regional one.

For community incidents, the Service advises and invites the National Parole Board to participate in the investigation. A memorandum of understanding has been signed between the Correctional Service of Canada and the National Parole Board for conducting joint investigations.

The process of convening a board begins with the selection of

Investigation Board members. In addition to the Correctional Service of Canada staff members, and the National Parole Board staff when appropriate, all national investigations have a Community Member participating on the Board of Investigation either as a member or, in some instances, as a chairperson.

A Convening Order is prepared for the signature of the Commissioner (and the Chairperson of the National Parole Board when a joint investigation is convened). The Convening Order outlines the mandate of the Board generally and may direct it to examine specific areas of concern unique to the incident under investigation. It also outlines the responsibility of the operational unit during the conduct of the investigation.

A copy of the signed Convening Order is distributed to the members of the Board of Investigation, the appropriate managers (the Regional Deputy Commissioner, the operational unit head, the Manager of Communications Planning and Media Relations), and the Correctional Investigator.

Investigation Board Members are provided with a vast and varied amount of background information, from the SINTREP², media clippings and Housebook cards³ to information about the offender(s) involved; information on section 13 of the *Inquiries Act*⁴; Guidelines for Writing and Reviewing Investigation Reports; related investigation reports (into similar incidents and/or at the same site); related investigation analysis reports (when appropriate), and much more.

In addition, since currently every national Board of Investigation is con-

vened under the authority of section 20 of the *Corrections and Conditional Release Act*, section 13 of the *Inquiries Act* applies (*See the ensuing article*).

The Board of Investigation proceeds with its investigation on-site, interviewing staff and offenders, and reviewing documents, reports, and videotapes.

Soon after the on-site investigation is completed, the Board of Investigation is required to brief the Commissioner, the Assistant Commissioner Performance Assurance, the Manager of Investigations, and the analyst assigned to the investigation.

When a report is submitted, it is reviewed by the analyst to ensure that all the terms of reference outlined in the Convening Order have been addressed, that the Board's findings and recommendations are clearly derived from the analysis of the issues, and that its messages to the Service are clear. Thus begins the quality control process.

¹ A Duty Officer at National Headquarters ensures that timely, accurate and complete information relating to major security incidents happening in both institutional and community offices, between 4 p.m. and 8 a.m., is disseminated to the senior management of CSC.

² SINTREP is a daily report (produced by the Security Division at National Headquarters) compiling the most important institutional and community incidents.

³ A Housebook card is a written briefing to the Minister on the issue at hand, with suggested public response for use either in the House of Commons or in the public forum.

⁴ The *Inquiries Act* is a federal legislation that sets the legal framework for conducting investigations.

Current Investigations

Incident title	Reference	Synopsis
Board of Investigation into the supervision and release of an offender charged with murder in Toronto on September 29, 1997.	359	On the 29th day of September 1997, an offender was charged with murder by the Toronto Police. The body of the male victim was found behind a residence in Toronto, on June 6, 1997.
Board of Investigation into the emergency, involuntary transfer of Millhaven Institution inmates to Special Handling Units in February 1997.	358	A series of disturbances and a murder occurred at Millhaven Institution between January 21 and February 14, 1997 and emergency, involuntary transfers were prepared and executed in late February 1997.
Board of Investigation into the release and supervision of an offender on day parole who is a suspect in a double murder in Summerland, British Columbia in September 1997.	357	On the 6th day of September 1997, an offender failed to return to the Seven Steps Halfway House in Calgary. Suspension Warrants were issued. RCMP in Summerland advised that an offender is a prime suspect in the murder of his ex-wife and mother-in-law. The offence is believed to have occurred on September 7, 1997. The offender remains at large.
Board of Investigation into a major disturbance at Kingston Penitentiary on August 27, 1997.	356	On the 27th day of August 1997, at approximately 22:00 hours, a major disturbance broke out at Kingston Penitentiary during which some inmates on Upper "H" range were involved. Property damage was done, staff members and inmates were assaulted, and the CSC emergency response team was deployed.
Board of Investigation into a hostage-taking at Kingston Penitentiary on September 7, 1997.	355	On the 7th day of September 1997, at approximately 11:13 hours, at Kingston Penitentiary, on upper "H" range, an inmate grabbed a Food Services Officer and held a razor blade to his throat.

Process for Applying Section 13 of the Inquiries Act to National Investigations

by Mr. Robert Dandurand
Senior Analyst, Investigations Branch

Section 13 of the *Inquiries Act* stipulates that "No report shall be made against any person until reasonable notice has been given to the person of the charge of misconduct alleged against him and the person has been allowed full opportunity to be heard in person or by counsel."

Steps involved:

1. Before the investigation begins, the Board of Investigation is briefed on section 13 of the *Inquiries Act* by the Investigations Branch. This includes providing the Board of

Investigation with answers to the most frequently asked questions. The Board members may refer to the list and use it throughout the investigation as necessary.

2. During the investigation, the Board of Investigation informs, via a standard advisory, all interviewees of the protection provided to them by Section 13.
3. The Board of Investigation, in consultation with Legal Services if the Board considers it necessary, identifies statements in the report that warrant Section 13 notices. That is, the Board of Investigation identifies

statements in the report that allege misconduct on the part of a person (not only CSC employees), with "misconduct" defined as:

Any breach of the law and/or any serious breach of policy where the breach is relevant and material to the objective of the investigation and the person who committed the breach is likely to be seriously affected in terms of his/her reputation.

4. The Board of Investigation determines what persons are implicated in the statements that have been identified.
5. The chairperson of the Board of Investigation speaks to these persons to prevent as much as possible any negative reaction that may result when the Section 13 notice is received and to set up a supportive environment for the notice recipient.

NB: When the recipient of a Section 13 notice is an offender or inmate, the chairperson of the Board of Investigation shall speak to the appropriate Warden/District Director, who shall speak to all individuals in the chain of command who have contact with the offender, to advise them that a Section 13 notice will be coming to the offender/inmate.

6. The chairperson of the Board of Investigation issues Section 13 notices to the persons implicated in the statements. These are sent in envelopes marked "personal and confidential." Each notice includes as an attachment the specific portion of the report where the statement alleging misconduct appears. Boards of Investigation ensure that

they also provide enough context to the statement that the recipient will be able to understand the statement being made. The notice provides a date, time and place for when the person may be heard in person or with counsel. The date shall be at least two weeks from the time the notice will be received. The notice also provides the recipient with the option of responding in writing by the same date. If recipients choose to respond in writing, they must so indicate to the chairperson.

7. Either a written response is received, a hearing is held or no response is received from the recipients. This is the opportunity offered to a person to protect his/her reputation and defend his/her actions. If recipients are heard in person or by counsel, at least two members of the Board of Investigation are present and make note of the submissions; it is not necessary for all members of the Board of Investigation to be present.
8. All members of the Board of Investigation are briefed on any representations that have been made by the Section 13 recipients (whether they occurred as a result of a hearing or by written submission). The Board of Investigation decides as a group what, if any, revisions are required to the investigation report as a result of the representations and makes those revisions to the report.
9. The chairperson of the Board of Investigation responds in writing to each notice recipient stating whether or not the report has been revised as a result of the recipient's representation and sharing any revisions made.

Once the final step in the Section 13 process has taken place, the finalization of the investigation report then proceeds with the report being sent to the heads of the operational units involved in the investigation for a review of the report's factual accuracy. After the factual accuracy review, the report is distributed to the Commissioner and other senior officials with CSC and actions plans developed in response to the recommendations, if any. ■



Federal Employees' Campaign
Campagne des employés
du gouvernement fédéral

1997 NHQ United Way Campaign

Fabulous results! By the end of the 1997 campaign, CSC's National Headquarters' Healthpartners/United Way drive had raised over \$40,000 for charity. In the final week Commissioner Ole Ingstrup and campaign leader Paul Braun officially thanked organizers, team captains, peer canvassers and volunteers for their tireless and dedicated efforts in making the year such a success. This past year's total exceeded our goal by 34 per cent.

●●● Sector Reports ●●●

You Can Do It!

by Ms. Faith McIntyre
National Coordinator, Return to Work
Program (613) 995-2558

A retired Correctional Officer II who returned to work as a casual Correctional Officer I was required to take the Correctional Officer Physical Abilities Test (COPAT). This man is 58 years old, a smoker, and has been moderately active throughout his life. To prepare to take the COPAT, he embarked on a fitness regime. He began with long walks before progressing to jogging. After three months of preparation, he took the COPAT and passed on his first try with a time of 2 minutes 34 seconds, out of the allowable maximum of 2:40.

A 4 foot 9 inch woman is required to pass the COPAT to qualify for a position. She did not complete the test at her first session as she could lift the weights on the push/pull machine no more than one inch. The COPAT assessors provided her with suggestions as to how she could increase her upper body strength. She took the COPAT three weeks later knowing that if she didn't pass she would not qualify for the eligibility list. She was determined to succeed and after three tries at the next session, she passed with a time of 2:29.

A 5 foot 2 inch potential recruit is required to pass the COPAT to be accepted into the Correctional Training Program (CTP). Passing the

test meant a great deal to her. Her father retired after 30 years of service as a Correctional Officer and she was determined to live up to his reputation. She found success on her third try and can now begin to follow in her father's footsteps.

A 110-pound woman takes the COPAT. She attempts three tries within a four-month period. With much determination and hard work, she passes on her third re-test with a time of 2:35.



A 42-year-old woman attempts the COPAT twice within a two-month period. She does not complete the first attempt, but on her second effort, she passes with a time of 2:36. She said that she did it for her kids!

A 37-year-old, 5 foot, 90 pound female Correctional Officer takes the COPAT to renew her position. Over a nine-month period, she worked hard to train for the test and on her third attempt, passes.

The above successes confirm that the goal of passing the COPAT can be realized within the 2 minute 40 second time frame. In advance of the April 1,

2000 implementation of the Bona Fide Occupational Requirement (BFOR) for incumbent correctional officers I and II, emotions are high and many misconceptions are circulating as to the COPAT itself. These minimal medical and physical standards are currently in place for recruits to CTP. For the average person, it won't take years of intense and time consuming preparation to get in shape. The COPAT is an age and gender free occupational test. The key factor is not how old you are, or whether you are male or female, but how well you prepared.

Simple things like trying the push/pull machine, working with your COPAT assessor in developing a cardiovascular or weight-training program, or supporting your colleagues in their efforts will greatly assist you in achieving your goal.

The BFOR coordinators in each region have developed action plans to assist staff in preparing to take the test. In the Atlantic Region, institutional management have taken an important step in helping and supporting staff get fit by providing workout areas. For example, at Atlantic Institution, the push/pull machine has been set up in the stress lab. This area is a workout location for staff situated in a building outside the perimeter. At Westmorland Institution, management is showing its support for COPAT by allowing correctional officers to view testing sessions for CTP recruits at the Regional Training Facility. By attending these sessions, staff are able to see the layout of the COPAT and, between sessions, are given the opportunity to try the push/pull machine. The pass rate among men in the region is 98 percent and 33 percent for women.

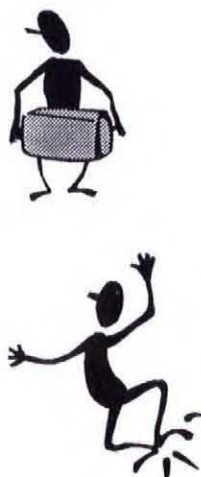
The Quebec Region is considering the construction of a fitness facility for staff use. Currently, all institutions have push/pull machines on site for practice and testing sessions. Mr. Réjean Viola, BFOR Coordinator for the region, conducted demonstrations on the push/pull machine at the most recent Senior Management Meeting. Senior managers were also given the opportunity to use the machine. Evaluations held in 1997 confirm that 98 percent of men and 77 percent of women in the Quebec Region have passed the COPAT, out of a total of 72 evaluations. Mr. Patrice Tremblay, a Correctional Officer at Port-Cartier Institution, currently holds the record for the best time of 1:36.

In the Ontario Region, a push/pull machine has been set up on a permanent basis in the "Lower Deck" weight room at the Correctional Staff College. As well, each institution has COPAT equipment and assessors. The Region is taking steps in certifying community colleges as official testing centres for graduates of their programs and potential CTP recruits. To achieve this goal, 33 staff at 12 different colleges have been trained and certified as COPAT assessors. Testing has already begun at five certified sites. As of December 1997, 453 people have been tested: 98 percent of men and 69 percent of women have passed. The oldest woman to pass is 47 and the oldest man 55.

The Prairie Region has push/pull machines at each institution for staff to practice and COPAT assessors are working in developing individual programs with staff so they will succeed in passing the COPAT. A great deal of importance has been placed on the individual's overall health and physical fitness. Staff see the test as a challenge. When evaluations are held, several employees come out to offer their colleagues encouragement. As of August 1997, 299 evaluations were

conducted, resulting in a 95 percent pass rate for men and 51 percent pass rate for women.

