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Citizens Vital Link to Understanding Penal System

The first national conference of Citizens' Advisory Committees (CAC's), held last April, was hailed as a step toward better recognition of community participation in the corrections system of Canada. Delegates from across the country met in Ottawa's Park Lane Hotel to exchange information and consider a directive for operation of the committees.

Opening the session, Commissioner of Corrections, Donald R. Yeomans, told his audience, "We need you very badly," as he explained today's trend in corrections is to open the system to the public. "We need community support for our programs, and the community should know the problems we are faced with. A good corrections system needs citizen assistance and understanding. Problems outlined in the *Report to Parliament by the Sub-Committee on the Penitentiary System in Canada* illustrates the requirement for involvement of non-professional people."

Recommendation 49 in the Report to Parliament states CAC's should be in all penal institutions; noting correctional agencies have traditionally operated in isolation, apart from other service agencies. According to the Report the general public has never been well informed about corrections, causing apathy and hostility toward the operation of the criminal justice system. The Report contends Citizens' Advisory Committees, working with corrections administrators, can help to dispell public fears and misunderstanding, gaining the support of the community in penal reform. The Report reads, "CAC's, if properly structured, can provide a real service to the Canadian Penitentiary Service in terms of informing the public about the realities of prison life and informing the Service itself as to its shortcomings."

During the conference delegates discussed a Commissioner's directive on Citizens' Advisory Committees, which outlines policies for their formation. The directive states the Canadian Penitentiary and National Parole Services are public institutions and, as such, accountable to the community. It also agrees the Services have a responsibility to provide opportunities for community participation, encouraging open communication, and involvement with citizens in the affairs of the two Services.

Through this involvement the directive suggests a potential exists, not only for increased public awareness, but a substantial contribution to humanizing prisons. The directive endorses Recommendation 49 of the Parliamentary Report on Canada's penal system, which declares all institutions should have a Citizens' Advisory Committee. CAC members said they want greater access to institutions and non-classified files on policies and programs if they are

to do a good job. They also asked for more information on operations, policies, and programs originating in Ottawa. Many delegates said they were unaware of recent decisions in the correctional system, which hampered them communicating effectively with the community.

Gwen McMahon, CAC member for Joyceville Institution, Ontario, stated access to prisons by the community could inform the public of activities inside the prisons, helping to dispell fears and misunderstandings which have accumulated during the history of Canadian Corrections. In this way, McMahon said, CAC's would serve to make local citizens more aware of the operation of an institution, acting as



Gwen McMahon, CAC member, Joyceville Institution, Ontario, commented, "When you're involved in corrections you become specialized and almost mesmerized by directives, memos, and regulations. Citizens' Advisory Committees can provide a fresh outlook, one that can solve problems simply and quickly."

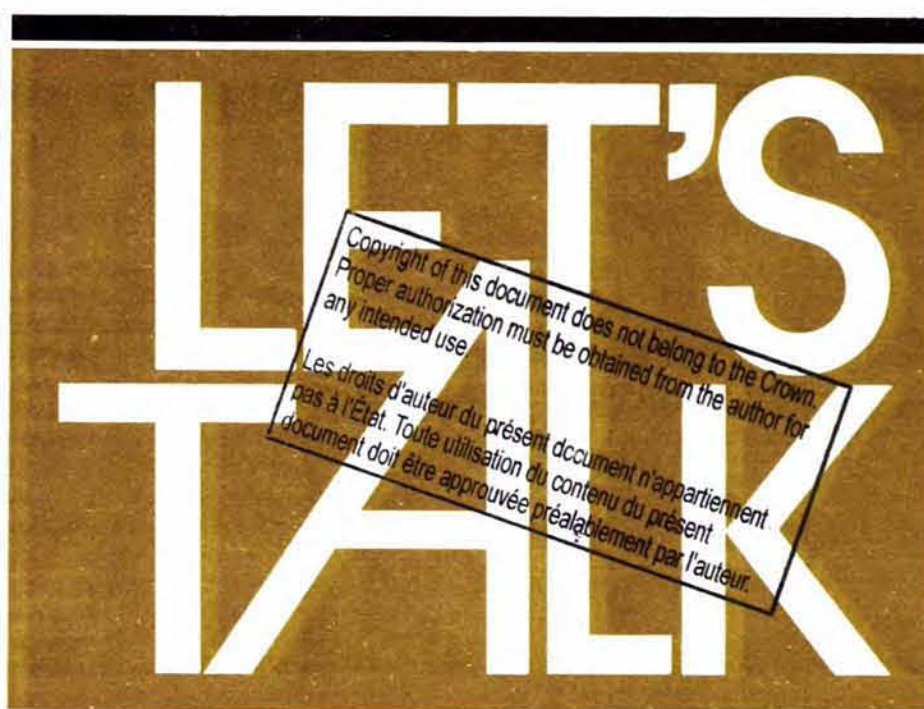
concerned citizens who can communicate with staff, inmates, and the community. Regular meetings with institution directors, staff, and inmate committees were also stressed as essential to good communication of policy and procedures between institutions and CAC's. A minimum of five meetings a year were called for.

Conference participants also pointed out CAC's could be useful in keeping directors aware of problems, needs, and desires of the community on the affairs of institutions in their locality. This could be achieved by proposals for specific projects which would enhance the image of the penitentiary in the local community, and help narrow the communication gap between institutions and local citizens.

Commissioner Yeomans expressed the value of CAC involvement in corrections by saying, "National headquarters in Ottawa formally recognizes the contribution which Citizens' Advisory Committees are making; there is a



George Rimmer, far left, CAC Saskatchewan Penitentiary, attended the conference, to him it was, "...the best step the penitentiary service has taken in establishing the credibility of the Citizens' Advisory Committees." Seated next to Mr. Rimmer is Al Ryan, CAC member, Prince Albert, Saskatchewan and Alice Davies, CAC representative for Agassiz/Mountain, British Columbia.



Vol. 3 No. 3

June 30, 1978

Let's Talk is a tabloid for staff of the Canadian Penitentiary and National Parole Services, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa K1A 0P9. Editor Mona C. Ricks

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of Let's Talk

requirement for exchange of information between CAC's, and an understanding between CAC's and corrections." He told delegates, "We want to help you help us."

Delegates reacted by stating the Commissioner's recognition of CAC's in corrections was an important first step to increasing effectiveness. After a lengthy discussion the directive on CAC operations was accepted.

Penitentiary and parole staff supplied answers to questions on programs and objectives of the two agencies. William Outerbridge, chairman National Parole Board, outlined the administrative structure of the National Parole Board within the Ministry of the Solicitor General. Millard Beane of the Canadian Penitentiary Service explained the Living Unit Program, which assists staff and inmates to understand each other in their daily contact.

Other staff explained their work: Dr. Douglas Griffin, CPS, described the Occupational Development Division which strives to set work ethics, upgrade educational standards in corrections, among other programs for inmate benefit. Edgar Bernard discussed the Social Development Division's work in physical education, recreation, hobby-craft, social and cultural activities, the life skills program, and community participation programs. Louis Zeitoun, director Community Resources Development, explained two programs affecting women offenders and native offenders, and Carol Anne Searle outlined a program for sexual offenders and lifers. Brian Geraghty, director general Inmate Employment, provided a report on the activities and projects of the industrial section of the Canadian Penitentiary Service.

Delegates requested more published information on penitentiary and parole activities. They specifically asked to be included on all mailing lists for information from headquarters in Ottawa and the five regions. Commissioner Yeomans agreed, stating he had appointed John Braithwaite as Deputy

Commissioner Communications, responsible for relaying penitentiary and parole policies and intentions to staff and the public.

Deputy Commissioner Braithwaite later commented that Recommendation 25 of the Parliamentary Report on penitentiaries calls for the Penitentiary Service to be more open and accountable to the public, and places high value and priority on the involvement of citizens in developing policies, resources, and programs on behalf of the offender. He added, "If one needs a reason for Citizens' Advisory Committees, that is sufficient. If one needs a feeling of support to do one's job, the involvement of citizens and their understanding is essential." ▶

First Female CX's in Prairies

The first female correctional officers to be employed in a male penitentiary graduated last May from the Staff College in Edmonton, Alberta. They will work at the new Regional Psychiatric Centre in Saskatoon, Saskatchewan, and are the first female CX's in the Prairie region.

The eight female recruits who completed the nine week CX induction course were unanimous in praising the calibre of their training.

Vaughn Alward, Director of the Staff College, attributed much of the success of the class to the fact that all recruits, whether male or female, were treated the same.

Kevin George, self-defence instructor, insisted no special privileges were granted to the female recruits in the self-defence exercises. Men and women were required to use full force and not to "pull their punches." George said, "We knew the female recruits had the potential, but we had to give them the opportunity to prove it." ▶

Watch for it...

C.A.M. (Cam) Edwards, Acting Director of Operations, National Parole Service, says there will be news for the Parole Service in the next issue of Let's Talk; he'll comb the regions for stories. In the meantime, would parole staff let the editor know their preferences for the tabloid by adding comments to the survey attached to the May/June issue of Let's Talk.

Coming and Going



Allan F. Wrenshall



R. H. Dowdell



F. J. Steel



Dawn E. Quinlan

Solicitor-General Jean-Jacques Blais, has appointed **Allan F. Wrenshall** to the position of Inspector General, Canadian Penitentiary Service. As the first Inspector General, Wrenshall will be called upon to plan and manage a program of review and appraisal of the operational effectiveness of penitentiary policies. He will also assume the responsibility of investigating irregularities within the Service. Wrenshall started his new duties April 1978 and reports to the Commissioner of Corrections. The appointment answers Recommendation 28 of the Parliamentary Subcommittee Report on the Penitentiary System in Canada. **Robert H. Dowdell** started his new position of Director General Human Resources with the Canadian Penitentiary Service last February. Dowdell joins CPS after two years with the Anti-Inflation Board where he was Director, Public Sector Division, and Director, Compensation Review. Dowdell has appointed **Clifford Farrell** as the new Chief, Classification and Compensation of the Human Resources Division. Farrell has had experience in personnel and classification with Treasury Board, Canada Post, and the Department of National Defence. **F. J. Steel** was recently named Chief, Living Units. Steel has been a correctional officer at William Head Institution, and a living unit officer at Matsqui Institution, both in British Columbia. He was employed as a living unit specialist and a security specialist at regional headquarters in Vancouver and headquarters in Ottawa. Edmonton Staff College, Prairie Region, has appointed its first assistant director of training. **Ms. Dawn E. Quinlan**, has taken the post, another first in the female ranks of penitentiary and parole services. Ms. Quinlan is a graduate of the University of Alberta, with a B.Sc. and M.Sc. in psychology. She had been a psychologist in Drumheller Institution, Alberta, and has been a Living Unit Specialist at Prairie Regional Headquarters in Saskatoon.

First Female CX's in Prairies (cont'd)

As one female graduate said, "There will always exist a traditional male/female conflict. However, all we are asking is to be treated the same and given a chance to do our jobs."

Tom Ellis, Deputy Regional Director, Security, in Saskatoon, welcomed the new recruits to the Canadian Penitentiary Service. Ellis mentioned in his presentation that working in corrections is a difficult task and could be more difficult for females working in a pre-

dominately male institution. "The success of female correctional officers in a male penitentiary will depend on how they are treated by their fellow male correctional officers. If they are treated equally and not given any special privileges, there should not be any serious problems that cannot be overcome," he said.

Whatever the outcome, the hiring of female correctional officers marks a new era in the field of Canadian corrections.



Eight women correctional officers graduated from the Staff College in Edmonton, Alberta, and will be employed at the new regional psychiatric centre in Saskatoon. Front row (left) Twyla Watson, Sharon Sobranski, and Marie Sakowski; back row (left) Shirley Schockey, Shawna Sullivan, Gail Gordon, Lorri Proudfoot, and Darlene Kouznitoff.



According to Kevin George, self-defence instructor of the Staff College in Edmonton, recruits for correctional officers were instructed not to "pull their punches," whether male or female. This instruction applied also while heads were held fast to the ground.

photo by Ed Palibroda and Jim Baker

Two Retirements — Ontario and Ottawa

Ken Atkins, Assistant Director Technical Services, Joyceville Institution, Ontario, retired after 33 years in the penitentiary service. Prior to joining CPS, Atkins served with the Royal Canadian Horse Artillery from 1940 to 1945.

In 1945 he became a guard at Collins Bay Institution, Ontario, and was promoted to assistant storekeeper at that institution. Atkins was appointed head storekeeper at Joyceville Institution in 1960 and assumed the position of Assistant Director, Technical Services in 1963, which he held until his retirement.

A farewell party took place February 24, 1978, at No. 9 Legion in Kingston, where Ken was presented with a personal scroll from the Prime Minister, letters of congratulations from Rod Neame, Director Technical Services; John Nickels, Chaplain General, and Robert Diguier, Deputy Commissioner Operations, all from CPS.

Harry Baird has retired from his position as Director, Management Consultant Services with the Department of the Solicitor-General, a post he held since 1969.

Baird came to the Solicitor-General's office from the Public Service Commission, where he was Director of what is now known as the Bureau of Management Consultants. Since that time he has worked closely with four Commissioners of the Penitentiary Service.



Harry Baird

Most retirees have one retirement party, Harry Baird was honoured at three receptions, by Management Consultant Services; the Commissioner of Corrections, Donald R. Yeomans and his staff; and a third by the Deputy Minister and the staff of the Ministry Secretariat.

Among the gifts Harry received was a set of travel books, and many letters of appreciation from staff members with whom he has worked.

Harry's plans for retirement, he said, include doing all the things he was too busy to do while employed in the Solicitor-General's department, starting with a lengthy holiday in Portugal.

New Executive Director for St. Leonard's

Louis A. Drouillard has been appointed executive director of the St. Leonard's Society of Canada. He had been acting in that position following the recent death of Rev. Neil Libby, founder of the first St. Leonard's House in 1961.

Well-known for his work in halfway houses for ex-offenders, and interest in parole work, Drouillard had been assistant director of the Society for two years. His association with St. Leonard's Society goes back many years, during which he founded a residence for young males as an alternative to incarceration. He is a vice-president of the International Halfway House Association, representing halfway houses in the United States, Canada, and other countries.

The new executive director stated he intends to continue the objectives set by his predecessor. These are mainly to make St. Leonard's "more effective, across the country, with a stable financial base," and consolidation of "the family of halfway houses and other correctional programs which are members of the St. Leonard's Society."

An immediate priority is the development of a scholarship to commemorate the devoted work of Rev. Libby in the halfway house movement for ex-offenders in Canada.

Target for the Rev. T. N. Libby Memorial Fund has been set at \$5,000. Drouillard announced just \$3,000. has



Rev. Neil Libby

been donated so far. Proceeds earned by the fund will go toward education and training of ex-offenders in the humanities, social sciences, or as counsellors in St. Leonard's program.

With the announcement of the new executive director came another — equally important to the Society. Mrs. Margaret Libby, widow of Rev. Libby, was elected to fill her husband's position on the Society's Board of Directors. Mrs. Libby is presently a social worker with the Essex Children's Aid Society in Ontario.

Citizens Vital Link to Understanding Penal System (cont'd)

During all discussions on CAC responsibilities delegates stressed the necessity for stronger recognition of their involvement in administration of penal institutions. They asked for ongoing promotion of Citizens' Advisory Committees. Staff in Ottawa, regions and institutions, they said, should be notified of CAC contributions to prison administration.

The three-day conference ended on a positive note. Delegates asked for more

national and regional conferences where their work can be discussed openly. Bill Chitty, deputy regional director, Inmate Programs in Ontario, a strong supporter of CAC's while an institution director, stated the conference was one of the best he has ever attended. Chitty was particularly impressed with the way CAC members vocalized their role in the correction system, and gave support to proposals for increased CAC involvement in the ad-

ministration of institutions. "The conference was a very effective means of communication and an excellent exercise in citizen-government participation. I hope to see more of them," Chitty said.

Sheelagh Dunn, organizer of the conference and program officer, Social Development, CPS, said it was a very important event which demonstrated the ability of people to act collectively. The long-term effect of the conference,

she said, should result in stronger and cohesive local citizen representation in the Canadian Corrections Service.

Lloyd Pisapio, Deputy Commissioner, Offender Program, CPS, closed the conference saying, "I support the recommendations [from this meeting], and believe we will finally be able to turn the corner in corrections, and assist people by working together now that there are Citizens' Advisory Committees to help, and communities who care."

Let's Talk will be running a series of articles by Clive Arthur A/D Organization and Administration at William Head Institution in British Columbia, on styles in management. They express the author's viewpoints, and do not necessarily reflect the views of management. Ideas initiated by the author may be of interest to staff when applying for training and development courses. They represent a new style of article which Let's Talk hopes staff will continue, and so build a paper which conveys staff interest. The first is: Effective Leadership Makes Happy Workers.

Effective Leadership Makes Happy Workers

What makes an institution or division in an institution productive and happy — yes happy? Conversely, what makes an institution or a division unproductive and unhappy?

Usually, the answer can be found in the leadership of the group, whether a group of five or 100 people.

The leader, or manager, or supervisor, has three approaches or styles of leadership. These are authoritative, participative, and free rein or laissez-faire, and his skill as a leader is demonstrated when he uses them correctly.

Briefly, the various styles can be described as:

- **Authoritative** — Where time is of the essence, a *do it now* communication; immediate reaction, and results are expected.
- **Participative** — Leader identifies with group, seeks their opinion — how can we best achieve this together approach.
- **Free Rein/Laissez-Faire** — Leader appreciates followers expertise and lets them go on with their work — keeping the reins of leadership loosely in hand.

These three approaches have one thing in common, that is the *situation* — the human equation situation of leader, follower, and task. If the supervisor employs the wrong approach to a situation, disaster may result. If the leader, with an immediate deadline or a need for urgent response, employs only the participative approach, he is unlikely to get the expected action.

Conversely, if the supervisor wants the group's opinions, ideas, and subsequent motivation, he will be unlikely to succeed if the *authoritative* staccato approach is used.



Leadership Chair: With a contemplative look at management styles, Clive Arthur contributed a verse which he credited to the poem *Invictus* by the Victorian writer, Henley:

"He either fears his fate too much, and his desserts are small,
Or, risks and puts it to the touch
to win, or lose it all."

Readers with similar interests in administrative prose are invited to submit them to *Let's Talk*.

The leader/manager/supervisor, by shifting and changing the leadership posture to the situation, accompanied by correct interpersonal communication and empathy for the *human equation*, will be likely to succeed in the task at hand.

It is that person who will have bright sunny days as a motivator of people, who will also touch and grasp the *holy grail* of leaders the world over — effectiveness, efficiency, and the happiness that goes with job satisfaction — which is nourished and created by good leadership.

Clive Arthur, A/D Organization and Administration
William Head Institution
British Columbia

You Should Know

Implementation of recommendations in the Report to Parliament by the Sub-Committee on the Penitentiary System in Canada is going on continuously.

