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Inside this issue page

Atlantic's 1985 shooting season	2
Exemplary Service medal recipients — Prairies	3
Rewarding careers — how three guards moved up	3



Happy New Year!

Correctional careers honored in Prairies

20 receive Correctional Exemplary Service medals

PRAIRIES — The wide variety of career opportunities available in the Service was revealed when 20 CSC staff from the Prairie region saw their abilities and long-service honored by their respective lieutenant-governors. Many of them had joined CSC as guards.

Staff receiving medals were told that citizens owe them a debt of gratitude because, "You have chosen careers that pose a constant

threat to your well being in order to ensure the public's safety and security."

The Corrections Exemplary Service Medal was created in 1984 by the Government of Canada to recognize the special obligations and hazardous conditions of service of those peace officers whose duties bring them in daily contact with offenders in Canadian corrections.

Peace officers with 20 years or more of service in federal or provincial jails or in parole or probation services are eligible for the award.

Story and photos on page 3

Stop the press news!

Deputy commissioner Quebec retires

QUEBEC — Jean-Paul Dugas, deputy commissioner Quebec region since 1979, retired Dec. 6. He is succeeded by Jean-Claude Perron, executive officer since 1981. Watch for photos and story Jan. 30.

NHQ-RHQ reorganization in full swing

Why it's needed, what's involved, and how it affects you

By Helen Gooderham
Communications, NHQ

NHQ — CSC staff already know there's a major reorganization in the works right now, and that it involves an important shift in decision-making authority from NHQ to the wardens and parole office directors.

Your supervisor has been instructed to keep you informed. This is very much in keeping with CSC's policy of putting the onus of responsibility to communicate on line managers. However, as seems inevitable in situations such as this, rumors have been flying. Many of you may be wondering why a reorganization was necessary and what's behind it, and what you can expect from it.

To find out, *Let's Talk* interviewed **Cliff Scott**, who was loaned to CSC from Treasury Board. Scott heads the five-person Organizational Review Task Force set up by Commissioner **LeBlanc** in June, 1985 to prepare a reorganization of NHQ-RHQ roles.

The Task Force had its report ready for the Senior Management



Members of the Organizational Review Task Force, from left, Doug Borrowman, Kathy Shaw, chairperson Cliff Scott, Bonnie Blasko and John Aucoin, say if you have questions about the reorganization speak with your supervisor.

Committee last October, and its recommendations were approved, paving the way for the institutional and district office phase which is going on now. SMC was scheduled to look at the general organizational design Dec. 10. "We hope to have the final phase — the detailed organizational design for every

NHQ/RHQ branch in the Service — ready by Mar. 31," says Scott.

Why a reorganization?

A number of factors pointed to a major overhaul in CSC, Scott noted. There was the Carson Report of November 1984 and there — continued on page 2

"Let managers manage!"

by John Vandoremalen
Chief Publications, NHQ

NHQ — Let managers manage, that's the common theme of three major studies conducted on the Service during the past year. "Institutional management and line staff must be allowed to take initiatives, to make decisions and to exercise discretion" said **Jim Vantour** in his report, *Murders and Assaults in the Ontario Region* completed in May, 1984.

"We observed wardens and superintendents with little actual authority and no perceived authority to manage their institutions. Institutional authority has been usurped by regional and national functional managers assuming line roles; by functional budgeting systems; by limited input into staff selection;

by constraints regarding the deployment of personnel; and by Commissioner's Directives and functional instructions that increasingly prescribe not only *what* to do, but direct *how* to do it. We feel that the time has come to give wardens more authority and allow them to

truly coordinate and lead the institution," echoes the *Report of the Advisory Committee to the Solicitor General of Canada on the Management of Correctional Institutions*, tabled November 30, 1984.

— continued on page 4

Field administrators to make the decisions now

NHQ — The main thrust of CSC's new organizational plan is that the Service could manage its human and financial resources better, if institutional and parole office heads had the authority to make their own decisions, **Cliff Scott**, chairperson of the Organizational Review Task Force told *Let's Talk* in an interview. "The 1984 Carson Report discovered that line managers everywhere felt henpecked by NHQ," he said.

The commissioner is now committed to giving the field administrators their lead, and as a result, "managers will have to manage." They will have the necessary authority — but they will be held accountable for their decisions and their management of resources.

Many of the controls imposed by NHQ which tied the hands of line managers have already been or are being removed. Scott noted that

many departments, not just CSC, can be more rigid in imposing control than central agencies such as Treasury Board require.

Under the Task Force's proposed new plan, approved by Senior Management Committee Oct. 22, 1985, NHQ will make policy, and provide assistance and advice — when asked for it — but frontline administrators will make their own decisions. They will be expected to interpret NHQ policies in the context of their own facility, as they see fit according to the circumstances facing them. If they make poor decisions, they will be held accountable for them and expected to explain their actions to their regional deputy commissioners.

However, the fact is, it's the field administrators who will be making the crucial, on-the-spot decisions now," Scott emphasized.



John Carson, chairperson of the committee that produced the 1984 Carson Report.



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Roger Theriault, CX officer, Dorchester Penitentiary, accepts trophy from Warden Hank Neufeld. RHQ Atlantic Security sponsors the trophy which is awarded each year to the CSC staff from the Atlantic Region who participated in the Maritime Police Combat Championship and fired a high score. Firing a revolver from 7, 15, 25, and 50 metres, Theriault's score was 1428 out of a possible 1500 points.