In the Pacific Region, the Regional Fitness Facility has been officially opened at the old Regional Supply Depot. Management in the region have demonstrated their full support in promoting health and physical fitness for staff by supporting the construction of this site. The facility will be the COPAT testing centre and provides staff with the chance to practice on the push/pull machine. Weights and cardiovascular equipment are also available for use on site. As of December '97, out of 182 individuals tested, 98 percent of men and 61 percent of women have passed the COPAT.



Mr. Dan Ferguson, National Project Coordinator for the implementation of the BFOR, has succeeded in passing the COPAT himself. He says: "I am concerned about the correctional officer who fails the COPAT. I am particularly concerned if the individual does nothing to prepare or refuses to take remedial advice or participate in corrective action to pass the COPAT." As of September 1997, 833 COPAT evaluations were completed across the country. Overall, 96 percent of men

and 51 percent of women passed. Most exciting, however, is the fast improvement in success rates as more and more people improve their general fitness level. In February 1997, one out of every four women was passing and now one out of every two is successful! The secret seems to be in taking the time to prepare and never giving up!

Incumbent correctional officers I and II should start preparing as early as possible to take the COPAT. Staff can take advantage of the fitness facilities in their region, discuss physical conditioning programs with their COPAT assessors, and participate in practice sessions to try out the machines.

The health, safety and future of all incumbents will be positively impacted with the implementation of the BFOR. "You can do it!"

For further information, please contact your local COPAT assessors or Regional BFOR Coordinator.

Atlantic Region

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Ontario Region

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Prairie Region

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Pacific Region

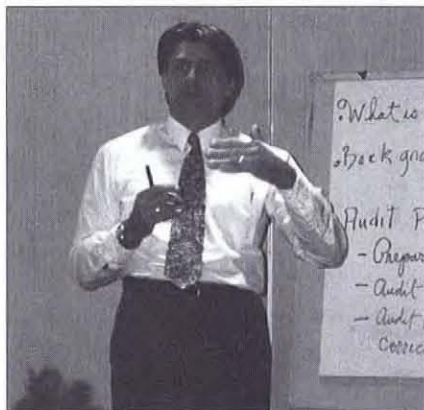
Mr. Scotty Scodellaro
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Accreditation of Correctional Programs

This article was prepared in collaboration with Suzanne St. Georges-Trépanier, Project Officer, Program Planning and Management.

After a three-year period, the Correctional Service of Canada (CSC) officially restored its Correctional Programs Branch at National Headquarters in 1997 to oversee program activities across the country.

In the spring of 1997, a programs management strategy – which outlines such areas as the philosophy behind the branch, the issues at hand and future projects to be undertaken – was developed to provide direction in the area of correctional programs while addressing issues raised in the Auditor General's reports on Correctional Programs and on Reintegration.



Steve Steurer, Executive Director of the Correctional Education Association

The newly developed strategy has a number of goals: to ensure appropriate resources are allocated to those programs with proven results, to improve management information, to balance program capacity with demand, to

standardize delivery of programs and resources, to standardize the employment levels for those delivering programs, to initiate regular program evaluations, and to introduce the concept of program accreditation.



From left: Danny Clark, Frank Porporino, Ed Zamble, Larry Solomon (seen from back)

Accreditation of Programs – A New Concept Here to Stay

The goals of accreditation are to ensure that CSC's programs are research-based, legitimate, credible and meet the objectives of the *Corrections and Conditional Release Act* (CCRA). It also aims to ensure that programs are officially recognized as a valuable element in offender reintegration and related decision-making. And it seeks to establish program integrity, which is at the heart of successful offender intervention.

Program accreditation was initiated in April 1997 when Commissioner Ingstrup expressed to Parliament the view that it would be the most promising way to address the issues regarding correctional programming raised by the Auditor General.

In October, to begin the accreditation process, an international panel of correctional experts met in Quebec City to

evaluate the process and criteria for accreditation within CSC, and to agree on the program standards to accredit sites.

Panel members were chosen for their expertise in correctional programs and research or their previous experience with accreditation. The distinguished participants were: Professor Beth Grothe-Nielsen, University of Aarhus, Denmark; Ms. Maggie Hodgson, special advisor, Nechi Institute, Alberta; Dr. Ed Zamble, Queen's University; Mr. Ed

Wozniak, Head of Research and Evaluation Services, Scottish Prison Service; Mr. Danny Clark, Head, Strategic Research, Her Majesty's Prison Service, London; Mr. Gerry Gaes, Chief, Research and Evaluation, Federal Bureau of Prisons, Washington; and Mr. Larry Solomon, Deputy Director, National Institute of Corrections, Washington.

The Quebec City Meeting on Accreditation – October 18-24

International Panel Members were greeted by Mr. Denis Méthé, Director General, Correctional Programs, on the eve of their arrival. The next day, Dr. Frank Porporino made a presentation on the Development of Effective Correctional Interventions, and Mr. Richard Harvey, Director, Program Planning spoke about CSC's Program Management Framework. Commissioner Ingstrup and Senior Deputy Commissioner Lucie McClung

welcomed the group at that evening's formal dinner.

The Commissioner's address spoke of the importance of Program Accreditation, particularly as it relates to CSC's mission. He said the Accreditation Process is a management tool and a historically proven technique in such fields as corrections and health care. The product – successful, offender-oriented programs – will be outcome-focused, and will provide a way to identify what works in offender programming. CSC's accreditation process will be "robust", able to adjust to specific populations, such as women and Aboriginal offenders, and meet our need for accountability.

The next four days of the meeting were devoted to discussions on the proposed criteria for program accreditation and the process required to do this. National Headquarters program specialists presented standards and guidelines currently in place to manage the programs. The panel assessed these and provided suggestions for enhancements.

Presentations were made by program specialists, including Ms. Linda McLaren, Manager, Program Development and Implementation; Dr. Sharon Williams, Manager, Sex Offender Programs; Dr. John Weekes, Manager, Substance Abuse Programs; Ms. Lynn Stewart, Manager, Living Skills and Personal Development Programs; Mr. Denis Barbe, Manager, Education Programs accompanied by Mr. Steve Steurer, Executive Director of the Correctional Education Association. Also presenting were Dr. Carson Smiley, Director of Psychology and Research at the Pacific Region's Health Centre, and Dr. Ralph Serin, Acting Director, Program Research, who provided a presentation on programs for offenders who commit violent offences. Ms. Gina Whiteduck, Director General, Aboriginal Issues gave insight into Aboriginal issues in

a correctional environment, and Ms. Hilda Vanneste, Manager, Women Offender Sector, told about the development and delivery of Women Offender programs at CSC.

International Panel Members completed their intense, one-week long meeting with a tour of Drummond Institution, accompanied by Mr. Laval Marchand, Assistant Deputy Commissioner, Quebec Region; Mr. Jacques Labonté, Warden, Drummond; and Ms. Doris Fortin, Chief, Programs and Training. The visitors spoke with inmates enrolled in two of the substance abuse programs, namely Alto and the Offender Substance Abuse Prerelease Program.

Panel Members said the meeting had been a worthwhile and rewarding experience and that they were returning home with even more valuable information than that which they had contributed. Some of the members

committed themselves to return as "guardians" of the Accreditation Process once programs begin to be evaluated.

What is Next?

The next steps in CSC's Accreditation Process involve the refinement of the criteria for program accreditation and establishment of the standards to be used. Criteria of a more generic nature are being developed to address resourcing, planning, and program management issues. A training strategy is also being developed with respect to the accreditation of the program sites.

After such a successful meeting, it is clear that the ongoing networking with international panel members and other experts is key to the Accreditation Process and offers tremendous benefits to program design and delivery. ■



From left: Gerry Gaes, Beth Grothe Nielsen, Ole Ingstrup, Maggie Hodgson, Danny Clark, Richard Harvey, Lucie McClung, Ed Wozniak, Ed Zamble, Denis Méthé, Larry Solomon, Lynn Stewart (seated)



From left: Maria Valenti, Larry Solomon, Lucie McClung, Danny Clark, Bram Deurlou, Denis Méthé



Gina Whiteduck, Director General, Aboriginal Issues

Edmonton Institute for Women

then and now

This article was written by Ms. Lisa Watson, Senior Project Officer, Women Offender Sector, National Headquarters, in collaboration with Ms. Jan Fox, Warden, Edmonton Institution for Women.

Then

Edmonton Institution for Women (EIFW) had a turbulent beginning. Construction was not yet completed when it opened its doors in the fall of 1995; over the course of the next four months, inmates were quickly moved from Prison for Women, from the Regional Psychiatric Centre (where Prairie women had been housed since 1994), and from Alberta provincial facilities, who chose to no longer house federal women inmates.

About half of the women, most of whom were classified as maximum security, experienced serious adjustment problems to both the new surroundings and the community living approach. Incidents of self-injurious behaviour were numerous, exhausting inmates, staff and management. At the end of February 1996, an inmate was found dead in her cell, an apparent suicide. It was three months later that the police received information indicating that the death was, in fact, a murder. Seven escapes (though no crimes were committed, no one was hurt and the last three inmates were recaptured within minutes of their escape as they were never out of the sight of the vigilant staff members) led to the decision in May 1996, to transfer the maximum and medium security inmates to provincial custody until the static security system could be upgraded.

These events also impacted on all the regional women's institutions: perimeter security was upgraded everywhere and women classified as maximum security were no longer housed in regional institutions (they are now incarcerated in separately contained units in men's institutions and at Prison for Women). At the same time, an Intensive Healing Program began on the women's unit at the Regional Psychiatric Centre in the Prairie Region.

As described below in the open letter from Primary Worker Susan Jacknife (a Correctional Officer II) who has been part of the EIFW team since the beginning, the staff of EIFW went to the wall and continued to persevere; they are now stronger, more sure of themselves and of their role at CSC and in the lives of the women they work with.

Now

EIFW re-opened in September 1996. It, as the other regional institutions and the Okimaw Ohci Healing Lodge, houses only minimum and medium security inmates. EIFW is *now* becoming the institution it had always planned to be.

The CORCAN Graphics shop at EIFW is a big hit. Eight women work on a full-time basis in a shop that is continually receiving contracts from the community and CSC. The creation of banners for minor hockey and ringette, specialty pucks with team logos, t-shirts for community group fundraising events, and signs for new office buildings are just a few of the projects completed by the inmates in the graphics shop.

Core programs on substance abuse, cognitive skills, survivors of abuse and trauma, parenting skills, anger management, and school are well attended and offered year-round. Peer support program and training is an integral part of the EIFW approach, as are several Aboriginal programs. Innovative programs (for corrections), such as relaxation and stress management training, healing touch therapy, music therapy, tai chi and aikido, skills assessment course, hobby craft, mentoring programs (mentors come in from the community) are part of life at EIFW. A team of trained, qualified, inmate caterers prepares meals for groups of 2 to 200. The women are developing working partnerships with the community and many of their activities are designed to let them give something back to the community.

The EIFW Community Reintegration Centre, developed jointly by staff and inmates, is assisting women while incarcerated and in preparing for release. The specific focus is on the various challenges of reintegration into the community and employment. A full-time social worker helps the women establish links between the institution and the community. It also has a Resource Centre with valuable information on numerous topics affecting women's lives, as well as providing access to a computer and printer to produce letters and résumés. Work release placements for several residents are just one of the positive impacts of the Centre to date.

EIFW is showing that it is possible to bridge the gap between correctional operations and management and the philosophy of *Creating Choices* (the

Report of the 1990 Task Force on Federally-Sentenced Women, which recommended the replacement of Prison for Women with regional facilities and a healing lodge). Staff believe the evidence is in the growing self-confidence and belief the women have in themselves. While it has not been without its continuing trials and difficulties, staff and inmates have worked hard towards the shared vision. Below is an excerpt of Ms. Jacknife's view of the history of EIFW:

"For the last two years I have worked with the most courageous women I have ever known. The 28 women on staff were hired out of approximately 556 applications. Talk about the odds! Some have left and taken other paths now, but they will never be forgotten. All began this journey by getting to know one another; these are memories I will always cherish.

Even though we passed the test and the interview, we still had challenges ahead of us (more than we imagined!). There was the extreme physical testing, the exams, and on-the-job training. We all had to pass...if not, we could not continue with the rest of the group.

Victory after victory came as we passed each test. Cheers of joy and happiness filled the classroom. We were a team of women sharing our happiness with one another, growing stronger together.

After our victories, we were finally able to begin our mission. I thank God for all of us – we all carried our own special gifts. Our dreams of being able to help other women who came across misfortune was finally a dream come true. Little did we know or even expect that slowly, this dream would begin to crumble. We came across trouble some of us never experienced before. The women we wanted to help turned on us and themselves. We were faced with blood spill after blood spill, threat after threat. Sadly, we were faced with the death of one of our women. Some of our women ran; day by day, week by week, it only got worse.