To keep staff up to date on the progress of these recommendations, a mini-report will be included in each issue of *Let's Talk*. Response to Recommendations 3, 4, 8, 12, 14, 15, 16, and 17 are noted below, and classified according to their area of interest, such as general and staff. Others will be published in a similar column, from a progress report issued April 4, 1978, by the Solicitor General.

Recommendation No: 3 — General — The federal government should commence discussions with the provinces with a view to establishing standardized correctional operations across the country.

Progress — Discussions with the provinces over correctional standards were held with representatives from provincial governments, penitentiary, parole, and the National Parole Board.

Rec. No: 4 — Staff — The basic qualification for a correctional officer must be a grade 12 education (or its tested equivalent) and a minimum of three year's experience in a field involving extensive person-to-person relationships (teaching, corrections, counselling, supervision, sales).

Progress — Job descriptions have been



finalized and a list of alternatives to the present selection standards has been submitted to the Senior Management Committee of the Canadian Corrections Service. In addition, standards for tasks and competencies have been completed. These are now being assessed by supervisors and should be approved by the end of June.

Rec. No: 8 — Staff — A sufficient number of training positions must be established to allow for the full and adequate training and continuing professional education of custodial personnel without depriving institutions of necessary staff.



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July 15, 1978

Let's Talk is a tabloid for staff of the Canadian Penitentiary and National Parole Services, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9
Editor: Mona C. Ricks

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of *Let's Talk*.



Flowers grown at William Head Institution on Vancouver Island, find welcoming hands from ladies in local homes for the elderly. This fully

bloomed hydrangea brought a smile from a lady who spends most of her day in a wheelchair.

What They Said . . .

Gordon Towers, MP for Red Deer, Alberta, recently toured Bowden Institution, Innisfail, Alberta, with Donald R. Yeomans, Commissioner of Corrections, and Bob Benner, director of the institution.

They met inmates and their representatives, the citizens advisory committee, and staff. Towers displayed delight in the progress of the institution, "... not only in the attitude of prisoners, but more especially in their training. Instead of being depressed, I found it uplifting to see everyone who was confined at Bowden apparently content, with their

interest also being held during recreation periods," said the MP in a local newspaper.

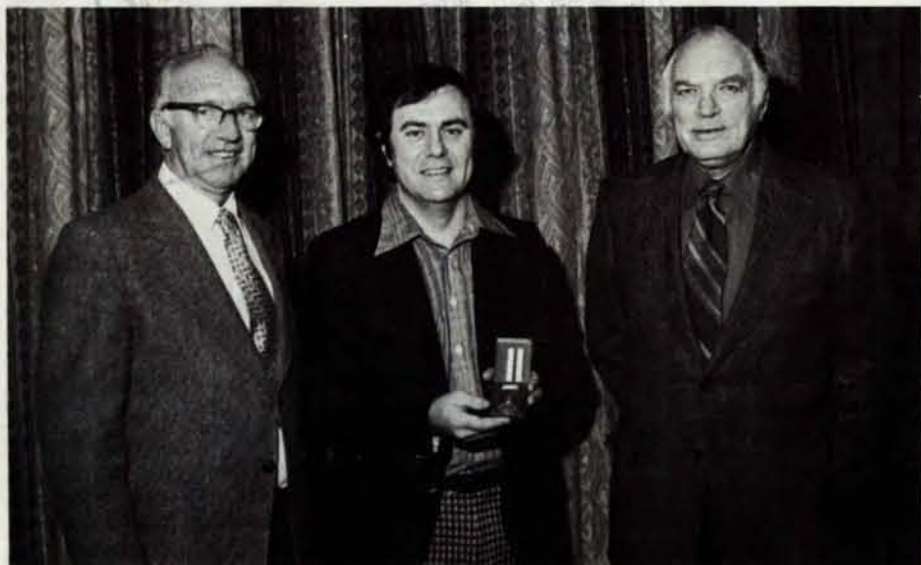
He expressed concern that "... in some cases the heavy hand of bureaucracy or public sentiment will deny those in charge of the administrative freedom required to adequately do their jobs without undue frustration. Whether inside or outside the prison, everyone is different, and rigid rules and regulations cannot be applied with the same degree of success to each incarcerated person. Unless there is some leeway, prison staff will face unnecessary difficulties created by bureaucratic indifference."

CORRECTION

On the second page, June 30, 1978, issue of *Let's Talk*, a photograph of Rev. Neil Libby was shown close to the title "New Executive Director for St. Leonard's." We apologise if this was misleading. Rev. Libby was executive director of St. Leonard's prior to his death recently, while attending a meeting in Arizona. Louis A. Drouillard is the new executive director.

Silver Jubilee Awards

Warkworth Institution, Campbellford, Ontario, recently awarded two of its staff with Silver Jubilee medals for 30 years of employment in the public service. **Left** Norman C. Meers, assistant director, industries, and a deputy director at the institution; Dan Weir, director of the institution, displaying one of the medals; and C. H. (Pep) Lattion, assistant director of security. Norman Meers joined CPS in 1947 as a machinist instructor at Kingston Penitentiary. After 20 years he became supervisor of production at Joyceville Institution, and was promoted to his present position in 1969. Norm was awarded the Centennial Medal in 1967. Pep Lattion joined CPS as a guard in 1945 and worked his way through promotions to his present position. Norm and Pep are both well known in the Campbellford area for their contribution to community work.



You Should Know (cont'd)

Progress — National Headquarters, CCS personnel have visited all the Regions to explain the process of identifying training positions.

Rec. No: 12 — Staff — In order to increase staff experience and, to enhance the quality of Canadian penology, there must be regular programs of exchange of manpower for periods up to a year or two with penitentiary systems in other countries.

Progress — The revised policy on expansion of international contacts through exchange visits has been approved by senior management.

Rec. No: 14 — Staff — All staff members and all inmates in penitentiaries must wear name identification.

Progress — Name identification tags to be worn by staff and inmates has been fully implemented.

Rec. No: 15 — Staff — A no deals rule should establish that no agreements of any kind will be negotiated in hostage-

takings while hostages are being held.

Progress — The Commissioner's Directive on the transfer and discharge of inmates from Special Handling Units was approved by Senior Management and issued to the field.

Rec. No: 16 — Staff — Each maximum and medium security penitentiary must have a tactical unit of staff trained to deal with hostage-taking and other crises. When necessary, a director should also call on the assistance of police tactical forces.

Progress — A training program for the Emergency Response Teams has been established.

Rec. No: 17 — Staff — Women should be employed on the same basis as men in the Penitentiary Service.

Progress — With reference to the employment of women as correctional officers (CX) selection standards and recruitment practices have been revised, and female CX's employed.

Major policy recommendations governing Citizens' Advisory Committees, drafted April 1978, for consideration by the Commissioner of Corrections.

- Regional and national conferences on Citizens' Advisory Committees (CAC's) on a regular basis, at least five times a year.
- Distribution of promotion material on CAC's to staff at national, regional, and institutions.
- Institution directors should be informed of possible kinds of CAC participation which could be beneficial to institution directors.
- A regional council of all CAC's should be established to solve common problems and coordinate programs.
- Directors should be informed, when looking for new CAC members, that service clubs and organizations within the community can be approached to propose additional members.
- CAC concerns should be directed through institution directors before going to higher levels of management.
- Directors should not have the sole power to replace CAC members, this should be done in consultation with other Committee members.
- CAC's should receive better cooperation from administration in Ottawa and the five regions. Policy directives within the system should be written sufficiently broad so that CAC's will not be prohibited in any area of administration. CAC's should not be avenues for public relations only, they should have liaison also with staff and inmates.

Trust Fund

Contributions to a trust fund for the education of Michel Roy's children have been collected by a group of employees in the Quebec Region. The fund will be held in trust and administered by three persons responsible for adequate control of the fund. Contributions can be addressed to: Compte de fiducie Michel Roy, C/O Claude Bouthillier, Treasurer, Regional Reception Centre (Quebec), P.O. Box 5550, Ste. Anne des Plaines, Quebec, J0N 1H0. Michel Roy was shot and killed outside his home. He had been director of Archambault Institution in Quebec.

Glass Breaking at RPC



What might look like an attempted escape is actually our own Commissioner of Corrections, Donald R. Yeomans, testing the durability of shatter-proof glass, at the new Regional Psychiatric Centre in Saskatoon, Saskatchewan, during his recent visit. Much to his dismay the glass shattered after three quick blows with a hammer. Needless to say, a superior product is being sought to prevent any further incidents.

Unisex not reserved for homo sapiens

One anecdote Dave Rempel, retired district director of the Winnipeg parole office, likes to tell is about his family's female cat.

"It became pregnant and there were serious family discussions as to how to deal with it. It was finally decided we would ask Big Joe, an inmate, if he would adopt the cat (at the time, pets were allowed at the institution). Joe was described in considerable detail to my daughters, and they finally consented. Joe agreed wholeheartedly, but in my position, I felt I should seek the approval of the warden for the new admission. I approached the warden, stating, Look, —, we have a pregnant cat at home and we don't want kittens in the house. Big Joe has agreed to adopt it and look after it in the institution. Can I bring it in?"

Warden: "Male or female....?"



784 Years Service in Corrections

Thirty-one employees of the Canadian Penitentiary Service and National Parole Service recently received Queen Elizabeth Silver Jubilee medals during a reception at the Correctional Staff College in Ontario. Twenty-two of the men have a combined career total of 784 years service in CPS/NPS. Each man in this photograph has 30 years or more service, from left to right, first row, Doug Cumpson, NPS, Kingston; Tom Craig, RHQ, Ontario; Bill Westlake, deputy commissioner, Security, representing the Commissioner of Corrections; Arthur Trono, RDG; J. Donald Clark, RD; R.H. Duff, RD, all from regional headquarters in Ontario; and Norm Meers, assistant director, Industries, Warkworth Institution, Ontario. Second row, Al Irvine, Landry Crossing; Joe Fowler, Collins Bay; Bill

Clarke, RHQ, Ontario; Gordon Woods, RRC, Ontario; James Gray, RHQ, Ontario; Art Bell, Collins Bay; Reg Gage, RRC, Ontario; Glen McMaster, Correctional Staff College, Ontario; and Frank Corrigan, RRC, Ontario. Third row, Gerry Good, Joyceville (retired); Don Patterson, and Ernie Johnston, Collins Bay; Tom Rathwell, RRC, Ontario; Harry Malbut, Collins Bay; Ken Atkins, Joyceville (retired); Ernie Silver, Frontenac; Ray Rogers, RHQ, Ontario; Ed Tousignant, Collins Bay.

Missing from the photograph are, M.J. Reid, Frontenac; P.H.J. Belisle, W.J. Harpell, J.H. Switzer, all from RRC in Ontario; J.P. McLaren, D.H. Fowler, Millhaven Institution; C.H.D. Lattion, Warkworth; R. Julien, Joyceville; and M.C. Willard, Bath.

CX's win Awards

Awards were presented for outstanding achievement during a nine-week induction course for correctional officers at Edmonton Staff College. Six graduates were given special mention by Tom Ellis, Deputy Regional Director, Security, Prairie Regional Headquarters: **Darcy Claypool** — High Self-Defence; **Eric Fisher** — Sportsmanship Award; **Gail Gordon** — High Academic Award; **Terry Hucalak** — Most Improved Athlete; **Robert Jones** — High Weapons; and **Victor Perrin** — Most Outstanding Athlete.

Kent Institution Nears Completion

The new maximum-security institution at Agassiz, British Columbia, is nearing completion, and will house some inmates from the 100 year-old British Columbia Penitentiary, expected to be phased out as a maximum-security institution.

Most penitentiaries are named after a locality or municipality; Kent Institution has been approved as the name for the new penitentiary at Agassiz. Located only a few hundred metres from Mountain Institution, and 5,000 metres to the northeast of the town of Agassiz, the new building is gradually taking shape.

Construction is scheduled to be completed by the fall of this year and staff moved in to set up administrative procedures. The first of 192 inmates will arrive early in 1979.

John A. Dowsett, director of the new institution, was previously director of Millhaven, a maximum security institution in Ontario.



View from the courtyard of the soon-to-be completed Kent (maximum-security) Institution in Agassiz, British Columbia.

The following article was sent to Let's Talk by Clive Arthur of William Head Institution. It is the second in a series of three comments on management which will be concluded in the next issue.

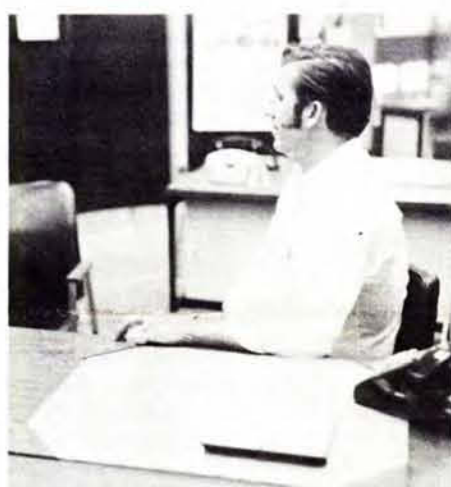
Knowing When To Listen — Counts

Listening, it has been said is not a favor you do someone — it's a favor you do yourself.

Certainly, this is a method living unit officers employ within our institution, William Head, a medium security institution on Vancouver Island, if they are to be effective in their daily contact with inmates.

As professional interviewers their degree of success in *really listening* is manifested in their ability to elicit the information they need. In turn, they can create and tailor the information they want to pass on to the inmate being interviewed. The willingness of an inmate to respond openly and easily depends on the interviewer's ability to listen. Conversely, attempts by the living unit officer to put the inmate *under the gun*, will have the opposite effect, and the interviewer will not be effective in obtaining the required information.

As a professional, the living unit officer knows not to focus on traits or mannerisms in an interview. He recognizes that serious concentration is required to resist distractions. It is necessary to listen for feeling and innuendo, these could be important when measuring a response. Coupled with the task of listening is the living unit officer's degree of personal flexibility. This quality will determine the inmate's response throughout the interview. By changing the interviewing method, keeping the goal of the interview always in mind, and by listening, staff can acquire information which can effectively answer the needs and resolve the problems



Clive Arthur, author of the comments on management, sent this photo of a living unit officer preparing to interview an inmate, adding, "If the officer is relaxed and human, he will succeed."

of inmates, also the Penitentiary Service.

By applying themselves efficiently and humanly to the difficult task of interviewing, living unit officers reflect credit on themselves and the Penitentiary Service, and, the inmate feels good in having participated in a *human situation*.

After all, isn't that the name of the game?

Clive Arthur
AD/Organization and
Administration
William Head Institution
British Columbia

What They Do . . .

Not knowing why — and when you do know being fearful to tell — is a daily headache for sufferers of a rare disease known as Huntington's Chorea.

Last June, Shirley Redmond, an administrative assistant in Communications Branch, Ottawa, explained how she is trying to dispel the mystery surrounding Huntington's Chorea — she wants to revive the Ottawa Chapter of the Huntington Society of Canada, and June was her campaign month.

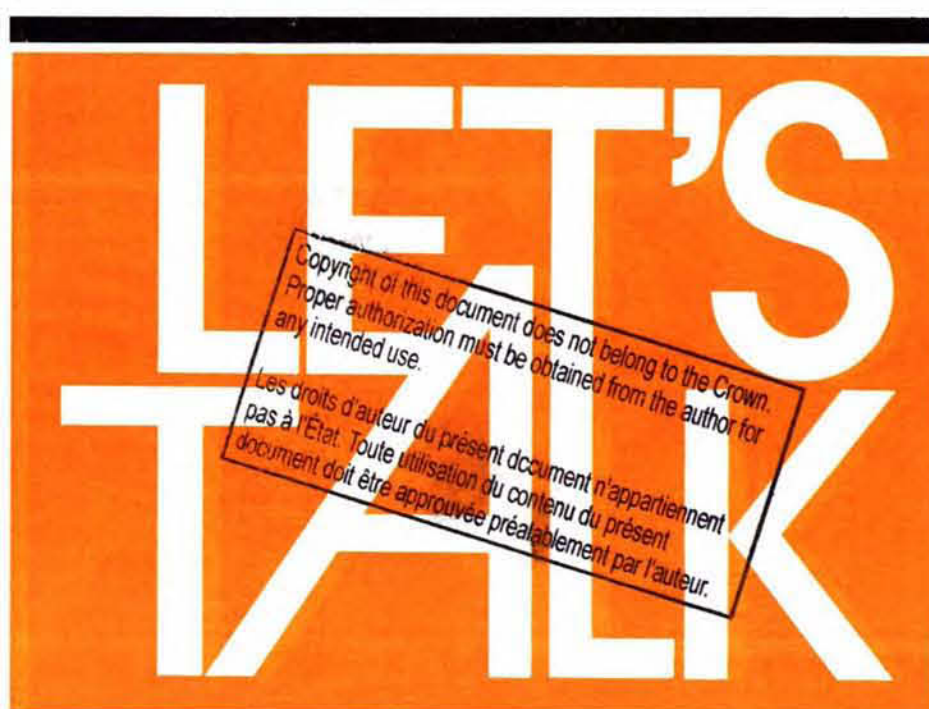
Shirley knows first hand about the disease, it has been a close, painful part of her life for a long time. Seventeen years ago she was told her late husband had the disease, to which was added

another shock, being hereditary, H.C. would cause her two children to be "at risk."

In his late teens Shirley's son Gary showed the first symptoms of H.C. — noticeably uncontrolled movements. So far daughter Anita has not been affected — she has a 50-50 chance of not contracting it.

Seeing her husband suffer and die, one child affected, and the other never knowing if she too will be afflicted, has given Shirley the drive to help others know more about the problem.

Her campaign for an active Ottawa Chapter is part of a constant dedication to get information on the disease out in



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July 31, 1978

Let's Talk is a tabloid for staff of the Canadian Penitentiary and National Parole Services, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9
Editor: Mona C. Ricks

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of Let's Talk.

HELLO — Not Goodbye

The next issue of *Let's Talk* will be guided by a new editor — say hello to Helen Gooderham — to whom information for the tabloid should be sent in Ottawa. Thank you for the many contributions you have sent to me and all the help given in starting *Let's Talk* again on the road to fame.

Mona C. Ricks

Participaction Hits Mission Institution

The spirit of *participaction* has infiltrated Mission Institution in British Columbia. Last April two energetic clerks decided it was time to get in shape. They began their daily jog around the institution's perimeter, undaunted by the snickers and snide remarks of those who saw no value in running around in circles.

Persevering in their excursion toward physical and mental health, they were joined by other staff of Mission Institution. One by one, staff from social development, arts and crafts, recreation, living units, psychology, and technical services joined the joggers. Even clerks in the finance department began walking two or three miles a day.

