

# *Let's Talk*

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## Community Corrections: The Challenge



Correctional Service  
Canada

Service correctionnel  
Canada

Canada

# Let's Talk

## features...

*Commissioner's Editorial / 1*  
*Community Corrections: The Challenge / 2*  
*Developing Aboriginal Community Partnerships / 3*  
*The New Human Rights Unit at  
National Headquarters / 5*  
*CSC Museum Logo Contest / 5*



Cover: Working towards reintegration

## articles...

### SECTOR REPORTS

Nova Institution for Women	6
Conflict of Interest	9
Offender Reintegration: Regional Progress Reports	9
A Quiz on Ethnocultural Diversity	14
Public Notice	16
A New Resource	16
Family and Corrections Conference	16

### REGIONAL NEWS

#### Atlantic Region

Putting New Skills Into Practice	17
Focus on Reintegration	17
Partnerships Make Good Sense in Agricultural Operations	18

#### Quebec Region

Operation Reintegration	19
Appointment	19

#### Ontario Region

The Identification and Assessment of Previous Term Sex Offenders and Offenders with Sex-Related Offences	20
Ontario Region Participates in A.B.L.E. Scholarship Program	22
New Ontario Medium Institution Is Now Operational	23

#### Prairie Region

Prairie Region Toasts and Roasts Retiring Assistant Deputy Commissioner Paul Oleniuk	24
Correctional Institutions as Learning Centres	25
Learning New Skills	26

#### Pacific Region

Demonstration of Elder-Assisted Hearing	27
Sweat Lodge for Segregated Inmates	27

### UNDERSTANDING CORRECTIONS:

Community Corrections	29
The Correctional Plan	30

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# Commissioner's Editorial

## "The Best We Can Be – The Best in the World"

The arrival of the next millennium is going to be a big event. We have decided to welcome the year 2000 with a celebration, and at celebrations it is not uncommon for those who participate to bring gifts. This is an old tradition, and a good one.

As part of the federal government's celebration package there will be several contributions from Correctional Service Canada (CSC). Work is ongoing in all regions of CSC to ensure that we will all be proud of the contributions that carry our name and logo.

One contribution has been mentioned several times in the last year: CSC wants to become the best correctional service in the world by year 2000. That will probably be the greatest gift we can give Canadians on the occasion of the new millennium. But what does it really mean? How will we know if we actually are the best service in the world?

Well, the honest answer is that it would be very difficult for us to declare ourselves the very best Service in the world. Not all governments are of the same view when it comes to defining what they really want to see from their correctional service, so strict comparisons are not easy. Strict comparisons are also not always fair, even when

countries have the same "Mission" for corrections. Some countries are much better off than others; some countries have worked in a certain direction for a lot longer than other countries.

So when we talk about being the best in the world by year 2000, we really mean, "be the best we can be by year 2000".

What that means is that every unit of CSC will have to become as good as it can possibly be when the big day arrives. Every parole office and every penitentiary and every part of those units will have to spend time looking at themselves and determining just how good they can become if they make the effort over the next two years. The same applies to regional offices and National Headquarters and parts of those units, to Citizens' Advisory Committees, to CORCAN and its individual units and its Board. It also applies to each and every one of us who are proud to be part of CSC and who take our service to Canada and Canadians seriously.

Work has already begun to get us ready to deliver this significant contribution but there is still time for all of us to get in on the work of identifying what "the best we can be" means and how we can get from here to there. However, there is not much time, so I encourage everybody, and not least those in leading positions or those who see themselves

as leaders, to get a serious discussion going about "the best we can be". Very shortly, we will start the process of recording the results of your deliberations and hearing about your commitments so that we will be able to answer the question, "What do you mean by the best CSC can become?" in a meaningful and concrete way.

Let me finish this column by saying that it was not a complete slip of the tongue when I talked about "the best in the world" instead of "the best we can be". Staff at CSC is so talented and so committed to the concept of "good corrections" that if we all do what we can to become as good as we can, then I would have no difficulty in arguing that Canada has the best correctional service in the world.

In this challenging endeavour I really count on all of you the way I know I can count on CSC employees.



Ole Ingstrup  
Commissioner  
Correctional Service Canada

## News & Notes

**Let's Talk** will soon be featuring a "Letters to the Editor" section and we would like to hear from our readers. We will attempt to publish as many of your letters as space permits. Readers are also directed to the inside cover of the mailing envelope and encouraged to comment on this or future issues of **Let's Talk**.

Your feedback is important to us!

Please send your comments to:  
Correctional Service of Canada, 340 Laurier Avenue West, Ottawa, Ontario, K1A 0P9.

# Community Corrections: The Challenge

*by Mr. William Staubi*  
*Director, Community Corrections*

In recent weeks we have been hosting consultations in the regions on a strategy for community corrections. People have been asking, What do you mean when you say “community corrections”?

Offenders come from communities and, except for very few cases, eventually return to communities. In this sense, it could be said that everything the Correctional Service of Canada (CSC) does is “community corrections”. Community Corrections might be defined as a whole range of activities, only some of which include what the CSC does. And yet, to our own staff it may seem natural to assume that we all know what is meant when we refer to Community Corrections, namely the supervision of offenders while in the community. It might be much larger.

## **Community Corrections and Institutions**

In the first instance, not only is it true that offenders come from and will go back to communities, but indeed they usually live in some form of community while they are in institutions. While the offender is in those internal communities, we pursue many of the same objectives as does society at large: we expect a certain level of law and rule abidance and we expect a certain standard of interaction between the members of that community. It is this similarity to the outside community that leads to the first truly great challenge to effective community corrections: maintaining the proper perspective.

In recent months, the Correctional Service of Canada has reclassified caseworkers based on a blended job description and has designated them as Parole Officers. This is a change of great significance because it signals a critical message. The message is that, in all casework the focus must be on the earliest and safest return of the offender to the external community. An example may help illustrate: an offender is about to be released from maximum security on statutory release with a residency condition. We might say the offender did not “deserve” a medium security placement prior to release. But is this good community corrections to release the offender directly from maximum security to a Community Residential Facility? Are we thinking as “Parole Officers” and asking, What is more important: what is “deserved” or what is needed to prepare the offender to live outside the institution?

There will often be exceptions and mitigating factors, and the objective of a community corrections approach is not to replace one response with another. The first objective of Community Corrections within CSC is to ensure that decisions about the offender are measured against what is needed to ensure the offender’s release into the community is safely executed and timely. This may sometimes mean breaking with past conventions about “merit” to provide pre-release day paroles, transitional transfers, and pre-release programming to ensure the release works in the community.

## **Partnerships**

A second element of “community corrections” involves the definition our

community partners and associates bring to the table. Alternatives to incarceration, crime prevention measures, community service, and activities aimed at social well-being, such as adequate nutrition for children and employment, are elements of the broader community corrections field. It is not possible for us to do it all. Our Mission recognizes we are partners in community corrections. We are challenged to develop with our partners principle-based relationships, which provide for our well-being and effectiveness by assisting with their well-being and effectiveness.

Both institutional and community staff contribute to this aspect of community corrections through their own involvement with groups in their own communities and by the things they do to actively encourage agents of community corrections. When we promptly collect information from Crown, Court and Police officials, we exchange respect as well as information. When we share training with community agencies, we increase the number of people who can assist us. Identifying the ways and means for CSC to connect to this broader community corrections world is the second major challenge for Community Corrections. In recent weeks, a series of consultations have taken place with community representatives to shed some light on how this connection can improve and increase the safe reintegration of more offenders.

## **Unlimited Possibilities**

The third aspect of Community Corrections is the more familiar or obvious one, the provision of community-based information about offend-



ers and their environment, and the delivery of supervision in the community. In recent years, the community role has been largely to respond to demands created elsewhere – they prepared post-sentence community assessments for offenders sentenced by the Court, they completed a Community Risk Management Strategy assessment on cases identified by the institutions, and they supervised offenders released by Wardens and the National Parole Board. This may have been sufficient when we were unsure about society support for the release of more offenders.

We know differently now. Our Minister is telling us quite clearly that the government supports the release of more offenders into the community when it is done safely. Our Commissioner is unambiguous in supporting staff when things go wrong in

a case, when those staff have done a thorough job to assess, manage, and reduce risk. Public polling tells us that when we explain our processes and when we have documented our compliance with the law and efforts at professional casework, the public is supportive of a conditional release process in Canada. However, we are not without our critics, and we are not without those who doubt us.

Hence, there is a need for a more aggressive community side to the CSC. We must provide timely post-sentence and pre-release assessments that have alternatives that enable staff in institutions to be Parole Officers and find safe ways to effect a release. Parole offices need to be identifying work release and program opportunities in greater numbers, and insist that offenders take as many programs in the community as is possible. Those programs need to be

available when and where the offender will be released. We need to ensure that offenders do not have so many formal conditions on their releases that we cannot pursue creative but safe alternatives to suspension.

Much of this has been happening to some extent in parts of the country; one of CSC's strength has been its community staff. The challenge is in making it happen everywhere most, if not all, of the time. Whether through consultations on a community strategy, through participation in issues being sponsored by the National Community Corrections Council, through support of a community partner, or through the professional delivery of their services, there will be opportunities for each "community corrections" staff member to contribute many times over.

## Developing Aboriginal Community Partnerships

*by Mr. Dale LeClair  
Manager, Aboriginal Community  
Relations*

Community Corrections is an important component of the correctional process and is a significant indicator of how well the Correctional Service of Canada (CSC) is achieving its mission. If CSC is successful in maintaining the offender in the community in a healthy and safe manner, then the correctional process is working.

To date, approximately 30 percent of all federally sentenced offenders are in the community, usually housed in Community Release Facilities, Community Correctional Centres, or in private home placements. Most offend-

ers are non-violent, low-risk offenders that are and should be maintained in the community in some form or other.

The Service is currently trying to reintegrate as many low-risk offenders as safely possible. To achieve this goal will require major procedural changes in the correctional process and will eventually require a corporate paradigm shift away from the traditional correctional philosophy, which emphasizes highly structured institutional settings. In order to ensure that the correctional process meets its objective of protecting society and assisting offenders in returning to mainstream society, the Service will need to re-evaluate and become more confident in the ability of all communities to provide non-traditional custody

arrangements, treatment programs and services that could be delivered to federal offenders in community settings. More importantly, if CSC is to meet its objective of increasing offender reintegration, it must be committed to moving more of the correctional dollar in developing new community partnerships and arrangements.

### **Aboriginal Community Corrections**

Aboriginal community involvement in an offender's healing process is considered an integral part of his or her reintegration. CSC's Aboriginal Issues Division believes that the success of Aboriginal Community Corrections will hinge on the involvement of Aboriginal communities in the correctional process.

Ideally, new relationships with communities will lead to the facilitation of safe and successful reintegration of Aboriginal offenders back into their home community.

CSC is committed, through correctional legislation and policy, to the principle that successful reintegration of Aboriginal offenders will only be achieved with the involvement of Aboriginal communities in the correctional mandate. CSC is also cognizant and committed to the principle that Aboriginal offenders should be provided effective cultural and spiritual programs and that these programs should be delivered in an environment where they will have the greatest effect.