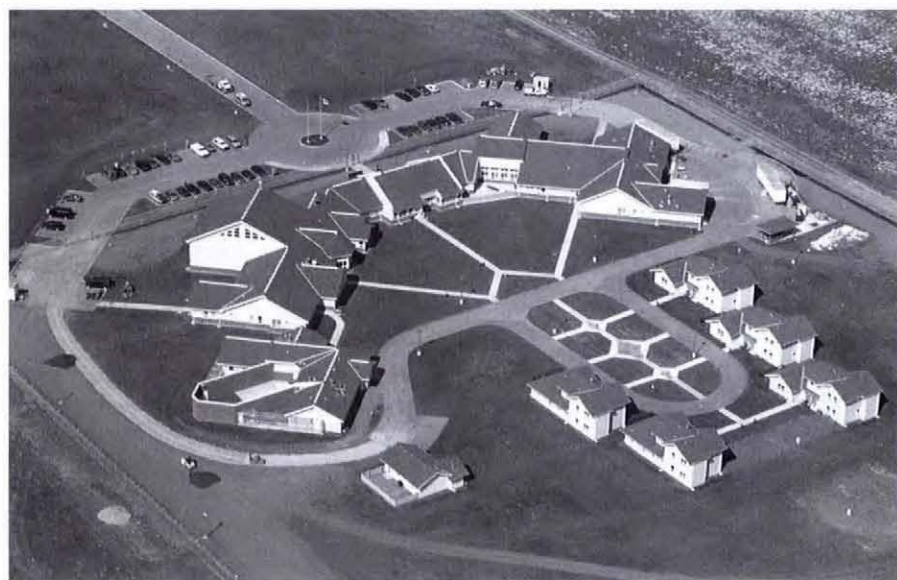
Our families grew scared and worried for us. Some of us were advised not to go back to work. We were the "talk" of the media. Family and friends watched us on television nightly. People laughed at us, called us inca-

pable! There were jokes... Meanwhile, others prayed for all of us, hoping for better things to come. Finally, the news came...we were told we had to shut down.

It was as though this strong group of women were told, "Okay, you had your chance, you failed!" How could they ask us to quit? We were believers, we had faith, we still had strength to carry on, we all had wanted this dream to work. Nonetheless, we closed. I remember looking at our dream: it was as though we were in a ghost town, I could literally see the tumble weeds roll by. Tears rolled down my cheeks as I looked upon the broken dream. We had to continue as though we were still functioning. As we went in the women's houses, you could feel the bare, empty, coldness of each room. Items were left as they were...popcorn on the table, dirty dishes in the sink, unfolded laundry. Everywhere we turned there was nothing left but an empty sad memory.

When we talked to one another, tears swelled in our eyes and many fell. We would continuously ask ourselves and one another: What went wrong? Why did this happen? Did we honestly fail? We told each other to continue having the faith, the hope, the dreams. We had to hang on to all we had left...each other. We shared the worst of the worst. We overcame the hurdles and the challenges together. It was our strength, our gifts we had to offer that kept us going.

Today we are a functioning dream. The prayers are slowly being answered. There are women who were once called misfortunate, leaving here feeling more fortunate. Dreams and hopes fill this place daily. We see the smiles of strong women everyday now; the only tears we see are tears of happiness. Not all of it is perfect nor do we ever expect it to be. I know and pray that all of us will continue to shine together..." ■



Aerial view

The Regional Psychiatric Centre – An Overview

The Regional Psychiatric Centre's Transition to Program Management

by Mr. Marcel Chiasson, Executive
Director

Introduction

The Regional Psychiatric Centre (RPC) in Saskatoon, Saskatchewan has been in operation since November 14, 1978. The RPC was established to respond to needs identified by the Chalke Report (1972) in regard to the treatment of offenders with a mental illness. The early years were filled with challenges which emerged from the dual custodial and mental health mandate of the Centre. However, by 1984, the RPC had solidified relationships with the University of Saskatchewan and received its first accreditation as a hospital. Subsequent to this, RPC consolidated these gains through stabilizing staffing levels, program delivery and the organizational model.

This article outlines a change of organizational approach from functional matrix management to program management.

Symptoms

The RPC has traditionally used a functional matrix management model to contain its many processes. This model is characterized by several professional departments which provide service to clients. At RPC this comprised social work, psychology, psychiatry, adjunctive therapies (occupational therapy, school, recreation therapy, aboriginal programs) and patient care (nursing and correctional operations).

We found that in a team-based organization which requires accountability for team performance, the matrix model distributes accountability across too many departments, thus confounding true accountability. Other symptoms were noticed as well:

- too many Department Heads involved in program outputs;
- absent leadership due to unit line manager deployment on 24-hour shifts;
- difficulty assigning accountability for program unit results;
- inter-disciplinary staff relations issues;
- marginalization of the Correctional Group, who ensures that correctional objectives are met;
- a Quality Improvement Structure that was spinning its wheels; and
- lack of Unit/Program identity.

Problem

It became clear that the structure RPC was using to manage was not congruent with the Unit Management team philosophy of Correctional Service Canada (CSC) nor with the Service's

focus on accountability. The organizational structure engendered the development of individual disciplines that would contribute work to units and unit staff, but they had no team/program alliance. Informal alliances did exist but did not contribute to a clear accountability structure.

Alternatives

Looking within CSC, we first reviewed Unit Management and thought it had much to offer as a model and would address some of the problems. Unit Management was team-oriented, placed accountability on one manager for a unit's performance, and asked different disciplines to work together.

We also reviewed hospital administration literature which spoke of both Matrix Management and Program Management. Program Management was attractive in that it embodied all of the principles of Unit Management, but went further by incorporating more departments and disciplines than unit management did.

Program Management

The concept of Program Management arose with General Electric's product groups and was adapted to Health Services by the John Hopkins hospital in Boston, in 1973. The following principles are generic to Program Management, yet are applicable to an operation like RPC:

1. The organization should be designed around client needs rather than provider interests. Therefore, the clients of the organization should be categorized according to the nature of their

therapeutic needs and programs to meet them.

2. Programs should be definable. They can be defined by client needs, disease category, or population group. The mission of the organization should set the framework around the complete set of programs and establish the boundaries as limits to curb professional empire builders.
3. Decision-making should be made by program managers who have full authority and accountability for fiscal and human resources assigned to their program activities.
4. The focus should be on outcomes, that is the extent to which program activities, services and interventions have influenced the rehabilitation of clients.
5. Decisions should be data-driven or research findings should guide program activity decisions.

RPC wanted to clarify program focus for each unit and wanted to establish single-point accountability for program results. We concluded that program management would deliver this, while being completely consistent with Unit Management, and with current, effective hospital management practices.

Process

A Steering Committee was created in November 1995 to develop terms of reference for change. By January 1996, a cross-functional working committee was given 90 days to meet and determine the best way for RPC to make the transition to program management; their report was submitted on April 12. The report was reviewed by the Health Care Administration Department at the University of Saskatchewan and further verified by site tours to four hospitals in Ontario,

three of which successfully used program management. By June 1996, RPC's Board of Governors approved a program management structure.

We chose to ensure the Program Director positions were classified and staffed as clinical professionals to reflect the clinical mandate of the Centre. These included: psychologists, psychiatric nurses, psychiatrists, occupational therapists, and social workers. Delays in the classification process provided an excellent opportunity to try the model using secondments, which entailed placing directors and assigning departmental staff to specific program units. By October 1996, the departments of social work, psychology, psychiatry, and adjunctive therapies were closed with their respective staff reporting to specific program units. The model was successful in all but the attempt to have clinical leadership from a variety of disciplines. Due to rules of classification, we were led to choose three clinical disciplines from the many available: Psychiatry, Psychology and Psychiatric Nursing. We will continue to work on including other clinical leadership positions to contribute to future flexibility and leadership diversity.

By September 1996, Correctional Supervisors were reinstated at RPC and the staffing itself was finalized by November. This step aligned the new structure with CSC's Unit Management and brought the correctional officer group back into the therapeutic milieu.

Communications

The involvement of staff in a working group from all departments assisted in communicating the initiative. As well, weekly drop-in sessions with the Executive Director and managers enabled staff to express concerns and make suggestions which could be addressed quickly. The rapid change to the program management model in the fall of 1996 contributed to the

communication-by-doing approach and enabled staff to experience the change rather than conceptualize it.

Benefits

- Single point accountability for resource utilization and program/operational results.
- Reduction of departments, department heads and inter-disciplinary tensions.
- Clear unit identity for each program. They are called Diagnostic-Related Groups:
 - Acute/Chronic Mental Illness Unit
 - Intensive Healing Unit for Women Offenders
 - Sex Offender Treatment Unit
 - Aggressive Behaviour Control Unit
- Reinsertion of Correctional Group into case management and programs.
- Flexibility of model enables RPC to adjust programs to changes in client demographics and to incorporate the 100-bed expansion within a solid organizational framework.

Future

The move to program management places the key resources under the direction of a clinical Program Director. There are still programs available to all units (school, recreation) but core programs for each diagnostic-related group belong to the unit and the clients of the unit receive their programs on the unit. This change has occurred within a backdrop of RPC's reassessment of its Vision, Fundamental Beliefs, Mission and Strategic Objectives. This has enabled the program units themselves to specify their respective objectives, which will be subject to measures and evaluation.

As we move forward with this model, the position of Director, Programs and

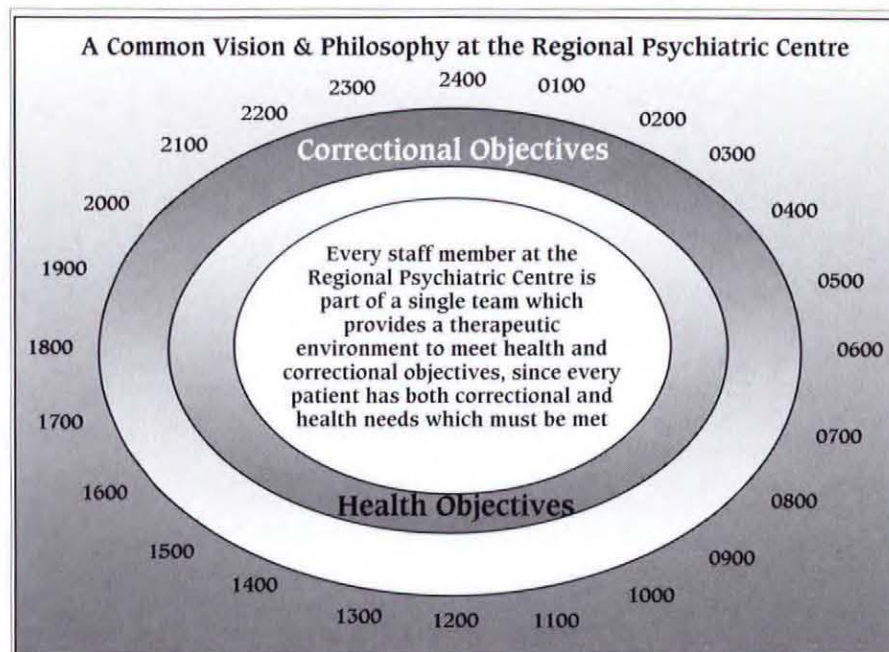
Operations (Deputy Warden equivalent) will be responsible for all program outcomes via the Program Directors for each Program. The Clinical Director, a medical position, will work with the Research Team and with Clinical Discipline Councils to ensure that all program interventions remain state-of-the-art and bear the scrutiny of evaluation.

Leaders in Forensic Mental Health

by Mr. William Shrubsole
Director, Management Services

Performance measurement has been a consistent challenge for management and staff of the Regional Psychiatric Centre (RPC) in Saskatoon over the years. Not only have there been the Correctional Service of Canada's objectives, financial performance indicators and various accountability goals to measure and report upon, the same was also required of the Canadian Council on Health Services Accreditation standards.

Yes, we do a lot of measuring. In fact, we became concerned that we were generating too many measures to make sense of. Secondly, the measures were narrow in focus, such that it seemed that we could not see the forest for the trees. In other words, the measures did not seem to add up to the bigger picture, to a more corporate focus. We needed a good measurement system that would be compre-



This graphic depicts the vision and mission of the Regional Psychiatric Centre. Both the correctional and health objectives must be addressed at all hours of the day. The dark side of the rings reflects which objectives take precedence at particular times of the day.

hensive enough to meet the needs of both corrections and health care, and also user-friendly enough to highlight for us the critical few measures to help us meet our mission.

In December 1995, we made a presentation to our Board of Governors, who approved the concept of improving our measurement of performance. In March 1996, the Board gave us the specific approval to use Zenger-Miller's "TrackStar Performance Measurement" (Zenger-Miller is the same company that provides us with Frontline Leadership and Team Leadership).

The first phase involved the management group and Zenger-Miller. It is no surprise to most folks that you do not measure until you know where you want to go and until you know what you want to be. Otherwise, you are only measuring for the sake of measuring. What relationship these measures may have to your organization are happenstance at best! Thus, management group moved to developing our vision and fundamental beliefs,

reworking our mission, and creating strategic goals – all aligned and consistent with CSC's mission and corporate objectives.