Atlantic's 1985 shooting season

ATLANTIC — As 1986 gets underway, **Floyd Rushton**, Security, RHQ, Atlantic, takes a look back at the 1985 shooting season. "It was an active one for CSC staff in the Atlantic Region," he reports, "with approximately 20 regular shooters participating in competitions between January 31 and October 2 and a number of trophies, plaques, and prizes going to CSC staff for their marksman abilities. Locations ranged from Houlton and Oldtown, Maine, USA to Saint John

and Buctouche, New Brunswick, and Springhill Institution."

Roger Theriault, CX2 — Dorchester Penitentiary, was top correctional officer again last year. He took the RHQ Security trophy at the Maritime Police Combat Championship held in Buctouche, NB. In this competition Theriault also placed first in the expert classification for which he received a trophy and a Winchester shotgun. At the International Police Combat

Pistol Association fall barbecue match in Houlton, Maine, he left with a new Ruger Security Six .357 Magnum revolver.

Jim MacLeod, CX4 — Dorchester Penitentiary, placed first in the Saint John Police Department competition. This was a unique match where officers were required to fire Service Rifle, Revolver and Shotgun over ranges varying from 7 to 200 metres. MacLeod's score was 1014 points out of a possible 1080.

NHQ-RHQ reorganization in full swing

— continued from page 1

was also the arrival of a new commissioner in February 1985 with a mandate from a new government in power. The new Conservative government subsequently announced in their Spring 1985 budget, a 15,000 person-year reduction in the public service over the next five years. The impact of this and the government's intention to bring spending under control, prompted the new commissioner to move rapidly with implementation of the Carson Report.

Within CSC, the offender population was also growing rapidly, resulting in double-bunking and the problem of providing more accommodation. And, there was the input from the Ingstrup Task Force set up in 1984 to look at CSC corporate management style.

All these various pressures faced Commissioner LeBlanc when he arrived at CSC. They indicated "change" on the policy barometer and a significant swing of the pendulum from NHQ to the field.

Plenty of consultation

Let me emphasize, added Scott, that the Task Force has bent backward to consult with management and staff. We took our questions and concerns across the country and interviewed some 243 people before preparing the reorganization plan.

The Senior Management Committee (which now consists of five regional deputy commissioners and the commissioner and the senior deputy commissioner from NHQ), accepted all our recommendations — basically with few changes. I think that means that what our report asked for was well accepted across the Service."

Financial down-sizing?

"I don't see any major down-sizing of financial resources, other than those already announced, but there may be some pressures to privatize our operations when we can, and to be more efficient so we can throw resources back into our deficit, or possibly move them into other areas that need money."

The Task Force believes there should be an open exchange of financial information among CSC's managers so that if funds are lapsed in one area, they can be diverted to another functional area. Previously, wardens were constrained from transferring funds from one function to another, and managers were often unaware of each other's financial status or needs. The net result Service-wide was that we would end up seeking supplementary funds from Treasury Board while lapsing significant funds at year-end.

Cutbacks in PYs

What will all these changes mean for staff? Scott says the new organi-

zation plan is not expected to result in layoffs but that some staff may be declared surplus by April. "We expect other jobs will be found for them in almost all cases." Retraining and relocation will also be offered to employees displaced by the changes. (See detailed article "Government assists surplus, laid-off workers" which appeared in the December 15, 1985 issue of *Let's Talk*.)

Talk to your supervisor about the changes

The Task Force chairperson also emphasized that by now all staff should have been briefed by their supervisors about how the new organization plan will affect them. Commissioner LeBlanc has asked all branch heads, and regional and institutional management to pass along information as they receive it so that all staff will know what to expect.

If you feel you're not sure how this reorganization will affect you, ask your supervisor for more details. Don't make drastic, sudden career decisions because you fear you may be declared surplus. Careful planning and consideration of all your options should be the order of the day. Talk to your supervisor first. Your Personnel officer will also give you information on what benefits you can expect from the government's program to assist surplus employees and the time frames involved.

Briefly

Leaflet published to dispel fear of AIDS

To dispel fear of Acquired Immunodeficiency Syndrome (AIDS), Health and Welfare Canada's Laboratory Centre for Disease Control, in cooperation with the National Advisory Committee on AIDS, has produced a leaflet called *AIDS in Canada: What You Should Know*, says the November issue of *Intracom*, the department's staff newspaper. The leaflet lists the symptoms of this serious malady and the life-threatening illnesses contracted by AIDS patients. The question of a cure is addressed and precautions to prevent its spread are recommended. It also outlines what is being done in Canada to deal with the problem. The *Intracom* article lists the following numbers to call for more information or assistance: Montreal — AIDS Resource Committee (514) 937-7596; Toronto — AIDS Committee (416) 926-1626; Vancouver — AIDS Committee (604) 687-2437. For copies of the leaflet, contact **Kim Elmslie**, AIDS Program Coordinator, National Advisory Committee on AIDS, c/o Laboratory Centre for Disease Control, Health and Welfare Canada, Ottawa, K1A 0L2. Telephone — (613) 990-8972.