Daily, at around noon, staff can be seen in lime green, purple, and red sweatsuits leaving Mission prison gates to jog one to five miles. The experience has been so rewarding three staffers completed the 5 3/4 mile First Annual Fun Run last May, sponsored by Vancouver radio station CHQM, the YMCA, and the Vancouver Parks Board. The run was around the seawall surrounding famed Stanley Park in Vancouver, in a torrential downpour of British Columbia liquid sunshine.

Jim Elliot
AD/Technical Services
Mission Institution, British Columbia



Mission Institution's jogging team out for their daily run around the prison fence.

The Golden Rule of Arts and Sciences:
Whoever has the gold makes the rules.

37 Years Later . . . Jim Gray Says "That's It"

A party was held last May at the Legion in Kingston, Ontario, to bid Jim Gray happiness as he began to plan for his retirement.

Jim started with the Penitentiary Service in 1941 at Kingston Penitentiary as a prison guard; he worked there until 1965. When the industrial warehouse at nearby Collins Bay Institution opened, Jim was there to do a job in supplies. Since then he has held various jobs at what is now known as the Regional Supply Centre, including senior storeman, and warehouse superintendent.

Jim's retirement officially starts September of this year, but because he had accumulated many weeks of annual leave he is enjoying a prolonged summer holiday before hanging up his long service record.

Presentations were made to Jim and his wife from co-workers and friends, also a 35-year service certificate signed by Prime Minister Trudeau.

His colleagues and friends send a special message to him through *Let's Talk*. They wish he and his wife healthy and happy retirement.



Jim Gray and wife Billy at retirement party last May in Kingston, Ontario.
photo — Dave Bryant

What They Do . . . (cont'd)

the open. So *People Know You're Not Alone* was the campaign theme.

Because others in CPS/NPS may be either "at risk" contracting the disease, or already have it, she invites staff to write her for more information on H.C., which attacks the central nervous system, leaving victims in a vegetative existence.

Woodie Guthrie, the American songwriter, inherited the disease. He spent more than 10 years in hospital and died in 1967. Guthrie's mother

took up the fight to help others know more about the disease, campaigning for funds to start H.C. Chapters and establishing research projects to probe the crippling nervous disorder.

Canada has 17 Chapters, Shirley Redmond hopes to make it 18. She wants to assist people to understand how to manage the effects of H.C., and help raise funds for research. Shirley can be reached at: 1009-285 Loretta Street, Ottawa, Ontario K1S 5A5, or by telephone 728-2809 in Ottawa.

What They Said . . .

Lou Drouillard is the Executive Director of the St. Leonard's Society of Canada, which works closely with half-way houses and community-based residential centres. In an address to the National Training Institute on Community Residential Treatment Centres in Detroit, Michigan, he shared thoughts on how community groups and citizens could more effectively communicate with government agencies and personnel "... You must get to know the people in the government system — so well that you know which people to trust and which to distrust. You also have to get to know the bureaucratic system so that you are sure of what you can trust in the system and what you must distrust."

Pre-Retirement Courses For 1978

The Staff Development Branch of CPS/NPS is offering a course on pre-retirement planning for staff and husbands or wives. The course includes information on pensions, health, investment, security, second careers, social life, leisure time, and hobbies. The three-day course is being held four times in the Ottawa-Hull area. The first was June 20-22, the next is scheduled for August 29-31, and the following two, October 24-26 and November 16-17. For other information contact the training officer, Staff Development Branch Information Centre in Ottawa, 996-5569, and staff training for regional information.

Jean-Jacques Blais, Solicitor General (left) and Maurice Dionne, MP for Northumberland/Miramichi, participated in a sod-turning ceremony last May at Renous, New Brunswick, after unveiling a sign naming Dungarvon Institution as the new maximum-security penitentiary to be built there. Construction is to start early next year on the former site of the Canadian Forces Naval ammunition depot. Dungarvon Institution will accommodate 216 inmates and is expected to be completed in 1981.



Hello Out There

Gerry Woods of the Solicitor General's research division is preparing a history of the Canadian Penitentiary Service and he needs help from staff, especially those who have retired. Recollections of CPS, and the changes that have occurred in the system, with an insight into personal experiences, would help him chart the historical course of the Canadian criminal justice system. If you know of anyone who could help Gerry please send their name and address to your regional information officer, or to the editor of *Let's Talk*.

You Should Know

The July 15 issue of *Let's Talk* included a column on the Solicitor General's response to the Parliamentary Subcommittee Recommendations on the Penitentiary System in Canada. To keep staff informed on the progress of the response to the recommendations, a mini-report is printed here from reports issued April and May 1978. Recommendations 19, 33, 34, and 41 are discussed here, identified by subjects, *Organization* and *Inmate Rights*. Recommendations 3, 4, 8, 12, 14, 15, and 17 were published in the July 15 issue. For further information on these recommendations refer to the Monthly Progress Report of the Parliamentary Report on the Penitentiary System, May 1978.

Rec. No: 19 - Organization — A rigorous post analysis must be carried out in all maximum and medium security institutions to eliminate over-manning of posts.

Progress - A three-man committee has been established in every region to conduct an analysis of all correctional and living unit officers' positions.

Rec. No: 33 - Inmate Rights — The transfer of inmates from an institution should normally be arranged by the director of that institution with the director of the receiving institution. Transfers should be effected by train or by government bus or by government aircraft, not by commercial aircraft.

Progress - The new Commissioner's Directive on inmate transfers is with the legal adviser. It will be circulated for approval before being officially issued.

Negotiations for standing offers on the use of charter flights, and discussion on the use of RCMP flights is underway.

Rec. No: 34 - Inmate Rights — Institutional libraries must provide adequate material for legal research, especially in the field of criminal law.

Progress - CPS objective is to provide material which is relevant, and packaged in a way it can be easily referred to. Some material has been purchased.

Rec. No: 41 - Inmate Rights — There must be a graduated system of incentives based on labour productivity. Incentives should include bonuses for piecework and improvements, and earned remission. Inmates who work either inside or outside penitentiaries should be required to pay room and board at reasonable rates, and to contribute to the support of their families to the extent these demands are compatible with their retaining a financial incentive to work.

Progress - The first evaluation of the industries project at Joyceville Institution in Ontario has been analysed. The possibility of establishing a similar program at Springhill Institution in Nova Scotia is being pursued with the Atlantic Region. Plans for payment of bonuses, referred to in Recommendation 41, have been a success after one year in most institutions with industrial shops. A report on the bonus plans has been completed, and will be forwarded to Treasury Board. Divisional Instructions have been prepared on the procedures to be used in implementing the earned remission system.



Friend or Foe? The Emergency Response Team, Pacific Region, recently completed an intensive, five-day dog handlers training course, preparing for action during crisis situations in federal penitentiaries. Here, they are seen working with guard dogs simulating a crisis situation.

Specialists to Study Education in Prisons

Commissioner of Corrections, Donald R. Yeomans, announced last May nine education specialists have been appointed to study the federal prison system's inmate education programs.

Headed by Dr. Alan Thomas, a specialist in Adult Education at the Ontario Institute for Studies in Education, Toronto, Ontario, the group is expected to make recommendations by next February.

During a visit to one prison, Thomas expressed surprise at the youth of the inmates, most of whom are in their twenties. Dr. D.K. Griffin, Canadian

Penitentiary advisor to the group, said 75 per cent of the 9,000 men now in prison report a Grade 8 education. "These are claimed levels, and what we find is that claimed levels are not functional levels," Griffin added.

About one-third are taking trades training in prison, or academic classes from elementary to university levels. Several inmates in British Columbia obtained their Arts degrees this year. Griffin said these successes are exceptional, as education programs in prison are often interrupted by prison routine.

Last June 6 Californians voted a resounding **yes** to lower taxes in their **Proposition 13** tax referendum, announcing to a startled world they were through paying ever-escalating social costs. Repercussions bounced across the Western world, for if California thinks it can't pay its tax bill, who can? Is a tax revolt also headed our way? Commissioner of Corrections, **Donald R. Yeomans**, asked **Let's Talk** to consider this phenomenon from a CCS perspective and offer provocative comments.



The Party's Over . . . Rethinking the Costs

Will Rogers once said there are only two things in the world we can be certain of — death and taxes.

It would appear as a result of the recent tax revolt in California the only certainty left is death. Living next to the United States gives us the advantage of observing a trend beginning there, while we prepare for its subsequent emergence in Canada. If this is so, we had best take a hard look at the views expressed in the *Economist* article reprinted below.

Today, taxation in Canada is taking more and more of the average wage earner's salary, forcing him to seek more increases from his employer, which the government then reduces in order to respond to the same wage earner's demands for better service. But that expensive and vicious circle may well be coming to an end.

Prime Minister Trudeau hinted at that possibility in addressing American financial leaders at the Economic Club of New York when he stated: "The voluntary sectors of our societies should be made to flourish. Their decline has inevitably been reflected in the growth of government and commercial services. It has resulted in the loss of a sense of community. We need to demonstrate there are other ways of doing the community's work. We must give encouragement and sustenance to these efforts. There is no threat here, only boundless opportunity."

If cuts in government spending must be made, then public services will be reassessed, not by sophisticated Parliamentary Sub-Committee academicians, or correctional philosophers, but by the concerned taxpayer.

What will the taxpayer discover? That without allowing for inflation, the cost of maintaining a prisoner in one of our penitentiaries has nearly doubled since 1974-75. That incarceration alone costs \$25,000 per year per inmate, not including construction costs, lost taxes and welfare payments to families of inmates. That we have probably the highest staff-inmate ratio of any western democracy? That we operate

the smallest institutions in the Western world? That our parole direct supervision caseload is the smallest in the world? That our Parole Board is certainly one of the largest in the world? That, despite extremely low parole caseloads, we also have extensive and expensive contracts with private after-care agencies? If so, he may well reach the conclusion that, while a corrections service is essential, it should be less expensive and more effective. He may conclude that "All that's gold does not glitter."

While corrections must continue, costs cannot continue to rise.

What does this mean for CCS? A requirement to rethink the expenditure of the correctional dollar may well become a blessing instead of a bane. It could be a blessing in terms of reducing the conspicuous waste of unnecessary incarceration (the rate of incarceration in Canada is 90 per 100,000, while the Netherlands with the lowest rate in the Western world, imprisons 23 persons per 100,000). While our incarceration rate is basically the same as other predominantly white Commonwealth countries, the Law Reform Commission feels it could be reduced if we employed greater means of diversion; found alternatives to prison; and, preserved incarceration as an essential luxury to be expended only on the dangerous, persistent, stubborn and repetitive offender.

However, these measures are beyond our immediate control — they are dependent on other forces within the criminal justice system. What we must do is ensure the funds we currently administer are expended in the best interests of staff, offenders and citizens. We must reconsider program alternatives. For example, if we are operating a camp which stays within its budget, which has one of the lowest per diem costs in Canada, and, a one-to-three staff-inmate ratio, with a program that is oriented towards providing opportunities for inmates to earn funds and to serve the community through useful work projects; should this be

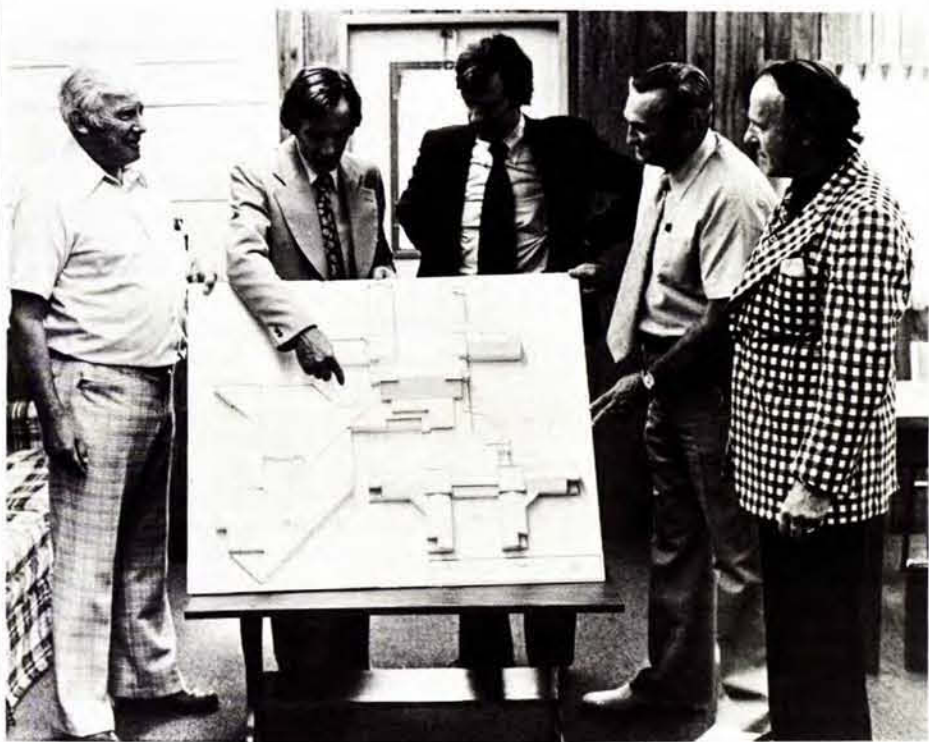


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Editor: Helen Gooderham

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of **Let's Talk**.



New Federal Health Centre

Scale model of the upcoming Federal Health Centre to be located on Collins Bay Penitentiary property is viewed by (left to right) **Tom Craig**, Regional Coordinator, Technical Services; **Simon Davis**, architect; **Jack Owen**, architect; **R.H. Duff**, Regional Director (OS) Ontario and **J.D. Clark**, Acting Regional Director CPS. Construction is scheduled for Spring 1979. Design is by Neish, Owen, Rowland and Roy, Architects and Engineers.

— Photo: Mike Chinnery (CSC)

A Worldwide Revolt Has Barely Begun

The revolt against taxes is in its infancy. It will grow to a rude universal manhood if two things do not quickly happen in the Western free-enterprise world. The tax revolt will spread, first, if the growth in personal income and wellbeing does not begin to outstrip again the remorseless growth in taxation to pay for public services. And it will spread roundly, if the growth in the tax-take itself does not diminish; then halt; then very soon, go into reverse . . .

*The history of taxation is simply that . . . tax has grown from virtually nothing a century ago to the point where it takes, in varying forms, up to a quarter of total personal earnings and between a third and a half of gross domestic product today. . . . Inflation has caused income taxes designed as **progressive** to bite into the incomes of middle income-earners they were never designed to catch.*

. . . Social democrats, more than conservatives will have to find a way of promoting an inflation-free growth in real income to finance their plans for social justice and wellbeing; which will depend, pretty clearly, on their rediscovering and promoting the sense of less fettered private adventure and profit in the private sector that has made the West so strikingly better off than the collective East.

They have, then, to define more closely what they really want to do socially; they cannot, when voters are for the first time imposing tax ceilings, simply spend, spend on everything at once. And they have, lastly, to find ways to provide more public service than is so lamentably provided now for each tax dollar.

We suspect that, over the dead bodies of public-service trade unions and cartels, there will be an increasing trend towards privatizing social and other services, that is, putting them out to tender by private suppliers working to stringent, publicly imposed standards . . .

It is easy to overdramatize a single event in a single far-off state in America. We doubt we overdramatize, for the precursors of California's vote have been there for many to see. Its sequels will be just as obvious. The present or coming tax revolt will not be aimed like the Boston Tea Party at unrepresentative government . . . it will be aimed at the efficiency of allegedly representative government at home.

Extracts from an article in the *London Economist* which appeared in the *Ottawa Journal*, June 26, 1978.

What They Said . . .

John Braithwaite, Deputy Commissioner, Communications, of the Canadian Corrections Service, spoke to the National Training Institute on Community Residential Treatment Centres in Detroit, Michigan last May. Here are some of his comments:

"The further we take the offender away from the community by stone walls, chain link fences, and the like, the more difficult it is to have the community assume its role as the ultimate agent for change. In this regard, I feel that you should put your mind to new types of community residential centres — those which operate at the front end of the system and not just pre-release; those that operate during the course of a sentence, such as work release units, furlough houses, and even as temporary homes for the inmate and his family; and, also to give consideration to providing, under private auspices,

alternatives for sentences to be carried out."

"The future for community residential centres cannot be described in detail but I hope one truth will sustain all of you and that is exemplified in the words of Dr. Albert Schweitzer, when he was asked: 'Who of us will be truly happy?' and his response was, 'Those of us who have been concerned with and have served our fellow man.' On that basis I know that you will find a sense of both serenity and conflict within your endeavors. I would close by reminding you as you take up your deliberations and return to the challenge that rests in your communities the admonition taken from Chapter 31, Verse 9 of the Book of Proverbs: 'Speak out, judge righteously and maintain the rights of the poor and needy' — because, as we all know, they are our clients."



New Device Helps Crippled Children Stand

John Ryan, Director of Collins Bay Penitentiary, Ontario, demonstrates the new Collins Bay **prone stander** at a presentation in the prison chapel to the Crippled Children's Hospital, Kingston, July 21. The **prone stander**, designed by seven inmates, the **hole-in-the-wall gang**, cost less than \$100 in materials, compared to the retail cost of \$900 of a commercial design and has a portable radio bought by one of the inmates. John Ryan praised the inmates for "choosing to help people they have never seen and from whom they have no hope of repayment." — Photo: Mike Chinnery (CSC)

New Crime Prevention Logo

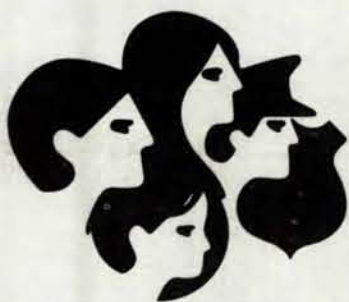
Crime prevention is the message of a new logo recently released by the Solicitor General of Canada. It depicts a family unit and police, silhouetted beside a police badge, and carries the slogan *Working Together To Prevent Crime*.

An official of the Ministry explained the logo related to crime prevention and community relations, especially the family. Stickers and posters are being sent across the country, to initiate a drive for support of crime prevention in Canada.

Accompanying the logo is an information kit containing 75 pamphlets and manuals, covering many aspects of crime detection and prevention. With the aid of the kit, police can develop community-based programs to acquaint the public with ways in which they can help in preventing crime.

An outcome of interest in crime prevention by all provinces, is a crime prevention co-ordinators course at the Canadian Police College in Rockcliffe, Ontario. Its aim is to alert future police officers to the possibility of preventing a criminal act.

Vic Rawlins of the National Consultants Preventive Policing believes greater emphasis has been placed on crime prevention in recent years, although a lot more has to be done. Rawlins says Canada's police forces



**Working Together
To Prevent Crime**

have been trained to react to a crime after the fact, and points out more time is now being spent in training police to prevent crime occurring.

Police forces have indicated they favoured a national campaign on crime prevention for years but did not have the resources or time to develop a suitable program. The new logo is part of the national crime prevention campaign — answering police concern for increasing crime. It is the symbol of a multi-faceted approach designed to assist police officers in establishing community support and programs aimed at nipping crime in the bud.