It was only after we determined how we wanted to be perceived, came to an agreement on those fundamental beliefs that guide us, and simplified our mission on what we are going to do that we could examine ways to target and track progress.

The second phase started after the Management Committee agreed on five strategic objectives that are driven by and aligned with RPC's vision and mission. A small working group was established with representation from each sector to develop quantifiable measures that would address the Centre's critical business issues. They developed some 47 potential measures from which the Management Committee selected 16 for the corporate dashboard (it is analogous to an automobile dashboard with various indicators like speed, oil, and temperature that give you performance mea-

surements). Some were already established, some were refinements of current measures, and some were new.

This journey into performance measurement is not complete. Work is proceeding with our research group in automating the corporate dashboard and maximizing the potential of our local area network for both updating and sharing our performance information. Work has started on the second level dashboards for those who report directly to the first level. Some measures will be the same as those on the corporate dashboard, and some will be unique to individual program units or work groups. As with the management group, those reporting directly to them had to work through their vision and mission, and ensure that they are aligned with the Centre and CSC. The importance of vision and mission at all levels of any organization cannot be overstated; you must know what you want to be and what you are going to do to get there before you can design effective measures.

We have made considerable progress over the last two years, but the journey continues with the challenge of aligning and operationalizing performance measurement in a forensic mental hospital within the Correctional Service of Canada.

VISION

Our vision challenges us to be leading in:

- research-based models of forensic assessment and treatment;
- clinical and correctional risk management;
- training forensic professionals;
- innovation in management; and
- sharing knowledge nationally and internationally.

FUNDAMENTAL BELIEFS

- To provide each customer with the best possible service
- To show respect for all people and partnerships
- To pursue excellence and continuously improve in everything we do.

MISSION

To improve the mental health of people in conflict with the law, thus contributing to the protection of society.

We will accomplish this by:

- contributing to the missions of our key customers;
- providing clinical assessments and treatment programs/services for mentally disordered individuals referred within the criminal justice system;
- assisting patients to optimize their mental health;
- providing learning opportunities for students, the public and personnel associated with the health care and criminal justice systems; and
- facilitating, promoting and conducting research in the area of:
 - a) understanding criminal behaviour
 - b) the management of forensic mental health programs/services
 - c) the treatment of individuals who come into conflict with the law
 - d) the impact of crime on society.

Aggressive Behaviour Control Program

by Dr. Steve Wong, Director, Research

The Aggressive Behaviour Control (ABC) program was established in 1993 at the Regional Psychiatric Centre in the Prairie Region. It provides treatment to male offenders who have an extensive history of violence, anger control problems, and/or serious institutional misconduct. The program is based on social learning principles and uses a cognitive-behavioural approach. Among other things, a careful analysis of the offender's crime cycle(s) is used to identify his high risk areas for reoffending. Interventions are offered in both group and individual sessions. Program goals include assisting offenders in changing their attitudes and behaviours, and helping them put together an individualized comprehensive relapse prevention plan at the end of the program, which takes six months to complete.

A program workbook was developed to help provide structure and consistency in program delivery, as well as to provide program participants with a step-by-step guide to the ABC treatment program. With program personnel in mind, the workbook was developed to help provide the program deliverer with a more structured and consistent approach to program delivery, thereby increasing program integrity. For the benefit of program participants, the workbook explains the different aspects

of the program in a language that is meaningful and understandable to the average offender.

Offenders also benefit from having a workbook that allows them to follow the material being taught in the program sessions. By including homework assignments, exercises, worksheets and additional reading material in the workbook, the offender can review the material after the sessions are over. At the end of the program, each participant will have a copy of the workbook, which is personalized by the efforts and struggles that he has experienced in working through the program. Through this process, the offender can take on a more active role in the treatment process, and develop a stronger sense of ownership, responsibility and pride in his personal achievements.

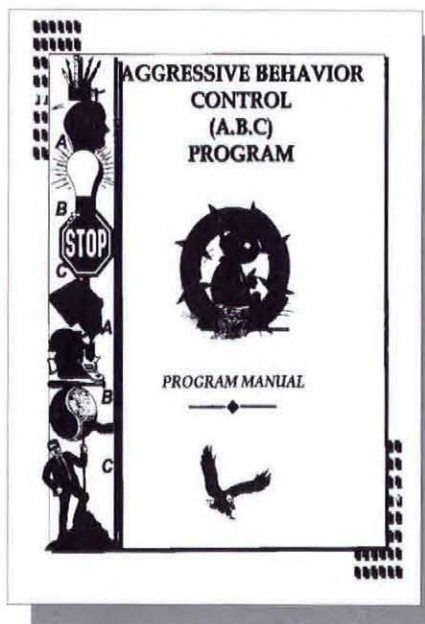
The project was initiated and completed by unit nursing staff with the support of the entire ABC multi-disciplinary treatment team. The project began in the spring of 1995 and took about nine months to complete. The original product of this endeavor was an ABC Workbook consisting of 25 chapters.

Chapters 1 to 4 explain what the treatment process is, why the offender is in treatment, how to get involved in the treatment process, and includes the "do's and don'ts" of being in treatment. Chapters 5 and 6 cover how things that happened in the past could have lead to patterns of criminal behaviours. Chapters 7, 8, 13 and 14 are on stress management. Chapters 9, 10, 11 and 12 explain what anger is and how to monitor and manage it. Chapters 15 and 17 cover assertiveness training and negotiation skills. Chapters 16 and 22 explain personal rights and responsibilities, values, criminal attitudes, beliefs, and defence mechanisms. Chapters 18 to 21 examine the perception, thinking, feeling and behaviour components of the dys-

functional or criminal cycles of behaviour. Chapters 23 to 25 help the offender put together the idea of a cycle of criminal behaviour with various intervention strategies that he has learned, in order to formulate a workable relapse prevention plan.

In an effort to improve the workbook, chapters on substance abuse and attitude change were added. These are two major criminogenic areas where most offenders require additional assistance.

The workbook is partly based on the work of Laren Bays, Robert Freeman-Longo, Diane Hildebran and Murray Cullen, to whom the ABC treatment team is most grateful for their permission to reproduce some of their original material in the workbook. Copyright clearance was obtained from various publishers to reproduce a limited number of copies of the workbook for staff and participants of the ABC program. The workbook is in the process of being published so that it can be available to all those interested in using it. Additional information can be obtained by contacting Diane Neufeld, Program Director, at (306) 975-5229.



Risk Assessment Self Study Manual

by Dr. Steve Wong, Director, Research

In 1994, Correctional Service Canada (CSC) implemented a Risk Assessment course to provide the necessary training in risk assessment and management to CSC personnel. The course consists of seven modules:

Explanation of Criminality; Prediction and Classification; Dangerousness Issues in Risk Assessment; Management and Treatment of Offenders with Mental Health Problems; Management and Treatment of Sex Offenders; Impact of Incarceration vs. Intervention; and Supervision-Management Aspects on Conditional Release. The course was designed to be delivered in a workshop format by a panel of specialists. A number of CSC staff were trained in the workshops, which were well received. Since then, many new staff have joined the service and require training in risk assessment.

The Regional Psychiatric Centre (RPC) has offered a number of additional training workshops to both new and

current staff who have not yet received the training. However, it is not always possible to offer the required training in a timely manner. As well, many staff find two days of full-time training in risk assessment can cause information overload. Quite often, they have to be relieved from their regular responsibilities in order to attend the training workshop, thus incurring additional costs to the institution, such as traveling expenses.

In order to provide risk assessment training to CSC personnel in a timely and cost efficient manner, staff at the RPC, in collaboration with the Extension Division at the University of Saskatchewan, have redesigned the method of delivery of the Risk Assessment course. The end product is the Risk Assessment Self Study Manual, which uses the latest instructional design technology to present the content of the course to learners in a format that is both easy to read and comprehend. Staff can study the material on their own and at their own pace without having to attend a formal workshop. Where appropriate, the Self Study Manual also incorporates relevant sections of the *Corrections and Conditional Release Act* and Commissioner's Directives in order to highlight the need to comply with the rule of law and CSC policies on risk assessment. Self test questions with answers are included to prompt learners to attend to key material and issues. Multiple-choice questions for each module have also been developed. With further development and validation, the questions could be used for evaluation purposes.

The RPC hopes that this initiative will enable staff who require risk assessment training to receive that training in a timely and cost efficient manner. Additional information can be obtained from Dr. Steve Wong at (306) 975-4156.

Peers Helping Peers

The Peers Helping Peers program aims to increase socially acceptable behaviour in low functioning or mentally-ill patients from the inmate population, while assisting them with their employment within a correctional facility.

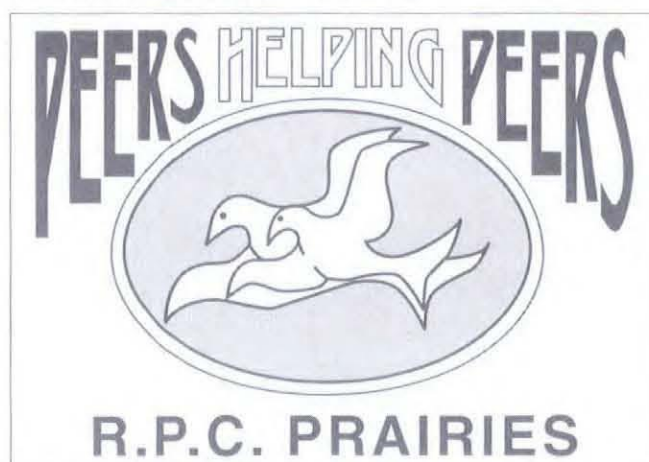
Mr. Yvon Ng-How-Tseung, Patient Employment Coordinator at the Regional Psychiatric Centre observed, during his first week on the job, that a number of patients required constant supervision while at their job site (grounds/horticulture, facilities and material management, maintenance service departments), which could not be provided by their supervisors for a number of reasons.

A suggestion he made to the Treatment Teams led to the implementation of this pilot project on May 27, 1997. The program consists of pairing

up an eligible patient undergoing treatment in the Aggressive Behaviour Control Program or in Sex Offender programs with an inmate who is disabled due to short- or long-term mental illness. The pair engages in social or recreational activities together, or the "buddy" assists his "protégé" with his job-related duties. These activities are conducted in a positive, low stress, supportive environment. The program aims to help all participants increase their sense of self-esteem and personal empowerment, reduce their stress level, and prevent relapses.

To be eligible to participate in this program, patients referred from the treatment programs must show motivation and be willing and able to work closely with low-functioning individuals by assisting with directions, motivation and encouragement. The initial feedback received from this group indicates the program is very beneficial in that it allows them to better understand challenged individuals, it helps put one's problems into perspective, and it gives them the confidence necessary to open up to another individual. These patients also stated they would like to spend more time with their charge to form a more meaningful relationship, and they requested more social activities as a group to stimulate and practice social skills. A total of 24 patients have so far benefited from the program.

An evaluation of the program will be conducted in the spring; if proven successful, the program will be implemented when the new 100-bed unit expansion at the Regional Psychiatric Centre is completed in August 1998. ■



●●● Regional News ●●●

Atlantic

Saint John Community Correctional Facility Officially Opened

*by Ms. Claudine Daigle
Regional Administrator
Communications and Executive
Services*

It was a community celebration! On October 14, about 70 neighbourhood

residents and community leaders joined criminal justice partners and employees from the Correctional Service of Canada (CSC) and Public Works and Government Services Canada to officially open the new facility which houses the Parrtown Community Correctional Centre and the Saint John Parole Office in Saint John, New Brunswick.

In her opening remarks, the Mayor of the city, Ms. Shirley McAlary, welcomed this opportunity to officially mark the cooperation between the community and the Correctional Service in assisting offenders reintegrate into society. The District Director responsible for the management of the facility, Mr. Marc Brideau, applauded the Citizens' Advisory Committee's invaluable contribution in promoting community acceptance of the Centre. "The success of the project is largely thanks to the Citizens' Advisory Committee that worked tirelessly as a liaison between the federal govern-

ment representatives, the community, and the city," he said. The committee Chairperson, Ms. Dorothy Dawson, opened the door for even more community involvement in rehabilitating offenders through the formation of circles of support, which would bring together offenders, their victims and community representatives.

Solicitor General Andy Scott presided over the event. He also acknowledged the importance of community participation in the correctional process. "Community support and involvement is critically important to the achievement of the Correctional Service's mission and mandate," said the Solicitor General. "And I am very encouraged by the assistance and support we have received from the community leaders, volunteer organizations, criminal justice partners, the clergy, private citizens and the people who live near this new facility." Also in attendance were CSC's Commissioner, Mr. Ole Ingstrup and Deputy Commissioner for the Atlantic Region, Mr. Alphonse Cormier.