In order to achieve these principles, CSC has sought the advice of Aboriginal communities and respected Elders. The Elders describe the Aboriginal community as the necessary bond for an Aboriginal offender's successful return to society, because without community support the offender will struggle to find his or her way. The Elders believe that the community is a place where the offenders can walk and talk with individuals who can truly understand what it means to be an Aboriginal person in a non-aboriginal world. The Elders say it is the community that reminds them of where Aboriginal people come from and where they are going. It is the community that will not allow them to forget about all those who have passed before, and those that will succeed them – they will be home among their people. It is here that the offenders will find strength to change and become effective members of society.

### **Section 84 of the CCRA**

Section 84 of the *Corrections and Conditional Release Act* (CCRA) provides a statutory emphasis of the need for CSC to ensure that an Aboriginal community is provided the opportunity to participate in the community release planning for those Aboriginal offenders

who will be returning to their community. It also requires that CSC ensures that community members are contacted in some official capacity to develop an appropriate community release plan that fully involves the concerns and needs of the community and the returning offender. Although there is no legal requirement for Aboriginal communities to participate in this initiative, the Aboriginal Issues Division believes that, if communities are given the opportunity to have meaningful interaction in the community release process, they will participate to the fullest extent possible.

Several initiatives have been taken on special approaches to release decision making and release planning. In Saskatchewan, Beardy's and Okemasis First Nations have been working closely with CSC's and National Parole Board's (NPB) Regional Headquarters in developing a framework for Releasing Circles. These circles will be designed to fully involve the Aboriginal community, including victims and family members, community leaders and respected Elders. The circle is seen as an integrated approach to continuing the offender's and his or her community's ongoing healing process surrounding the initial crime and its eventual resolution. The first releasing circle is scheduled for mid-February in Saskatchewan Penitentiary.

Two similar initiatives have been implemented in the Ontario Region, with the Six Nations of the Grand River and with Rama First Nation. These community Section 84 arrangements involved the release of offenders, under parole, directly into the community. Each community was involved in the release planning process of the offenders. This resulted in release plans submitted to the NPB, which outline conditions for treatment and supervision in the community.

In the Rama First Nation's case, an offender who was being considered for

detention has been released into the community under very strict conditions established by the community, which include participating in weekly healing circles and ongoing psychological treatment by an Aboriginal psychologist.

The Six Nations community plan proposed traditional treatment provided by the community, which includes a specialized drug and alcohol program provided by an Aboriginal treatment centre, and ongoing work with traditional community people. The Six Nations community plan was heard on February 17 by the NPB and was accepted in its entirety; the offender was released on day parole to the Six Nations community on February 26. CSC believes that the plan is in the best interest of the community, the offender and society as a whole.

### **Conclusion**

Section 84 supports and strengthens the concept of doing good corrections through full participation with the affected community in order to provide the best possible support and service for the offender upon release to the community. Furthermore, the utilization of Section 84 should not be seen as independent of the correctional process, but should be embraced as standard practice for all Aboriginal offenders being considered for release into the community. The extent to which the communities become involved in the releasing process will depend on the community's level of resources and on their interest in participating.

The challenge for CSC and the Aboriginal community is to make themselves more aware of the endless possibilities that this legislative authority offers. The key consists of educating both parties that community is a fundamental component of any offender's successful reintegration in society.

# The New Human Rights Unit at National Headquarters

by Mr. Ivan Zinger  
Corporate Development Sector

A new Human Rights Unit has been established at National Headquarters to foster and maintain a corporate culture respectful of human rights. The mandate of the Unit is to provide expertise and advice on human rights issues as they pertain to employees and offenders. The Unit will ensure that human rights considerations are well entrenched in CSC's policies and practices, and it will advocate the protection of human rights in the correctional context both in Canada and abroad. On a practical note, the Unit will endeavour to increase the awareness of front-line employees of their human rights obligations and the challenges of reconciling their rights with those of prisoners.

The establishment of the new Human Rights Unit is timely since it coincides with the celebration of the 50th anniversary of the *Universal Declaration of Human Rights* in the upcoming year. The *Universal Declaration* was adopted and proclaimed by the United Nations General Assembly on December 10, 1948, and is widely regarded as the authoritative international human rights instrument protecting the "inalienable," "inherent" and "fundamental" dignity of the human person. Endorsed by the international community, the moral authority behind the *Universal Declaration* inspired subsequent United Nations covenants and conventions which have largely determined the evolution of international human rights law in the second half of the 20th century.

Heritage Canada, the agency responsible for coordinating the Canadian Government's recognition and celebration of the 50th anniversary of the *Universal Declaration*, has solicited proposals from other federal bodies that would highlight Canada's achievements in the field of human rights. To recognize this important historic occasion, the Human Rights Unit plans to assist in the organization of events highlighting the protection of human rights of both offenders and employees. These initiatives will: celebrate and situate Canada's achieve-

ments in the development of an international tradition respectful of human rights; reflect upon the past half century of Canadian corrections as it has attempted to incorporate evolving expressions of offenders' human rights; and ensure that human rights issues, of both employees and offenders, remain front and centre of CSC management undertakings.

The Unit looks forward to keeping you posted on its diverse and upcoming initiatives.

## CSC Museum Logo Contest

by Mr. Dave St. Onge  
Curator, Kingston Museum

Well, the judgement is in and the finding is ... "*Parole Denied*"!

Our panel of judges, which included Ontario's Regional Deputy Commissioner, Mr. Brendan Reynolds; Member of Parliament for Kingston & the Islands, and Deputy Speaker of the House, Mr. Peter Milliken; City of Kingston Board of Control Member, Mr. Joe Hawkins; and Regional Vice-Chairperson, National Parole Board (Ontario), Ms. Sheila Henriksen, have carefully, and according to the criteria that was provided by the Logo Contest Committee, considered the entries to the *CSC Museum / Friends of the Penitentiary Museum at Kingston Logo Contest*.

They have decided, by a margin of 3 to 1, that despite the good intentions of the participants, none of the designs submitted truly meet the desired criteria. As a result, the judges have exercised the provision to reject all entries.

The CSC Museum sincerely appreciates the time, effort and patience displayed by all entrants who have shown their support for the museum by participating in this contest.

Once again, thank you to all participants.

# ●●● Sector Reports ●●●



*Pond behind the Institution, with dogs from the Canine Program*

## Nova Institution for Women

*by Ms. Mary Ennis, Warden*

Nova Institution for Women, another of the new women's correctional facilities, is situated in Truro, Nova Scotia and is close to many of the community services utilized by Nova women. It was built, as were the other regional women's institutions, as a result of the recommendations detailed in *Creating Choices*, the 1990 report of the Task Force on Federally Sentenced Women. Nova Institution houses minimum and medium security women from the Atlantic provinces. The first Atlantic women arrived at Nova from Prison for Women in December 1995.

The facility, consisting of four houses, has capacity for 28 women; twenty-

seven women and two babies (who were born after their mother was incarcerated) are now on site. The houses are fully equipped with the conveniences for everyday living. In most houses, the individual prepares her own breakfast and lunch while the main meal of the day is eaten together. There always appears to be someone who enjoys cooking and there are no complaints over that chore. House meetings are held weekly to discuss chores, menus and concerns of the women. If needed, the women or the Primary Worker who participates in these sessions, can call a house meeting at any time, to help resolve issues that could cause tension among the women if they are not dealt with immediately.

Food is purchased on a weekly basis by the women from a store located inside the compound. The women are encouraged to prepare a menu and plan around the per diem allotted for food. Chores are divided evenly and each woman is expected to participate fully in keeping the house clean. The houses are inspected regularly for

cleanliness, for items not permitted, and for fire safety.

The Administration, Programs, Health Care, Admission and Discharge, Segregation, Enhanced Unit, Stores and Canteen are contained in a separate building. A Private Family Visiting house, which is being well utilized, is adjacent to one of the regular housing units.

### **Inmate Committee**

The Inmate Committee has developed into a very mature and meaningful body. The Committee structure is comprised of a chairperson, four house representatives, the staff member responsible for leisure activities and the Team Leader, Programs who gives support and direction. Each woman brings the issues and concerns of her house to be discussed. The Committee gives the women a format to share information, to consult, to review new ideas and to make suggestions for change. The women are showing leadership and are dealing with issues in a constructive manner. As well,



they have been helpful in working with staff to provide newly admitted women with acceptance into their homes.

## Programs

Programs offered at Nova vary to meet individual and group needs. The core programs offered are Cognitive Skills Training, Parenting Skills Program, Anger and Emotions Management, Community Integration, Substance Abuse (designed specifically for women who are serving a federal sentence), Education, and Survivors of Abuse and Trauma. Others include the Canine Program, Art Expression, Arts and Crafts, Horticulture, First Aid and CPR, Recovery Group, Conflict Resolution, Native Sisterhood, Aboriginal Spirituality and Chaplaincy, and Leisure Activities which include Wellness and Fitness Programs.

For some women, trying to fit programs into their busy schedule becomes a little complicated, especially when Cognitive Skills Training or Substance Abuse might conflict with Horticulture or the Canine Program, which they don't want to miss. Just recently, two women who were slated for Cognitive Skills discovered it conflicted with horticulture classes. They committed to take horticulture at night if the instructor would change the class time and all agreed. This shows the level of commitment of the women when something has meaning and purpose for them.

Following are some highlights from Nova's programs.

## Horticulture

The horticulture experience has been very beneficial for a

number of the women. This program helps develop skills and knowledge in landscaping, gardening and care of house plants. For each module completed successfully, the women receive a Certificate from the Centre for Continuing Distance Education at the Nova Scotia Agriculture College.

The women gain practical experience working with plants and growing vegetables. They had some exposure with a small sod laying project and provide administrative offices with indoor house plants. Two women who had taken the program have obtained seasonal employment since released – one in a greenhouse and the other at a Garden Centre.

## Canine

The Canine Program is one of the more popular ones at Nova. It is offered in three phases. Phase 1 teaches Basic Operant Conditioning, Animal Care and Nutrition. In Phase II, the women are given total responsibility for a dog who has either been abandoned or whose family can no

longer care for it. The trainer prepares the dog for adoption. Prior to leaving the institution, the trainer meets with the adoptive family to provide them with training in obedience techniques. In Phase III of the program, the animals are trained by the women as assistant dogs to meet specific needs of disabled individuals. For example, the dogs are taught to open doors, turn off lights, and carry messages.

Other than providing the women with the skill and knowledge to train dogs, the Canine Program also gives the women insight into their own behaviour. It forces them to take responsibility for caring for the dog, for following schedules and for meeting time frames. It teaches the need for patience, it boosts their self-esteem and the women build confidence as the support and help offered to each other increases.

## CORCAN

Nova has had its first opportunity to have women as full-time workers for CORCAN. Eight women were hired in October 1997 to build a garage inside the compound of the institution. This was a very meaningful experience for the women, the majority of whom committed themselves fully to this project. They worked with outside workers in every aspect of the project, gaining valuable skills, knowledge and experience that will assist them in seeking employment upon release. The women left their houses at 8:00 a.m. with their thermos and lunch and returned at 4:00 p.m. One woman who was released prior to completion of the project was hired by CORCAN, so she returned to the site on a daily basis.



*From left to right: Patricia Byers; Donna Ferguson, CORCAN; Mamie Labobe*

CORCAN Supervisor Donna Ferguson is to be congratulated for her time, her patience and understanding and her overall acceptance of the limitations that some of the women started with. The project was completed on schedule and we are proud of our new garage!