Posters of the logo can be obtained from Bill Snowden, Rm 1238, 340 Laurier West, Ottawa, K1A 0P8.

THE PARTY'S OVER (cont'd)

phased out in order to provide the staff resources for an expensive new maximum security institution whose costs would be in excess of \$25,000 per inmate per year?

We must also consider the greater involvement and participation of the community itself in the provision of, not just after-care services within the institution, such as counselling and education, but also in the development of employment opportunities for inmates. The community, if it desires more efficient and economical correctional services, must help achieve this goal — for example, involving private enterprise in developing and managing our correctional industries — complete with unions, prevailing wages and worker responsibilities.

What must we do if we are to have the best correctional service in the Western world without also having one with an insatiable hunger for tax dollars? We must replace much of the current rhetoric with reality; and, the concept of "rehabilitation for all," by greater emphasis on individual responsibility. This is not a demand for reductions or cutbacks, but a plea for the careful review of present programs and practices and, if required, the development of more effective and economic ones.

This challenge is not a question of spending more or spending less, but *spending better* — measuring the cost against the ultimate benefit and doing our very best to ensure that the taxpayer gets real value for his money.

This is the final article in Clive Arthur's comments on management. Let's Talk hopes you enjoyed the series and invites any contributions of this nature from staff throughout the Service.

Bureaucracy Anyone?

At one time or another we have heard the term bureaucrat or bureaucracy, usually with derogatory implications.

Generally, our commonly held notions of bureaucracy are, it is something to do with government and it isn't all that good. "Parkinson's Law" (satirical statements expressed as economic laws, eg. work expands to fill the time allotted to it) and the "Peter Principle" (to be in over one's head with regard to job responsibility and duty) have reinforced these vague feelings.

It is interesting to note how Max Weber, a noted sociologist, deals with bureaucracy. He states in his book, *Essays In Sociology*, the three enduring characteristics of a bureaucracy are as follows:

- Regular activities required for the purposes of the bureaucratically governed structure are distributed in a fixed way as official duties.
- The authority to give the commands required for the discharge of these duties is distributed in a stable way (hierarchy or rank structure).
- Methodical provision is made for the regular and continuous fulfillment of the department's required duties and only persons who have the generally regulated qualifications to serve are employed.

He goes on to say — "In government these three elements constitute 'bureaucratic authority.' In the private sector they constitute 'bureaucratic management.'"

Thus it will be seen that "bureaucracy" is not limited to governments, it can also be applied to large retail organizations and oil companies amongst others. Also, the difference between a bureaucratic system and a non-bureaucratic one is, the bureaucratic system has a working administration branch while the other does not.

We are all laboring in the vineyard of bureaucracy and within the Canadian Corrections Service, we are exhorted to fulfill our duties according to the rules set forth in legislation, and we are also required to interpret those rules to the benefit of staff and offenders. Wisely, we are told we should not forget the human element and that the first required personal quality is empathy with our fellow workers. It is often easy to hide behind a rule for a pat, fast answer when a little more effort and human consideration for someone's plight would produce untold dividends — for staff or inmates and the Service. To look at the rules and beyond them, to seek the advice of our superiors, to make a case verbally or in writing when

in doubt and when justice seems to be in question — this is the beginning of the path toward Abraham Maslow's *self actualization*. Maslow, a behavioural scientist and sociologist, defined *self-actualization* as the achievement of a level of supreme confidence and satisfaction in what one is doing. We may never reach that heady goal — few have — however the satisfaction that we have at least started on that road is ample reward.

On the other hand, we should also consider the pitfalls of bureaucracy; in this consideration, sociologist Scott MacNall has in my view, put it all together. He states in the book, *The Sociological Experience*: "The bureaucracy is organized so that it can attain its goals in the most efficient manner. Sometimes, however, the very nature of the organization breeds inefficiency."

The bureaucrat is trained to respond to signals and cues, which may be unrewarding for the individuals they are trying to serve.

The participants in a bureaucracy are subject to structural constraints and tend toward over-conformity or trained incapacity.

New situations sometimes call for responses the rules were not designed to handle. Strict adherence to rules may block adaptation.

These points are relevant to us in our work with inmates and parolees over whom we have control. It is the policy of the Canadian Corrections Service that we must always bear in mind our decisions, our interpretations. Our every action has one guiding, illuminating beacon to follow — the bending of our every nerve and sinew to satisfy the conditions of the appropriate legislation and the needs of the individual staff member, offender and society — with all the expertise and empathy we can individually and collectively produce.

In this way our particular bureaucracy can be a dynamic example through our concerted dedicated efforts.

Having due regard for Weber's definition and Scott MacNall's shoals of danger, the question is — Bureaucracy anyone? Our answer seems to be "Sure — why not!"

Clive Arthur
AD Organization and Administration
William Head Institution
British Columbia



An Institution: Is it an example of dynamic bureaucracy? asks author Clive Arthur.

Coming and Going

Richard Zubrycki has recently joined the staff of the Policy Division as policy analyst. Initially he will be actively involved in the clarification and development of policy relating to the question of Peace Officer status within CPS/NPS. Zubrycki has recently

completed two years of post-graduate course work for his doctorate in social work at the University of Toronto, and prior to this, he was Assistant Director, Socialization, at Stony Mountain Institution, Manitoba.



Four happy faces at a farewell party, as **Bill Aitkenhead**, Chief of Food Services, celebrated his retirement — 32 years in the public service, 25 years in CCS, 16 of them as Chief of Food Services in Ottawa. That's quite a record. **Donald R. Yeomans**, Commissioner of Corrections, made the presentation, assisted by **Robert Diguier**, Deputy Commissioner, Operations and Administration at a reception held at the RCMP Mess, Ottawa, July 20. (See story below). From left to right: **Robert Diguier**, **Jeanne** and **Bill Aitkenhead** and **Donald Yeomans**.

Bill Aitkenhead — "Mr. Food" Retires To a New Life

Chief, Golfing and Fishing Division, is Bill Aitkenhead's new title. July 31, CPS' Chief of Food Services retired after almost 25 years balancing inmates' diets, planning rations, worrying about supplies, running in fact what amounts to a cross-country catering service for 10,000 regular and hungry customers. And always the possibility of a riot if the food wasn't up to scratch! "Actually we haven't had a rumble caused by food in years, but when I first started they were not unknown."

Bill plans "to take it easy for awhile" in his newly renovated home at Campbellford, Ontario, and then who knows? He might just open up his own restaurant. You can't let all that experience go to waste, especially when your wife Jeanne is also a chef. Jeanne recently retired herself — from Prison for Women, Kingston, where she was a food supervisor.

Bill was born in England and came to this country when he was eight. Recently, he said, he got his Canadian citizenship, just to show he's decided to stay! His family lived in Winnipeg and that's where he got into the restaurant business, working for a couple who had a restaurant there. Then he worked for the CPR "running the trains" and later in the Royal Alexandra Hotel as a chef. He learned his cooking apprentice-style and now prides himself on his soups and sauces, fish and roasts.

When the war came, he spent five years continuously at sea serving up meals. He joined CPS in 1953 as chief steward at Stony Mountain Institution and in 1962 he came to Ottawa where

for the next 16 years he was Chief of Food Services.

"Food services in penitentiaries have changed a lot in 25 years." When Bill first arrived 48¢ was the daily ration for an inmate. Everything was produced at the penitentiary, bread, meat, vegetables; conditions were far from sanitary, and equipment was old and outdated. Bill worked hard to change all that. He produced and developed new rations on a scale comparable to the armed forces and daily food inspections were instituted after 1962 to ensure quality.

Inmates used to eat in their cells but now most inmates eat in dining rooms. There is also a choice on the menu, and a recent innovation is religious diets — vegetarian meals and kosher-style TV dinners.

According to Bill, more and more inmates are now working in the bakeries, and in meat and vegetable preparation — because wages are better and there is a group bonus system which is working well. Plans are going ahead for vocational training for Food Service staff and inmates across Canada. Courses will last 10 to 12 months to allow for possible accreditation so inmates can leave with a trade in their pockets.

In addition to his Ottawa farewell party (see photo), Bill was honored July 6 at the Staff College, Montreal. Food Service officers across Canada contributed to a presentation "to buy golf clubs" as well as a painting of a Blue Nose done by an inmate.

Welcome to Context

The first issue of *Context*, monthly newsletter of the Community/Corrections Resource and Information Centre published in July, reports on the community/inmate scene across Canada.

Describing its aims, *Context* says: "Chaplain John J. Carr, and the many volunteers working with him, is attempting to focus the resources of the community on the needs of inmates, parolees and their families. We believe taking a person out of the community for a few years, then returning that person without community acceptance and support, is detrimental to the wellbeing of offender and community.

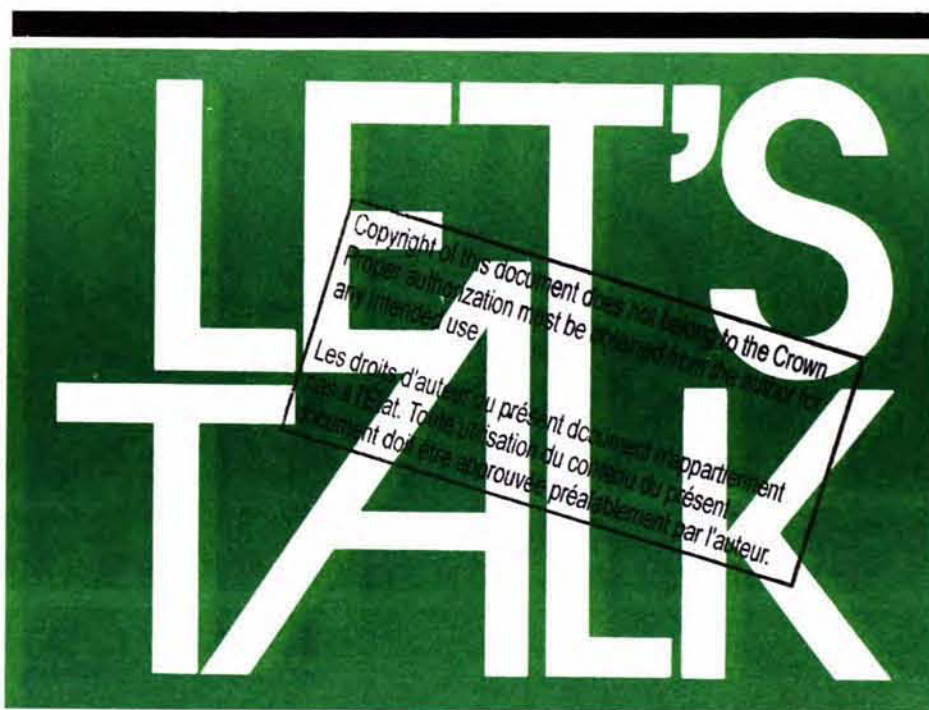
Our staff will catalogue, abstract and send out material to those seeking help; we will track down information and identify new resources. Whether you are inmate, warden, legislator, re-



Context Logo

porter, educator or citizen, we want to be your nationwide correctional resource centre."

If you are interested in receiving *Context*, write: *Context*, Resource and Information Centre, 10 Trinity Square, Toronto, Ontario, M5G 1B1. Phone: (416) 598-1806.



Vol. 3 No. 7

August 31, 1978

Let's Talk is a tabloid for staff of the Canadian Penitentiary and National Parole Services, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9
Editor: Helen Gooderham

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of *Let's Talk*.



Order of St. John Awarded

Major L.S. (Larry) Tucker, Living Unit Officer at Warkworth Institution, was invested in The Order of St. John at the Investiture at Government House, Ottawa, by His Excellency, the Right Honorable **Jules Léger**, Governor General of Canada, recently. The Order, dating back many centuries, is now associated with the St. John Ambulance Association and Brigade.

Larry Tucker has been chairperson, Cobourg Branch of the Order for eight years. His branch has organized and conducted numerous first aid training courses for industry and the public; his representatives attend all public functions such as hockey games, highland games, horse shows, fairs and other civic functions. A home nursing course is conducted by registered nursing staff as part of the Branch's community programs.

The Branch is funded by the United Appeal and other charitable donations and hopes to purchase a vehicle for use as a mobile first-aid post. The Branch purchases uniforms for its representatives, medication, bandages, stretchers and all necessary medical supplies.

We all congratulate Larry on the honor awarded him.

What They Said: Prison Workers Conference

Rev. J.A. Nickels, Chaplain General, CPS/NPS, attended the Association of Christian Prison Workers, June 15-17, at Fullerton, California. The purpose of the conference, he said, was to draw up terms of reference for the training of Christian volunteer prison workers. The Association was founded by Corrie ten Boom, who was herself incarcerated for over a year in three of the worst Nazi concentration camps, and has since travelled the world — 65 countries in 33 years — to lecture and minister in prisons.

Rev. Nickels spoke on *Opportunities Available to the Volunteer in Prisons*.

"We live in turbulent times — a young person today looks out on the world with a feeling of directionless discontent, particularly in the areas of standards, values and lack of excellence. People who offer themselves as prison workers must first work out their own philosophy of life. They must put themselves right before they can begin to try to put others right."

Rev. Nickels also spoke of starting a ministry in country lock-ups and local jails, and of the great need of inmates to have friends who can offer leadership and counsel.



J.C. Barcier



Len Slack



L.J. Corrigan



Bill Fraser

Four Drivers Receive Awards

G.A. Pinder, Director of Joyceville Institution, Ontario, presented safe driving awards, issued by the Transportation Safety Association of Ontario for "recognition of outstanding contributions to the public safety" to **Len Slack** for 18 years service as guard staff, bus driver and messenger; to **J.C. Barcier** for 14 years of service driving all types of equipment from snow plows to escort vehicles; to **L.J. Corrigan** for five years service as driver and equipment operator, and to **Bill Fraser** for three years service as truck and escort driver. The awards, a lapel button and identification card, were presented at a recent staff meeting.

Two Summer Youth Programs Operating Again This Year

The Ministry of the Solicitor General Summer Youth Programs are in full gear again this summer from May to September with over 1100 young people, high school and university students, aged 15 to 30, employed in some 445 projects across the country.

There are two programs. Summer Student Employment and Activities Program (SSEAP) in its third year, is coordinated by Erica Button. SSEAP employs students in the Ministry Secretariat, Canadian Penitentiary Service, National Parole Service, National Parole Board and the RCMP. Projects include general police duties with the RCMP, police/community relations, research projects, diversion and crime prevention programs.

In its second year of operation, the Summer Job Corps is coordinated by Nancy Adams. The Job Corps works with the Ministry of the Solicitor General as well as with provincial corrections, and provincial and municipal police. Projects function on a team basis with a project leader in such activities as Operation Identification, Native/Police Interface, Volunteer Co-

ordination and other crime prevention programs.

According to coordinators Adams and Button, the Summer Youth Programs are proving highly successful in providing a direct and positive experience for young people with the criminal justice system. There is a new awareness between young people and local police forces as a result of working together on common projects. "They're seeing each other as people," said Erica Button. Nancy Adams finds that through the Job Corps young people have a great opportunity to do something worthwhile in their community. "They feel they're having an impact and they develop a different perspective on the criminal justice system."

Both programs are coordinated through the office of the Senior Personnel Policy Adviser, Robert Dunphy, and are sponsored by the Ministry of the Solicitor General in cooperation with the Commission of Employment & Immigration. Hiring begins in January through the Public Service Commission and Canada Employment Centres.

Coming & Going . . . Joseph Ansay Retires

Joseph Ansay retired recently after 31 years in government food services — six years with the Canadian Forces and 25 with CCS. He was well known for the excellent rapport he maintained with fellow workers and inmates.

Born in Belgium in 1913, Ansay spent 51 months as a prisoner of war during World War II. He emigrated to Canada in 1951 and began working for food services at the Royal Military College in St-Jean, Quebec. In 1957, he was at St.

Vincent de Paul Penitentiary, and later was appointed head of Food Services at Montée St. François Institution. In 1965 he was transferred to Cowansville Institution, then promoted to Ste. Anne des Plaines Institution where he remained until his retirement.

His colleagues gave a party in his honor at the Staff College in recognition of his great devotion to his work, and they wished him much happiness and health in the many years ahead.



We salute you Jos! Farewell party in full swing at the Staff College, Montreal.

Prisoner's Week in Montreal

Prisoner's Week held in Montreal last April for the fourth consecutive year, had as its theme *Prison and You*. Aimed at increasing public awareness of detention and stimulating discussion, Prisoner's Week was organized by six groups concerned with penal institutions in Quebec including AVBAD, the University of Montreal School of Criminology and the John Howard Society.

The Week featured a stage show, lectures, a panel discussion, and ended with a supper, penitentiary style. During a panel discussion, Dr. Bruno Cormier of McGill University, spoke on diversion, ways of bypassing the judicial

process and means of keeping the accused out of the courts. "Diversion is the opposite of penal reform since it tries to avoid imprisonment." Parole and Temporary Absence are not alternatives to imprisonment "because before becoming eligible for parole or TA, the individual must go through the various stages of the penal process."

The John Howard Society set up an exhibition of inmates' work at Complexe Desjardins. Paintings, sculptures, crafts and licence plates drew the attention of the crowd. Those displaying work were former, or present, inmates of penal institutions in Quebec.



Taking a Look at Canada's Prisons

A group of senior correctional officers from Cook County, USA (a suburb of Chicago) recently visited the Ontario region to exchange views on corrections and study Canadian methods. "Canadian prisons are very relaxed," was their comment. All the American correctional officers came from an institution which "hosts" 5,000 inmates. They spent two days visiting Millhaven Institution, Collins Bay Institution, the Regional Reception Centre and Prison for Women. Photographed with the U.S. officers are **S.M. Scrutton**, Director, Regional Reception Centre, **Dr. Roy Brown**, Director, Regional Psychiatric Centre; **Murray Millar**, Director, Correctional Staff College; **Douglas Chinnery**, Director, Prison for Women, and **Larry Stebins**, Assistant Director, Collins Bay Institution. Photo: **Barry Wright**.

Know More About Your Work

Bowker, Lee H. *Prisoner Subcultures*. Lexington, Mass., Lexington Books, 1977. 173 p. \$16. S 20224

This volume summarizes what is known about inmate subculture in institutions for men, women, and adolescents. Contents: Pioneering Studies of Prisons for Men, Period of Maturation in Institutional Studies, Contemporary Approaches to the Study of Prisoner Subcultures, Subcultures in Women's Prisons, Institutions for Boys, Recent Developments in Prisoner Subcultures.

Canada. Solicitor General. *Report of the Task Force of the Private Sector in Criminal Justice*. Ottawa, Supply and Services Canada, 1977. 220 p. S 20225

It is imperative that a greatly strengthened and more stabilized capacity be built across Canada for non-governmental organizations (NGO) and citizen-based criminal justice services. The Task Force on the Role of the Private Sector in Criminal Justice urges a new quality of partnership between governments, NGO's, and citizens, characterized by clearly shared responsibilities.