Study profiles "average" criminal

Criminals are overwhelmingly young and male. They also tend to be short, not overly bright city-dwellers whose muscles are better developed than their consciences, two Harvard professors say. "There is no 'crime gene,' and so there is no such thing as a 'born criminal,' but some traits that are to a degree heritable, such as intelligence and temperament, affect to some extent the likelihood that individuals will engage in criminal activities," write **James Wilson** and **Richard Herrnstein** in recently published *Crime Human Nature*. The criminal conscience, they believe, may be one of the best targets for trying to make streets safer. Unlike other deterrent factors such as police, family disapproval and the courts, the conscience is always at the scene of the crime. That is, if the criminal has one, and most do, their studies find.

Golden handshake: final program results

The second and final phase of the federal government's Voluntary Early Retirement Incentive Program for senior public servants has attracted 205 additional applications. Assuming all 205 applications meet program requirements, a total of 535 people will retire as a result of the incentive program. Treasury Board President **Robert de Cotret** announced the program results in a presentation to a Montreal management forum attended by professions from the Province of Quebec.



Not a New Year's baby, but one of CSC's newest babies, month-old Lauren Cunningham dropped into NHQ to see what kind of work Dad does. She was quite undisturbed when we asked her to pose with parents Cathy and Don. Don Cunningham is an analyst with Community Resources and Special Projects, NHQ.

Criminal Justice Association sponsors seminar next month

The Canadian Criminal Justice Association will be sponsoring a two-day seminar in Toronto, Feb. 19 and 20. Called "New Partnership: Corrections and Private Enterprise", it will focus on four main themes — The potentials and limitations of private enterprise to deliver programs, the politics and ethics of "for profit" correctional programs, private enterprise and inmate employment, and private enterprise, corrections and the voluntary sector. For further information write to **W.W. (Bill) Zarchikoff**, WJS Conference Group, P.O. Box 253, Maple Ridge, BC, V2X 7G1, or call (604) 463-7047 or (604) 463-7355.

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13 receive medals in Edmonton

"What you do is important"

By Linda Lee
Regional Manager, Communications
RHQ Prairies

PRAIRIES — The "opportunities model" takes on new meaning for anyone scanning the careers of 13 correctional staff from Alberta and Saskatchewan honored in Edmonton in October for "exemplary service."

Alberta's Lieutenant-Governor, **Helen Hunley**, presented the Correctional Exemplary Service medals on behalf of Governor-General **Jeanne Sauvé**.

Mrs. Hunley, a former Solicitor General of Alberta, thanked all the recipients "on behalf of the people," and expressed appreciation for employees "who go the extra mile. What you do is important," she said.

Here are new medalists:

Denis Augert, who joined the Service in 1965 as a visits and correspondence officer at Manitoba Penitentiary in Stony Mountain, is now assistant warden, administration at Edmonton Institution.

George Buys, who started as a guard, grade one in 1960 at Manitoba Penitentiary, is now supervisor

at Grierson Centre in Edmonton.

Bob Fisher, who began his career as a guard in 1955 at Bowden Institution, then a provincial facility, is now arts and crafts instructor at Bowden Institution (See box page 4).

Charles Fremont, who began work as a guard, grade one at

Saskatchewan Penitentiary in Prince Albert in 1956, is now assistant farm manager at Saskatchewan Farm Institution in Prince Albert, Sask.

Doug Garson, who joined the Service as a guard, grade one at Saskatchewan Penitentiary in 1961, is now staff training officer at

Bowden Institution.

Ivan Moxness, who started as a guard, grade one at Saskatchewan Penitentiary, is now a staffing officer at Regional Headquarters in Saskatoon.

Ray Sass, who started at Saskatchewan Penitentiary in 1964 as a

correctional officer, is now assistant warden of education and employment at Edmonton Institution.

Stan Schneider, who commenced work as a guard, grade one at Saskatchewan Penitentiary in 1962, is now part of the National CX recruitment team, working out of Saskatoon.

Dan Shupenia, who joined the Service as a guard, grade one at Manitoba Penitentiary in 1961, is now internal preventive security officer at Bowden Institution in Alberta.

Grant Spiro, who started as a parole officer in Calgary in 1963, is now district director of parole for southern Alberta.

Art Steedsman, who began work as a guard, grade one at Saskatchewan Penitentiary in 1955, is now assistant warden, administration at Edmonton Institution. (See box page 4.)

Roy Thomas, who joined the Service as a correctional officer at Manitoba Penitentiary in 1960, retired earlier this year as food services supervisor at Rockwood Institution, the minimum-security farm in Stony Mountain.

Ed Witzke, who started as a bookkeeper at Manitoba Penitentiary in 1965, is now assistant warden, finance at Edmonton Institution in Alberta.



Alberta's Lieutenant-Governor, **Helen Hunley**, is surrounded by CSC Prairie region staff who received exemplary service medals from her. The medalists are, from left — **Ed Witzke**, Edmonton Institution; **Bob Fisher**, Bowden Institution; **Ray Sass**, Edmonton Institution; **Dan Shupenia**, Bowden Institution; **Denis Augert**, Edmonton Institution; **Ivan Moxness**, RHQ; **Lieutenant-Governor Helen Hunley**; **Art Steedsman**, Edmonton Institution; **Charles Fremont**, Saskatchewan Farm; **George Buys**, Grierson Centre; **Roy Thomas**, Rockwood Institution; **Doug Garson**, Bowden Institution; **Grant Spiro**, Calgary Parole Office; **Stan Schneider**, RHQ; and **Bob Benner**, Edmonton Institution, who received his medal in Ottawa in 1984.