The three-story-L-shaped building, located at 23 Carleton Street in Saint John, accommodates up to 26 federal offenders on conditional release as well as office space for 15 employees who work in the parole office. The new facility is also expected to strengthen the long-standing partnership between corrections and the community in Saint John. Allowing for a more efficient and effective delivery of correctional services, the co-location of the operations has expanded the available program space, which is accessible to community groups.



From left: Nancy Porter, Commissioning Officer for the project and Supervisor of the Parrtown Community Correctional Centre; the Honourable Andy Scott, Solicitor General of Canada; Your Worship Shirley McAlary, Mayor of Saint John; Marc Brideau, District Director, New Brunswick West

Restorative Justice – Supporting the Offender as a Member of the Community

by Ms. Claudine Daigle
Regional Administrator
Communications and Executive
Services

Members of the Citizens' Advisory Committee (CAC) in the Atlantic Region meet each year to share their ideas and accomplishments, and to reflect on a common theme. This year, the new Community Corrections Complex (Paratown CCC/Saint John Parole Office) provided the setting, on June 21, and the theme, an old concept making its way anew in the criminal justice community: **restorative justice**.

The Restorative Justice Concept – An Alternative

Ms. Joanne Goodrich, CAC Chairperson at Westmorland Institution and Moncton Parole Office, shared insights gained at the conference on restorative justice held in March in Vancouver. Describing restorative justice as a promising alternative to our traditional retributive system, she focused on the principle that the community should strive to keep the offender as one of its members, while including victims in the process of restoring order after a crime has been committed. "The traditional system does not provide a chance for the offender to remain acquainted with the community, and upon release the offender is very often isolated. This too often leads to recidivism, and it gives little peace to the victim," she said.

Reverend Montey Lewis was described as a "restored" individual. He is the founder of Cons for Christ, a prison Ministry based in Fredericton, New Brunswick, which reaches out to inmates during their incarceration and helps them bridge the gap between institutional life and freedom in the community. After a turbulent childhood shattered by abuse, he ended up

in conflict with the law. Incarceration gave him a second chance. He believes, though, that restorative justice is required for complete restoration after victimization occurs. "Restoration for me occurred when I was able to forgive my father on his death bed," affirms the Reverend. He talked about the work of Cons for Christ in assisting offenders to remain members of the community. They engage in very practical activities to help individuals break the cycle of violence and crime – the Ministry operates a camp for children, welcomes offenders back to the community, provides counseling, assists offenders with job search, speaks to youth groups, helps offenders and their families, or simply lends a caring hand.

Three Perspectives on Restorative Justice

Three key players in the criminal justice system – a victim, an offender, and a police officer – gave their views on restorative justice.

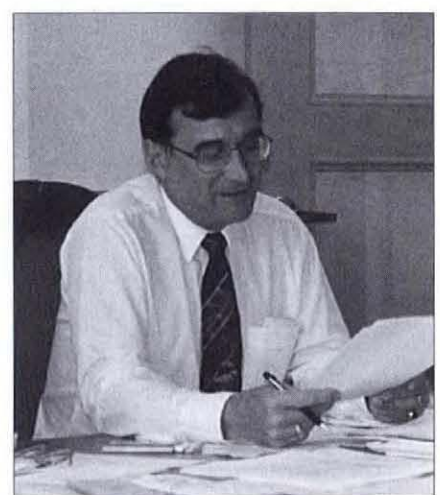
Mr. Walter Brown, who was CAC Regional Chairperson at the time, talked about the emotions involved for him and his family after being victims of several acts of vandalism. There is



Reverend Montey Lewis



Constable Ray Coleman, Saint John City Police



Walter Brown, former CAC Regional Chairperson

the feeling of loss – material, of course – but also a sense of mourning for having been robbed of things that are irreplaceable, such as a coin collection, souvenirs from deceased relatives, and other valuables. There is the frustration of having the insurance company cancel your insurance because you have become a bad risk. There is anger at the system; there is sympathy for those who steal; there is fear, almost paranoia, that it will happen again. And there is a feeling of personal violation. The traditional system leaves the victim empty-handed and provides for no closure. The restorative justice system allows for restitution and gives an opportunity for closure.

The offender, who eight years ago was declared a dangerous offender, has cascaded through the system – from maximum security incarceration to day parole in a Community Residential Centre. He described his frame of mind at the time of his offences: "I did not care about the victims and about how they felt – I only cared about what I wanted," he said. Eight years of incarceration has brought him in touch with his feelings, with the assistance of Cons for Christ. "I have gained an awareness of the impact I had on these people; I think a lot about them, especially the last one who sustained 50 stitches in a bar room brawl," he continued. But for him, the healing remains incomplete until he has a chance to meet with his victim. "Although the traditional system provides opportunities for growth and change, I believe that restorative justice only can promote real healing," he concluded.

Constable Ray Coleman, from Saint John City Police, sees daily the frustrations of many people who are violated and are losing faith in the criminal justice system. He sees restorative justice as a promising alternative. "Community policing presents some

facets of this philosophy, in that it attempts to involve communities in the maintenance of law and order.

Most police officers have difficulty developing empathy for the offender, though, because of the victims," he said. His experience – as a correctional officer, in parole work and as a CAC member – leads him to see victim-offender mediation as an option to promote healing and to restore faith in the system for police, victims and the community at large.

Saint John Mayor, Ms. Shirley McAlary, welcomed CAC members to the city and commended them for engaging, on behalf of their communities, in activities that assist and encourage offenders to reintegrate into society.

A strong advocate of alternatives to incarceration, New Brunswick Solicitor General Jane Barry indicated that the Province is shifting one third of its corrections resources to the community in order to maintain in society those offenders who do not pose any undue risk, with provisions for the delivery of community-based programs. The Province's five corrections regions have developed community councils which are encouraged to liaise with groups such as Citizens' Advisory Committees. "As part of its renewal in the area of corrections, the Province is very interested in the concept of restorative justice, and welcomes cooperation to bring the community on side – there is still much a feeling of 'lock them up and throw away the key'," she said.

CACs in the Atlantic want to find ways to cooperate with the police, the court system, corrections and the communities to find solutions that will enable the offender to remain a member of the community. ■

Quebec

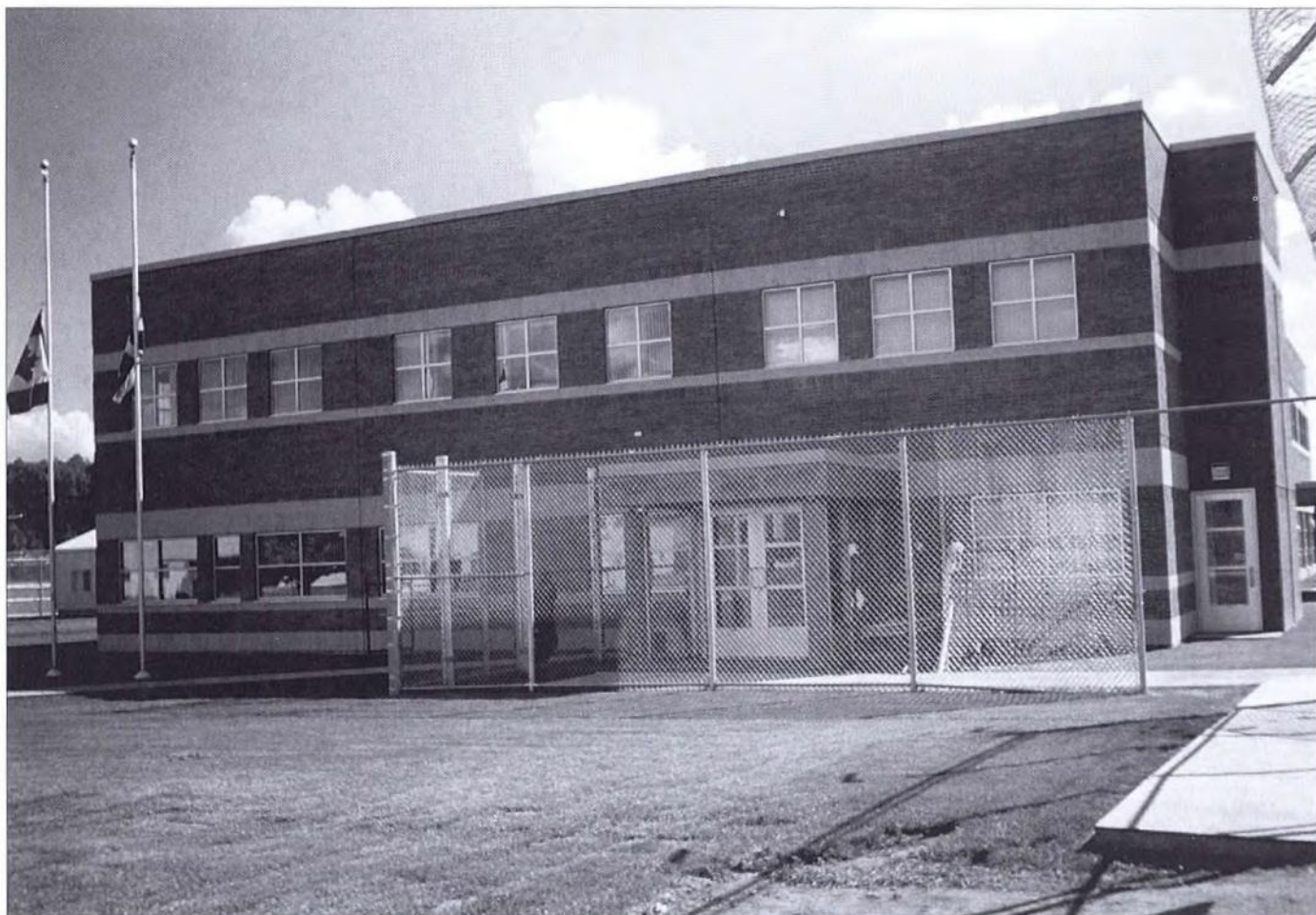
La Macaza Institution is 20 years old

*by Ms. Ninon Paquette
Assistant Warden, Management
Services, La Macaza Institution*

On September 26, La Macaza Institution in Quebec celebrated its 20th birthday. The day began with a tour of the Institution. A number of former employees, including retired staff, attended the event. The Institution, a former military base, has seen major changes in recent years; indeed, those who had not been there in a long time wondered if they were in the right place!

After the tour, Warden Odette Gravel-Dunberry addressed employees and guests. She paid tribute to all those who had worked at the Institution over the past 20 years and issued a challenge to current staff for the years to come.

A party, jointly organized by the 20th anniversary celebrations organizing committee and the social committee followed. Everything had been done to bring back good memories of the past 20 years. The walls of the hall were papered with photographs and



Administration Building

employees performed humorous skits. It was a wonderful reunion and the evening was a success from every point of view.

History of La Macaza Institution

La Macaza is a former military base that was used by National Defence in the '60s. It was abandoned in 1970 and subsequently turned into a college for Aboriginal students.

On August 22, 1977, the decision was made to turn it into a federal medium-security penitentiary. It was to house 165 inmates and staff was to be gradually increased to 170 employees.

But one year later, belt-tightening put the very existence of La Macaza Institution in peril. At the time, employees had to work in an atmosphere of uncertainty. They did such a good job that on November 8, 1978, then Commissioner Yeomans confirmed, during a visit to the Institution, that the penitentiary would remain open and would become a low-medium security institution.

Today, La Macaza Institution has become a medium security institution which houses more than 300 inmates and is staffed at 173 person-years.

Like other medium security institutions, La Macaza will get a main communications control post next December. Increasingly, the old military facilities are being replaced by new construction which is more suitable from both the security and operational points of view.

Opening and maintaining an institution like this one is quite a feat. It is thanks to the people who have worked here over all these years that the Institution has become what it is today.

Hats off to one and all for a job well done!

Aboriginal Cultural Awareness Day

*M. Michel Cantin, Instructor
and
Ms. Carole Taillon, Program Officer*

An Aboriginal Cultural Awareness Day was held at La Macaza Institution in Quebec on October 31. The event provided an opportunity for a large number of participants from both the community and institution to discuss Aboriginal cultural realities and issues in a correctional environment. Members of the National Parole Board and decision-makers and stakeholders from Aboriginal, correctional and edu-



Traditional Chants

cational settings saw the importance of implementing programs which can meet the needs of Aboriginal residents.

The prominent involvement of residents in organizing the event and visits by residents' family members created an atmosphere conducive to reflection and discussion.

A Sharing Circle and Teachings of the Elders helped give participants a better understanding of the richness of Aboriginal traditions and suggested new approaches. A visit to a sweat lodge, Aboriginal chants and a generous traditional community feast prepared by volunteers from the surrounding community contributed to the event's success.

A Well-Deserved Retirement

Mr. Jean-Claude Perron, Deputy Commissioner for the Quebec Region, will be retiring from the Correctional Service of Canada (CSC) on February 13. Mr. Perron started his career in June 1967 as a Parole Officer at the National Parole Board (NPB) in Laval

and progressively moved through the ranks of the NPB and CSC until finally reaching his current position in 1985.