Recommendations are intended to set a general direction for the development of NGO government citizen relationships in Canada, which will make the criminal justice services more human and responsive to community needs.

Johnson, Elmer H. *Commentary:*

potential of inmate self-government. Criminology (Beverly Hills, California), 15(2): 165-178, 1977. S 20228

Inmate self-government is one of the strategies for moving correctional institutions away from the crime control establishment model and toward the community subsystem model.

Whether or not inmate self-government is a viable reform strategy pivots ultimately on the revision of social attitudes toward deviants generally and the capacity of the prison to reduce significantly its social psychological isolation from the larger community system.

Rogers, Joseph W. *Why are you not a criminal?* Englewood Cliffs, New Jersey, Prentice-Hall, Inc., 1977. 160 pages. \$3.95. S 20235

Although most people dream of a utopian, crimeless society, and most people feel smug about not being labeled *criminal*, the responses to the question "Why am I not a criminal?" suggest that conformity may be just as difficult and problematic as deviance — perhaps more so.

This book presents individual, personal accounts with selected references to other writers, and thinkers, and defines sociological approaches or frameworks, such as reference groups, neutralization theory, and alienation theory. Extended footnotes and a bibliography are included.

"We Can Handle It"

PAROLE: UNDER ATTACK



An article in the Toronto Star, June 6, claimed parole officers of the National Parole Service faced increasing difficulties fulfilling their duties and expressed concern for the parole system. **C.A.M. (Austin) Edwards**, Acting Director of Operations, NPS, discusses charges raised in the Star article.

Recently the National Parole Service has been under attack from certain newspapers. All is not going well in the Parole Service, they charge, and quote disgruntled parole officers, parolees and mandatory supervision cases. They claim parole officers are "terrified" — fearful of the increasing number of hard core cases coming under their supervision, especially mandatory cases; upset over expanded duties, reduced authority, and constant change.

This sort of criticism of the Parole Service exaggerates problems parole officers have been experiencing lately. We're not as black as painted — but there is no doubt that parole officers are under considerable stress as they try to absorb all the changes shot at them recently — separation from the National Parole Board, integration with CPS, changes in Parole and Penitentiary acts, Parole Board Regulations and NPS Procedures.

The fact is, parole officers are doing an increasingly difficult job with dedication traditional to the Service. They're generally a young, well educated and experienced professional body and they can handle it. Ninety-nine percent have at least one university degree. We are developing a considerable correctional experience.

Integration into CCS has brought benefits — but also problems and paradoxes. For example many parole officers . . .

- are concerned about the effects of Part IV of the Canadian Human Rights Act which allows inmates the right to

see their files and Section 17 of the National Parole Board Regulations which allow inmates to be provided with information prior to Parole Board hearings — **however** we should be "open and accountable" according to the Parliamentary Sub-Committee investigating penitentiaries.

- still regard with concern the thought of becoming peace officers — **even though** the implications are not clear and some probation officers have been peace officers for years.

- regret the lowering of educational standards for the Welfare Program Group in CCS — **but** want a career-oriented CCS.

- are concerned by the erosion of their authority: they can no longer suspend a parole if they see fit — **even though** they do not wish to be peace officers.

- fear the increasing responsibilities and case loads under the new Unescorted Temporary Absence Program — **at the same time** they are concerned about job security because of the possibility of a take over of parole authority by some of the provinces.

- are faced with difficult Mandatory Supervision situations, the revolving door syndrome — **but** accept the need to protect society.

Real problems — and seeming paradoxes, but NPS is young and its staff is young. We intend to meet and overcome our difficulties in a cooperative and creative manner!

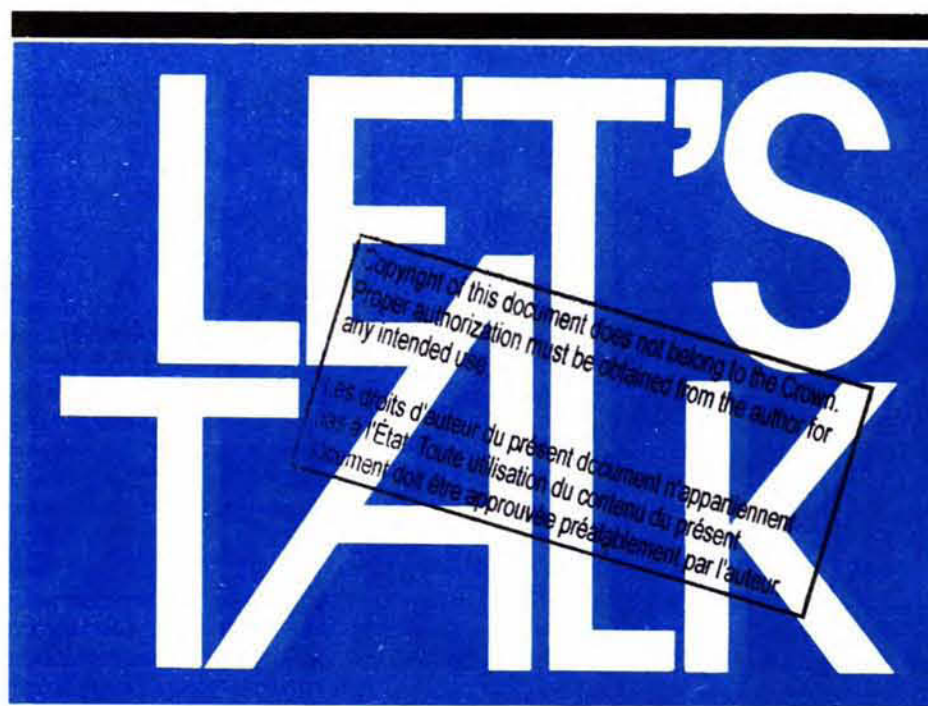
C.A.M. Edwards
Acting Director of Operations
National Parole Service



Ron Surgenor and Double Winner: Jim Thompson

Star Shots from Millhaven, Joyceville, RHQ Ontario Region Pistol and Rifle Competition

was a great success again this summer with some neat sharp shooting in both uniformed and non-uniformed categories. **Ron Surgenor**, Acting Regional Director (Security) presented the awards. Winner of the uniformed revolver competition with a score of 543 was **Dave Tizard**, Correctional Officer, Millhaven Institution; high scorer in the uniformed rifle competition was **Yves Deslauriers**, Correctional Officer, Joyceville Institution with 375 points; and winner in both categories was **Jim Thompson**, Regional Headquarters, Ontario, with 485 points in the non-uniformed revolver and 366 points in non-uniformed rifle competitions. Some shooting! Photos: **Mike Chinnery**, Correctional Staff College.



Vol. 3 No. 8

September 30, 1978

Let's Talk is a tabloid for staff of the Canadian Penitentiary and National Parole Services, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9
Editor: **Helen Gooderham**

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of **Let's Talk**.

A Promising Undertaking ... Laval Policemen Study CCS

Recently 20 to 30 Laval, Quebec, policemen attended a two-week audio-visual presentation on the Canadian Corrections Service at the Staff College, Montreal. The presentation was followed by a visit to an institution. Formed into groups of five or six, the policemen visited the institution of their choice.

Developed by William Patterson, training coordinator for Laval policemen, in collaboration with Jean Lajoie, CCS Regional Public Affairs Administrator, these visits were designed to inform policemen on CCS and its operations.

"The visits show commendable initiative on the part of Laval police",



J.P. Dugas

said J.P. Dugas, Director of Laval Institution, and "they are a good complement to the training program of Laval's police force."

Patterson pointed out "this municipality has several detention centres, so it is very important for police to visit these institutions and see how the penitentiary system works. We are occasionally called upon to work with CCS officials and these visits allow policemen to be better acquainted with the operations of an institution. We patrol the perimeters but are not aware of the internal operations."

J.P. Dugas also considered the visits very important because "they will make policemen more effective if called upon during a crisis. They will know the setting where they will have to operate and the people they will be working with. If policemen are given access to institutions, they will be more informed when their services are required."

During the visits, the policemen were very interested in security, which they found tight. "It's a different system from what I thought — I could not have imagined they were so security-minded," said one officer. Another remarked, "I wouldn't have believed I could learn so much on a visit," adding he hoped all policemen would be given the opportunity to see how an institution works. A third policeman said, "the lack of such visits for policemen is unfortunate. We should give them priority."

The policemen and J.P. Dugas, Director of Laval, were unanimous in feeling visits to institutions should be an integral part of a policeman's training. Irving Kulick, Director of Leclerc Institution, said the visits helped both CCS officials and the police. "Such programs establish good relations with those we work with regularly."



Yves Deslauriers



Dave Tizard

Electronics Training Courses Possible in a "Max"? Yes!

Five years ago, after many requests from inmates, **Jim O'Sullivan**, the then Supervisor of Industries at Saskatchewan Penitentiary (he is now Director there) began the difficult task of selling senior penitentiary officials on the feasibility of setting up basic electronics training for inmates inside a maximum institution. Let's talk gives the behind-the-scenes story of difficulties encountered, problems experienced by inmates trainees... the eventual success of the first course and the implementation of the second.

By January 1977 O'Sullivan's efforts were rewarded with the introduction of a basic electronics course. It hadn't been easy. He had to deal with such contentious issues as the fear there would not be sufficient numbers of inmates interested in the course — or able to absorb the highly technical training because of their relatively low academic standing. He was concerned about offering a high quality program and about employment/training prospects within the electronics area. And there was always the problem of security in a maximum security penitentiary.

The Saskatchewan Technical Institute (STI) in Moose Jaw, whose expertise in the electronics trade training area enjoys a national reputation, was put under contract to provide training as an extension of their pre-employment program. The instruction, program content, testing, evaluation and certification are all provided by the Technical Institute; and all aspects of institutional training activity are identical to programs offered on the Moose Jaw campus.

The program is divided into units of instruction, each forming the basis for an understanding of each successive one. The January '77 program covered eight units progressing through basic electrical and electronic theory, radio receiver servicing, audio system servicing, FM and stereo systems, antenna systems and mono and color TV receivers. The course took 15 months to complete, ending April '78.

Twelve inmate trainees were admitted to the program — selection was based primarily on interest. The group was a representative cross-section of the inmate population in terms of age, academic standing and length of sentence. Ages ranged from 19 to 37, the majority in their early 20's; educational levels from grade 8 to partial university, with the majority having grade 10 to grade 12. Several inmates serving life sentences were also included.

For the duration of the course, inmates were urged to forego conflicting daytime activities such as visits, interviews and other socialization type functions or transfer to another institution. They were encouraged to accept



Jim O'Sullivan

the responsibility for deciding between the training program or the other activities, and to act accordingly. As a result, six individuals opted out, five during the first four months.

Progress reports were most rewarding. All participants met, and frequently surpassed, established performance standards. They were frequently observed, even during leisure hours, engaged in program related studies.

The success of the institutional program was really apparent when in June the six remaining program participants were permitted to attend STI convocation exercises in Moose Jaw, under escort. Few of the 300 or so persons there were aware of the circumstances surrounding the achievement of these six inmates as they took their turn, indistinguishable from all the others as they mounted the auditorium stage and received their diplomas from the STI principal.

Another electronics class, consisting of 12 trainees, is again underway. This year the program content has been expanded to include an additional unit of instruction dealing with digital systems. As well, Stan Burton, Head Instructor in the Technical Institute's electronics department, whose efforts and cooperation have contributed immeasurably to the success of the program, is currently engaged in a research project to investigate the possibility of extending the institute's computer links to include the penitentiary class. Thus the benefits of computer assisted instruction and access to learning experiences currently not possible due to spatial and/or equipment limitations, can be made available to the penitentiary program.

New Industries Project Millhaven Mobile Meter Racks

Meter racks in several designs are now rolling into production in the Industries division at Millhaven Maximum Security Institution, Ontario. According to W.J. Hardy, Chief, Market Research and Development, Ontario Region, the meter rack project, in operation since May, has gone very well and is now into its second production run, the first having sold out immediately.

Such success suggested expansion and now Millhaven Industries is into making the racks in two sizes, as well as a stationary model. They have also modified the original design to produce a steel-topped mobile table for use in public utility companies.

To assess the feasibility of the meter rack project, Hardy approached 300 power utility companies, and when a good response was shown, he got down to designs — with a lot of cooperation, he said, from Reg. Lloyd, Industries instructor, and an interested inmate who became so enthusiastic he worked



outside shop hours to meet urgent deadlines on the working drawings. The finished design was then sent out to all 300 utility companies — and orders began pouring in. Hardy said he was most impressed with the "total cooperation" he got on this project.

What They Said . . . On Hostage-Taking & Recidivism

Talking about hostage-taking and break-outs in a CBC Canada AM interview recently, **Donald R. Yeomans**, Commissioner of Corrections had this to say: "There are two ways we can look at the prison system — in terms of hostage-takings, there were 10 in 1975, 28 in 1976, six last year, and so far this year, only four. These figures don't indicate a trend that should cause us great concern. The other way of looking at prisons is to see how successful we are at getting people back on the street and keeping them

there. Out of 9,500 inmates in federal penitentiaries, 6,200 have never been there before — contrary to the popularly held view that we have a very high recidivism rate in Canada . . . Only one third of our inmates are in maximum security institutions — the rest, 65 to 70 percent, are in medium or minimum security institutions. But what we hear about all the time are references to the four or five maximum security institutions where our more difficult prisoners are."



Grierson Nomads are the Winnahs!

Just to remind us all the puck and stick season will soon be upon us, Grierson Community Correctional Centre, Edmonton, sends us the good word that their hockey team, the **Grierson Nomads**, comprised of CCS staff, inmates, parolees and ex-parolees, won the 1977-78 Edmonton Recreational Hockey League Championship by soundly defeating the **Staff College Tigers**, a team from CCS Staff College, Edmonton. The score was 12 to 2 in a two game total point semi-final series. From there, the **Grierson Nomads** went on to defeat the Edmonton Youth Development Centre in a competitive two game total point final series 7 to 6. Report sent in by **Randy Brandt**, Counsellor, Grierson Centre.

Our Letter Box . . .

Fascinating Book on a Controversial Subject — Recidivism



EDITOR: Last June Centennial Publishing Company brought out *Recidivism and Resocialization* by Alex Lubimiv, Ph.D. It's one of the most fascinating treatises on recidivism I've ever read. Written by a socio-therapist at the Regional Psychiatric Centre, Kingston, this comprehensive review of a difficult subject challenges both lay readers and correctional workers. From the beginning and in open terms, Dr. Lubimiv goes into the matter of incarceration, its effect on inmates, penitentiary personnel and society in general. He is concerned about the reinforcement process at all levels. The extensive bibliography indicates the tremendous background and research done by the author and provides us with a most unusual document.

I am not going to define *Recidivism and Resocialization* in detail, but I do want to strongly urge people to read it — it can be applied to any person, family or group of people and not only to life and behavior behind the walls of an institution. The table of contents is described in such a way the reader can easily pick any of the sub-titles from any of the four chapters without having the feeling he is missing any part of the total story.

Dr. Lubimiv also attempts to reach the community at large to make them understand their part in accepting offenders back into their daily lives. Society must take an active part if resocialization is to replace recidivism.

Cost of the book is \$4.95 from Centennial Publishing Co., RR 1, Elginburg, Ontario, K0H 1M0.

Guy Verreault
Regional Public Relations
Administrator
(Ontario)

Pre-Retirement Courses

In the July 31 issue of *Let's Talk* there was a notice concerning Pre-Retirement courses to be given October 24-26 and November 16-17. The courses are being sponsored by the **Public Service Commission, Staff Development Branch** not CPS/NPS Staff Development Branch as previously stated. If you would like further information on these courses, call the training officer, Staff Development Branch Information Centre in Ottawa at 996-5569.

Pacific Health and Fitness Program to be Launched Soon



Reg Clarkson

CCS Pacific Region employees will be soon jogging, doing push-ups and generally "working out" — all part of a new health and fitness program, the Employee Assistance Plan (EAP), to be launched soon.

EAP, initially implemented by the Federal Treasury Board to assist employees with health problems that might interfere with work performance, will be a prevention and treatment oriented program. Prevention will include health education and physical fitness activities, while confidential advisory counselling, and referral to community-based diagnostic and treatment facilities, are to be prime components of the treatment aspect of the program.

EAP's major health problem target will be alcoholism, with drug abuse, and social, mental, and physical problems other areas of concern.

Reg Clarkson, newly appointed Acting Coordinator, Health Services, is responsible for the initial coordination of the program. Well qualified for the position, he is a life-long physical fitness enthusiast who practices what he preaches.

Before joining CCS in 1973, Clarkson spent nine years in social service work, including education and treatment of drug problems, marriage counselling and family service work.

Once EAP is in full swing in the region, Clarkson will be available to CCS employees for confidential counselling on health problems affecting their work. The counselling, which will be advisory rather than treatment-oriented, will be available away from the job site and if convenient, held in the employee's home.

Clarkson is especially enthusiastic about dealing with alcohol related problems. "The most difficult aspect with alcoholism is the inability of alcoholics to recognize their illness and seek help. The employer is the most effective person and the job the most effective tool for having the alcoholic recognize his illness and seek help," Clarkson said.

He will also act in an advisory capacity to management and the union when disciplinary action against an employee is contemplated because of a health-related problem.

Because of enthusiasm expressed for EAP, the prevention aspect of the program got underway several months ago. A Regional Fitness and Health Advisory Committee, and some institutional committees, have been established. Selected staff in physical education and recreation have received intensive training in exercise technology.

Speaking strictly of his own involvement with EAP, Clarkson said, "I don't expect to be swamped by calls, especially not at first." Clarkson sees the program as an important step in strengthening employee relations in CCS.

DATA STREAM DATA STREAM DATA STREAM

The Public Service Commission is introducing major changes to the Data Stream computerized inventory for staffing positions, and the poster distribution system as a result of a performance review conducted recently.

As of June 1978, Data Stream will be used exclusively in closed competitions for staff positions at the senior levels, starting with PM-6, equivalent, or higher, in the Executive, Scientific and Professional, Administrative and Foreign Service, and Technical categories. This will reduce the number of participants in Data Stream from 110,000 to 23,000. All closed competitions not using Data Stream will be conducted by competition posters or departmental inventories.

To improve the efficiency of the

poster system, the Public Service Commission expects to introduce a new electronic transmission system in October that works on a 24-hour basis to 16 terminal centres, distributing competition posters and notices of right to appeal. Each centre would be able to transmit to other centres as well as to the National Capital Region.

Another time-saving possibility being considered is a special translation unit adjacent to the Ottawa terminal centre, to handle all translation related to competition posters and notices of right to appeal within 24 hours of receipt.

Staff who wish to change career paths, should consult their departmental personnel office for specific details on how the changes in Data Stream will affect them.

A reminder

Starting October 1, 1978, only employees formally recorded in the new Data STREAM will be considered when Data STREAM closed competitions are held.