Seven Exemplary Medals presented in Winnipeg

PRAIRIES — Seven CSC staff were honored in Winnipeg in October at a special reception in Government House hosted by Manitoba's Lieutenant-Governor **Pearl McGonigal**. Community Services Minister **Muriel Smith** represented the province of Manitoba and **James Phelps**, CSC's deputy commissioner, Prairies, represented the federal government.

Deputy Commissioner Phelps explained that the medal's design of a crossed torch and key incorporates the ideals of hope and security, the dual tasks of correctional staff.

Mrs. Smith reported that Manitoba continues to move towards a broader range of alternatives to incarceration for offenders.

"However, I underscore the continuing need for dedicated and caring peace officers to maintain the best interests of the public, while ensuring that justice is served in a fair and compassionate manner."

CSC medal recipients were:

Steve Belle, a Winnipeg parole officer, joined the Correctional

Service of Canada in 1964 as an inmate training officer at the Stony Mountain Penitentiary. He is a

registered psychologist, recognized for his extensive work with difficult cases, particularly involving mentally

ill offenders.

Al Hickey, supervisor of visits and correspondence at Stony

Mountain Institution, joined the Service in 1955 as a guard at the then Manitoba Penitentiary. He has developed highly successful volunteer and family visit programs at the institution. (See box below.)

Jan Jongstra, a living unit officer at Rockwood Institution, a minimum-security farm operation, joined the Correctional Service in 1957 as a guard at Manitoba Penitentiary.

Marcel Leblanc, recreation specialist at Stony Mountain Penitentiary, joined CSC in 1964 as a guard at that institution.

Russ Muth, a Winnipeg parole officer, joined the Service in 1964 as a sentence administrator at Manitoba Penitentiary.

Thomas Lloyd Robinson is a senior correctional officer at the Stony Mountain Penitentiary, where he has served since 1964.

Sepp Tschierschwitz, warden-designate of Edmonton Institution, and currently superintendent of Saskatchewan Farm Institution in Prince Albert, joined CSC in 1962 as a health care officer at Stony Mountain Penitentiary.

Five provincial staff were also honored.



Prairie region Exemplary service medal recipients pose with Deputy Commissioner, Prairies, **Jim Phelps**. From left, **Jan Jongstra**, Rockwood; **Marcel LeBlanc**, **Stan Hickey**, Stony Mountain; **Jim Phelps**; **Steve Belle**, Winnipeg Parole Office; **Sepp Tschierschwitz**, Saskatchewan Farm; **Thomas Robinson**, Stony Mountain; **Russ Muth**, Winnipeg Parole Office.

Rewarding careers

How three guards moved up

By Linda Lee
Regional Manager, Communications
RHQ Prairies

Three CSC staff from the Prairies can look back over 30 years of service to rewarding — if demanding — correctional careers. All of them started as guards, grade one,

suffered from burnout at one time or another, and all received Correctional Exemplary Service medals, plus their 30-year-service bar, at ceremonies in October.

Al Hickey, Stony Mountain Institution

Al Hickey started his corrections career in 1955 as a guard, grade one at what was then Manitoba Penitentiary in Stony Mountain. At the time he was working for Manitoba Hydro as a maintenance machine operator. But the job entailed a lot of travel, and the newly-married Hickey wanted something that would let him stay home more.

The first years did not go well. "After a year I detested it. I didn't like the inactivity of sitting in a tower. In those days inmates only spoke to ask a question, staff to give an order." But he stuck.

After about five years, and following successful completion of a two-month career planning course

at Kingston, Hickey accepted the job of guard, censor clerk in the visits and correspondence area. For the first time he found himself working with people, both inmates and their visitors.

This was followed in 1965 by another promotion to visits and correspondence clerk, and in 1967 by promotion to his current position as supervisor of visits and correspondence.

Hickey has practically "written the book" on Visits and Correspondence. He explained that his supervisor at Manitoba Hydro told him that "if you want to enjoy a job, try to make yourself as useful as possible." He has tried to follow that advice. As a result he has developed a volunteer program at Stony Mountain that has been a model for other institutions, includ-

ing a successful family visiting program.

"I wouldn't understand people, or life in general, as well as I do if I hadn't worked here."

A successful graduate of a three-year correspondence course in Corrections offered by McMaster University, Hickey credits that course with keeping him in the Service at the half-way point. "Prior to that, when an inmate came at me screaming, I screamed back. Afterwards, I realized the inmates weren't attacking me personally; they were screaming at Authority — their father, the teacher, the police, whomever. Instead of screaming back, I started sitting down and listening to them. That's made the difference."

— continued on page 4

"Let managers manage!"

— continued from page 1

"Managers expressed concern with the lack of delegation and flexibility they were awarded. They felt they should be allowed to manage yet be held accountable. Many spoke of an over emphasis on the part of functional branches on giving direction rather than advice, and controlling rather than assisting," states the Organizational Review Task Force in their report of October 22, 1985.

"Too much is enough!"

The pendulum of centralization/decentralization is once again in full swing. This is not new to anyone who has worked in CSC for 10 years or more. During the early and mid-1970's, task forces and management text books all argued that authority to take action should be delegated as close as possible to the level of action. In many organizations, CSC included, this resulted in the formation of regional offices and the delegation of functional authority. Between 1971 and 1977 a series of events occurred which were to affect the move toward decentralization within CSC. A number of disturbances, riots and hostage-takings served to push the Service into the limelight of public scrutiny.