Throughout the years, he had a great impact on correctional services around the world, hosting foreign delegations which lead to staff interchange among countries. Mr. Perron is a member of the American Correctional Association; over the years, he served as president of the Federal Regional Council in Quebec and also held the position of First Vice-president of the American Probation and Parole Association.

Mr. Perron gracefully agreed to the following interview with Mr. Jacques Bélanger, Senior Communications Officer at National Headquarters, in which he shares his valuable experi-

ence and views of Canadian corrections.

Q: What advice would you give to graduate students who wish to work in corrections?

A: I'd tell them that if they feel like doing missionary work, they should come to CSC. However, they should not expect gratitude from the population at large. The salary is good but the work is difficult. We are criticized internally and externally, however, you must still be able to make enlightened decisions on each individual case.

Q: Is there a discrepancy between what is taught in universities and reality?



Jean-Claude Perron

A: There's a huge discrepancy. It's astounding to realize that more than 70 percent of teachers and students in Quebec are in favour of the death penalty. It's inadmissible, considering those students might end up working with inmates. This was brought to my attention by university teachers.

Q: Was the climate less conservative when you joined the criminal justice system in 1967?

A: The recommendations made by probation officers at the time were more open. The prevailing philosophy was to get as many people out as possible, without jeopardizing the public's safety. Their job is more difficult now, as their caseload has tripled and there is much more paperwork involved. Regulations were also less stringent, we were allowed to take more risks. Not that failure was acceptable, but people were less likely to be banned from the public service for misjudging a case.

Q: What have you accomplished in the past 12 years that you have been

Deputy Commissioner that you are proudest of?

A: Foremost, I was the first Deputy Commissioner with a community rather than an institutional background. Wardens gradually altered their philosophy to adopt a community orientation, setting the stage for more conditional releases. We also successfully implemented a strong community network, such as community residential facilities and social agencies.

I'm very proud of the change of philosophy within CSC's institutions. It wasn't easy for some wardens to go from a "lock them up" attitude to embracing rehabilitation. It's quite a cultural change that took place at that time.

I'm also happy with maximum-security Archambault Institution becoming a medium-security facility, as well as the Federal Training Centre going from medium-security to minimum-security. I don't think highly institutionalized facilities are a solution, so I like the direction we're taking. We are one of the countries with the highest incarceration rate, after Russia, the United States, and South Africa, and CSC is working at changing that.

Q: What would you have liked to accomplish in the past 12 years that you were unable to?

A: I would have liked to see a lower incarceration rate prior to leaving the Service, as well as a higher rate of offenders on conditional release. Quebec has the highest rate of conditional releases in Canada, but I would like it to be higher still.

Another regret concerns the Federal Training Centre. When it was transformed into a minimum-security facility, the fence surrounding the perimeter of the institution remained. Public

pressure stopped us from removing it, which alters its role as a minimum-security facility.

Q: When discussing management issues with your colleagues in other regions, have you ever felt your region had unique characteristics?

A: The regulations are the same throughout the country; we are all guided by CSC's Mission document. If there is one area that might be different in the Quebec Region, it's that the control mechanism I've implemented is more stringent than in other regions – I get enough complaints from the wardens to attest to that.

Q: What does the future hold for you?

A: I gained a lot of experience working for the public service and would like to put it to good use by working for non-profit organizations such as the Canadian Executive Service Organization (CESO), the Oxford Committee for Famine Relief (OXFAM), or the International Red Cross. I still have the missionary calling, so I would like to assist developing countries in matters of correctional services, management or training.

Q: Mr. Perron, you'll be missed at CSC; we hope you'll enjoy your retirement and wish you great success in your future endeavours.

A: Thank you. I would like to point out, in closing, that the Quebec Region owes its success to the extraordinary management team that I've been able to rely on. We also have a good succession plan in place and boast of the highest number of female wardens of all regions. Hence, I'm very optimistic of the future of the Service, and I know the hard work of these past years will soon result in an increase of offender reintegration into the community and in a decrease of federal institutions in Canada. ■

Ontario

Board Game Invented for Substance Abuse Programming

Two Ontario Program Officers at Kingston Penitentiary, Ms. Janice Carson and Ms. Merri MacDonald, recently created a board game that allows inmates participating in Substance Abuse Programming to practice their skills.

SKILLPAC originated as a practical and interesting method to provide a comprehensive review of the program material taught in the Offender Substance Abuse Prerelease Program (OSAPP). The game includes and recognizes the different learning styles and the educational limitations of its participants. It is based on the OSAPP

social learning theory and incorporates the New Roads technique to behaviour change, using the ABC model: antecedents, behaviour, and consequences.

Antecedents – Refers to having participants recognize what triggers are and how they may affect one's sobriety; participants also learn about relapses and slips, and the impact they have.

Behaviour – Focus is on questions derived from the teaching manual that incorporates the use of social skills, dealing with negative thinking and the benefits of applying social skills in relation to substance use.

Consequences – Questions focus on the knowledge of the positive and negative effects of the five different classifications of psychoactive drugs as well as stimulating alternatives to deal with situations other than relying on drugs.

The game consists of three packs of cards, one for each of these components, with questions printed on the reverse. The questions cover all the material presented throughout the program and provided on handouts for the participants. Specially marked cards focus on high-risk situations presented by a participant; the answer

is decided by the group to determine appropriateness, feasible realism and use of the skill. This process allows them to analyze a given situation and to offer constructive criticism that is often better accepted from one's peers.

A facilitator assists to the game, handing out chips for correct answers and acting as a mediator when necessary. The idea is to include the participants at all times throughout the game, not just when it is their turn. By conforming to the guided learning process, it is creating an interactive process involving the entire group by shifting the responsibility of self-discovery to the participants through guided questioning. It also allows the participants to contribute their own knowledge, ideas, opinions and experiences, which is reassuring because they can see that others share similar problems and views. Everyone in the group can become involved. Because it is a self-discovery process, a deeper understanding of oneself is achieved while increasing the participants' knowledge of the methods that help change attitudes, build other skills and develop social perspective taking.

The game can be played at different stages of the program simply by removing the questions that have not been taught yet. The game is perfect for maintenance and relapse prevention groups. As the same substance abuse programs are delivered in other correctional facilities across Canada, the game becomes universal to all sites, in conjunction with the Core Programs mandate.

In its initial stage, the board game was constructed of plywood, with graphics hand-drawn in oil paint. The question cards were made from discarded business cards, donated from a Kingston area printer. The box used to carry the game was made by an offender at Kingston Penitentiary, in the carpentry shop, and was supervised by Mr. Gerry Haycock.



SKILLPAC

The game is now being produced by a local design studio. Ms. Janice Carson worked closely with the designer to ensure that the visual design was compatible with the program concept. The box shows a compass signifying new directions, new changes, that life is a journey and along that journey people have to make choices, find alternatives, assess consequences in order to develop effective strategies to deal with substance use as well as problem-solving.

Distribution of the game is underway at various correctional facilities across Canada. A copy can be obtained by calling Ms. Carson at (613) 536-4304.

Ms. Janice Carson was working at the Kingston Penitentiary when the game was created. She has since transferred to Collins Bay Institution, where she works as a Substance Abuse Program Officer.

'Back On Track' Is Back

Ms. Lise Caron was a Registrar at the Regional Correctional Staff College when she wrote this article. She is now a Case Management Officer at Bath Institution.

The Back On Track program began as a pilot project in February 1997 and finished in June, at the end of the school year. It is an alternative school program for "at-risk" adolescents. This program is the first joint effort between the Separate and Public School Boards, involving curriculum planning and delivery at the classroom level. The Regional Correctional Staff College had a unique opportunity

of becoming a partner in this program by providing classroom space for these students. Other resources available to them included the gym, library, computer rooms, and the Resource Center.

The program began its first full year on September 15. It has the benefit of beginning with the new school year and is once again using the facilities at the Regional Correctional Staff College. The teachers and their assistants assigned to this project from both the Separate and Public School Boards were busy last summer preparing and planning the schedule for the new school year. The aim is to help "at-risk" adolescents who are not doing well in the traditional system. Back On Track is not intended to replace the traditional class setting, but as a means of intervention to help adolescents stay in school, with the aim of returning to a traditional high school after a few weeks or months to complete their secondary school education. As a continuous intake program, students may enter throughout the school year. This enables the program to assist a greater number of students, as the seating is limited.

This program is to be commended for taking a lead as a preventive initiative involving youngsters under 16. The pilot project was a success in many ways. The attendance of the students improved dramatically, they earned more credits, and the majority have been integrated into their local high school.

The Back On Track program is not a means of punishment, but an opportunity to learn responsibility – for their actions, attendance and school work. The environment and atmosphere of the Correctional Staff College is conducive to learning. The college staff, as well as other staff from the Ontario Region who attend training at the college, provide positive role models for these students. ■

Prairies

Healing Lodge Opens in Prince Albert

*by Mr. Tim Krause
Regional Communications Officer*

Nestled among the pines in northern Saskatchewan, the Prince Albert Grand Council Spiritual Healing Lodge officially opened its doors in September among prayers, songs, and salutations. The Lodge, located on the Wahpeton Reserve, North of Prince Albert, will house 30 male aboriginal offenders, and be run by 10 staff and one full-time Elder, with the assistance of a number of visiting Elders.

The Healing Lodge is the result of a partnership between the Prince Albert Grand Council (PAGC), the provincial government of Saskatchewan and the federal government. Under terms of the agreement, the PAGC will operate the culturally-based Healing Lodge for 25 provincial and up to five federal inmates. A five-year agreement provides for an annual operating budget of \$814,000 with the province committing \$678,000 in funding and the Correctional Service of Canada (CSC) providing a payment of up to \$136,000 based on the actual number of federal offenders the facility will house.

The agreement was the first of its kind signed by CSC under Section 81 of the *Corrections and Conditional Release Act*, which allows CSC to enter into agreements with Aboriginal communities for the provision of correctional



Participants in the Grand Entry file in to begin the opening ceremony for the Prince Albert Grand Council Spiritual Healing Lodge



From left to right: Paul Oleniuk, CSC; PAGC Vice Chief Hardlot; Carla Omani; Chief Omani, Wahpeton First Nation; Elder Rita Parenteau; Justice Minister John Nilson; Elder Nellie Kingfisher; PAGC Grand Chief Alphonse Bird; Federation of Saskatchewan Indian Nations Chief Blaine Favel; Chief Terry Sanderson, James Smith First Nation



Little Nations Singers performing at the opening ceremony



CSC Regional Elder John Stonechild presenting a star-blanket and plaque at the opening ceremony

services to Aboriginal offenders. The PAGC built the facility, relying heavily on their own suppliers and artisans. In addition, inmate work crews on work release programs from Saskatchewan Penitentiary provided a substantial amount of labour to assist in the construction over the course of the project from May to August, 1997.

PAGC Grand Chief Alphonse Bird said the Lodge is part of a process for First Nations to look at taking control of their courts, corrections and policing.

"The people who come here want healing. The people who want to walk out can walk, but they won't be welcome back. I hope to see this initiative taken up by other tribal councils in Saskatchewan," Chief Bird said at the opening ceremony.

Prairie Region Assistant Deputy Commissioner Paul Oleniuk, who represented CSC at the opening ceremony, echoed the Chief's comments. "We hope this is only a beginning, and that the future will present similar opportunities elsewhere," Mr. Oleniuk said at the opening.

Also participating in the opening ceremony was Saskatchewan Justice Minister John Nilson. "It's significant we use the term 'relative' to describe the people who live here," said Mr. Nilson. "A relative is a person of our family who needs help and sometimes we are not careful to think of those caught in the criminal justice system as members of family."

The facility currently houses 17 offenders, four of which are federal inmates. Offenders are selected through a rigorous screening process involving Elders, staff and the sponsoring correctional service. There are no fences around the facility, and only minimum security offenders will be considered for placement at the Healing Lodge.

New Federal Minimum Security Annex Opens at the Drumheller Medium Security Institution

by Mr. Tim Krause
Regional Communications Officer

A new federal minimum security institution was officially opened October 29 in Drumheller, Alberta. The 56-bed Minimum Security Annex is located

on a hill above and just outside the perimeter fence which surrounds the main medium security Drumheller Institution. Presiding over the official opening were Correctional Service of Canada (CSC) officials Prairie Region Deputy Commissioner Rémi Gobeil and Drumheller Institution Warden Tim Fullerton.

About 100 guests participated in the opening ceremony which was held in the sprung structure at the Annex, also known as "the dome". The sprung structure is a temporary structure resembling a large tent, with walls being made of a tough plastic skin. The sprung structure is expected to have a life of 15 years and will be used for program space.

Following the speeches, the guests were ushered outside where they witnessed a ribbon-cutting in front of the ceremonial white spruce tree which had been planted earlier in the fall to commemorate the completion of the project.