If, between May 1 and October 1, 1978, you have not either:

- submitted a new Data STREAM questionnaire or record change form, or
- indicated in writing your satisfaction with the information on record, your name will be withdrawn from Data STREAM.

For more information, contact your Data STREAM liaison officer or phone the Data STREAM Service at the Public Service Commission, tel: (613) 996-8105.



Vol. 3, No. 9

October 15, 1978

Let's Talk is a tabloid for staff of the Canadian Correctional Service, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9, tel: 593-7501
Editor: Helen Gooderham

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of *Let's Talk*.

Ottawa Golf Tournament... Prizes, Laughs, Sand Traps



The Winners: Peter Perron, Annette Comtois, Rick Sharp and Marina Drain.



Commissioner of Corrections, Donald R. Yeomans and Pierre Perron

Local 70041, keeping in mind its aim to increase goodwill and friendship among employees, organized a fun-for-all golf tournament August 8 at the Gatineau Golf and Country Club. President of the Local, Florent Cadotte, directed a committee which included Bill Bilo-deau, Fred Cameron and Kevin Murphy (PR extraordinaire). Pierre Perron recruited 57 golfers and took care of various events.

Everything got off to a flying start, the weather cooperated and 44 employees managed to get up enough courage to play 18 holes. Sixty-one employees attended the hot and cold buffet and later, Donald R. Yeomans, Commissioner of Corrections, presented trophies.

Prizes went to Pierre Perron, best gross score; Rick Sharp, best net score; Marina Drain, best gross score; and Annette Comtois, best net score. Of the 24 gifts given out, two were of a special nature: Gray Gillespie won the prize for landing in the most sand traps and Fernand Albert won a watch when Mrs. Yeomans drew his number.

Florent Cadotte wound up the presentation with words of thanks to "everyone who contributed to the success of this event which has made each and everyone of us a happier member of the Canadian Corrections Service."

To save everyone's time Give your excuse by number.

1. That's the way we've always done it.
2. I didn't know you were in a hurry for it.
3. That's not in my department.
4. No one told me to go ahead.
5. I'm waiting for an o.k.
6. That's his job — not mine!
7. Wait till the boss comes back & ask him.
8. I forgot.
9. I didn't think it was very important.
10. I'm so busy I just can't get around to it.
11. I thought I told you.
12. I wasn't hired to do that!

Coming & Going . . .

New Director

Montgomery Centre, Toronto, has a new director. She is **Mrs. Helen Vail**. Married and the mother of a two-year old, Mrs. Vail brings with her seven years experience in the National Parole Service. She has served as a parole officer in Windsor, as District Director in the Timmins, Ontario, office and as Assistant District Director in Toronto.

Before coming to NPS, Mrs. Vail was assistant to Riding Secretary, James Auld, Minister of Tourism and Public Works, and Special Education Consultant to the Leeds and Grenville



Board of Education. In 1970, Mrs. Vail received her MA in Psychology from Queen's University, Kingston.

At the present time, Montgomery Centre houses 14 male residents. It has five counsellors and two support staff.

John Howard Executive Retires



A.M. (Kirk) Kirkpatrick, Executive Director of the John Howard Society of Canada, has retired after 20 years of service with the association. He is now working as a consultant at the national level with the Society.

Kirkpatrick was one of the key figures behind the creation of the national John Howard Society, which saw eight separate provincial groups across Canada come under one central body.

He has been involved in Canadian Corrections and offender rehabilitation for many years and has contributed greatly to the state of corrections in this country. Those who have worked with him have expressed a deep respect for his enthusiastic dedication to Corrections and wish him all the best in his retirement.



CCS goes to Toronto "EX"

Former *Let's Talk* editor, Mona Ricks, always handy with a camera, took this neat shot of former Solicitor General **Warren Allmand** (bottom right) and his family as they paused to view the Solicitor General Canada exhibit at the Canadian National Exhibition (CNE) in Toronto last August. The Honourable Warren Allmand, now Minister for Consumer and Corporate Affairs, was Solicitor General from 1972 to 1976. With him are his three children, Patrick, Julianna and Robin. Theme of the exhibit is the fact that most offenders return to society helped by a wide variety of CCS programs.

Also interested in prison affairs are two school children, (top), Geoffrey and Tamatha Ryder of Rexdale, Ontario, in for the day to see the sights at the CNE which is celebrating its 100th year in fine style.

It's all been too much for one CNE viewer, (bottom left), 100 year celebration or not. He's taking time out for a little nap, safe under the protection of the Solicitor General exhibit.

New Code of Conduct Soon to be Operative

All CCS staff across Canada should now have received briefing on the new Code of Conduct to make sure everyone is fully aware of its implications. The new Code replaces the previous Code of Discipline in effect for employees of CPS since December 1974, and the Code of Discipline for NPS employees in effect from 1968. This is the first time all employees have been briefed personally on standards of conduct and discipline and they have been given an opportunity to ask questions.

The new Code provides more detail in the areas of conduct, discipline and delegation of authority, according to Gary Gillespie, Staff Relations Officer, Human Resources Division. The Conduct section, a new addition to the Code, is intended to acquaint employees with the appropriate standards of performance and conduct. The list of infractions is grouped into three categories and within each category are outlined a series of minor and major infractions. The list has been expanded to more clearly identify the areas of employee misconduct.

Authority to award disciplinary penalties has been amended to provide supervisors with the right to administer verbal and written reprimands, and directors the right to discharge. All supervisors (about 1800 of them) will receive three days of training in the implementation of the new Code.

Rules of conduct cover such subjects as conflict of interest, disclosure of information, political activity, discrimination, employee organization activities, and appearance, deportment and performance.

Infractions can be minor or major and are grouped into categories of Attendance, Personal Conduct and Performance of Duty. Verbal reprimands will not be recorded on the employee's personnel file; for other



Gary Gillespie

disciplinary penalties, the employee will receive a copy of the Disciplinary Action Report and it will go on the employee's personnel file. All Disciplinary Action Reports will be removed from the employees personnel file after two years, if no further disciplinary penalties have been recorded. Employees should exercise their privilege under their collective agreement to review their files and ensure the documents are removed.

The objective of the Code of Conduct is to motivate and encourage staff to develop better attitudes and performance and to discourage dissident employees from exercising undue influence on standards of behavior. Disciplinary procedures, when necessary, will be used to reinforce in employees the desire and ability to meet accepted standards of work and conduct. The Code has been carefully explained to all employees, and after the effective date, will be promptly and impartially enforced. The emphasis will be on fair-play and investigation of circumstances before an employee is charged.

The new Code becomes effective after the briefings have been completed, on a date to be established for each institution, district office and regional office by the Regional Director General and, at national headquarters, by the Commissioner of Corrections.

Regional News/Views

Whooping it up at Bowden Rodeo



Financed by inmates, Social Development Division at Bowden and RHQ Prairies, the rodeo included a miniature stampede with inmate contestants trying to ride "wild animals," games booths for the children and free food and refreshments for all guests.

Fifty inmate contestants, many of whom had never ridden a horse before, competed in saddle bronc, bareback bronc, bull riding, cow milking and calf roping. Some inmates practised beforehand on a rented automatic bucking machine called el toro.

Over 400 outsiders attended the third annual prison rodeo at Bowden Medium Security Institution, Innisfail, Alberta, this summer. It's the only penitentiary rodeo in Canada and prison officials think it's probably a unique event.

Bob Benner, Director of Bowden, said events like the rodeo help improve staff-inmate relations. The day was such a success he plans to keep it an annual event and said he expects even more outside community guests will attend next year.

Kingston Jog-a-thon Good Therapy

Exercise is great therapy for people in all walks of life — something more and more people appreciate in our "push button" society. That includes inmates in our institutions who also enjoy the feeling of wellbeing gained from being physically fit and participating with others in group activities. Shown here are members of the staff and inmate populations from Regional Psychiatric Centre, Kingston, who participated in a 10 km. community Jog-a-thon. The run was one of the events organized in the Kingston area to help celebrate Canada Week. Left to right, **Dr. R. Brown**, Director, Psychiatric Centre (in the



Olympic t-shirt); **Dr. W. Marshall**, Department of Psychology, Queens University, on staff at the time; **Ron Stolz**, Head of Recreation (RPC) and **Bill Sparrow**, Recreation Officer, Millhaven Institution, Ontario.



"We are here to remember those who have fallen — they will always be in our hearts."



Memorial Service for Slain Prison Guards and Policemen

A sad and silent crowd of 2,000 people stood at attention on Parliament Hill one brilliantly sunny Sunday morning in late September to observe the first national memorial day honoring policemen and prison personnel killed in the line of duty last year. Since 1973 seven Canadian Correctional Service employees have been killed.

Ottawa Police Chaplain, Norman Johnston told the crowd that "being a policeman or prison employee is one of the most dangerous professions in the world. They are the real heroes. And the opportunity of getting hurt or killed is much greater than anywhere else. We hope this will be an annual memorial, but we also hope we won't have any more names on our list."

The hour-long service began at 11 a.m. September 24 with a parade from the Supreme Court Building to Parliament Hill led by the Ottawa Police Pipe Band and the Ottawa Police Male Chorus. Police forces from Ottawa, Western Quebec, Kingston and Peterborough, as well as a unit of Canadian Correctional Service staff from Quebec and Ontario Regions, marched in the parade. W.C. Westlake, Deputy Commissioner, Security and Terry Kelly, Director, Preventive Security, represented CCS.

After the ceremony, Ottawa Police Chief, Tom Welsh said the service was not a lobby for capital punishment. "We just wanted to participate in a memorial service for those who died on duty."

CCS EMPLOYEES KILLED ON DUTY SINCE 1973

Atlantic:	none	
Quebec:	Georges Nadeau Instructor, Cowansville	8/4/75
	Paul Gosselin Correctional Officer, Archambault	27/6/75
	Michel Roy Director, Archambault	7/2/78
	Guy Fournier Senior Correctional Officer, Laval	11/7/78
Ontario:	none since 1948	
Prairies:	Stanley Green Instructor, Stony Mountain	22/7/74
Pacific:	Mary Steinhauer Classification Officer, B.C. Pen.	11/6/75
	R.W. Eddy, CX-04 Regional Psychiatric Centre, Abbotsford. Died of a heart attack after struggling with a patient — accidental death but in line of duty	6/6/75

What They Said . . . The Judge and the Juveniles

A Montreal juvenile court judge had this to say to kids from good homes who wind up in trouble (parents take note): "Always we hear the plaintive cry of the teenager: 'What can we do? Where can go?' The answer is clear: Go home. Hang the storm windows, paint the woodwork, rake the leaves, mow the lawn, wash the car, cook the dinner, scrub the floors, build a boat, get a job.

Help The Red Cross, the Salvation Army. Visit the sick, assist the poor, study your lessons, read a book.

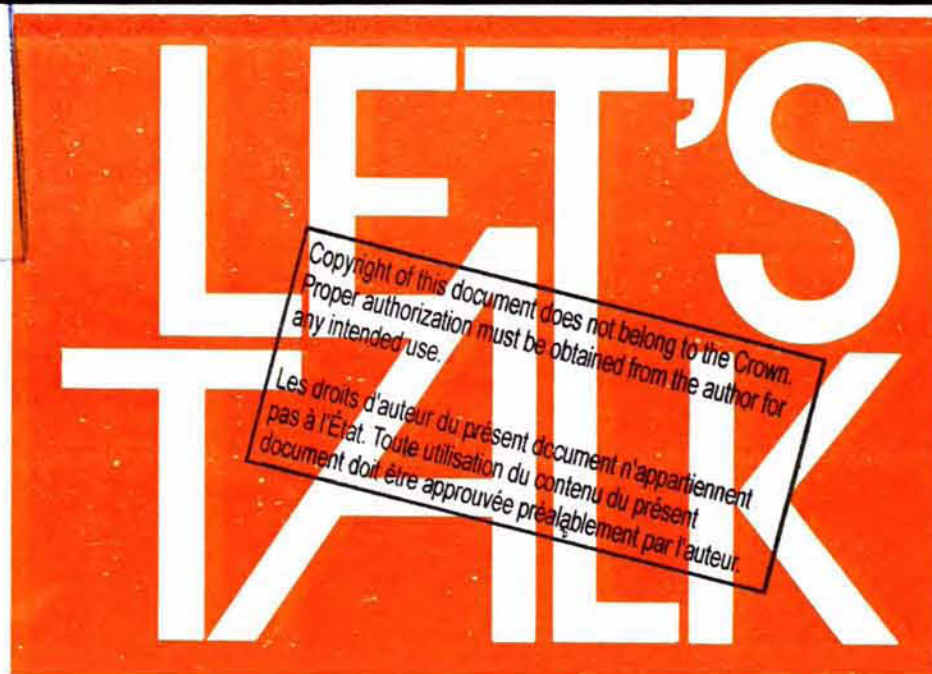
Your parents do not owe you entertainment. Your community does not owe you recreational facilities. The world does not owe you a living. You owe the world something — your time,

your energy, your talents, so that no one will be at war, in poverty, or sick or lonely again.

In plain, simple words: Grow up. Quit being a cry baby. Develop a backbone, not a wish bone. You are supposed to be mature enough to accept some of the responsibilities your parents have carried for years. They have nursed, protected, helped, appealed, begged, excused, tolerated and denied themselves so you could have every benefit. You have no right to expect them to bow to your every whim and fancy.

In heaven's name, grow up."

— excerpt from Geoff Johnson's column, *The Citizen*, Ottawa, Sept. 18, 1978.



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October 31, 1978

Let's Talk is a tabloid for staff of the Canadian Correctional Service, published by Public Affairs Branch, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9, tel: 593-7501
Editor: Helen Gooderham

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of *Let's Talk*.

What's New: Progress Report



On the implementation of the parliamentary subcommittee recommendations on the penitentiary system

George Fife

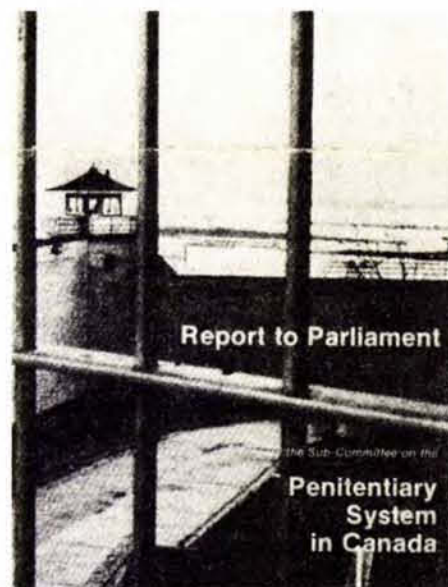
A major progress report on the implementation of the 65 recommendations in the Parliamentary Subcommittee Report, similar to those tabled by the Solicitor General November 1977 and March 1978, has been prepared by George Fife, Coordinator, Implementation of the Parliamentary Subcommittee Report on the Penitentiary System. It will be presented to the Standing Committee on Justice and Legal Affairs early in the fall session at which time it will be made public and distributed to all interested staff.

To bring staff up to date on the progress made on the recommendations, here is a mini-report including some background and a brief summary of the 22 recommendations already implemented.

Statutory changes involving expanding alternatives to incarceration and the creation of a federal ombudsman have been introduced in the House of Commons, and an amendment to the Parole Act clarifying the method of computing sentence lengths was given royal assent on April 12, 1978. New procedural safeguards for parole hearings were proclaimed as law in March 1978.

Several important changes already introduced in the Correctional Service include:

- The post of Inspector General has been created and staffed.
- Independent chairmen have been appointed to hear serious disciplinary cases in maximum security institutions and a pilot project inmate conflict resolution procedure has been instituted at Saskatchewan Penitentiary.
- A "no deals" policy, with respect to hostage-taking, has been implemented.
- A Code of Conduct for staff has been defined after consultation with the Public Service Alliance Commission. Staff have been briefed on it and supervisors are being trained in its application.



- A refresher training program of five days per year has been instituted for all CX staff, and the probation period for new recruits has been extended to ensure the best selection.
- Emergency response teams have been developed in each region.
- National adjustment centres or special units for dangerous offenders have been established in the Quebec and Ontario regions.
- A new earned remission system was proclaimed law on July 1, 1978.
- A study on education programs for inmates is being conducted in conjunction with the Ontario Institute for Studies in Education (OISE).
- Inmate committees have been established in all but one institution.

Major initiatives dealing with the expansion of work programs are also underway. These establish work as a required core activity of correctional programs. The definition of "work" includes industrial activity, maintenance, construction, academic and vocational training, and skilled hobby crafts organized as businesses. The objective is to achieve a work week that is commensurate with practice in the community. Only inmates who work can gain full pay, remission and privileges. The goal is complete implementation of the Subcommittee recommendations with respect to inmate employment.

(continued)▶

While progress has been substantial, implementation is an ongoing process. Some recommendations are of a longer term nature requiring further research, acquisition or construction of new facilities, development of major training

programs, federal-provincial agreements, or legislation.

The following recommendations of the Parliamentary Subcommittee Report on the Penitentiary System, have been fully implemented.

Recommendation 10	Extend the probationary period for new recruits.	Implemented
Recommendation 12	Use of international staff exchanges	Implemented
Recommendation 13	Staff should have dual responsibility for programs and security matters.	Implemented
Recommendation 14	Staff and inmates to wear identification tags.	Implemented
Recommendation 15	No deal rule for hostage takings.	Implemented
Recommendation 16	Establish Emergency Response Teams.	Implemented
Recommendation 17	Employ females as CX officers.	Implemented as pilot project
Recommendation 19	Completion of post analysis.	Implemented
Recommendation 23	Security is to be controlled at NHQ.	Implemented
Recommendation 25	Service must be open and accountable to the public.	Implemented
Recommendation 28	Inspector General must be appointed.	Implemented
Recommendation 30	Appointment of Independent Chairpersons.	Implemented
Recommendation 31	Establishment of Administrative Segregation Review Boards.	Implemented
Recommendation 32	Gas not to be used as a normal practice.	Implemented
Recommendation 35	Clarify the calculation of sentences.	Implemented
Recommendation 36	A new inmate grievance procedure.	Implemented as a pilot project
Recommendation 38	Inmate Committees in all institutions. (Exception B.C. Penitentiary where inmates do not want one)	Implemented
Recommendation 48	Interested groups should be allowed into institutions.	Implemented
Recommendation 51	Controlled epileptics should be allowed in minimum security institutions.	Implemented
Recommendation 56	Federal Adjustment Centres (Special Handling Units) to be established.	Implemented
Recommendation 62	CCS to research use of a Board of Governors to select institutional directors	Implemented
Recommendation 64	Review of parole system to lessen arbitrary aspects.	Implemented

25 YEAR SERVICE AWARD PRESENTED TO VIC BELL

Henry Neufeld, Director of Millhaven Institution, Ontario recently presented driver **Vic Bell** with a well-earned 25 year Service Award. Mr. Bell joined the Canadian Correctional Service in 1950 as a correctional officer at Kingston Penitentiary. He transferred to Millhaven Institution in 1971. Congratulations Vic! **And other regions please note:** send us news of staff in your institutions who win service awards. We'd like to print their names.