A Parliamentary Sub-Committee declared that a state of crisis existed within the penitentiaries. Although the Sub-Committee advocated delegation of responsibility and accountability, it strongly urged that penitentiaries must be under the control of management at all times. This was consistent with a government-wide move to greater control over financial management. Key central agencies such as the Auditor General, Treasury Board, and the Office of the Comptroller General all pushed for greater financial management and accountability.

During the subsequent eight years, CSC experienced a significant centralization of systems and controls. Among the many actions

taken were, a centralized data base, population forecasting, project management, auditing and accreditation, case management procedures, population movement, as well as decision making concerning protective custody and special handling inmates.

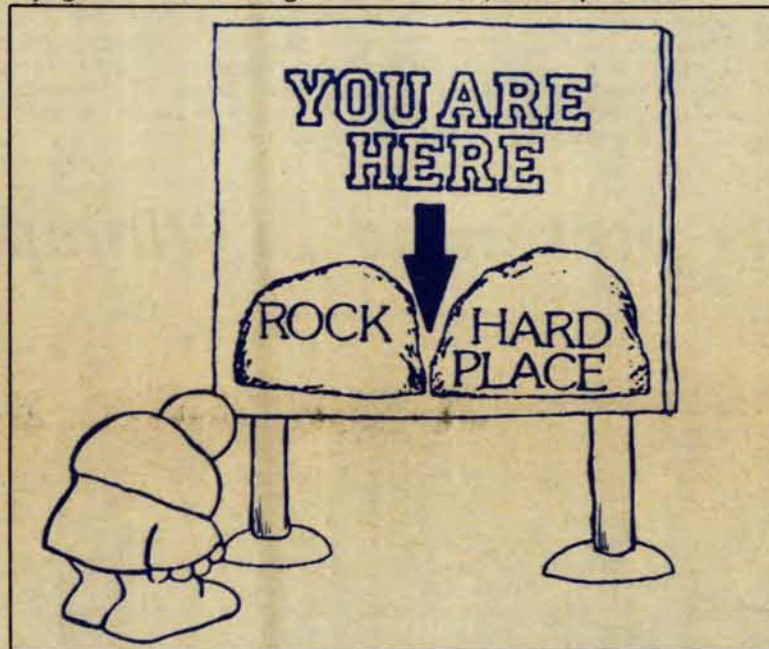
Yet, despite these efforts to gain control, the Service continued to be struck by major and minor disturbances, hostage-takings, riots, inmate suicides and murders.

Wardens continually found themselves between a "rock and a hard place." Excessive demands were being made on their time both from internal management needs of their institutions and from external directives from national headquarters. More time was devoted to directing work upwards in the organization than exercising management and leadership within the institution. The Carson Committee reported that wardens frequently had "to choose between the institutional needs and the needs of functional managers at NHQ and RHQ." In short, wardens were saying "too much is enough!"

The warden is the boss

Today, we see the pendulum swinging back toward decentralization. The task force on NHQ/RHQ organization echoes the many symptoms and problems facing the Correctional Service identified by Vantour and Carson. In the course of their interviews, the task force concluded that headquarters functional staff were too involved in daily operations and line decision-making. The task force noticed over-specialization in some of the functional branches and found "that because of a lack of corporate trust in the ability of managers to perform in a competent and accountable fashion, too many controls had been placed on field activities."

The organizational changes which are now being implemented are a visible manifestation that managers shall be allowed to manage, that the institutions and parole offices are the most important components of the Service, and that all other components at NHQ and RHQ exist to serve, not control, these operations.



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Winnipeg District holds workshop for support staff

"A workshop held in Minaki, Ont., recently, for administrative support staff in the Winnipeg District, gave staff from parole offices and institutions a chance to get acquainted and gain a better understanding of each others role," reports Carol Edmondson, office manager, Kenora Parole Office. This was the fifth such workshop organized by the Winnipeg District Parole Office and sub-offices. Guest speakers included John Maloney of the Lake of the Woods District Hospital Mental Health Clinic, Charlotte Spence, secretary to the deputy commissioner and Bonnie Davenport, regional chief, Staff Development.



These Winnipeg District parole office and institution administrative support staff got to know each other better at a recent workshop.

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Rewarding careers

— continued from page 3

Art Steedsman, Edmonton Institution

Art Steedsman was home in Smeaton, Saskatchewan on a fire layoff from the BC lumber-camps when a friend of the family suggested he put in an application for a job at "The Pen" — Saskatchewan Penitentiary in Prince Albert, 60 miles away.

Art took him up on it and was hired as a guard, grade one. In January, 1954 he caught a bus in Smeaton at 40° below (that unforgettable point where Celsius and Fahrenheit scales meet) to go to Prince Albert. After two days orientation, he was handed the keys and directed to his range.

Along with about a dozen other single officers, Steedsman shared living quarters on the third floor of the penitentiary, above the main gate. In exchange for the room, the officers provided escorts to the railway or bus stations for newly-released inmates. They paid for all meals — 30¢ a shot.

Over the years, Steedsman gradually moved up the security ladder. In 1962 he was promoted to a guard, grade two, followed in 1964 by a promotion to keeper. Only 32, he didn't see much potential for advancement at Sask. Pen. so in 1968 he took a voluntary demotion to CX5 at the newly-opened Drumheller Institution. "I wanted the experience of helping to open a new institution, of working with young offenders, of implementing the living unit concept."