### **Mother-Child Program**

With the birth of the first baby – a boy – to one of our inmates on August 3, 1997 followed by a second – a girl – born on October 23, 1997, things began to change at Nova. Before the new mothers can keep their babies with them at Nova, an assessment is completed by Children's Aid Society in Truro. The Society had to first ensure that Nova was a safe environment for a child, and then assess that each of the mothers was capable of caring for her child, that support could be given to the mother and that full-time residency was deemed to be in the best interest of the child. As witnessed at Okimaw Ohci Healing Lodge, the presence of the infants has been a very

positive experience for everyone. The mothers take full responsibility for the care of their infants, receiving support from staff, inmates and community volunteers. The Parenting Skills Program is ongoing with the mothers. Several women have been trained in First Aid and CPR, which gives them the privilege of being able to baby-sit in order to give the mothers time to attend programs outlined in their Correctional Plan. Volunteers also assist with baby-sitting by taking the children outside the institution for a few hours on a weekly basis. This gives the mothers time to regain their energy as it is necessary for the mothers to maintain both physical and mental wellness.

The mother-child program at Nova is going a long way to help in the mother's rehabilitation: being able to bond with her child, having to face day-to-day challenges of nurturing, having to take a different look at her own life and being able to develop and refine the skills necessary for being a good parent, is helping the women make

informed choices for a different lifestyle upon release.

At Nova, staff and inmates are working together to put into practice the principles of *Creating Choices*, the philosophical framework on which Nova and the other regional facilities for women offenders were founded. We are proud to say that most women are taking advantage of the programs offered to empower themselves to make meaningful and responsible choices that affect their lives – to help them have respect for and treat each other with dignity, as well as staff and others whom they encounter in their daily lives. Everyone is offered a supportive environment, and the women are encouraged to offer support to others when they know someone is experiencing difficulties.

Nova is progressing well. The dedication and commitment of staff and cooperation of the women who reside here, only enhance the principles for change for which we are all striving.



*From left: Nancy Levo, Horticulture Instructor; Heather Van Veelan; Melissa Boon*



*Mamie Labobe, left, and Patricia Byers working on the garage*

## Conflict of Interest

by Ms. Victoria Reesor  
*Staff Relations Analyst*

The Conflict of Interest and Post-Employment Code for the Public Service was tabled by the Prime Minister in the House of Commons on September 9, 1985. The object of the Code is to enhance public confidence in the integrity of employees and the Public Service. Each employee is responsible for taking such action as is necessary to prevent real, potential or apparent conflicts of interest. Each employee is also required to observe any specific conduct requirements contained in the statutes governing the Correctional Service of Canada (CSC).

Business or private ventures may not be entered into which may be, or appear to be, in conflict with your duties as correctional employees and your overall responsibilities as public servants. You cannot use or appear to use your position for personal gain or advantage. You must not improperly use the services of another employee, the property of the Service or anything produced by offender labour at any time, for activities that have not been officially approved.

Employees must provide a written statement to the designated official indicating ownership of an asset, receipt of a gift, hospitality, or other benefit, or participation in any outside employment or activity. You are required to review your obligations under the Code at least once a year.

Employees must not allow themselves to be influenced in the pursuit of their

official duties and responsibilities by plans for, or offers of, outside employment. There are post-employment compliance measures designed to minimize, without unduly restricting, the use of knowledge gained at CSC by former employees seeking employment. For example, former employees are prohibited for a specified period of time from acting on behalf of any person, commercial entity, association, or union in connection with any specific ongoing proceeding, transaction, negotiation or case that the employee provided advice on and which would result in the conferring of a benefit to the organization that has employed that person.

Should you require clarification of the Conflict of Interest and Post-Employment Code, you are encouraged to contact your regional Personnel Office.

## 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 regional progress updates for the Quebec, Ontario and Prairie regions. Regional progress updates for the Atlantic and Pacific regions were published in the October 1997 edition.

### QUEBEC REGION

Offender reintegration has been a concern in the Quebec Region for a number of years. The security declassification of some institutions and the creation of a strong community residential network supported by the private sector are examples thereof. These efforts reached their zenith in the early 1990s when the number of offenders supervised within the community almost matched the number incarcerated.

These past few years have not been as successful, however, and this is not for a lack of effort on the part of the staff. On account of multiple factors, both external and internal, the proportion of offenders in the community dropped from 49% in 1992 to 32% at the beginning of 1996. Since then, the rate has rebounded to 37%.



What has happened in the space of a year, despite the amendments to Bill C-55 – which facilitates the release of accelerated cases – and an appreciable drop in the prison population?

The Quebec Region has developed a strategic reintegration plan emphasizing the following: differentiated case management according to level of risk; the need to maintain a high level of quality in offender reintegration activities; and an ongoing partnership with the various stakeholders involved in offender reintegration.

In addition, the assignment of an offender reintegration manager per institution and district, and of a liaison officer with the National Parole Board (NPB) have made it possible to ensure ongoing follow-up of the strategy developed. The Region also cooperated on two national case management audits for the institutions and districts.

Despite the somewhat lukewarm release results to date, there have been good results in some sectors as well as initiatives suggesting that the mobilization of the entire staff towards a common goal can lead only to the elimination of the attitude of incarceration management in favour of release management.

## Results

- Day parole has increased by 100 cases since February;
- The initial assessment period at the Regional Reception Centre (RRC) has dropped from 42 to 30 days;
- On average, 36% of the RRC's cases are directed to minimum-security institutions;
- On average, a return to the maximum-security population is recommended for 35% of Special Handling Unit cases referred to the National Committee;
- 25% of Joliette Institution's women offenders participate in a

family contact temporary absence program and 33 of the 99 women admitted have received some type of release;

- 80% of cases submitted for accelerated review are granted release;
- Marked decline in deferrals, from 925 in 1996/1997 to 624 in 1997/1998 as at October 31, 1997;
- 88 work releases in December 1997;
- Community Correctional Centres and Community Residential Centres had an occupancy rate of 70% in April 1997 and 85% in October 1997.

## Initiatives

- Tour by the Regional Manager, Offender Reintegration and the Regional Manager, Programs to meet all the parole officers and program officers in the institutions and districts to discuss staff concerns;
- Development sessions for parole officers concerning referrals to NPB hearings;
- Three-day conference in December 1997, at which time 150 supervisors from several divisions and five representatives from Ontario explored the theme "Operation Offender Reintegration";
- Cooperation on the part of CSC staff for a training day for NPB members on risk assessment and management for mental health cases and sexual offenders;
- Community resources day held at Montée Saint-François Institution in December 1997 with over 80 representatives of 48 community resources and 160 correctional stakeholders;
- Creation of a joint committee with the NPB to resolve all problems relating to the Offender Management System (offender reintegration);
- Creation of offender reintegration

committees in several units to set priorities and discuss strategy with each case;

- Tabling of a report presenting a profile of the offenders in the post-suspension unit of Leclerc Institution, the aim being better-targeted activities. This report covers over 1,600 offenders;
- Discussion of offender integration issues and programs at a COR-CAN national meeting held in Montreal in the fall of 1997;
- Analysis by offender reintegration managers of release forecasts for the coming months and case-by-case analysis of successes or failures at NPB hearings;
- Implementation of the program management information system;
- Systematic review of the program waiting lists;
- Integration of Aboriginal liaison officers into the units;
- Discussion with the private sector on a group supervision project;
- Development of a tool for measuring the receptiveness of offenders at the initial assessment;
- Repositioning of program strategies based on substantial input by the community and a differentiated approach according to the institution's security level.

## Concerns

- At the time of the last employee survey in 1996, Quebec regional staff supported case management at a rate of 48% and offender reintegration at 57%. We therefore need to work on the values and attitudes of the staff, and the best means of doing this is certainly to allow frank, direct communication between everyone;
- Allow the private sector to access the Offender Management System in order to eliminate duplication on the part of our staff;
- Concrete results from the national committee "Return to Basics";
- Carry out a study on standards to



clearly identify the needs associated with performing tasks in the community and the institutions;

- Increase the number of positive decisions by the NPB while trying to do better in terms of cascading; increase the number of timely case referrals; a decrease in deferrals and waivers; decrease in statutory release cases by reviewing cases before two years; fewer special conditions and direct revocations and more alternative measures to suspension, in keeping with public protection considerations;
- Improve the bring-forward system of the Offender Management System to improve timely case preparation.

### Upcoming

- Conferences for parole and program officers in March and April 1998 with the theme "Professionals Take Their Place";
- One-day session on offender reintegration with representatives from NHQ and the NPB at the Regional Management Committee meeting in February 1998;
- Three-day retreats for offender reintegration managers on such themes as internal and external communication in order to develop a better understanding of reintegration issues which are not separate from public protection issues, the role of the various stakeholders, a differentiated approach to cases and managing the risk and potential of offender reintegration;
- Report presenting a profile of ethnocultural clients.

### Conclusion

By December 31, 1999, the Quebec Region aims to have as many parolees as incarcerated offenders, thanks to the professional, quality work of its staff.

### ONTARIO REGION

Reintegration Managers were appointed to all male institutions in the Ontario Region effective May 1997.

They are Ms. Nadrine Maher, Millhaven Institution; Ms. Sheila Menard, Kingston Penitentiary; Ms. Therese Gascon, Collins Bay Institution; Ms. June Blackburn, Joyceville Institution; Mr. Rob Arbuckle, Warkworth Institution; Mr. Joe Beatty, Bath Institution; Mr. Rick Treblecock, Beaver Creek Institution; Mr. Sylvain Riel, Frontenac Institution; Ms. Gail McCarthy, Pittsburgh Institution; and Mr. Dan Rowan, Community. Mr. Rowan has moved on to a promotion at National Headquarters and will be greatly missed. Mr. Jim Murdoch is the Regional Senior Project Officer in charge of Information Retrieval, and Mr. David Roff works as CSC's representative with the National Parole Board.

Regional Reintegration Managers were not involved in the national Case Management Review because Ontario already had a team of experienced auditors. This allowed them to get right to work dealing with responsibility centre issues. Because of our previous experience with regional audits, the results of the national audit were not a surprise.

Information retrieval has been a frustrating impediment to reintegration for many years. Mr. Murdoch's work in negotiating an agreement with the province of Ontario for the exchange of information now results in more timely receipt of most required documents. With the help of Mr. Bill Marshall, Offender Management System (OMS), Mr. Murdoch has set up an OMS-generated system for registering documents. He is currently researching a means of electronically sharing information with the province. A contracted information retrieval unit which makes use of the expertise of

retired Ontario Provincial Police officers remains in place in Toronto and now reports to the main unit situated at Millhaven Assessment Unit.

Several electronic tools have been developed for the assessment of performance. OMS team members Mr. Bill Marshall and Mr. Phil Chitty have created numerous query reports and pivot tables for the use of all staff. Of special interest is a pivot table developed by Messrs. Marshall and Chitty which allows staff to examine all upcoming eligible cases by month. It is being used to ensure that necessary work is done on time. It even tracks waivers and postponements!

The Reintegration Managers meet monthly to share experiences and best practices. This meeting is also attended by the Regional Administrator, Programs (Mr. Brian Caughey), and a Parole Board representative (Mr. John Wilson). There are still many weaknesses that need to be addressed. Initiatives that are bearing fruit include the establishment of Reintegration Boards, where Correctional Plans are reviewed to ensure that only programs required to address criminogenic factors are included, use of the Program Priority Rating System and the timing of transfers. Offenders are being encouraged to apply for day parole, unescorted temporary absence privileges and work release. Those who are rated as low-risk on the General Statistical Information on Recidivism are identified and fast tracked. There is a concerted effort to reduce those being recommended for detention and statutory release with residency. Inmates approaching statutory release are being reviewed for day parole release in advance of statutory release. It has been our experience that those institutions where the Warden chairs the Reintegration Board and encourages the involvement of as many staff as possible are the most successful in keeping cases moving on time.