From left to right: Ribbon cutting by Tim Fullerton, Warden of Drumheller Institution, Dorothy Bergos, Deputy Mayor for the town of Drumheller and Rémi Gobeil, Deputy Commissioner, Prairie Region

The Minimum Security Annex was built to address a lack of minimum security beds in the Prairie Region. The new Annex is comprised of seven apartment-style units, each unit housing eight offenders. There is also an administration building and a private family visiting unit, which is still under construction.

"There are some sound reasons for building minimum security facilities such as this, adjacent to medium security institutions," said Mr. Gobeil. "The two facilities will benefit from shared programming and staff resources and will be able to work closely together at identifying candidates from the higher security institution who have shown they are ready for a minimum security environment," he explained. Mr. Fullerton, the Warden of Drumheller Institution, noted: "The Annex will become a valuable tool for the CSC to manage offenders and provide a more controlled environment to ensure a gradual and supervised return back into the community."

Ms. Dorothy Bergos, Deputy Mayor for the town of Drumheller, said the town is squarely behind the facility. "This Annex is of great interest to our city council and of course we can't deny our enthusiasm at the increased (tax) assessment and look forward to working this into our next budget," Ms. Bergos said jokingly at the opening.

One unique aspect about the Annex was that CORCAN was the main contractor for the project, and most of the labour was provided by inmates. The inmates lived in "the dome" while the permanent buildings were being constructed, and judging by the appearance of the end product, took great pride in their work.

The \$2.2 million facility will have an annual operating budget of approximately \$1 million. Inmates have already moved into the new facility and it is currently at full capacity.

Federal Minimum Security Facility Opens in Edmonton, Alberta

by Mr. Tim Krause
Regional Communications Officer

About 100 invited guests attended the official opening for the Grierson Centre on October 30 in Edmonton, Alberta.

The 30-bed Grierson Centre is part of the Grierson Complex located at 9530 - 101 Avenue in downtown Edmonton. The Grierson Complex also accommodates the District Parole Office for Northern Alberta and Northwest Territories, the Edmonton Area Parole Office, the sub-office to the Prairie Region National Parole Board and the Stan Daniels Centre, a community correctional centre operated by Native Counseling Services of Alberta.

Presiding over the opening ceremony were Prairie Region Assistant Deputy Commissioner Paul Oleniuk and Northern Alberta/N.W.T. District Director Don Kynoch.

In addition to the opening, the occasion marked the 25th anniversary of CSC involvement at the Grierson Complex.

"The Grierson Complex has served a number of purposes over the course of

the last 25 years," said Mr. Oleniuk at the opening. "Today, part of the complex is being officially designated as a minimum security facility which will accommodate 30 offenders who have not yet been granted any form of conditional release, but have demonstrated they are capable of exercising responsible behaviour within this type of environment," he added.

Mr. Kynoch, the District Parole Director for Northern Alberta and N.W.T. also spoke at the opening and noted: "With the opening of this minimum security facility, we will be able to offer offenders a wide variety of programs and services within the same complex. The Stan Daniels Centre will accommodate those who are on day parole or full parole, and with the parole supervision offices all located here as well, we will be able to use our resources more effectively to ensure the protection of the Edmonton community."

The event was an occasion for many former staff who worked at the Grierson Complex at some time in their careers to get together and reminisce about old times. The renovation looked impressive with bright-faced staff waiting eagerly on hand to proudly escort visitors on tours of the facility. Following the official ceremonies, lunch was served at the Stan Daniels Community Correctional Centre.

The Edmonton community appears to be supportive of the initiative, with little expression of concern about having the Centre in operation. The target group of offenders to be transferred to the Centre includes those eligible for accelerated day parole who are first time federal offenders serving sentences for non-violent crimes.

The Grierson Centre renovation cost \$400,000 and will have an annual operating budget of \$820,000. The first inmates arrived in early January. ■



From left to right: Ribbon cutting ceremony involved Terry Olenick, Director of Grierson Centre, Don Kynoch, District Director, Northern Alberta/N.W.T. Parole District, Paul Oleniuk, Assistant Deputy Commissioner, Prairie Region, and Allen Benson, Executive Director, Native Counseling Services of Alberta

Pacific

Cops for Cancer Fund Raising Event

by Mr. Randie Scott, Assistant
Warden

There are a lot of shiny heads around William Head Institution (WHI) these days. Over \$5,000 was raised for the Canadian Cancer Society last October 25 when 16 staff members rose to the challenge from the local RCMP detachment in Colwood, B.C., which organized the 'Cops for Cancer' fundraising event. Financial pledges were made for every hair on participants' heads, with all money directed to helping send kids with cancer to a special camp. The actual head shaving was a well-attended spectacle in a local shopping mall and involved about 50 protective services personnel. There were also several spontaneous auctions for moustaches and beards which raised more cash during the barbering spree, as cameras rolled and flashes lit up.



Correctional Officer Hali Jo Shular (seated) being presented with customized CSC cap by Assistant Warden Randie Scott. To their left is a volunteer hairdresser and Constable Paula Raymond.

WHI Correctional Officer Hali Jo Shular joined several other ladies for the cause. Ms. Shular, who had expressed concerns about her bare head being cold, was presented with a customized version of the CSC baseball style cap, complete with a woven pony tail!

Top money earner was Genno Pereira, who netted over \$1,000 from family, friends and colleagues. Warden Michael Gallagher mirrored the thoughts of many when he said that the event was 'a perfectly ridiculous thing to do...for a wonderful cause'.



Back row, from left: Correctional Officer Iqbal Sangha; Correctional Supervisors Ross Reid and Rob Higgins; Supplies and Institutional Services Ron Baird; Assistant Warden Randie Scott; Chief Finance Genno Pereira; Correctional Officer Hali Jo Shular. Front row: Correctional Officers Chris Grangeaud, Bernie Dovell and Michael Black; Correctional Supervisor Steve Phillips (with 11-month old son Jethan); Acting Institutional Preventive Security Officer Dave Hamer

WHI Inmate Committee Chairman Tim Whitwell lost both his parents to cancer and cut his shoulder-length hair, raising over \$400 from fellow inmates and staff.

The final tally for money raised by participating criminal justice and protective custody service agencies was almost \$20,000! The event was hailed as a resounding success by the Cancer Society. Many young cancer patients will now be able to go to camp due to the efforts of so many willing and generous supporters.

The Pacific Regional Pharmacy

The Pacific Regional Pharmacy was established in 1993 under the guidance of Dr. Réal Préfontaine, then senior medical advisor for the region. Today it is run by coordinator Jason Wong, staff pharmacist John Evans and pharmacy technicians Lorena Matthiesen and Melena Brookes.

The Pacific Regional Pharmacy is an accredited hospital pharmacy providing pharmaceutical and hospital supply services to approximately 2,400 inmates at seven federal correctional institutions in the Pacific Region. The pharmacy attends to the needs of a range of facilities including minimum, medium, and maximum security institutions, the Regional Health Centre and six parole facilities.

Prior to the creation of the Pacific Regional Pharmacy, located at the Matsqui Corrections Complex in Abbotsford, British Columbia, correctional facilities got their pharmaceutical services from community pharmacies. However, a number of factors – rising

drug costs, expensive professional fees and services, the lack of centralized patient drug records and little uniformity from facility to facility – prompted an in-depth review of how Correctional Service Canada could obtain inmate medications in the future. The dilemma was resolved by establishing a centralized “in-house” regional pharmacy. As a result, over the counter drug costs for federal inmates and health care staff have declined by well over 20 per cent per year, or \$100,000 each year in the past four years.

Reducing Costs

With the development of the Pacific Regional Pharmacy, a number of associated changes began to occur. A regional Drug Formulary – a group of drugs used to treat a particular illness that is agreed upon by health care staff treating the patient – was created, with the input of all regional doctors, psychiatrists, dentists, nursing staff and pharmacists, and reduced the need to keep rarely prescribed drugs on hand. Limiting the amount of drugs to be dispensed at a time also reduced costs. Since the potential for drug abuse by inmates is high, medications such as neuroleptics, antidepressants, sedatives and hypnotics are now packaged in weekly, versus three-month, supplies. Narcotics and other controlled drugs are avoided, except in extreme cases, and other drugs are acquired through the governmental federal-provincial-territorial group purchasing contracts, the least expensive drug source.

Quality Care and Service

As well as reducing drug expenses, the Pacific Regional Pharmacy offers services not associated with a community pharmacy. It established a Regional Pharmacy and Therapeutics Committee to address pharmacy and inmate health care issues, and provides medicine and drug-related information to inmates. The pharmacy takes on special reports and projects, including a review of

changes in HIV drug regimens in the corrections setting, toxicology reports of common drugs used by inmates, and drug research projects and cost comparison reports.

The staff at the Regional Pharmacy also serve as a drug information resource centre for health care and corrections staff. They prepare the monthly *Psychotherapeutic Drug Bulletin* whose target is psychiatrists and psychologists in the Pacific Region, and the bimonthly *Pharmagram* for nursing staff and Regional physicians. Correctional security staff can also contact the pharmacy for clarification on lab findings, such as an explanation about why certain metabolites were detected in an inmate's urinalysis lab report. Written drug information – how to properly take medication, what to do about missed doses, side effects to watch for – is also supplied to the inmates.

Practising pharmacy in such a unique setting is challenging and fascinating at the same time. Due to the patients' situation, precautions not in place in the general public are in effect. No prescription products for inmate use can contain any alcohol. This is difficult at times, since topical preparations such as acne lotion and mouthrinse contain a small amount of alcohol. Another precaution is not using glass containers, for obvious safety reasons. These special requirements result in a very labour-intensive work setting for pharmacy staff.

Being a public entity, assistance to the community is a primary goal of the Regional Pharmacy. Pharmacy technician students have work practicums at the pharmacy, and an agreement has been made with the University of British Columbia's Faculty of Pharmaceutical Sciences to have fourth-year pharmacist students perform their apprenticeship at the Regional Pharmacy. Currently, there is only one other such Regional Pharmacy for the Correctional Service of Canada and it is

located in Kingston, Ontario. For further information on the Pacific Regional Pharmacy, please contact Mr. Jason Wong, Coordinator of Pharmacy Services, Pacific Region at (604) 864-2521 or by fax at (604) 864-2523.

**Regional Pharmacy
staff have been able
to receive orders and
dispense drugs
with the click of
a button, thanks to
a unique
new software package
called
CHART.**

At each correctional institution's inmate health care centre, there are both nursing staff and the services of a visiting contract physician, who is on site at least once a week. After an inmate has been seen, a prescription is entered into the CHART computer system, which is connected to the Regional Pharmacy. CHART allows for the on-time transmission and receiving of information. Physicians enter their orders using a confidential, electronic password which is then picked up at the Regional Pharmacy for dispensing. Regardless of the location of the facility, the CHART software allows for the speedy and confidential sharing of prescription information between physicians and pharmacy staff.

“Besides pharmacy and drug information, this system has the ability to provide nursing-related and diagnostic information for our physicians. I don't know how we managed without it the first few years I was here,” said Regional Pharmacy Coordinator Mr. Jason Wong. ■

Christmas Stories from Across the Country

The following is a rundown of just what generosity means – A host of Christmas events took place in all institutions

At **Dorchester Institution**, 28 inmates got into the holiday spirit by making gifts for needy children. In this 8th year of operation, offenders in the Basic Skills Shop have produced nearly 13,000 toys. Inmates with special talents are dubbed 'tutors' and help those with special needs. **Atlantic Regional Headquarters'** staff made up special Christmas hampers, filled to the brim with helpful and delectable goods, for four families and the two children of inmates at Nova Institution for Women. Each family also received a Christmas dinner. **Sainte-Anne-des-Plaines Institution** staff and offenders raised money for the Knights of Columbus charity. They earned a total of \$2,143 and 10 food baskets destined for needy families. And at the **Federal Training Centre**, over \$3,000 was garnered along with 20 food baskets. At **Cowansville Institution**, 80 inmates and 200 family members celebrated Christmas, with Santa appearing to give presents to children who might not have otherwise been so lucky. New toys and food were also handed out for community distribution. **Drummond Institution** decorated a tree for 35 handicapped children, while **La Macaza Institution's** choir raised \$500 for local families in need. Eighty inmates at **Leclerc Institution** celebrated with 30 handicapped children by presenting them with a Santa, clowns and toys. **Montée Saint-François Institution** made up close to 4,000 Christmas baskets for a charity, wrapped presents and gave out meals at a community centre. **Port-Cartier Institution** held a day for 35 handicapped persons with 50 inmates participating. They made a crèche, trimmed the tree and shared a meal together. The **Regional Reception Centre**, together with the