He wasn't finished with new experiences. In 1972 he transferred to a position as supervising counsellor at Grierson Community Correctional Centre in Edmonton. In 1975, he accepted an appointment as assistant warden, security at Joyceville Institution in Ontario. Two years later he transferred to a similar position at the not-yet constructed Edmonton Institution in Alberta, the position he still holds. His wealth of experience at all levels of security, and his knowledge of the living unit concept, enabled him to make a valuable contribution to opening the first maximum-security living unit institution in Canada.

"It's been a good career. I would do it all again, the same way. At one point or another, I've felt burnt out, but you learn to live with it..."

"You learn not to take the job home because you still have a family who needs you. You have to remember to communicate. You also have to learn to delegate."

Bob Fisher, Bowden Institution

Bob Fisher's brother, Leslie, convinced him to try corrections. In his early twenties, Bob was a successful salesman with a chocolate bar company. But when he and his wife had a son, Bob had visions of the child growing up without him.

Leslie had joined the provincial correctional service a couple

of years before, and suggested Bob try it too so Bob joined as a guard in the juvenile branch at Bowden Institution.

The first few months weren't that great. Mrs. Fisher and their little boy continued to live in Calgary. Bob worked his shift of 11 straight days, then headed to Calgary for three days off. When he got home each time, he'd be determined he wasn't going back. But by the third day, he'd be rested and ready to head for Bowden. It got better when his family moved to nearby Innisfail.

Fisher couldn't see himself staying in security, giving orders. "In those days, you were like a little corporal." He decided to take an extension course in arts and crafts, and in 1957 graduated from the fine arts program of the Calgary College of Arts.

When the carpenter who taught shop in Bowden left, Bob took over and started to develop the program. Eventually, in 1970, Bowden switched from a juvenile to an adult facility. Fisher continued at Bowden, working with the adults, but he had fond memories of working with the kids.

"There is more challenge, and more opportunity for change with the juveniles. Most of them had worked their way through the system by the time they got to Bowden. They were very suspicious of what they called 'head games,' so it was difficult to draw them out in a formal counselling process."

"But I could sit down beside them with a piece of leather and some tools and start talking about what I was doing, and pretty soon we were talking about lots of things, including what was bothering them."

"With adults, you can do the same thing to a point. But by the time a fellow is 35 or 40, his life style is chosen. Change, if it comes, comes at his decision. There isn't much you can do to help."

When Bowden became a federal institution in 1974, Fisher stayed on.

It didn't help when they moved his shop area from the basement of the main building to an old hangar full of sparrows. He ordered a hard hat and overalls. "The smell was awful... But after about a month of saws humming and dust flying, the sparrows moved out."

Not just the immediate work environment changed. So did federal corrections. "Things progressed." Today Fisher has about 115 inmates signed up for the arts and crafts program. At any one time, he has 25 to 30 inmates working in the shop. At present he is looking forward to moving into the new shop that is part of Bowden's reconstruction, and which he has helped to design.

If one of his four children thought of corrections as a career, Fisher's only suggestion would be to get an education first, in social work — "you've got more to offer."

The Fisher family has already given a great deal. Bob Fisher's brother, Leslie, a recently-retired warden of Lethbridge Correctional Centre, also received his medal plus bar at the Edmonton ceremony in October.

Inside this issue

page

Elbow Lake inmates are impressive fire fighters	2
Who becomes the victim of a crime	2
Questions asked by frontline staff about AIDS	3
Trivia Trash	4

Quebec region bids farewell to RDC

Jean-Paul Dugas retires

QUEBEC — Regional Deputy Commissioner, Quebec, **Jean-Paul Dugas**, retired from CSC Dec. 6, 1985, after 31 years of service. More than 175 VIPs, RHQ and institutional staff gathered in a reception hall in the city of Laval to wish him farewell.

Dugas was well roasted by some of Quebec's wardens before his successor, **Jean-Claude Perron**, spoke of his many contributions to CSC. Highlight of the evening was an audio-visual presentation, "An RDC is born, or an alternative to reincarceration". Produced by Les Productions de la retraite enr., or Retirement Productions Inc., (read Communications Branch), it featured Dugas' career.

Guests of honor at Dugas' retirement party included Commissioner **Rhéal LeBlanc** and **Mrs. LeBlanc**, Senior Deputy Commissioner **Roma Bertrand** and former CSC commissioner **Donald Yeomans** and his wife, **Kay**. Other guests included **Pierre Couturier**, president, Association des services de réhabilitation sociale (ASRS); **Bruno Dandeneault**, president, Association des membres des centres résidentiels communautaires du Québec

(AMCRQ); **Renault Tremblay**, director general, ASRS and executive secretary of AMCRQ; and representatives of Philippe Pinel Institute, Parthenais Centre, Laval police force and National Parole Board commissioner **Roméo Beaupré**. Dugas' wife, **Hélène** and sons **Luc** and **Yves** attended as well.

Gifts presented during the evening included a watch for Dugas, flowers for his wife and a videotape of the evening for both of them. (See "A man of quiet strength", page 2)



Jean-Paul Dugas was a model for his staff to follow.

CSC staff are care bears!

No matter how busy they were with their own Christmas celebrations, staff at NHQ and across the regions, found time again this year to remember other less fortunate families with gifts of toys and food. Here are just a few of the helping hands *Let's Talk* has heard about (in time for printing this issue)!