In the community, efforts are being made to convert statutory release with residency to full statutory release where the risk is manageable. Offenders who are eligible and have been on day parole for at least three months are being reviewed for full parole release. The community, particularly in the Greater Toronto Area, deserves immense credit for finding enough beds for all accelerated day parole releases in July, following the promulgation of Bill C-55. Community residential facilities in Ontario are restricted to 10 beds by municipal by-law, so this required the development of new community residential facilities in a great hurry.

The Millhaven Assessment Unit has recently begun to accept applications from all promising cases serving 3 1/2 years or less, and commenced case preparation. The Reintegration Manager of Millhaven Institution has worked with National Headquarters to train staff in correctly identifying criminogenic factors within the Offender Intake Assessment. This has resulted in extensive streamlining of program requirements and the reduction of program waiting lists throughout the region.

Refresher training in case management and risk assessment for managers is being planned as is quality assurance training. Mr. Bob Willis, who is in charge of reintegration training at the Correctional Staff College, has offered a very fine list of professional development training sessions for Case Management Officers, Coordinators of Case Management and Unit Managers. Four Reintegration Managers as well as other bilingual Case Management supervisors are looking forward to attending Quebec's Reintegration Conference.

The Regional Administrator Reintegration, Ms. Janis Grant, has visited all sites within the region. These visits were completed in early

December and have proved a positive experience in identifying best practices and impediments that require regional attention.

There has been a lot of work done and much more remains to be done. Success is frustratingly slow in coming. Nevertheless, everyone is working hard and is aware of the goal. Results should follow.

#### **PRAIRIE REGION**

Within the Prairie Region, all of the Reintegration Managers have been in place since April 1997. The managers have taken a team approach to developing strategies to implement the recommendations from the Reintegration Task Force. Much progress has been made.

The strategy employed in the Prairie Region was to identify the problems and come up with solutions so that all sites would be pursuing the same initiatives with common tools, focus and goals. Although this meant that there was an assessment period with no immediate results to report, it was believed this approach would result in more sustained reintegration success in the future.

The strategy was multidimensional in that it first analyzed the systemic problems as a precursor to the Case Management Review. This process highlighted the issues within the institutions as they related to programming schedules, linkages between program availability and offender needs, the operation of program and review boards, and the effectiveness of the various institutional boards. Within the community, the team focused on the availability of beds, programs, and support systems for offenders. The exercise also incorporated a review of suspension and at-large cases to determine any linkages between the suspensions and the imposition of additional conditions versus the incor-

poration of these conditions within the correctional treatment plan.

The second phase included using the Reintegration Managers as the Review team for the Case Management Review. Through this approach, the Regional Management Committee was assured that the Reintegration Managers were fully apprised of the problems in the Case Management process. With the information from the Case Management Review and the Systems Review, Prairie Region was able to bring a holistic approach to the reintegration strategy that anticipated and identified problems in order to allow effective intervention strategies.

The third phase was to implement adjustments to the reintegration process through a team approach. This was initially a provincial team approach but, through the continued interaction of the Reintegration Managers, has developed into a consistent regional approach. The team concept is that the community and institutions work together as a unit resolving the reintegration problems related to continuity of programming as inmates move through the security levels. It also involves team building between the parole officers in both institutions and the community, as well as program staff. The best example of this is the Saskatchewan Group where there are three integration managers dealing with three institutions and three parole offices.

For reintegration to be effective, there is a need for ongoing interaction between the intake units and the parole offices, the various security levels of institutions, and between the institutions and the National Parole Board (NPB).

The fourth aspect of the Prairie Region's approach is the ongoing review of inmates with both imminent and past conditional release eligibility dates. The Reintegration Managers

review all cases to determine if some additional action can be taken that will allow the case to be referred to the NPB. All cases that are eligible for Day Parole, Full Parole or Statutory Release are reviewed monthly, and the reasons why the case is not being referred are reviewed. In all cases, the target date for presentation to the NPB is Day Parole eligibility.

Prairie Region is also working on cataloging all programs (community and institutional) within the region, outlining program objectives, criminogenic factors that are addressed, delivery agent, frequency of program operation, and space availability. This catalogue will be available to all parole officers within the region through a common computer drive, and plans are in the works to make the information available outside the region through the Intranet. Through this process, Prairie Region hopes to facilitate the reintegration process for inmate transfers and conditional releases outside the holding institution.

The plan that has been developed is feasible, achievable and is expected to be effective. To date the community population in the region has increased by 10 percent since April 1997. Results are measured through an electronic Fact Book, which is updated daily in all institutions and is available to each parole officer via their computer terminal. The Fact Book contains statistics and due dates that are derived from the Offender Management System database. Security level tables are reviewed to monitor *Corrections and Conditional Release Act* (CCRA) compliance and to see if there are significant population shifts. The Regional Database, already six months old, allows the display of trends in the effects of the reintegration strategy. A Community Fact Book that will assist parole officers in the community is currently under production with the initial

modules already distributed to the field for testing.

To date the 25 offenders to one parole officer for institutions ratio has been fully implemented and a total of 11 officers are working on quality control at the major institutions.

Five days of Case Management training has been provided to a total of 170 parole officers, correctional supervisors and unit managers, with training for approximately 50 more to occur by March 1998.

In June and July 1997, a presentation on the Reintegration Initiative was given to Case Management, Program Staff and Supervisory staff in all institutions and Parole District Offices. This also included a question and answer session that allowed for the discussion of the strategy and staff input into the initiative.

Between June and September, as part of the 90-day review of offenders' Correctional Treatment Plans, all program referrals were reviewed to ensure the appropriateness of the referral as well as the appropriate location for the program to be taken. This resulted in an institution regional database that allows for program profiling for institutions and the community, and for the proactive planning of program participation, taking into account transfers and conditional release.

A joint strategy between CSC and the NPB for a reduction in the number of additional conditions assigned to offenders has been implemented to allow greater flexibility for the community parole officers in managing offenders who are on conditional release.

In December, one of two groups of approximately 40 case management, program and parole office staff from the Saskatchewan institutions and

parole offices toured each other's facilities. The second group will go in later this year. They will also tour a community residential facility in Saskatoon and the Oskana Community Correctional Centre in Regina to get a better understanding of what is available for conditionally released offenders. Through a series of discussion groups along the way, they will also build the networks and relationships that will enhance the reintegration initiatives.

The Reintegration Managers have been working on developing the relationships between the institutions and parole offices. As a result, parole officers in the community are working closely with the intake units and the minimum security facilities to ensure the High Reintegration Potential inmates are identified and diverted to minimum security facilities and have release plans in place.

The Reintegration Managers meet every second month to discuss progress, strategy and to resolve problems. Overall, the initiative is having a positive effect and although progress has been slow, the results to date do appear to be sustainable.

The latest on the reintegration front was that Prairie Region Deputy Commissioner Rémi Gobeil, Prairie Regional Chair for the National Parole Board Art Majkut and Regional Administrator of Correctional Operations Paul Urmson participated in a regional tour in January, making stops in Winnipeg, Calgary, Edmonton, Grande Cache and finally Saskatoon, spreading the word about reintegration efforts and successes in Prairie Region. The careful planning and analysis that went into the reintegration efforts is beginning to show some results, with the community population in Prairie Region peaking at over 1800. It was also useful to have Mr. Majkut from the National Parole Board on the tour, as it

showed both organizations are working together towards the same goals – that is to make sure eligible offenders are returned to the community as quickly and safely as possible.

**Prairie Region Reintegration Team Members:**

Mr. Jim Hayman  
Alberta South District Parole

Mr. Alan Scholotiuk  
Alberta North/N.W.T. District Parole

Mr. Ken Lezubski  
Manitoba/NW Ontario District Parole

Mr. Dale Delainey  
Saskatchewan District Parole (South) and Okimaw Ohci Healing Lodge

Mr. Glen Beres  
Saskatchewan District Parole (North) and Riverbend Institution

Mr. Larry MacDonald  
Bowden Institution

Ms. Debbie Anderson  
Drumheller Institution

Mr. Bill Green  
Edmonton Institution

Ms. Chris McCardell  
Edmonton Institution for Women

Mr. Henry Kowal  
Grande Cache Institution

Ms. Lesia Soroka  
Regional Correctional Staff College

Mr. Mike Hanly  
Pê Sâkâstêw Centre

Mr. Sydney Byma  
Regional Psychiatric Centre

Ms. Pam Gardiner  
Rockwood Institution

Mr. Darryn Roy  
Saskatchewan Penitentiary

Ms. Jackie Carey  
Stony Mountain Institution

Mr. Paul Urmson  
Regional Administrator Correctional Operations

## A Quiz on Ethnocultural Diversity

For your information and enjoyment, here are the correct answers to the quiz that appeared in the December issue of *Let's Talk*. How well did you do?

**1. What is the official language of the People's Republic of China?**

a) Han is the official language of the People's Republic of China.

**2. When was the People's Republic of China founded?**

c) On October 1, 1949, Mao Zedong founded the People's Republic of China at Tiananmen Square in Beijing in front of thousands of Chinese.

**3. How many ethnic groups are there in the People's Republic of China?**

c) The People's Republic of China has 56 ethnic groups; of these, Han is the majority group.

**4. The Pygmies were the first inhabitants of the African continent.**

a) True. According to historians, the Pygmies were the first inhabitants of the African continent. They are found in Cameroon, Gabon, the Democratic Republic of the Congo, the Central African Republic, Rwanda, Burundi, Uganda, etc.

**5. African marriages are generally alliances between two families.**

a) It is true that African marriages unite two families rather than two individuals.

**6. The Hottentots live in Tunisia.**

b) False. The Hottentots live in the Kalahari desert in Southern Africa.

**7. What is the name of the black man who founded the first blood bank?**

a) Dr. Charles Drew.

**8. Who invented the gas mask and the traffic light?**

d) Garrett A. Morgan, a black man, invented the gas mask and the traffic light.

**9. All Muslims must abide by the seven pillars that constitute the basis of Islam.**

b) False. All Muslims must abide by five pillars, namely faith, prayer (salaah), charity (Zakat), fasting during the month of Ramadan and the pilgrimage to Mecca.

**10. What does the word "Islam" signify?**

a) Submission. Islam signifies total submission to God.

**11. In Thailand, people greet one another by clapping their hands at chest level and bowing deeply.**

a) True. People greet one another by clapping their hands at chest level and bowing deeply. While doing so, men say "sawadi khrap" and women say "sawadi kha".

**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, even though in reality, their socio-economic status is low.

**13. The national bird of Nepal is the:**

c) The monal or impeyan pheasant.



**14. Name the four countries with which Canada shares a border.**

France, Russia, the United States and Denmark.

**15. How many Indian reserves are there in Canada?**

c) Canada has 2,283 Indian reserves.

**16. According to recorded history, who was the first white woman to arrive in Canada?**

a) Marguerite de Roberval, a native of France, was the first white woman to arrive in Canada, in 1542.

**17. Three of the following can be considered as common foundations of, or reasons for, racial prejudice. Which one is not?**

d) A dislike for different foods. It is rare that racial prejudice can be attributed to an aversion to different foods. A prejudice is a preconceived, emotional opinion on a particular group of persons. It is a premature or baseless judgement made by the members of one group of people about the members of another. In part, racial prejudice involves denying social benefits to members of certain groups that are granted to members of other groups.