New Induction Program for CX's Nears Completion

A standardized induction training program for security and living unit recruits will be complete by the end of the year, according to Rick Blake, HQ Staff Training. The new program represents "many months of hard work by many people throughout CCS."

The method used to develop the program is based on a competency approach to training, said Blake. In June 1976, a group of experienced correctional officers got together to define competencies required to perform their jobs. Each competency was expressed in terms of a number of individual task statements. Over 180 tasks were pinpointed and divided into 10 distinct sectors of activity. A similar group of living unit officers met to outline a series of competencies required to perform their jobs. The job profiles were then validated by a larger cross-section of each occupational group and by a group of CCS managers.

Early in 1978, correctional and living unit officers and training specialists determined what specific knowledge, attitudes and physical skills a recruit would need to master each task before

he could be considered competent. Experienced managers validated the requirements, made modifications and reached a consensus on performance necessary for successful recruits.

Three teams of correctional staff college instructors, training specialists and living unit specialists are now going full speed ahead on the development of training packages which will explain learning objectives and methods of evaluation for all COF and LUF tasks.

A pilot induction program, using the new methods, will be held in two regions early in 1979. The three project teams will visit staff college instructors and institutional training officers over the next three months for advice and technical assistance.

More information on the program can be obtained from Madeleine Samson or Rick Blake, HQ Staff Training; Dawn Quinlan, Correctional Staff College (CSC), Edmonton (Prairies/Pacific team coordinator); Barrie Friel, CSC Ontario (Ontario/Atlantic team coordinator); Denis Barbe, CSC Quebec (Quebec team coordinator).

Police Chiefs' Association Receives Grant of \$50,000 for Research

Solicitor-General Jean-Jacques Blais presented a check for \$50,000 to the Canadian Association of Chiefs of Police (CACAP) at their recent annual meeting in Ottawa.

The Ministry of the Solicitor General has supported the CACAP with an annual grant of \$50,000 since 1974. The grant enables the CACAP to extend its activities, particularly in the field of research. In recent years an effective working relationship has been established between the Ministry and the

police chiefs aimed at more effective and economical law enforcement.

The CACAP, formed in 1905, has met annually to bring the concerns of the police community in the area of law enforcement to the attention of the government. Most police chiefs in Canada are members. Through an office in Ottawa, the association gives advice on the development and implementation of the law and also recommends and supports changes in the criminal justice system.

Should Public Servants Support TM?



In May/June Let's Talk, we printed an article, **Public Servants Support Transcendental Meditation**, describing effects claimed by TM and some opinions from CCS staff. **Rev. David K. Andrews, R.C. Chaplain, Drumheller Institution, Alberta**, wrote to tell us he disagreed strongly with the idea of CCS staff taking up TM. Here's why:

The Transcendental Meditation organization (TM) has tried before to have their religious technique adopted by CCS. But they have nothing to give that is not available to both inmates and staff through CCS chaplains. I think public servants should know the background and philosophy of TM before getting involved in it.

When Maharishi Mahesh Yogi first came to North America in the mid-60's, his movement was called *The Spiritual Regeneration Movement*. He preached Hindu theology, essentially following the thinking of Shankara, a ninth century Hindu philosopher. Maharishi's brand of missionary Hinduism enjoyed a brief vogue in the late 1960's, then faltered. TM lacked appeal beyond the alienated members of the counter-culture. Maharishi retired to India.

In the early 1970's, the Yogi reappeared with a new name and a new approach. The metaphysical thought behind TM — Shankara Hinduism — was relabelled *The Science of Creative Intelligence*. Many of the explicit Hindu concepts were removed or rephrased in "scientific" terminology. Thus TM's no longer talk about *Brahman*, but the *Field of Consciousness*; or *The Principle of the Second Element* which seems to be nothing more than positive thinking. It represents a restatement of the Maharishi's earlier teaching that there is no such thing as objective evil, that man creates his own problems and has the capacity within himself to solve them. This is classic Hindu belief.

Does this quasi-scientific terminology represent a deliberate effort to hide the true Hindu nature of TM? At the very least, it is a clever and highly successful effort to sell an alien product to a North American market.

The few independent studies of TM have included some "surprising" (for CCS make that "alarming") findings. One team of psychologists found anxious or disturbed persons (most inmates are in this group) often had frightening experiences in meditation. Psychologist Gary E. Schwartz warned that people with emotional problems could aggravate their condition by meditating for long periods. Schwartz also discovered veteran meditators are in some ways less creative than people who do not meditate. Scientists have

not been able to find a relationship between meditating and such mental benefits as serenity, alertness, enlightenment, increased creativity, heightened problem-solving capacity, or relaxation.

The Christian, especially the prison chaplain, has good reason to be highly suspicious of TM.

A TM teacher's handbook, describing *Puja*, suggests the ceremony puts the teacher in touch with spiritual forces. But the student MUST attend this ceremony or he will not receive the *mantras*. Why such rigidity? TM has been flexible enough over the past decade to make it more acceptable for secular North America, but *Puja* remains, though many Christians have attacked it as idolatrous worship. *Puja* is retained because invocation of Hindu gods is an integral part of what TM is all about.

Yet the promoters of TM maintain their practice has nothing to do with religion. It is secular, they say, because people of all faiths are welcome to attend. A Catholic priest might claim, just as plausibly, that the Mass has nothing to do with religion because anyone is welcome to attend.

CCS staff and inmates can get the same help regarding prayer and meditation from their chaplains (and it doesn't cost \$150.). Many inmates look upon Chapel programs as being only for weaklings or as a tool of society to brainwash them. If they were acquainted with the religious background and philosophy of TM, they would steer clear of it too.

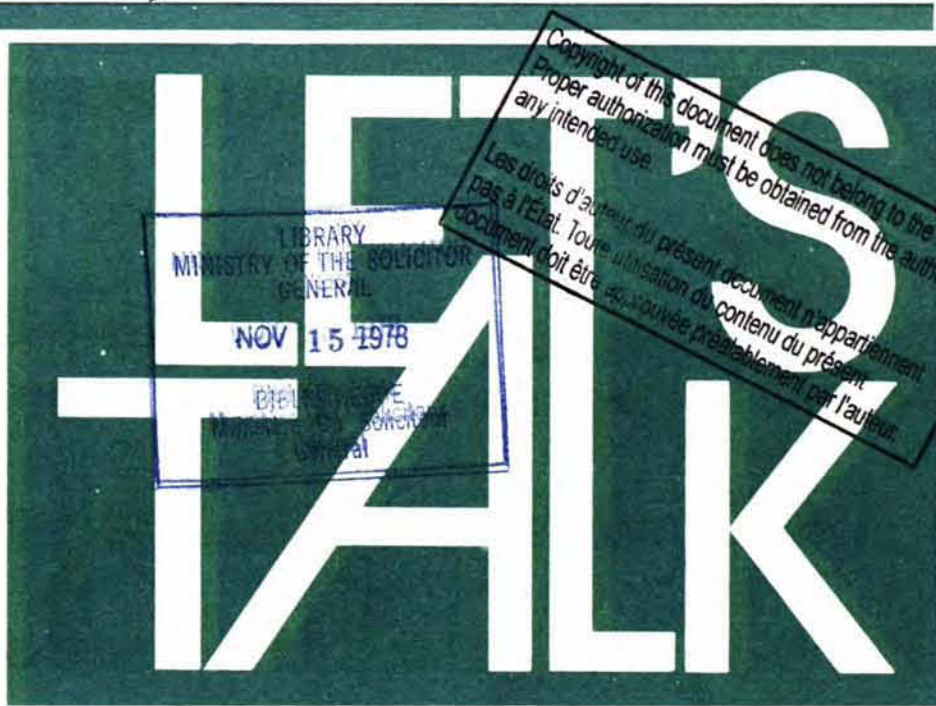
Finally, Christians and especially prison chaplains, should approach TM with extreme skepticism. An objective look shows TM to be a Hindu practice, marketed with a combination of exaggeration and guile. To buy the package without looking at the facts, reveals much about our credibility in the mid-1970's.





Three New Facilities for the Prairie Region

Solicitor General **Jean-Jacques Blais** officially opened Edmonton Maximum Security Institution, Scarboro Community Correctional Centre and Lethbridge Sub-District Parole Office September 5 and 6 in a whirlwind, two-day, three-city tour of Alberta. "These new facilities will provide a real impetus to prairie operations," said **Robert Diguier**, Deputy Commissioner, Operations. Photographed above left to right, are **Dr. Ben Van Den Assem**, Director of Edmonton Institution; Solicitor General **Jean-Jacques Blais**, Commissioner of Corrections, **Donald Yeomans** and **Ken Campbell**, Assistant Director, Technical Services.



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Editor: Helen Gooderham

Your contributions are welcomed — send them to your Regional Public Affairs Administrator, and in Ottawa to the editor of **Let's Talk**.

\$15.2 million, 14 acres, 192 beds, comprehensive industrial program —

First Maximum Institution in Alberta

"Edmonton Institution features the latest concepts in training programs for inmates, modern plant design and competent, dedicated staff," said the Solicitor General. "Unique work and rehabilitation programs should help reduce Canada's penitentiary population and make it easier for offenders to be more readily accepted when they return to society."

Commissioner of Corrections, Donald Yeomans, pointed out that Edmonton is the first major maximum institution to be built in Western Canada in this century. It is situated on 14 acres, about 11 km northeast of Edmonton. "Edmonton will provide better protection for the public and better accommodation for the offender. In design, size and program content, it implements several key recommendations of the Parliamentary Subcommittee on Penitentiaries. One of the most important is constructive, disciplined, occupational programs."



Inmates, who began entering Edmonton in October, will put in a minimum 35-hour work week. Under the new system, offenders can earn remission, and they will have to work for it," said the Commissioner. "When I first started visiting institutions, I was disturbed to see so many inmates sitting around doing nothing — it's boring and difficult for them, and most inmates don't have a record of good working habits. Steady work should inculcate a better attitude when inmates re-enter society and they can also learn a useful trade."

"Industrial work facilities are also planned for older institutions where they don't already exist," the Commissioner said. He asked his audience to speculate on whether society would

accept a change in the future to keep non-violent offenders out of the prisons. He noted that about 40 percent of inmates were incarcerated for non-violent crimes. "I think society has to begin asking, is a prison sentence an appropriate solution?"



Jim Phelps, Regional Director General, Prairies, said Edmonton Institution will relieve overcrowding at Saskatchewan Penitentiary and will permit Alberta inmates to remain in their own province, close to their families. Edmonton Institution is also located in one of Canada's largest cities, giving the institution access to professional, technical and cultural resources, and staff essential to effective operation.

The security system is the most advanced in Canada. Internally, dynamic security is maintained through close supervision of inmates under the Living Unit Program. Traditional perimeter security, provided by towers and control posts, is augmented by a sophisticated system of electronic detection devices to alert staff if an inmate is approaching the perimeter fence.



The Industrial Division at Edmonton Institution is supplied with the latest in power machinery, hand tools and equipment associated with any modern factory complex. This includes production lines for fabrication, finishing, assembly, packaging and warehousing of products from the raw material stage to delivery of the finished product. Inmates can obtain training, on-the-job experience, and, as applicable, apprenticeship credits to a number of Industrial shop settings. This program aims to prepare the offender to cope with private industry on his release. It will provide marketable products to offset institutional costs. These will be marketed only to tax-supported and charitable agencies such as federal, provincial and municipal governments,

school boards, parks, museums.

Social Development Division offers a wide variety of programs, resources and activities to help offenders develop self-awareness and self-direction. There will be an inmate committee of elected representatives of the inmate population to provide suggestions and recommendations to the director. There will also be an Edmonton Citizens' Advisory Committee of 10 members chaired by Father W. Irwin, reflecting a cross-section of the community. There is an Ecumenical Chapel and modern classroom facilities to provide basic upgrading programs. The Health Care Centre program includes medical, surgical, psychiatric, dental and nursing services and is open on a 24-hour basis.

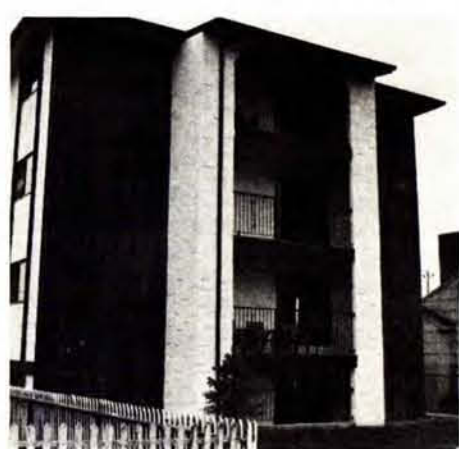
Scarboro Centre in Calgary

Scarboro Community Correctional Centre is the type of facility "that should be duplicated throughout the Correctional Service," said Solicitor General Jean-Jacques Blais at the official opening. The Solicitor General's appearance marked the second stop in his three-city tour of new correctional centres in Alberta. Mr. Blais pointed out that the new centre is part of a trend to effective and less costly alternatives to incarceration.

Scarboro Centre also represents an important step forward in helping the offender re-establish himself in society. It will house day parolees from Drumheller and other nearby institutions in Alberta.

The old Scarboro Centre was opened in spring 1972, but because of the increasing number of residents, the move to larger accommodation became necessary. Bed capacity has been increased from 14 to 31.

There is 24-hour supervision and



inmates are employed at various jobs in the community. Individual counselling through professional social service agencies in the community is provided. Average length of stay in the centre varies from four to six months.

Pat Scriven was Acting Director at the time of the opening. A permanent director has not yet been announced.

Lethbridge Parole Office

Parole and other programs to rehabilitate offenders make life easier for Canadian communities, Solicitor General Jean-Jacques Blais said at the opening of the parole sub-district office in Lethbridge, September 5. "Very few unsuitable inmates slip through the

parole screening process," said Mr. Blais. The new two-person parole office will provide better supervision and service for the offender who has met the strict criteria for parole and will also work toward closer cooperation between the police and the community.



EDMONTON'S DIRECTOR

Edmonton Institution's director is Dr. Ben Van Den Assem. He took his BA in Social Sciences and Psychology from Sir George Williams University in Montreal, his MA in Social Work from the University of Calgary and his PhD in Social Studies from the University of Hull in England. Dr. Van Den Assem started with the Parole Service in 1970 as a parole officer and was a classification officer at Warkworth Institution, Ontario; Assistant Director, Socialization at Drumheller Institution, Alberta and Acting Director, Grierson Centre, Edmonton. In July, 1977 he became director of Edmonton Institution.

Research

Solicitor General Jean-Jacques Blais announced October 10 the signing of two research contracts with the University of Montreal, one to examine the effects of arrest, charge and sentence of persons, and the other for a major review of crime prevention policies and programs.

The first project, a three-year \$130,580 study under the direction of criminologist, Professor Pierre Landreville, will compile existing information on the nature and extent of the social costs which result from contact with the criminal justice system for the offender, the offender's family and society at large. This project is an integral part of the Ministry's policy to find just and humane alternatives to incarceration.

The second project, a \$40,000 study under the direction of Dr. André Normandeau, Director of the University of Montreal Department of Criminology, will take advantage of information already gathered on the relationship between crime and such factors as poverty, education, employment and family structure. This study will complement work already undertaken in the area of crime prevention.

M.O. Smith Dies

Malcolm (Mo) Osborne Smith, Special Projects Officer, Ontario Regional Headquarters, Kingston, died September 1 while on his way to work. Much respected and well known across the regions, Mr. Smith will be missed by his many friends in the Service.

After serving in the army from 1939 to 1945, he joined the Correctional Service in 1949 as a guard at Collins Bay Institution, Ontario. Before he left in 1961, Mr. Smith had been drafting instructor and a classification officer. He spent two years at Frontenac Institution, Ontario, as a classification officer and from 1963 to 1965 he was at Kingston Penitentiary, Ontario, in the same position.

In 1965 he went to B.C. Penitentiary as Assistant Deputy Warden and in 1969 he came back east again to be Deputy Warden at Dorchester Penitentiary. He was transferred to Ottawa in 1973 to the Special Assignment Program and was there four years until he was assigned to Ontario Regional Headquarters in Kingston as Special Projects Officer until his death. He is survived by his wife and two daughters.

"Standards — A Challenge for Corrections"

"As you well know, a fundamental concern of my administration is the advancement of human rights. The standards you have set in the corrections area are compatible with those drafted by the United States Department of Justice. I welcome this opportunity to applaud your leadership role in advancing human rights in our own country for the offenders entrusted to your care by the courts and for the men and women who must supervise those offenders."

— Jimmy Carter The White House Washington, August 16, 1978.

With these words the President of the United States sent his welcome to 2,700 delegates attending the American Correction Association's 108th Congress of Corrections in Portland, Oregon, August 20-24, adding his concern for this year's theme, "Standards and Public Policy — The Challenge for Corrections."

Of 7,294 American Correction Association members, 127 are Canadians, and a large Canuck contingent was on hand for the conference. They joined with Commissioner of Corrections Donald Yeomans in extending Canadian hospitality to over 300 invited guests attending "Canada Night," a reception co-sponsored by the Government of Canada and the Province of Ontario.

The development of standards and accreditation for correctional services has been a three-decade project of the American Correction Association (ACA). Historically there has been much Canadian input and Deputy Commissioner John Braithwaite has served on the Standards Committee as a member for several years. A Commission on Accreditation for Corrections was established in 1974. Its primary goal is the application of national standards to correctional services.

Manuals of standards have now been developed for Adult Parole Authorities, Adult Probation and Parole Field Services, Adult Correctional Institu-



At Canada Night, left to right, Deputy Commissioner and Mrs. John Braithwaite, John Duggan, Executive Director, Institutions, Ontario Ministry of Correctional Services; Commissioner of Corrections and Mrs. Yeomans; and Constable Jim Banford, Toronto Police Pipe Band.

tions, Adult Local Detention Facilities, Juvenile Community Residential Services and Juvenile Probation and After-care Services.

Atlantic region, CCS, will be field testing ACA standards this winter in a pilot evaluation in institutions, community correctional centres and parole field services.

Out-going ACA President William D. Leeke talked of the changing role for women in corrections. "Women have a very real contribution to make in the field of corrections," he said. "Too often in the past they have been an overlooked and under-utilized resource. This must change. It is up to all of us to see that it does."

A panel of women involved in staff training for the state of Illinois outlined experiences and concerns of female employees in a prison setting. At present in Illinois, 32 percent of females in corrections are in a security setting and this poses special problems.

Male staff are not always quick to accept women as peers. Female staff are sometimes challenged with such statements as, "I wouldn't let my wife take a man's job" or "no nice girl would work here." To be recognized and treated as equals, women must not be relegated to soft jobs or have to be escorted around the prison by male counterparts.