Knights of Columbus, gave out Christmas food baskets, and **Donnacona Institution** put together eight full boxes of non-perishable food and raised \$200 for needy families. Eight inmates of **Frontenac Institution** who volunteer throughout the year at the Salvation Army Food Bank, turned their talents to unloading, sorting and distributing Christmas baskets to the needy. Inmates also contribute their skills to renovating a children's receiving home in Newberry. **Ontario Regional Headquarters** raised \$600 and gave it to 'Clothes for Kids' which provides warm winter clothing for children. **Pittsburgh Institution** offenders again offered their services to erect and dismantle much of the props needed for the 'Festival of Trees' which raises money for hospitals. They also helped the Salvation Army with dinners and gift hampers, and assisted with a program to find presents for incarcerated offenders' children. And residents and staff at St. Leonard's Peel community-based residential facility threw their 20th annual Christmas party for underprivileged children, with 60 youngsters and 30 parents in attendance this year. **Stony Mountain Institution's** Don Kamins, his immediate family and even in-laws have given their time and energy for the past 16 years to organize a Christmas celebration for staff's children. The inmate population at that facility has also been very generous, raising \$5,000 throughout the year for charitable causes including Loonies for Lorrie, Ross Brook House, the Winnipeg Children's Hospital and the flood relief. And two inmates collaborated on a gingerbread house that was entered in the Winnipeg Convention Centre's festival of Trees and Lights. **Prairie Regional Headquarters** par-

ticipated in a local program called 'Adopt a Family' which gives money and gifts to underprivileged families. More than 300 cards and envelopes designed by mentally disordered patients in the **Regional Health Centre's** occupational therapy studio club were delivered to the Christmas Bureau Food Bank in Abbotsford. Pottery items were also donated by the patients for use as Christmas gifts. **Pacific Regional Headquarters** adopted a family with nine children that had been separated – the father works far away and cannot afford financial support and the mother is on social assistance, while the children were removed and placed in foster homes. The children were brought home for the holidays and resumed residence there in January. At **Kent Institution**, the Protective Custody Native Brotherhood baked gingerbread houses and carved a paddle for the community. At **Ferndale Institution**, inmates found \$300 to donate to those in need, and baked goodies to raise funds for the John Howard Society. At **William Head Institution**, staff's regular contribution to the Western Communities Christmas hamper was maintained, and this year food was offered to a single mother with four children. At **Elbow Lake Institution**, inmates baked 150 gingerbread men to give to community services, and **Mission Institution** lifers gave \$200 to a food bank and \$200 to an orphan's fund. They also bought toys for the children of offenders. Staff participated in the Christmas Tree gift project and gave presents to children in need. A **Matsqui Institution** offender made large gingerbread houses and distributed them to children away from home in hospitals or transition houses, at Christmas. ■

UNDERSTANDING CORRECTIONS

#2 The Correctional Strategy

The Correctional Service of Canada (CSC) is responsible for about 24,000 offenders on any given day. Because this responsibility relates directly to important aspects of the lives of these offenders, the Service must discharge its responsibility in accordance with the law, the Mission of the Service, and the social and cultural traditions of our country. The Service must respond to the needs of the offenders within its jurisdiction. These needs should be considered on two levels:

- the Service must meet basic needs of offenders, including housing, food, clothing, health care and safety;
- the Service must also assist the individual offender in addressing factors relating specifically to his or her criminal behaviour so that the likelihood of recidivism is reduced.

Often, Service activities can address both levels of needs simultaneously. While the Service is responsible for ensuring the availability of programs and services, as well as providing an environment which supports change, each offender is responsible for changing his or her own behaviour through addressing specific needs as identified in the correctional planning process.

Good corrections is, in effect, the successful reduction of the risk of recidivism. It is the belief of the CSC that good programming is an essential element in reducing recidivism, while at

the same time providing better control and stability in institutions and the community. The Service must therefore invest further in programming and provide incentives for offenders to participate in programs designed to correct their criminal behaviour.

An overall, commonly accepted correctional strategy guides operations in determining the relationships and priorities among the components of programming directed at groups presenting different needs. It will thus ensure that the programming effectively meets the needs of the offenders, that the programming components are integrated with one another, and that they are compatible with recognized Canadian community standards.

The Service must, as any other organization, set priorities with efficiency in mind. All functions should be reviewed in light of the correctional strategy to determine what resources should be reallocated.

The following **principles** have, therefore, been adopted by the Service to:

- guide the establishment of program priorities;
- identify programs that should be either altered or eliminated; and
- identify where resource reallocations are possible, and to what programs the resources should be reallocated.

PRINCIPLES

1. REDUCING RECIDIVISM BY ADDRESSING NEEDS

Offender needs should drive programs and service delivery in CSC, and programs should primarily focus on successful reintegration. While helping the offender cope with incarceration, the primary efforts have to be directed towards the ultimate goal of successfully reintegrating the offender into the community.

2. CREATING AN ENVIRONMENT CONDUCTIVE TO CHANGE

Changing values, specifically those relating to reducing criminal behaviour and, thus, recidivism, should direct the management of offenders. The Service must create an environment which is conducive to changing beliefs, attitudes and behaviour, and to reinforcing the desired changes both in the institutional and community settings.

3. THE ATTITUDES, VALUES AND SKILLS OF STAFF ARE AGENTS OF CHANGE

CSC staff, in the community and institutions, must be provided with the appropriate training to develop effective skills in assessment, monitoring, and intervention techniques. This will allow them to assist offenders in developing spe-

cific strategies for coping with risk situations, thereby enhancing the likelihood of their success in the community. All staff, when working with offenders, must contribute to furthering the changes in attitudes and behaviour. What they do should ensure a consistent approach to the offender and should complement the activities of their colleagues.

4. AN ORGANIZED APPROACH TO ESTABLISHING PROGRAMMING AND EFFECTIVE FOLLOW-UP THROUGHOUT THE SENTENCE IS REQUIRED

The cognitive, social learning approach to programming teaches offenders the skills and abilities to think and plan logically and provides them with alternatives designed to change socially unacceptable behaviour. Programming in the community must build upon and be consistent with institutional program offerings so that offenders maintain the positive gains achieved during incarceration. Correctional programming must be focused on developing and reinforcing lifestyles that maintain law-abiding behaviours.

OFFENDER NEEDS AND PROGRAMMING

Offender Needs

Prominent offender needs are related to cognitive deficiencies, substance abuse, illiteracy, mental illness, sexual deviancy and antisocial attitudes, values and behaviours. These groups are not mutually exclusive and many offenders display a number of these needs. As a result, integration of program interventions is necessary.

In order to address the real needs and not just the symptoms, basic cognitive deficits, which are underlying needs such as impulse control or anger man-

agement, must be addressed with offenders who manifest these needs through substance abuse, sexual deviancy or violence.

A majority of needs are common to all offenders, including women, aboriginals and other ethnocultural groups. What is needed for these gender-specific or cultural groups is different only in the approach taken or the context in which the needs are addressed. This concept of sociocultural contexts may have to be expanded as the cultural profile of the offender population changes.

A clear distinction must be made and recognized between offender needs and the Service's needs. An activity required to support the Service's operations may not be complementary or consistent with the needs of offenders. Implementation of the Program Planning Model will assist in identifying offender needs as distinct from organizational needs, as well as the program modalities and resources required to meet the need.

Programming

Programming must be directly linked to meeting offenders' needs, and particularly those needs which, if addressed, will result in pro-social behaviour. It should be directed at changing behaviour, beliefs and attitudes to make the behavioural changes more durable. All programs should have a correctional orientation and correctional goals. All existing programs should be examined regularly to determine whether they meet this orientation, these goals and these results.

The Service must be able to effectively identify needs and to match levels of programming to these needs. The assumption that existing programs will meet the offenders' needs must be avoided. Needs should not be identified on the basis of program availability. Each offend-

er's needs must be addressed in a timely and appropriate manner, with consideration for the release potential of the offender and the nature of programming to be delivered in the community.

It must be recognized that for some offenders, a significant portion of programming is no more than management or control (these are offenders with a strong criminal orientation who present a high risk of escape, and/or those with a violent orientation).

It must be determined how the offender's needs can best be met, in the institution and in the community. The Service should be oriented to management of the offender in the community, when that environment is assessed as being appropriate to meet the offender's needs, and when the offender's risk of reoffending is assumable.

The overall general programming strategy is to be oriented towards behaviour change. More specific core programming strategies must be developed to address substance abuse, family violence and mental health (including sexual deviancy). Finally, for a smaller number of offenders displaying more serious or chronic substance abuse and mental health difficulties, specialized clinical interventions may be required.

To maximize the effectiveness of interventions addressing the priority areas, it is important that all programs, activities and employment be carefully integrated to permit the offender to obtain the greatest benefit from these interventions. Skills taught, or behaviours acquired, need reinforcement by providing opportunity to apply them. This means that staff must be trained to effectively provide these opportunities. ■

A Quiz on Ethnocultural Diversity

with prizes to be won!

Eligibility: Open to all indeterminate and term employees of the Correctional Service of Canada.

Exclusion: Employees working in the Communications Sector and Correctional Programs and Operations Sector, at NHQ.

Prizes: One prize – a book on some aspect of culture – will be awarded to National Headquarters and to each of CSC's regions. To be eligible, 75 per cent of questions must be answered correctly. The winner is the person with the most correct answers of all eligible winners. A draw will be held if there is a tie.

Deadline for responses: All responses should be forwarded to Mr. Marcel Kabundi, Project Manager, Ethnocultural Programs, Section 3B, Correctional Service of Canada, 340 Laurier Avenue West, Ottawa, Ontario, K1A 0P9.

Please indicate your name and address clearly on the answer sheet. Entries must be received on or before the closing date of **February 27, 1998.**

1. What is the official language of the People's Republic of China?

- a) Han
- b) Mandarin
- c) Chinese
- d) Tibetan

2. When was the People's Republic of China founded?

- a) 1846
- b) 1867
- c) 1949
- d) 1952

3. How many ethnic groups are there in the People's Republic of China?

- a) 1,000
- b) 25,000
- c) 56
- d) 198

4. The Pygmies were the first inhabitants of the African continent.

- a) True
- b) False

5. African marriages are generally alliances between two families.

- a) True
- b) False

6. The Hottentots live in Tunisia.

- a) True
- b) False

7. What is the name of the Black man who founded the first blood bank?

- a) Dr. Charles Drew
- b) Benjamin Banneker
- c) George Washington
- d) Richard Tremblay

8. Who invented the gas mask and the traffic light?

- a) Elijah McCoy
- b) Garnett Challenger
- c) Granville Woods
- d) Garrett A. Morgan

9. All Muslims must abide by the seven pillars that constitute the basis of Islam.

- a) True
- b) False

10. What does the word "Islam" signify?

- a) Submission
- b) Charity
- c) Berber
- d) Commander

11. In Thailand, people greet one another by clasping their hands at chest level and bowing deeply.

- a) True
- b) False

12. In Nepal, according to both the Hindu and Buddhist traditions, women are seen as the earthly manifestation of the gods and are venerated as goddesses.

- a) True
- b) False

13. The national bird of Nepal is the:

- a) Peacock
- b) Kinglet
- c) Monal
- d) Stork

14. Name the four countries with which Canada shares a border.

15. How many Indian reserves are there in Canada?

- a) 1,000
- b) 3,350
- c) 2,283
- d) 769

16. According to recorded history, who was the first white woman to arrive in Canada?

- a) Marguerite De Roberval
- b) Catherine Young
- c) Mary Henrickson
- d) Jacqueline Bourgeois

17. Three of the following can be considered as common foundations of, or reasons for, racial prejudice. Which one is not?

- a) Personal advantage or material profit
- b) Ignorance of cultural differences
- c) Social, religious and political tensions
- d) Dislike of different foods

18. In France, the woman is the first to offer her hand when a man and a woman greet one another.

- a) True
- b) False

19. Henry Membertou was the first aboriginal chief to be baptized. When was this?

- a) June 24, 1610
- b) March 15, 1579
- c) October 26, 1899
- d) February 12, 1726

20. Canada's policy on multiculturalism includes Aboriginal people.

- a) True
- b) False

21. Multiculturalism is not economically beneficial to Canada

- a) True
- b) False

22. Évangéline was the first Canadian feature film.

- a) True
- b) False

23. How many Canadian provinces have official mottoes?

- a) Nine
- b) Six
- c) Eight
- d) None

24. In which continent is the city of Kinshasa located?

- a) Europe
- b) Africa
- c) America
- d) Asia

25. What was the original name of the Kingdom of Thailand?

- a) Siam
- b) Mekong
- c) Salween
- d) Malay

26. Buddhism is the state religion of Thailand.

- a) True
- b) False

27. Thais did not traditionally give precedence to matrilineal (tracing ancestral descent through the maternal line) links.

- a) True
- b) False

28. Which one of the following ethnic groups is located in Senegal?

- a) Amhara
- b) Wolof
- c) Kikuyu
- d) Ibo

29. Who were the native inhabitants of Uruguay before the arrival of the Europeans?

- a) Charruas
- b) Mestizos
- c) Cherokees
- d) Montagnais

30. How many islands are there in Indonesia?

- a) 13,700
- b) 8,000
- c) 11,456
- d) 789

31. Harambee was a guiding slogan which helped Kenya achieve its independence in 1963.

- a) True
- b) False