**18. In France, the woman is the first to offer her hand when a man and a woman greet one another.**

a) True. In France, the woman is the first to offer her hand when a man and a woman greet one another.

**19. Henry Membertou was the first aboriginal chief to be baptized. When was this?**

a) June 24, 1610

**20. Canada's policy on multiculturalism includes Aboriginal people.**

a) True. The Canadian policy on multiculturalism is aimed at all Canadians, including Aboriginal persons.

Multiculturalism addresses a number of issues – racism, awareness of cultural differences and the protection of culture – that affect Aboriginal persons. The *Canadian Multiculturalism Act* explicitly recognizes the distinctiveness of Aboriginal peoples.

**21. Multiculturalism is not economically beneficial to Canada.**

False. Multiculturalism is a positive force in building a strong, more competitive Canada. With the planet transforming itself into a global village, the benefits of our diverse heritage are becoming increasingly clear: multiculturalism offers Canadians opportunities for mutual enrichment. Doing away with job discrimination paves the way for hiring specialized workers. Knowledge of various negotiating styles and of different languages and cultures represents a competitive edge on the Canadian and international markets.

**22. Évangéline was the first Canadian feature film.**

a) True.

**23. How many Canadian provinces have official mottoes?**

a) Nine of Canada's ten provinces have an official motto. These are Ontario, Quebec, Nova Scotia, New Brunswick, British Columbia, Prince Edward Island, Saskatchewan, Alberta and Newfoundland.

**24. In which continent is the city of Kinshasa located?**

b) Africa.

**25. What was the original name of the Kingdom of Thailand?**

a) Siam. From the 16<sup>th</sup> century, the age of the European merchants, until 1939, the Kingdom of Thailand was known as Siam.

**26. Buddhism is the state religion of Thailand.**

a) True. Over 95% of the population are Buddhists. Buddhism is more than a religion. It is a philosophy of life which influences art, literature, the education system and the country's social structure.

**27. Thais did not traditionally give precedence to matrilineal (tracing ancestral descent through the maternal line) links.**

a) True.

**28. Which one of the following ethnic groups is located in Senegal?**

b) Wolof.

**29. Who were the native inhabitants of Uruguay before the arrival of the Europeans?**

a) The Charruas.

**30. How many islands are there in Indonesia?**

a) 13,700 islands, spread over a distance that is about the same as that separating Toronto and Vancouver.

**31. Harambee was a guiding slogan which helped Kenya achieve its independence in 1963.**

a) True. Since Kenya gained its independence in 1963, its slogan has been "Harambee", which means "acting together". This term reflects this people's diverse cultural heritage and its need for a national identity founded on cooperation.

**Source :** Mr. Marcel Kabundi, Project Manager, Ethnocultural Programs, National Headquarters, (613) 996-9744.

## PUBLIC NOTICE

The National Parole Board and the Correctional Service of Canada are issuing an advisory to people in Eastern Ontario and Western Quebec about individuals posing as ex-inmates or parolees who are selling wallets and other articles door-to-door and claiming that they are **earning parole points** for every article sold.

**No program of this type** exists either in the Ontario or Quebec provincial corrections jurisdictions nor the federal Correctional Service or the Parole Board.

**It is not possible for an offender to earn points towards being granted parole or to be awarded points towards a reduction in the period that offender is on parole.** Parole can only be granted or revoked by the National Parole Board. Once an offender is placed on parole, he or she remains under parole supervision until the sentence is completed. Parole is revoked, however, if offenders violate one of the conditions of their parole or if they commit a new offence.

Anyone who comes to your door, claiming to be a **parolee participating in a special program or a former offender earning points to earn parole**, should be reported to your local police service.

## A New Resource

Correctional Service Canada and the Canadian Training Institute are pleased to announce the release of a publication entitled "A Primer on Community Corrections and Criminal Justice Work in Canada". This publication is very timely in the context of community attitudes and feelings about the criminal justice system in Canada, including corrections.

*A Primer on Community Corrections and Criminal Justice Work in Canada* contains both academic and practical information in three main sections: Making Sense of the System, Making a Difference, and Making our Future.

It demystifies the vast and complex domain of corrections and of the criminal justice system in Canada. The text will be of immense value to Boards of

Directors, staff and volunteers of community correctional agencies, as well as people who work in organizations related to the criminal justice system. It will also be of interest to citizens, Media students and the judiciary.

To obtain more information on this publication or to order a copy, please call or write to:

Mr. John Sawdon, Executive Director  
Canadian Training Institute  
4700 Keele St., Kinsmen Bldg.  
North York, Ontario  
M3J 1P3  
Telephone: 1-800-336-4908  
E-mail: [jsawdon@inforamp.net](mailto:jsawdon@inforamp.net)  
Internet: <http://www.cantraining.org>

Mr. Jim Murphy  
Correctional Service Canada  
340 Laurier Avenue West  
Ottawa, Ontario  
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Telephone: (613) 992-8374  
Fax: (613) 995-8964  
E-mail: [cacc@magi.com](mailto:cacc@magi.com)

## Family and Corrections Conference

The Fifth North American Conference on the Family and Corrections will be held from September 14 to 16, 1998 in Bethesda, Maryland. The theme will be "Investing in the Child, the Family and the Community".

Correctional Service Canada's Chaplaincy Division has accepted to be a supporting organization for this conference. For further information, please contact Mr. Chris Carr, Acting Director General, Chaplaincy, at (613) 996-0373 or

Mr. Jim Mustin, Conference Planning Committee  
Family and Corrections Network  
32 Oak Grove Road  
Palmyra, VA 22963  
U.S.A.

Telephone: (804) 589-3036  
Fax: (804) 589-6520  
E-mail: [FCN@fcnetwork.org](mailto:FCN@fcnetwork.org)

# ●●● Regional News ●●●

## Atlantic

### Putting New Skills Into Practice

*by Ms. Colleen Pinkney  
Acting Programs Officer*

The Cognitive Skills Booster Program at the Truro Area Parole Office in Nova Scotia is essentially a review of the skills taught in the Cognitive Skills Program, with an emphasis on observing how thinking and behaving go hand in hand. A perfect example of this being recognized by a participant occurred during a recent session and is one worth sharing.

On December 9, 1997, during the Cognitive Booster Group's coffee break, one of the participants, Mr. Derrick Snow, found a cheque book holder containing a cheque book and what appeared to be credit cards.

He immediately returned to class and phoned the number that appeared on the cheque, leaving a message where he could be reached. Afterwards, he told the group, "I probably wouldn't have done this a year ago...!" The cheque book had two four-digit numbers written on it. As pointed out by the group, these might have been the codes to access the person's bank account.

The funny thing is that, just before break, we were talking about how to accept a compliment and that it takes practice to learn to just say, "Thank you". This came in handy for Derrick as he found himself being congratulated on his honesty by the District Director and others.

In reaction to all the positive feedback he was receiving from the group and others in the office, Derrick said, "All I was thinking about was how the owner must be feeling knowing that she had lost her wallet, her identification and her cards." He added that recognizing the results of his taking appropriate and honest actions was making him feel good about his decision. "I am pleased at how my thinking was based on the feelings of another person and not just myself," he concluded.

That evening the owner drove to Lavers House – the community-based residential facility where Derrick resides – to pick up her belongings. Derrick met her in the driveway. She was an elderly lady and was extremely happy to get her wallet back. She offered Derrick a reward, which he refused.

The next morning, in class, Derrick shared with the group that he had been thinking about what he would do if she offered him a reward. "I was happy with my decision to decline; taking into consideration her age, and other things, she probably was on a pension, and had very little to spare."

Derrick admitted that his actions caused him to feel good about himself and, most importantly, he reported seeing the connection between his

thinking and behaving and how others responded to him afterwards. This whole incident unfolded before other participants in the group and from their response, it appears it was a wonderful learning experience for all.

### Focus on Reintegration

*by Ms. Claudine Daigle  
Regional Administrator,  
Communications and Executive Services*

Reintegration was the main theme at two three-day workshops held in the Atlantic Region last November.



*Commissioner Ingstrup discussing leadership at the Case Management Conference*



*Dr. Robert Climie, keynote speaker at the conference for psychologists*

From November 18 to 20, some 200 employees involved in the Case Management process from across the region and Quebec, including National Parole Board representatives, attended the Case Management Officers Conference at the Crystal Palace in Moncton.



*Arden Thurber talking of the importance of effective risk assessment*

The main focus of the conference was improving skills in critical analysis. Dr. Alvin Cohn, from the United States, demonstrated the practical tool he has developed to assist in the analysis of the offender-related information used for decision-making.

Director General, Offender Reintegration, Mr. Arden Thurber, the keynote speaker at the Wednesday night banquet, described Dr. Cohn's Critical Path Analysis as a tool that links everything together: "This is an opportunity for us to polish our skills in the area of risk assessment... We most often see risk in offenders, but sometimes fail to see potential to succeed."

In his address, on the last day of the conference, Commissioner Ingstrup described Case Managers as leaders of people. "You should see yourselves as leaders," he told the group, defining his concept of leadership as "the ability to give people the courage to enter areas they would not have the courage to enter into".

From November 26 to 28, about 50 psychologists from the Atlantic Region and other key Reintegration staff gathered to reflect on "Integrating Psychology into Reintegration". Topics for discussion included: the role of the psychologist; responsivity, ethical and legal issues for the correctional psychologist; testifying in court; and the female psychologist within Correctional Service Canada. Dr. Robert Climie, Director General, Health Care Services was the keynote speaker at the banquet; he assumes responsibility for psychology at the national level. Speaking of the role of psychology in the reintegration process, Dr. Climie indicated that reintegration is, and always was, the essence of the work of the correctional psychologist. "It is an integral part of the reintegration process. Psychologists must be experts at assessing risk," he said.

The conference, a first for the Atlantic Region, was organized by Ms. Chris Manuge who headed the Region's psychology services at the time.

## Partnerships Make Good Sense in Agricultural Operations

*by Mr. Terry Lister  
CORCAN Operations Manager  
Westmorland Institution*

Westmorland Institution, a minimum security facility located in Dorchester, New Brunswick, offers a unique agricultural operation with opportunities for experimenting not always available on a private farming venture. This has led to interesting partnerships between the Institution and other federal and provincial agencies.

Partnerships with the agricultural community are one venue for linking Westmorland Institution to the outside world. Westmorland agricultural operation lends itself well to partnering for various purposes: bartering, research and development. Everyone benefits – the community, the staff and the inmates. The Institution's partnerships include:

- A food processing venture with the New Brunswick Provincial Island View correctional facility. Food commodities from the provincial facility are processed at Westmorland and part of the finished product is shipped back for their consumption, and the rest used at Westmorland.



- A project with Agriculture Canada, the Province of New Brunswick and Nova Scotia Ducks Unlimited, with two local soils and crops associations is allowing research to be conducted on the institutional marsh land to study the effect of reduced tillage on yields of crops and to determine if it translates in an increase in wild life habitats.
- A protocol is being developed between the Nova Scotia Agricultural College and Westmorland Institution for shipping animals between the two sites to accommodate research and consumption requirements.
- In 1997-98, researchers from Agriculture Canada will be conducting trials on marshland with lettuce. Dorchester's cooler, summer climate seems to be conducive to growing lettuce.