At West Coast Shoot, East Coast Team Wins!



1978 National Weapons Competition Champs, l-r, Ralph Hollis, Atlantic; Jim Bartsch, Prairies; Jim Teichgrab, Pacific; Jack Stone, Atlantic.

The Pacific Region of CCS was host to 20 of the Service's finest marksmen who competed in the fifth annual National Weapons Competition, September 13 and 14 at the Abbotsford Fish and Game Club, near Vancouver.

The Atlantic, Prairie, Quebec and Ontario regions sent their regional finalists to challenge British Columbia's crack team. Range officials represented each region, headed by National Coordinator Reg Shier, Assistant Director of Security Training for the Correctional Staff College in Ontario. A number of wives also made the journey and as a sidelight, were provided escorted tours of the area, courtesy of the wives of Pacific region staff.

Finding the west coast shooting conditions to their liking, the east coast Atlantic team amassed the highest aggregate score and were awarded the T.W. Hall Trophy as the 1978 champs. Thomas Watson Hall, a career corrections employee who retired as regional director in 1972, presented the award to Keith McLeod, the team's mentor and regional coordinator.

Individual honors went to the high scorers in four categories. Jack Stone from the Atlantic region emerged on top in the rifle competition, non-security category, scoring 386 out of a possible 400. The non-security revolver trophy went to the Prairies region when Jim Bartsch rose to the occasion scoring 578 out of a possible 600. This was 36 points higher than the score he posted in winning his regional championship.

The security revolver award went to Ralph Hollis from the Atlantic region. His 562 was just 8 higher than that of runner-up Bob Camp who "shoots out of" the Regional Psychiatric Centre in Abbotsford.

The Pacific region grabbed a piece of the silver when Mountain Institution's Jim Teichgrab conquered his formidable foes in the security rifle category with a score of 383.

Commissioner of Corrections, Donald Yeomans, in a message to the competitors, extended his congratulations to this year's participants and also commended the organizers of the event



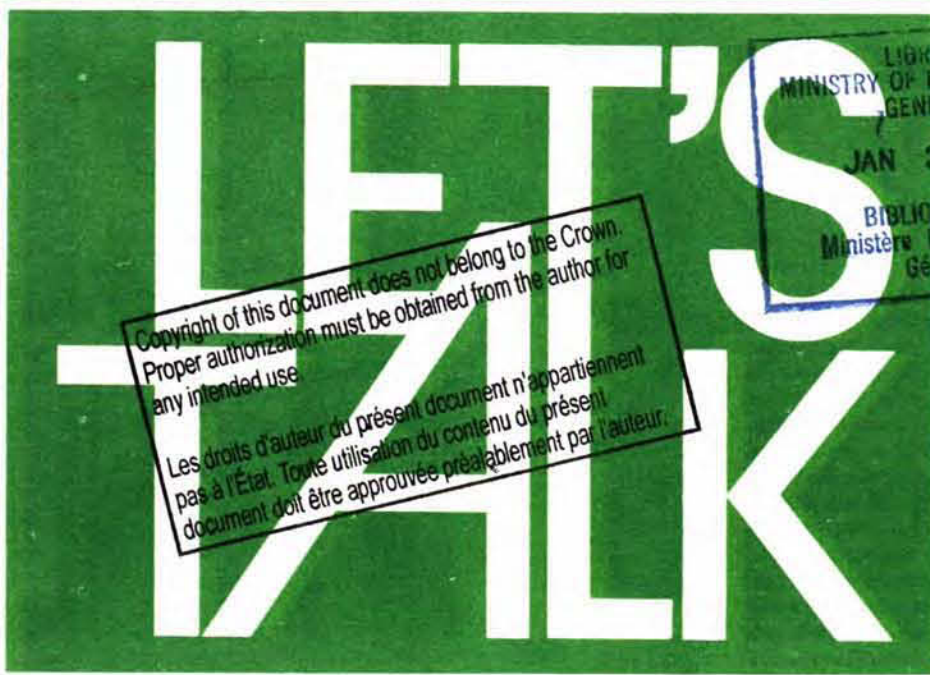
National Coordinator Reg Shier who in real life is AD/Security Training, Staff College, Ontario.

for making the National Weapons Competition "a truly national showcase."

James Murphy, Regional Director General, Pacific region, welcomed competitors, officials and guests, inviting them to "sample our traditional western hospitality." He hoped the finalists would use the occasion to "not only challenge in a competitive fashion colleagues from across this country, but also demonstrate their expertise and proficiency."



Jack Stone, Atlantic winner and the new AR-15.



New Case Management Division Off and Running

Gordon Pinder, Director of the newly formed Case Management Division, Inmate Offender Branch, told *Let's Talk* he sees three main goals for the new division. First is a revised case management process that follows an offender from his entrance into the federal system right through to the time he completes parole or mandatory supervision. Second, a completely operative integration of CPS/NPS into the new Correctional Service of Canada, and third, a higher quality, more streamlined service delivery process.

The mandate of the new division is to cascade inmates down through the system from maximum to medium to minimum and day parole as fast as is feasible, based on inmate performance and the minimal risk to society.

Pinder, formerly director of Joyceville Institution and Regional Director Parole Services, Ontario, took over his new duties September 11. He sees his job as a challenge to identify ways and means of "doing more, doing it better and doing it more efficiently" since his division has been reduced from 28 to 14 positions.

His staff includes: **Serge Boudreau**, Special Projects Investigative Officer; **Jim Siberry**, Chief, Policy and Procedures; **Fraser McVie**, Chief, Case Management Evaluation; **Robert E. Watkins**, Chief, Psychological Services; **Fernand Du-maine**, Coordinator, Institutional Process; **Pat Carey**, Chief, Sentence Administration; **Peter Fisher**, Coordinator, Community Case Management; **Yvonne Latta**, Coordinator, Case Management Evaluation, Community Process; and **Frank Steel**, Coordinator, Institutional Case Management.

Talking about case management evaluation processes, Pinder says he wants to break new ground and find out "exactly how we measure up to our objectives." He is not

interested in what he terms fancy research — only more relevant operational measurement tools. "Lack of an evaluation capacity has let us down in the past and we want to find an objective and immediate means of evaluation."

Pinder wants to deal with concrete facts and figures, a more practical approach in relation to the real outputs of the system. He wants to measure the degree "we actually do what we say we do," he wants recidivism rates meaningfully defined ("everyone has statistics" and everyone has a different version"). He wants specific information on the "actual progress being made." Some of our most successful cases, he says, are statistical failures. For example, the slow progress of an offender from a frequent violent criminal profile can in fact be a success statistic — if you consider the uphill struggle of the inmate toward social reintegration.

Pinder also emphasized he would not be undertaking this task alone. Although headquarters staff will provide leadership, direction and support, he is counting on constant interaction with case management staff in the regions and operational units.

Pinder took his B.A. in Psychology and Political Science at Carleton University, Ottawa, and joined the Correctional Service as a classification officer at Kingston Penitentiary in 1967. He went on to Warkworth, was a parole officer in Sudbury and an NPS district director by 1970. Then he was back at Warkworth as Assistant Director, Socialization, had the same job at Millhaven, and after serving as Executive Secretary to the Task Force on Integration he was appointed Regional Director Ontario, NPS in December 1974. In 1977 he became Regional Implementation Coordinator, Ontario and the next year he went to Joyceville as Director.

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Pine Camp, B.C. — A Correctional Challenge That Turns

Day Parolees Into Lumberjacks

Canada's forestry industry is in trouble — and the Correctional Service of Canada is offering assistance through a voluntary inmate labor program to help meet the challenge of preserving our natural resources through intensive forestry management.

Commissioner **Donald R. Yeomans** expressed his satisfaction with the Pitt Lake Pine Camp program. It began two years ago in collaboration with the B.C. Forest Service which trains and employs 20 day parolees. "Not only are we providing a reliable team of men willing to learn and do the job," said the Commissioner, "but we also provide inmates with the opportunity to develop marketable skills." He stressed that the program helps cut correctional costs since the inmates might otherwise be in a controlled institutional environment at the taxpayer's expense.

Canada's Minister of the Environment, the Honourable Len Marchand, has predicted that without intensive forestry management "Canada could run out of wood in 20 or 30 years." Across Canada serious timber supply problems are emerging in an industry that directly or indirectly provides jobs for nearly one million Canadians. Historically the industry has relied on natural regeneration to reforest logged or burned areas, but today the trend is to restock cleared forest land. Man-controlled densities can increase yields by up to 100% compared to wild stands.

Solicitor General **Jean-Jacques Blais**, from a lumbering area in northern Ontario, has a special interest in forestry projects: He is looking at the principle of using inmate labor to reforest trees and create irrigation projects where lumber crops need to be increased.

Program to employ inmates

A coordinated forestry program to train and employ inmates in British Columbia has been in effect for some years. There is a similar program at Shulie Lake, Nova Scotia. Inmates and day parolees from Agassiz, Ferndale and Elbow Lake, all minimum security B.C. institutions, learn wood harvesting basics, then are given the

chance to put their skills to work. Today a forestry worker must know a lot more than how to swing an axe or which side of a falling tree to stand on.

Through classroom and field instruction, B.C. inmates are trained in the safe use and maintenance of forestry tools, learn the basics of tree planting, thinning and cultivating — and for individuals who don't know which side of a falling tree to stand on, a course in first aid is offered.

This trained inmate work force means a lot to the forest industry and has real benefits for society as a whole. Persons who otherwise would be in an institution are utilizing their potential as a manpower resource by working in a natural setting at pay scales in line with their abilities. Inmates pay room and board, support families who otherwise might be on welfare and build a re-establishment fund for their eventual release.



Gerry Bradley, Camp Supervisor

Money is a great motivator judging from the experience of the men at Pitt Lake Pine Camp. Working with the B.C. Forest Service, Pine Camp employs 20 day parolees. The crew has been working so effectively at its job of thinning and spacing trees that a civilian crew responsible for mapping out the acreage to be cut had to work overtime in order to stay ahead.

The real rewards come when an inmate is eventually released. His marketable skills give him an opportunity, maybe for the first time, to compete for well-paying, satisfying jobs. A chance for a meaningful "straight life" provides him with the motivation to stay out.



Our camera catches some of the Case Management Team at work: left to right, Serge Boudreau, Gordon Pinder (with the cigar), Fraser MacVie and Yvonne Latta.

A Unique New Human Relations Course . . .

Project "L" for Leclerc

Project "L" Leclerc is a unique new training project for living unit officers designed by **Julien Ringuette**, Head of Living Units at Leclerc Medium Security Institution, Quebec, since last August. Ringuette is a specialist in group dynamics and a former living unit counsellor.

What is Project "L" *Let's Talk* asked Ringuette. "The course is a six month training plan for 17 living unit officers, chosen by committee out of 49. The program has three goals: to provide very specialized technical training — defence mechanisms, feedback techniques. The second is training in professionalism — how to make observation reports, how to conduct a case study meeting. Third is personal development training which teaches officers to identify their own style and assess the impact of their actions on the living unit situation."

Why was such a project needed? "I found officers were much more eager to receive training in human relations than in self-defense. They complained they did not have enough techniques to manage interviews or group meetings with inmates," said Ringuette.

"The 17 officers were organized into four teams supervised by three consultants and myself," continued Ringuette. "In six months of training, participants will spend only two weeks outside the institution. All the rest of the training will be on-the-job."

The course is given by the Training Section of the Correctional Staff College, of which **Louis Garceau** is Chief.



Project "L" continued —



Julien Ringuette

"Unfortunately not every living unit officer will be able to receive this sophisticated training," said Ringuette, but all living unit officers will receive five days of training annually on human relations and they will also have five days a year when they will be trained in feedback techniques, methods for leading small groups, conducting meetings.

The 17 officers who complete the training will be considered resource persons and will work with newcomers, giving their colleagues on-the-job training from the information they have received.

"The aim of Project 'L,'" continued Ringuette, "is very clear: to train 17 officers who could be considered commandos ready for any kind of situation which may arise including such emergencies as hostage-taking and inmate rebellions. After six months they should have all the techniques necessary to confront this sort of situation. What's more, after training, officers should no longer experience conflict between the aims of static security and resocialization. They should have a very clear idea of dynamic security as opposed to static security."

"Project 'L' will continue until April, 1979 when there will be a very carefully structured evaluation of the training, said Ringuette.

Parrrtown Correctional Centre Has A New Director



Alix Jenkins

"The Centre tries to provide some structure for residents returning to the community. It is one of the most difficult periods because the men still have rules, regulations and restrictions and yet freedom to function as they choose with family, friends and work," said Alix Jenkins, Director of Parrrtown Community Correctional Centre, Saint John, New Brunswick, since July '78.

"This in-between stage can be both helpful and frustrating for offenders not quite ready to handle it on their own. That's where our job comes in," said Ms. Jenkins. "We hope we can prevent any further development of serious problems — criminal activity, family fights — by intervening before the situation arises. It's a type of preventive medicine."

There is little we can do after a serious incident, so we try to work together, keeping an honest, open and straight forward atmosphere." One-to-one counselling, group meetings, recreation and games with both staff and residents, are found to be helpful also. "We believe the Centre must operate with all of us involved and sharing the responsibility. Sometimes we lose

touch, and then problems can occur, but mostly it flows smoothly."

Her future objectives, she says, are to fill the Centre to bed capacity (which is 18, there are presently 11 residents), to further develop employment projects — one is operating now — and to further assess and assist residents returning to the community — for example, having two or three pre-mandatory supervision cases who are high risk and could benefit from the Centre's structure.

How did Alix come to be worrying about offenders and their future? She started out as a summer student working at RHQ Pacific doing research on the fitness of security officers. At Queen's University in Kingston she received her B. Ed. in German and Physical Education, then took her BA from Carleton University, Ottawa.

But the challenge of corrections still interested her and she got involved in community work at the Prison for Women which just happened to be across the street from Queen's University. "I quickly decided this was the career I wanted to pursue."

Working in corrections, she says, is a job with constant challenges and problem-solving. You have to be mediator, politician, diplomat and manipulator. "It's a job that teaches you quickly who you are and how to deal with it. It takes alot from you — but gives you alot in return."

Before taking her job as Director, Ms. Jenkins was Head, Social Development at Mountain Institution, Agassiz, B.C. for three years. She came originally from Charlottetown, Prince Edward Island so the Maritimes is home. The Parrrtown Centre opened in 1972 and is one of three day-parole centres in the Maritimes. It employs six counsellors and a senior counsellor in addition to a director.

Staff Training in Quebec

Interested in training? Please take note. Regional Training and Development Services is implementing several programs of interest to Quebec staff. To find out what's happening, particularly in the Quebec administrative region, *Let's Talk* spoke with Louis Garceau, Regional Head of Training and Development.

During 1977-78, various courses were offered by Garceau and his team of some fifty members: for example, a course for supervisors on the performance appraisal system which drew an enrolment of 300. For Living Unit officers, a training session was arranged dealing with observation reports on inmates. There were also courses on the staffing system in the Public Service, interview techniques, interpersonal relations, writing skills in French for administrative support staff, and the Code of Discipline (3,000 employees in the region have already been briefed in the new Code).

To develop middle managers for senior positions, an agreement has been negotiated with the Ecole nationale de l'administration publique (ENAP) to set up a program for future managers. Nineteen people participated in this eight-week session to offer a program last October in correction techniques which will enable 32 participants to receive a CEGEP diploma in

corrections. Garceau expects between 150 and 200 applications will be received for next year's course.

Garceau's team, with the help of Daniel Richer, Regional Co-ordinator of Living Units, Denis Desjardins, Chief, Living Units at the Federal Training Centre, and Arthur Fauteux, Chief, Classification at Cowansville Institution, has come to an agreement with the Quebec Department of Justice to develop a course on corrections techniques to be offered in all the CEGEPs in the province. This course is now being approved by the Quebec Department of Education. "The CEGEP in Drummondville is preparing to offer a corrections program as an experiment which should enable graduates to enter the CSC directly. Then they would only need a short training period at the Staff College," said Garceau.

Honored

Rev. John A. Nickels, CSC Chaplain General, has been elected a Fellow in the College of Fellows of the American Protestant Correctional Chaplains' Association. A well-deserved honor — which reflects Rev. Nickels' contribution to the field of corrections.



New Directions in Sentencing

Many argue the criminal justice system is not always just and seldom a system. To stimulate discussion and raise issues, the College of Law, University of Saskatchewan, will host an international conference, "New Directions in Sentencing," May 17 and 18 at the Bessborough Hotel in Saskatoon. Registration fee: \$125. Reservations: M.P. Sarich, College of Law, University of Saskatchewan, Saskatoon, S7N 0W0. Tel: 343-4639.



Bill Nelson Leaves for the office of the Auditor General

Smiling as he receives a handshake and a totem pole as a gift from the Commissioner, Bill Nelson, former Deputy Commissioner, Planning and Implementation Branch, was honored at a farewell party recently in the Commissioner's boardroom.

Mr. Nelson has now taken up his new post as Assistant Auditor General. Previously he was on assignment for a year at the office of the Auditor General. Before that he was with CSC as Deputy Commissioner for the Industrial Task Force.

Father Barry Retires

Eighty family friends, personal friends and associates gathered on October 12 to pay tribute to Father Jim Barry, Regional Chaplain — Pacific, on his retirement from CSC after 29 years of service. For a quarter of a century Father Barry was Roman Catholic chaplain of B.C. Penitentiary prior to his appointment as Regional Chaplain in April, 1975.

Guest speaker for the occasion was Chaplain General John Nickels. A cross between Georgie Jessel and Henny Youngman (sans violin), he regaled the audience with his routine, but was serious for long enough to say "Father Barry always kept his humility while providing a ministry peppered with down-to-earth common sense."

Regional Director General James Murphy had some words of advice for Father Barry on how to make use of a gift of \$400



presented to him. "Those of us who have had the privilege of taking your money at golf, hope you will not spend all your time at the race track."

Father Barry said that more important than the dinner, gift and kind words was their friendship which he will never forget.



Goodbye Guy . . .

Bill Chitty, Regional Director, Inmate Programs, presents a gift to Guy Verreault, outgoing Regional Public Affairs Administrator, Ontario, at a farewell party held recently in Kingston. Guy, a very popular and active information officer, opened up new channels of communication

between the media and the institutions. He was on the Millhaven Committee and initiated a radio program, *CSC Informs*, where he interviewed people from all levels of management as well as inmates. Guy is now working for Quebecor, in Montreal — we know he'll be a success in his new job.

Our New Media Man in Ontario

Guy Verreault's act is a hard one to follow, but Dennis Curtis looks like the right man. Born and educated near London, England, Dennis came to Canada in 1957, joining CSC in 1976 as an Inmate Employment Officer. He is actively involved in all phases of the local community theatre. He believes it's important to inform local residents of the positive aspects of life inside institutions. He likes to point out having an institution in your area is not such a bad thing: it boosts employment and money spent in the community by CSC employees.