Dennis Curtis RMC, Ontario region, reports that the Personnel department at regional headquarters was so successful in collecting money to sponsor a needy family that they actually collected too much! When the donations were all in Personnel staff bought a large food hamper and turkey for not only one mother and her three children but also for a couple and their three children.

At NHQ three branches and the third floor coffee drinkers donated money to help the less fortunate. **Suzanne Sequin**, an information officer in OIS, who coordinated collecting the money in that branch,



This cuddly bear, on the mailroom records counter encouraged staff donations to the needy at Christmas.

told *Let's Talk* that OIS purchased numerous items for two adults and — continued on page 4

Inmate complaint halts Cowansville urinalysis project

NHQ — A urinalysis pilot project due to start at Cowansville Institution in Québec this past fall was put on hold when the chairman of the inmate committee complained to the courts that the process was an unreasonable search prohibited by the Charter of Rights and Freedoms.

CSC's legal advisor **Mario Dion** reports the court case may take several months to settle. Meanwhile,

the Ontario region's urinalysis pilot project continues at Joyceville Institution.

The urinalysis project requires certain inmates to submit samples of their urine for analysis to detect the presence of illicit drugs or alcohol.

If successful, urinalysis will become a procedure at all CSC institutions across Canada.

Let's Talk



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AIDS in prison

Who gets it, how it spreads and what we can do about it

By Helen Gooderham, NHQ Communications and Les Shand, Prairies Communications.

NHQ — With the arrival of two young offenders diagnosed as having AIDS-related conditions, CSC came face to face with the fact of AIDS in a prison setting. One offender, who is in the Prairies, has ARC (AIDS-related complex) while

the other, in Ontario, is defined as "sero-positive." Neither of them are active AIDS cases, nor will their conditions necessarily develop into AIDS.

What is this disease everyone is so afraid of? Most of us know something about AIDS (Acquired Immunodeficiency Syndrome) because it's widely covered in the media, especially the more sensational aspects.

The bad part is that there is no known cure. Of those who develop it, 80% will die within two years of diagnosis. Also, doctors have little experience with AIDS since it was only reported in North America about four years ago.

The good part is it's not an easy disease to get — your chances are virtually zero unless you fall into one of the high risk groups. AIDS

— continued on page 3



Pacific region staff meet Solicitor General

Late last year Solicitor General Perrin Beatty visited CSC offices in the Pacific Region.

What impressed staff most, reports **Sonya Chupick**, Communications Pacific, was that he took

time to meet and shake hands with as many staff as possible. His one-day tour took him to Elbow Lake, Kent and RHQ, where he met with staff, inmate committees, USGE officials and various RHQ branches.

From left, Solicitor General **Perrin Beatty**, and some of the staff who had a chance to meet him — **Shannon Hurt**, **Jean Cooper**, **Gayle Hartling** and **Sherry Lewis**.





Jean-Paul Dugas, Quebec regional deputy commissioner until Dec. 6, 1985, was the focal point at a farewell reception marking his retirement after 31 years service.

Jean-Paul Dugas: a man of quiet strength

by Manon Lavoie
Communications, Quebec Region

QUEBEC — Jean-Paul Dugas was in charge of a pay office in the construction industry before coming to CSC, in 1954, as secretary to the assistant warden, Security, and the senior keeper at the Federal Training Centre.

Soon after joining the Service he took a correspondence course in accounting and received a degree from the École des Hautes Études Commerciales. That allowed him to become assistant accountant at Leclerc Institution in 1963 and later senior accountant at the same institution.

In 1968 Dugas was named assistant warden, Technical Services, at Leclerc. Five years later he became warden of the institution. He served as assistant regional director for a year before being appointed Quebec's regional deputy commissioner in 1979.

Dugas, who usually worked 10

hours a day, admits he enjoys solving problems. Ask his staff and they may tell you he enjoys problem solving so much that they suspect him of creating problems when times are quiet!

Communication and consultation are essential

Dugas is a man of quiet strength whose frankness has gained him praise. Conscious of his responsibilities, he stresses that "being fair and equitable" are simple principles that must be followed. Although he is quick to solve problems, he believes that communication and consultation are essential. "Managers need to be surrounded with good staff," he admits before adding: "Things went well for me because my assistants were so good. I regret I haven't always taken the necessary time to express my gratitude to them."

Dugas feels Canada's correc-

tional system is one of the best in the world. During his career, he has witnessed many important changes in CSC. He has looked after the standard implementation of several directives within the institutions, including those enabling inmates access to the grievance procedure or requiring the attendance of an independent president at the disciplinary court. He has seen the implementation of the Special Handling Unit (SHU) concept, the opening up of CSC to the media and the community, and the introduction of the Citizen's Advisory Committees (CACs).

Dugas has had a very rich career for a man who never aspired to attain such a high-profile job. He accepted his promotions humbly, always conscious of the personality changes power can bring and was intent on keeping his perspective. Demanding without being intolerant, Dugas was a model for his staff for whom he cared so much.

Photo: Robert Dandurand

Elbow Lake inmates are impressive fire fighters

BC Forest Service will train inmates in helicopter forest fire assault tactics

PACIFIC — "The British Columbia Forest Service agreed in principle, Dec. 12, to a proposal from Elbow Lake Institution suggesting that they train several elite inmate crews from the institution in helicopter forest fire assault tactics," reports Tom Crozier, acting superintendent at Elbow Lake. "Starting this summer, inmates will help the attack fire suppression teams handle fires in the entire Vancouver forest region."