Everyone does indeed benefit from these initiatives: the agricultural community can experiment with new methods, the staff diversify their experience and the inmates find another link to the outside!

## Quebec

### Operation Reintegration

*by Ms. Danielle Hamel  
Regional Case Management Advisor*

A meeting which had for theme "Operation Reintegration" was held in Laval, Quebec on December 1-3. It

was attended by a number of Correctional Service Canada managers, including reintegration managers from Quebec and Ontario, as well as all of senior management.

Commissioner Ole Ingstrup delivered the opening address. He said he was proud of the achievements of Correctional Service Canada, which is a reference point for many other countries in the world. Mr. Ingstrup stated that the Correctional Service's objective for the year 2000 is to be recognized as the best. If it is to achieve this goal, secure reintegration of offenders into the community must yield good results. Assistant Deputy Commissioner Laval Marchand presented statistical tables on reintegration to bring all participants up-to-date. He said that considerable work had already been done and there is no doubt that tangible results are being produced, even if they are not spectacular at this time.

A day and a half of discussion was devoted to the topic "What can I do to promote reintegration?" The presentations by all the workshop facilitators demonstrated participants' real commitment to secure reintegration of offenders into the community. Dynamism, a will to change by adopting better practices, and cooperation were very much in evidence. The meeting showed that achieving our common objective of better protecting the public by reintegrating offenders into the community in a timely manner is everyone's business.

### Appointment

*by Ms. Céline Laplante  
Acting Regional Manager,  
Communications*

On February 2, 1998, Correctional Services Canada (CSC) welcomed



*Mr. Richard Watkins*

Mr. Richard Watkins, the new Deputy Commissioner, Quebec Region.

Mr. Watkins was born on May 8, 1947, in Drummondville. He has a Bachelor of Arts from Université de Montréal, a Licence in Letters from Université de Sherbrooke, a Bachelor of Business Administration from Université du Québec in Hull, and a Master of Science in Organizational Development from Pepperdine University in Los Angeles, California.

His career in the Public Service of Canada began in August 1971, where he acquired a variety of experience in official languages, personnel and organizational development consulting until December 1985.

From January to September 1986, he acted as Special Assistant to the Deputy Minister, Department of Veterans Affairs. Among other things, he followed up on policy and program issues with the Minister's Office, the central agencies and the Department's assistant deputy ministers. He was subsequently selected as a participant in the Career Assignment Program (CAP).

His first CAP assignment was in his own department. From January 1987 to April 1988, he acted as Director,

Ottawa District. From April 1988 to March 1989, as Regional Deputy Director, Operations, Quebec Region, he was responsible for the delivery of regional health care and social services programs, and for communication activities in the region.

Still in the Department of Veterans Affairs, but this time in Ottawa, he performed the duties of Deputy Director General, Communications. After that, he was assigned to the position of Director General, Communications, from March to September 1990.

As Deputy Director General, Ste-Anne's Hospital in Ste-Anne-de-Bellevue, from September 1990 to April 1992, he established harmonious relations with the Patients' Committee and developed appreciation for the role of the Committee by various groups at the hospital. As the hospital's Executive Director from May 1992 to December 1995, he was responsible for the management of the last federal extended-care facility for veterans, and for the delivery of treatment and health services to veterans.

After several major achievements over the years, Mr. Watkins decided to change departments. In January 1996, he joined Revenue Canada, Customs and Excise, for a year as Regional Director, Customs Border Services, responsible for all aspects of customs program delivery in Quebec.

He was then seconded to the Federal Office of Regional Development – Quebec, to occupy the position of Director General, Information Management and Technology Development. Reporting to the Deputy Minister and sitting on the Departmental Management Committee, he had a mandate to establish a corporate mechanism to bring the concept of information management up-to-date.

Finally, in November 1997, he returned to the National Capital Region to act as Executive Assistant to the Clerk of the Privy Council. Little did he realize that he would soon go back to the Quebec Region to face another challenge as CSC Deputy Commissioner, Quebec Region.

Mr. Watkins has more than 26 years of experience in the Public Service of Canada, where he has worked in seven different departments, in the regions, in Ottawa and overseas. Over the years, he has held line and staff positions with increasing and complex responsibilities in a very wide range of fields: personnel, official languages, consulting, communication, data processing, management, a deputy minister's office, and the Privy Council Office.

He shares the key management values of the Public Service: loyalty, integrity, impartiality, justice, fairness, professionalism. Above all, he values good judgment in his employees. He knows that an organization can achieve its objectives in cooperation with its employees. He also knows that *La Relève* (a federal program aimed at addressing the human resource requirements and strategies for the whole of the Public Service) is a matter of concern to them. One of his priorities as a manager is to plan effectively for the future to ensure continued excellence in the Public Service.

CSC welcomes Mr. Watkins and assures him that he will have the full co-operation of his new staff.

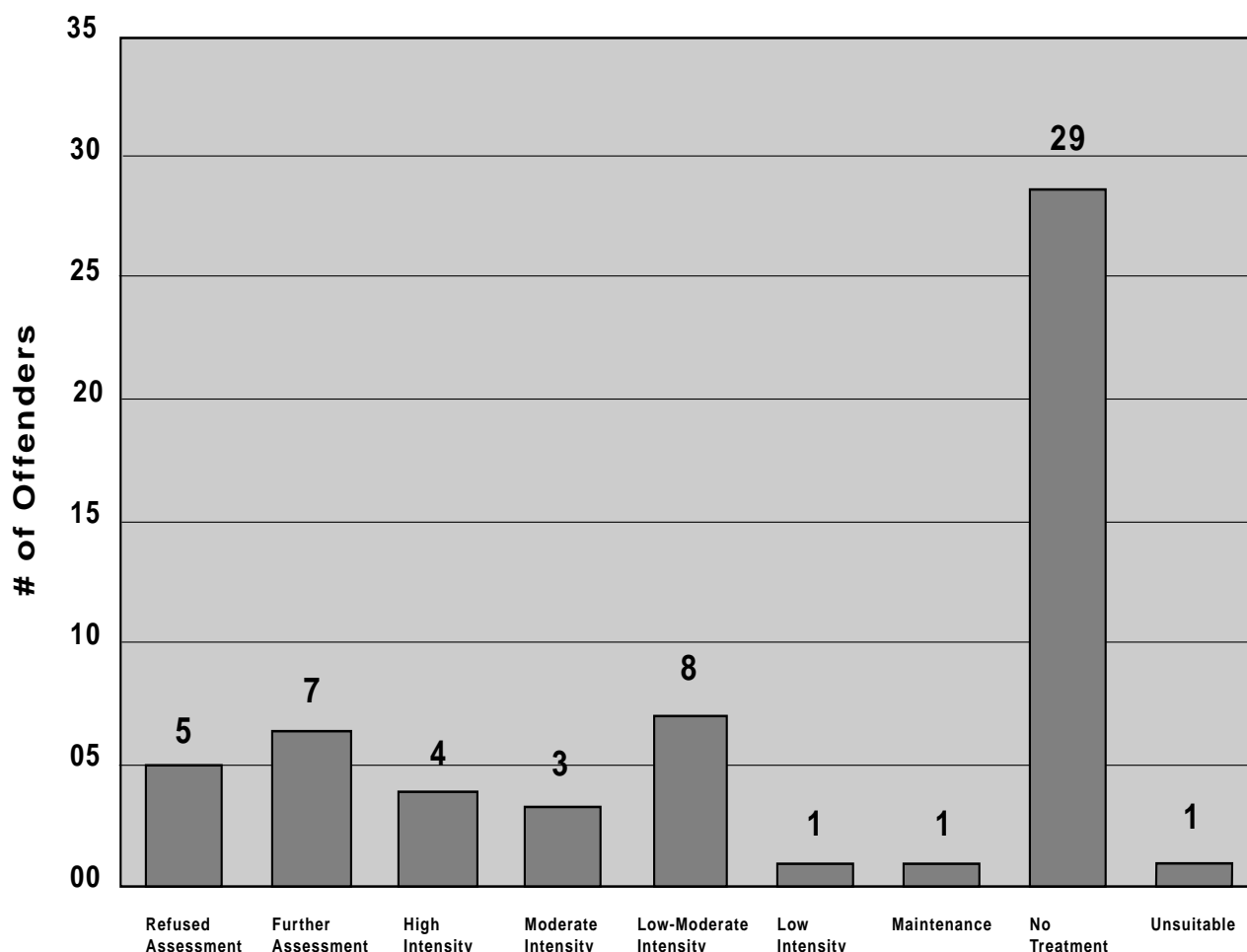
## Ontario

### The Identification and Assessment of Previous Term Sex Offenders and Offenders with Sex-Related Offences

*by Mr. P. Bruce Malcolm  
Regional Coordinator, Sex Offender  
Programs - Millhaven Institution*

A new process of identifying and assessing offenders with sex-related offences and previous term sex-related convictions was implemented at Millhaven Institution in July 1996, through funding provided by the Sex Offender Advisory Council. Its primary purpose is to identify these offenders, determine their requirements for sex offender treatment services, and make these recommendations prior to the preparation of the correctional plan. This results in Case Management Officers and offenders being aware of the need for treatment, the level of service intensity required and potential time frames. In the past, assessments of this type have often been requested by the National Parole Board during initial

**Figure 1**  
**Assessment Recommendations**



parole hearings, resulting in unnecessary delays and deferrals.

It has been recognized, for some time now, that not all offenders who commit sexual crimes are charged or convicted with sex-related offences under the Criminal Code. The process of plea bargaining is probably the most significant contributor to this underestimate, and while it is obvious that in some cases the only true beneficiary is the offender, there are occasions where it is clearly in the best interest of the criminal justice system. These include: offences

where the victims are too young to testify; victims that are reluctant to testify due to trauma or pressure from other family members; or cases where evidence of the sexual component is difficult or impossible to prove. Another process that contributes to this underestimate involves cases where the victim was murdered or an attempt to murder is evident. In these cases, the emphasis is usually placed on proving the responsibility for the death of the victim, and not necessarily proving the motivation of the offender.

As a result of these and other less prominent factors, some men who commit sexually motivated crimes are not convicted of sexual offences under the Criminal Code. Clearly, Correctional Service Canada (CSC) has a responsibility to identify and manage these offenders based on the offences they commit, rather than on their courtroom conviction.

Moreover, the last five to ten years have seen a dramatic increase in the specialized assessment and treatment available to sex offender populations. Prior to this period, men who were

convicted of sex offences were often not assessed or treated, and remain at risk of future sexual reoffending. From a reintegration perspective, CSC needs to identify these potential need areas and address them as necessary.

### Process

Appropriate offenders are identified by Case Managers and Psychologists, and referred for evaluation. Upon receiving a referral, a thorough review of available file information (usually in the Offender Management System) is completed, followed by an extensive interview. This initial interview focuses on the reason for the referral, the process of assessment, and the potential outcome of the assessment. Each offender is given the option of declining the assessment after the potential consequences have been outlined. Most of the offenders assessed to date (85%) have agreed to undergo the assessment process. Aside from file reviews and interviews, a number of actuarial risk prediction scales may be completed. These include the Psychopathy Checklist (PCL-R), Level of Service Inventory (LSI-R), and the Violence Risk Appraisal Guide (VRAG). In addition, phallogometric assessments of sexual preference are completed as necessary on a case by case basis. In situations where the current offence is sex-related and little or no case management work has been completed, the case is often reassigned to the Specialized Sex Offender Intake Unit for all case management responsibilities, including the Offender Intake Assessment (OIA) and the Criminal Profile and Penitentiary Placement Report. These cases are not included in the data presented below.

### Preliminary Data

Since September 1996, approximately 59 offenders with previous term convictions have been assessed to

determine their need for sex offender treatment services. In addition, a number of offenders with current term sex-related offences have been reassigned for complete assessments, including OIA. The data presented reflects only those with previous term sex-related convictions.

As can be seen in Figure 1, 29 of the 59 assessed offenders were not recommended for treatment in a sex offender program. In most of these cases, treatment had already been provided and a request was sent for official verification. Most offenders who were recommended for further assessment had refused the assessment at this time due to outstanding appeals.

In the majority of cases, the initial placement was not an issue with respect to the assessment of sexual behaviour. However, in a few of the cases where sex offender treatment was not recommended, placement to reduced-security was facilitated by the timely completion of an assessment of sexual behaviour.

### Conclusion

While far from conclusive, it appears that this assessment service satisfies the requirement of decision-makers, that all possible criminogenic need areas be addressed upon intake. As a result, the costly and often time-consuming process of an admission to a specialized facility, such as the Regional Treatment Centre, is significantly reduced. Moreover, initial placements are more appropriate since offenders can be placed in facilities capable of addressing all identified need areas. Further, offenders can be encouraged to participate in programs early in their sentence rather than after parole opportunities have been missed or denied.

## Ontario Region Participates in A.B.L.E. Scholarship Program

*by Mr. Bob Fisher  
Regional Analyst, Human Resources  
Regional Headquarters*

The Association of Black Law Enforcers - Canada (A.B.L.E.), a non-profit organization founded in 1992, created a scholarship program recognizing the contribution of the first Black law enforcers in Canada: Ms. Rose Fortune (1774-1864) and Mr. Peter C. Butler (1859-1943). In 1994, the Ontario Region of the Correctional Service of Canada (CSC) initiated a partnership with A.B.L.E., providing corporate support for the scholarship program.

By awarding these scholarships, A.B.L.E. assists black and racial minority youth throughout Canada to achieve their educational goals and make positive contributions to society. Over the years, CSC has provided scholarship support to eleven deserving students pursuing post-secondary education in fields related to criminal justice.

CSC, the Royal Canadian Mounted Police and Fortune Financial, a Toronto-based financial company, are the only three organizations contributing to the scholarship program. Last year's scholarships were handed out





*Scholarship recipients are in the back row. CSC recipients are Ms. Rahma Adam (first on left) and Ms. Natasha Anson (fourth from left). Presentors are in the front row. Representing CSC are Ms. Cheryl Hogan (first on left) and Mr. Bob Fisher (second on left). The other presentors represent Fortune Financial and the RCMP.*

at the annual A.B.L.E. Awards Ball held in Toronto in June. Receiving scholarships, from CSC representatives Ms. Cheryl Hogan and Mr. Bob Fisher, were Ms. Rahma Adam and Ms. Natasha Anson. Also representing CSC at the A.B.L.E. Awards Ball were Mr. Donovan Blair, Hamilton Community Correctional Centre and Ms. Jacqueline Edwards, Beaver Creek Institution, currently on a recruitment assignment in the Greater Toronto Area; both are active A.B.L.E. members.

A.B.L.E. also provides education and information to increase youth awareness of the various career options available within the Criminal Justice field. CSC applauds this commitment to provide opportunities for young people to serve their communities through careers in the Criminal Justice system.

Any questions or comments about the scholarship program or A.B.L.E. can be addressed to Ms. Jacqueline

Edwards at (416) 952-2902 or Mr. Bob Fisher at (613) 545-8776.

## New Ontario Medium Institution Is Now Operational

*by Ms. Diane Young  
Assistant, Programs and  
Reintegration*

The New Ontario Medium Institution (NOMI), a new facility in Gravenhurst

for 400 male offenders, is now operational. Staff began moving into the buildings on the construction site in January. Round the clock security is being provided by recent graduates of a Correctional Service Canada (CSC) correctional officer training program, which was held locally last year. These are the first officers in the region to be trained in their home community rather than at the CSC Staff College in Kingston.

Construction at the new facility is expected to be complete in April, and the first inmates to arrive in June 1998. There are currently about 100, of an expected 248, staff on site. They are working from three locations: inside the new institution (while wearing hard hats and safety shoes to meet construction safety standards), in office space at the adjacent Beaver Creek (minimum security) Institution, and at offices in a converted movie theatre in nearby Gravenhurst.

Tractor trailers are arriving daily and a dozen local people have been temporarily hired to unload and set up furniture and equipment in the 13 buildings on the site. All of the furniture has been built by CORCAN, a special operating agency of the CSC, which utilizes inmate labour.

NOMI is expected to be a model of excellence for the service. The institution will more closely replicate community standards with such innovations as hourly pay for the work inmates do, a 12-hour operating schedule which will allow inmates to work during the day and attend school or programs at night, and a strong emphasis on employability skills for inmates.

About two thirds of the current staff have transferred from other institutions across Canada. Twelve people have been hired by special closed competitions from the local community, and 20 new correctional officers have been offered positions following a local recruitment drive and training program. A further 40 officers from this recruitment effort will be trained and, if successful, will be offered jobs at NOMI.

Although there is no inmate population yet, there is plenty of project work to do. Plans are in the final stages for a satellite branch of the local public library to be established inside the institution, and arrangements are being made for the provision of a principal for the facility's school through the local board of education.

The management team has asked for, and is considering, proposals from local grocery stores and food franchises for these services to be set up inside the institution. The franchise owners, as 'real' businesses using inmate labour, would operate both the general store and the food outlet (for the provision of staff meals).

Staff are developing an employability skills package for offenders, which will be offered during a three-week inmate orientation program. Emphasis will be on résumé and job application writing, basic computer skills, workplace safety and hazardous materials, first aid and goal setting. Offenders will have to apply for institutional jobs through a process mirroring community standards.

Unit managers from NOMI visited institutions in the region in January to interview inmates. They are recruiting the first group of 20 through a comprehensive selection process. Expectations of behaviour for inmates at NOMI are being made very clear during these initial interviews. They will be expected to use their time wisely and to accept standards at work and in daily living that closely resemble those found in the community. With few barriers and no bars, inmates will be expected to demonstrate they can assume responsibility for their own pro-social behaviour.

Public consultation and education continues. Neighbours adjacent to the facility were informed in January that the perimeter lights would be turned on, and were asked to visit the site at night to further understand the purpose of them. Ads are being placed in the local community newspapers announcing a public information session open to anyone interested in finding out more about risk assessment and risk management within the Beaver Creek/NOMI complex. Tours, which have previously been limited to select interest groups, will also be advertised and be made available by appointment to all citizens prior to opening.

The formal name of the institution has been approved by the Solicitor General but has still to be approved by the Minister of Public Works and Government Services Canada. For further information, please contact Ms.

Corinne Hagerman, Assistant Warden Programs and Reintegration, at (705) 687-1744.

## Prairies

**Prairie Region  
Toasts and  
Roasts  
Retiring  
Assistant  
Deputy  
Commissioner  
Paul Oleniuk**

*by Mr. Tim Krause  
Regional Communications Officer*

Before a hundred friends and family, Assistant Deputy Commissioner for Prairie Region Paul Oleniuk received good-byes and good luck from the Correctional Service of Canada (CSC) at a banquet held in his honour on November 13, 1997.

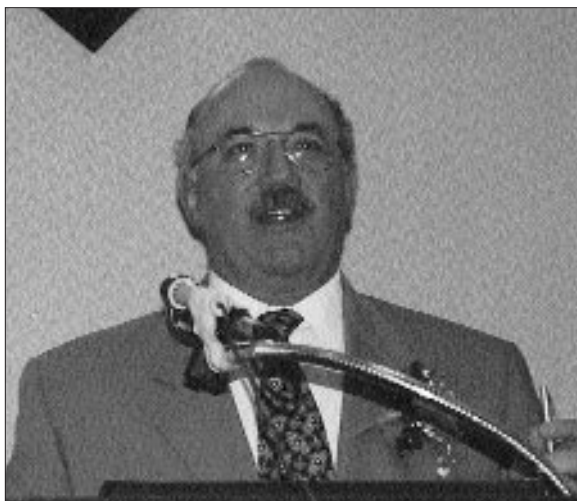
Mr. Oleniuk is retiring from the Correctional Service of Canada after 28 years of service. However, before taking his well-earned place on the golf course, Mr. Oleniuk has accepted a two-year assignment as special advisor to the Bermuda Correctional Service. A fitting end to a career that was marked by distinction, dedication, integrity and professionalism.

A number of speakers marched up to the podium to pay homage to Mr.



*At his retirement banquet, Mr. Oleniuk was made an honorary member of the Prairie Region "Broad Squad" after passing a tough interview. Shown with Mr. Oleniuk are, from left to right: Norma Green, Kikawisinaw, Okimaw Ohci Healing Lodge; Jan Fox, Warden, Edmonton Institution for Women; Heather Bergen, Warden, Saskatchewan Penitentiary; and Violet Soosay, Acting Executive Director, Pê Sâkâstêw Centre*

Oleniuk. It was an evening full of humour touched with a tinge of sadness. Many teary eyes could be seen, brought on by laughter and the knowledge that Mr. Oleniuk's steady presence will no longer be felt in the Prairie Region.



*Assistant Deputy Commissioner Paul Oleniuk making good-bye remarks*

Over the course of the evening, Mr. Oleniuk received plaques from the Canadian Association of Chiefs of Police/Federal Correctional Services, Prairie Region, Commissioner Ingstrup and Prime Minister Chrétien. In addition, Mr. Oleniuk was presented with a gold CSC watch from Regional Headquarters staff and a "Big Bertha" golf driver from the Senior Managers of CSC, which will most certainly see much use over in Bermuda.

In his remarks, Mr. Oleniuk paid tribute to his wife Vera and his two sons, Marcus and Lucas, for their sacrifices and support. It was a touching moment.

Mr. Oleniuk will be missed by the Prairie Region.

## Correctional Institutions as Learning Centres

The Internship Program in Psychology at the University of Alberta is designed to provide students who have completed their third year of undergraduate studies in Honours or Specialization in Psychology with an opportunity for an extended career-related work experience in corporate or governmental settings. The interns work as full-time paid employees for 12 to 16 months. After completion of their internship, the students return to the university to complete the fourth and final year of their studies. In addition to the regular duties assigned by the employer, the interns are required to complete a research project chosen by the employer. Since the Internship Program began two years ago, a number of students have completed their training at Correctional Service Canada (CSC). Although some openings in other organizations go unfilled, CSC internship positions are in high demand.

The students find that working in a penitentiary provides an ideal environment for learning. Some of the reasons why CSC positions are preferred include being given the opportunity to work with licensed psychologists on socially significant problems such as risk assessment of violent behaviour and the rehabilitation of sex offenders, being trained in psychological testing and treatment programs, and working regular hours at a steady pay rate.



Students also appreciate working for an employer who regards the scientific evaluation of programs as absolutely essential. The students' research projects for the internship class of '98 include: The Relationship Between Substance Abuse Programming and Violent Offending; Preventing Violent Re-offending in Not Criminally Responsible Patients; Progress in a Relapse Prevention Group for Sex Offenders; and Evaluation of the Family Violence Assessment Pilot Project.

Future plans for the program may include collaborative research projects between CSC and staff of the University of Alberta Psychology Department, CSC staff teaching new courses in forensic psychology at the university or giving special topic lectures to students in existing psychology courses, and advising and supporting the Psychology Department in the development of course programs.

For more information on the internship program, please contact Dr. Charles Beck, Professor and Coordinator, Psychology Internship Program, by telephone at (403) 492-4605, by facsimile at (403) 492-1768 or by E-mail at cbeck@psych.ualberta.ca.

## Learning New Skills

*by Mr. Gunar Ivans  
Assistant Warden*

Inmate Stewart Stonechild is bringing a new skill to some of the inmates at Stony Mountain Institution in Winnipeg, Manitoba. Mr. Stonechild, who is of Plains Indian ancestry, learned how to carve totem poles in



*From left to right: Stewart Stonechild, inmate carver; Phil Fontaine, Grand Chief, Assembly of First Nations; Ed Sparvier (at the back) and Dana Barnes, inmate student carvers; Norman Guimond, Contract Liaison Officer.*

the style or manner used by the Haida Indians. He is currently teaching a small group of Aboriginal inmates skills that he has honed over the

years. In doing so, he and his pupils are creating some spectacular pieces of art, as well as developing traditional Aboriginal skills.



*From left to right: Urban Galleries photographer (name unknown); Stewart Stonechild, inmate carver; Phil Fontaine, Grand Chief, Assembly of First Nations*



This small but dedicated group works outdoors, weather permitting, in one of the interior courtyards of the Institution. To date, they have produced several smaller pieces and at least two large totem poles that will be displayed at Art Gallery One in Winnipeg. Both staff and inmates at Stony have shown an interest in the artwork, as they are able to observe Stonechild's creations when moving through the walkways surrounding the courtyard where the carving is done. Mr. Stonechild's work was featured last year on one of Winnipeg's local television stations.

## Pacific

### Demonstration of Elder- Assisted Hearing

*by Mr. Randie Scott  
Assistant Warden,  
William Head Institution*

Last November, a demonstration of an Elder-assisted National Parole Board (NPB) Panel was held at the Lauwelnew Tribal School in Saanichton, B.C. The 70 people in attendance included Victoria City Police Department Inspector Stu Ruff, Saanich Police Department Inspector Mike Chadwick, Victoria Youth Detention Director Steve Howell, Victoria Parole Director Bob Brown, William Head Institution Deputy

Warden Dan Denis, numerous Aboriginal guests, NPB staff, British Columbia Criminal Justice Association (BCCJA) members and a wide variety of interested members of the public. The audience was seated in a huge circle within the large meeting hall.

NPB part-time member Tony Sheridan introduced the evening's events and Elder Tom Harris led in a traditional opening prayer. Ms. Kathy Louis (senior member of the National Parole Board and member of the Cree Nation) gave a recounting of the historical development of Aboriginal activities related to the NPB. Ms. Louis explained the purpose and procedures of the Elder-assisted hearing, which facilitates a culturally sensitive hearing process. The basic underlying principles in the traditional teachings, such as respect, caring, kindness, honesty, sharing, trust, love and honour are emphasized. This approach ensures that Aboriginal offenders have an opportunity to present their case and Board members an opportunity to obtain all relevant information necessary to make an informed and responsible decision. Ms. Evelyn Blair, of the NPB, explained the process of conducting hearings and more.

Following the hearing, there was an open discussion of different topics such as the function of the Elder, use of "Medicine", Aboriginal justice issues, victim issues, restorative justice developments, and use of sentencing circles.

The demonstration was organized by the BCCJA and co-sponsored by the University of Victoria's Departments of Sociology, Political Science and Social Work.

The evening was clearly a very positive event and most people lingered after the end of the session to continue informal discussions.

### Sweat Lodge for Segregated Inmates

*by Mr. Len Epp, Assistant Warden*

On May 31, 1997, the first sweat lodge to be built in a segregation unit in a Canadian correctional facility was officially opened at Mission Institution in a special ceremony lead by native Elder, Mr. Frank Settee. This opening was the third event on a very special "Spirit of the Nations" day at Mission, where a totem pole was raised and a new chapel was dedicated. Warden Ken Peterson, Deputy Warden Dianne Brown and other attendees were especially pleased to participate in the "breaking of new ground" in the segregation area. Correctional officer Ken McPherson received special mention for making the initial suggestion and for his enthusiastic participation in the preparation of the site and structure.

The new sweat lodge, at times referred to as a mini or turtle sweat, is a smaller version of the one used by the inmates in the institution's common area. The purpose is to allow Aboriginal inmates, who may be segregated for extended periods of time, an opportunity to practice their traditional healing methods and fulfill their spiritual needs. The lodge is available to Aboriginal inmates and to other segregated inmates who subscribe to the Aboriginal spirituality and teachings at Mission Institution. Inmates from other medium institutions in the Pacific Region can request a short-term transfer to Mission to facilitate their own special healing ceremony.

The new sweat lodge was used for the first time on November 19, 1997. Elder Lazare Whiskeyjack, assisted by a non-segregated inmate, provided the spiritual leadership at the healing cere-

mony for an inmate who had already spent several weeks in segregation. Since then, the inmate has been allowed to return to his living unit in the main institution.

The sweat lodge, always ready for the next occasion, has already fulfilled the expectations of the Warden and others who helped in taking this innovative step in one of our federal institutions.



*Early stages in preparation for the sweat. Inmate helper is setting up the fire pit and preparing the sweat area.*



*Sweat is underway and inmate helper is bringing the hot rocks into the sweat lodge. From start to finish, this sweat took about 2.5 hours.*

# UNDERSTANDING CORRECTIONS

## #3

## Community Corrections

Most of Canada's federal offenders serve only part of their sentences in a correctional institution. Part of the time, they serve in the community, adhering to certain conditions and supervised by professional staff of the Correctional Service of Canada (CSC). The work of gradually releasing offenders, making sure they do not present a threat to anyone and helping them adjust to life beyond prison walls is called Community Corrections. Such work is essential because experience has shown most criminals are more likely to become law-abiding citizens if they participate in a program of gradual, supervised release.

The Correctional Service of Canada is dedicated to protecting society by controlling offenders and by helping them change the attitudes and behaviours that led them into criminal activity. The first steps towards change are taken in the prison setting. But if the change is to be lasting, it must continue in the community to which almost all offenders eventually return. The transition from confinement to freedom can be difficult, and offenders have a better chance of success if they receive supervision, opportunities, training and support within the community to which they must readjust.

Conditional release occurs only after a thorough assessment of the safety risks that offenders may pose to society. Those who appear unlikely to commit crimes or break certain rules

may go on conditional release as an incentive to making positive changes in their lives. In addition, the law requires release of offenders who have served two-thirds of their sentence, but only if they are not considered dangerous. Both types of offenders must abide by specific conditions when they are back in the community and they are carefully supervised by CSC staff. If offenders violate the rules, they may be sent back to prison. Moreover, CSC works to prepare offenders for eventual release through prison programs that promote law-abiding lifestyles. Such programming continues while offenders are on conditional release.

The authority to grant parole is found in the *Corrections and Conditional Release Act*, and the respective provincial legislation. The authority for temporary absences is found in both federal and provincial correctional legislation and is exercised by correctional authorities in provincial and territorial systems. In the federal system, the responsibility for temporary absences is shared between the National Parole Board (NPB) and the Correctional Service of Canada.

Three provincial jurisdictions (Quebec, Ontario and British Columbia) operate parole boards that have jurisdiction for all provincial offenders in their institutions.

Under the *Corrections and Conditional*

*Release Act*, the NPB has exclusive jurisdiction and absolute discretion to grant, deny, terminate or revoke parole for inmates in federal, territorial, and many provincial institutions, except for cases under the jurisdiction of provincial parole boards. The National Parole Board may also, when applicable, revoke the statutory release of an offender.

In addition to its headquarters in Ottawa, the NPB has five regional offices from which Board members travel to correctional institutions to conduct parole hearings.

Board members are also called upon to make pardon decisions and recommendations to the Solicitor General concerning the granting of the Royal Prerogative of Mercy.

The National Parole Board relies on the CSC to prepare reports and recommendations on the cases that come before the Board. The Correctional Service of Canada supervises the offenders on parole or statutory release ensuring that offenders adhere to the conditions of release set by the National Parole Board.

# The Correctional Plan

Before offenders leave prison on conditional release, they agree to a Correctional Plan. The Correctional Plan is a document that outlines a risk management strategy for each offender. It specifies those interventions and monitoring techniques required to address need areas associated with the risk to re-offend. The plan usually involves certain restrictions on movement and actions, as well as commitments to participate in constructive activities, such as jobs or programs.

Since each offender has different needs and problems, each plan is different. The plan focuses on the specific issues in each offender's life and draws on a wide network of community support in addressing these. The underlying assumption is that people usually turn to crime because of problems in their lives – for example, lack of job skills, substance abuse, poor control of feelings. Experience shows that, with the right motivation and community support, most offenders can make positive changes. The results of the risk assessment, as well as the Case Management Strategy Group to which the offender belongs, will determine the nature of the interaction and an appropriate supervision strategy, that will be embodied in the Correctional Plan.

## Activities

Community corrections is a mix of three interrelated activities: supervision, programming, and community involvement.

The purpose of conditional release supervision is to protect society by helping offenders become law-abiding citizens by ensuring control and by

providing them with assistance and programs in order to minimize the risk of their committing new offences.

When released, all offenders must adhere to certain standard conditions set out in the release certificate. For example, they must travel directly to their homes and report regularly to their parole supervisor. Additional conditions may also be imposed to control behaviour. These may include curfews, restrictions on movement, prohibitions on drinking, and prohibitions on associating with certain people (such as children or former victims). Correctional Service Canada (CSC) staff can take action if they believe the offender is violating release conditions or may commit another crime. They can suspend the release and reincarcerate the offender until the risk is reassessed. Some offenders may remain incarcerated. Others may be released again but under more severe restrictions and after more supervision or community support services are in place.

Supervision is the direct monitoring of and communication with offenders. It is carried out by CSC community staff known as parole officers or by trained volunteers.

All offenders on conditional release are supervised no matter where they live – whether in the city or remote parts of the country. The degree of supervision will depend on the individual. Offenders considered riskier will require closer monitoring and more frequent contacts. Those who are lower risk, require less. In “keeping tabs” on offenders, staff rely on an array of information sources – police, families, program staff and so on. By being aware of the offender's situa-

tion, staff can help ensure that he or she stays on the right track. They can take action when the offender breaks rules, or help solve problems that could lead to a crime “relapse”.

Research shows that supervision alone does not help offenders change. Supervision along with good programming does. Each offender on community release is therefore expected to participate in programs tailored to his or her needs. Some programs help cope with daily living, relationships and emotions. Some upgrade educational skills. Some deal with specific issues such as sexual offences and alcohol or drug abuse. Programs in the community build on the gains that the offender has already made by taking part in institutional programs.

**Community involvement** is essential to both supervision and programming. CSC staff rely on community contacts for important information on offenders that helps the supervision process. People in the community may find out, for example, that the offender has violated conditions or is in an emotional crisis and relay this information to CSC.

Agencies and individuals in the community also deliver programs or reinforce program activities. They act as counsellors, role models and support networks. In addition, community involvement means something larger – the community's willingness to accept back those offenders who reform themselves. Offenders' success in starting afresh depends partly on their own efforts and partly on the opportunities the community at large provides.