The agreement comes as a result of the impressive job, done by Elbow Lake inmates and staff, fighting BC forest fires last summer.

During the summer of 1985 BC basked in one of the driest and hottest summers on record and paid the price with more forest fires than usual.

Although BC is still totalling the bill for fire fighting done across the province, inmates at Elbow Lake Institution, who fought 12 forest fires in the Chilliwack Forest District during July, August and early September, know the results of their achievement to a penny, says Crozier. "By Sept. 6, 23 inmates had earned \$32,649.95 among them for fighting fires. The institution also knows that almost \$10,000 for the use of institutional equipment and machinery to fight the fires will be sent to the Receiver General."

Most of the forest fires were in the western watershed slopes of Harrison Lake, north of the institution, recalls Brent Abernathy,

assistant superintendent, Programs, at Elbow Lake. "Staff and inmates were able to respond to the province's request for help because the inmates were so well trained."

Jack Little, forestry program supervisor at the institution, explained further that "for the past five years a regular part of inmate training at Elbow Lake has been fire fighting preparedness under the 'Wild Fire' agreement between the institution and the two forestry districts (Chilliwack and Maple Ridge). The degree of preparedness and training really paid off last summer."

The initial response and suppression of many fires was handled alone by inmates and staff of Elbow Lake, who also worked along side civilian crews to put out other fires. The inmates, trained and certified in fire fighting techniques and equipment, drew favorable comments from field bosses of the BC Forest Service. Perhaps the highest praise received from the Chilliwack District of the BC Forest Service was the admission that the requests were coming from all over the forest district asking for the assistance of the Elbow Lake crews rather than civilian crews whose training standards and motivation were not as high as those of the inmates.

Last summer's fire season gave Elbow Lake Institution forestry technicians Greg Gibbon, Ken Lafond and Bert Duncan and their inmate crews a chance to show what can be attained through training and motivation. They realize that their efforts saved citizens of BC, and ultimately citizens of Canada, timber worth inestimable millions of dollars.

Who becomes the victim of a crime?

If you're 16-to-24-years-old, a male, in a higher income group, go out a lot at night, and own a car, you're more likely to become a victim of a crime in a Canadian city. Most victims never see and are not attacked by the offender, but of those who are, only 8 per cent require medical care.

However, the cost of becoming a victim is substantial — financially and emotionally, according to a Canadian Urban Victimization Survey (5) carried out by the Department of the Solicitor General and Statistics Canada. Financial costs involved in 1,600,000 criminal incidents in 1981 resulted in a nationwide bill that totalled \$431,000,000 in the seven cities surveyed.

In 1981, Canadians suffered more than 700,000 incidents in which they were personal victims of assault, sexual assault, robbery and theft of household property. There were almost 900,000 incidents of break and enter, motor vehicle theft, household theft and vandalism.

Women are more likely than men to become victims of sexual assault and personal theft, but men are almost twice as likely to be victims of robbery and assault.

Age is an important factor. People 16-to-24-years-old are much more likely to be victimized than the elderly (age 65 and over).

Rates of theft (cars, household goods, personal property and vandalism) increase substantially

with family income. The pattern for break-and-enter is, however, more complicated. High rates occurred at both ends of the economic scale.

Lifestyle is another significant indicator. The more you go out in the evening, the more likely you are to become a victim of crime (assault, robbery and theft of personal property.)

The incidence for break-and-enter was 94 per 1,000 households in 1981, and of those households affected by this crime, 67 per cent suffered an average loss of \$1,142. After recovery through the police and private insurance, the net loss to victims was \$655. Relatively little

was directly recovered by the police in break-and-enter cases.

Cars were the focus of much crime — three quarters of vandalism incidents resulted in damage to a car.

The impact of being a victim of a crime is clearly very substantial, says the survey, but the dollar figures do not reveal the suffering that financial loss can mean, especially for those with fixed incomes, or low incomes. Many victims also reported they suffered crisis reactions after a crime, even in cases that involved theft by an unseen offender.

Panel will pick new parole chief

OTTAWA — A committee of five volunteers has been formed to search for a new National Parole Board chairperson to replace William Outerbridge when he retires on April 30, Solicitor General Perrin Beatty said Dec. 3. The volunteers include Alberta ombudsman Brian Sawyer, and Donald Sinclair of the University of Toronto, who was once Ontario's deputy minister of corrections. Other committee members are: Paul Khurana who will act as its chairperson, Gisèle Côté Harper, and Laurent Laplante.

Quebec inmates make the most of their right to vote

Dec. 2, 1985 was an historical day in federal penitentiaries. It was the first time inmates had the right to vote in a Quebec provincial election. Inmate Jean-Louis Lévesque, who won that right for the inmates from the Federal Court of Canada, casts the first inmate vote at Leclerc Institution. Although he won the court challenge, we don't know if he won his vote! More than 90 percent of the 239 eligible voters at the institution voted.

Crime victims: which age group is most at risk?

Who is the most likely to become the victim of a crime — the elderly, the young, or the in-between age groups? Most people answer, the elderly, because of what they read in their papers, or see on TV.

Criminal victimization of the elderly (age 65 or over) may make the news, but according to a recent Statistics Canada Canadian Urban Victimization Survey (6), it's the youngest age group — the 16-to-24-year-olds — who are at high risk. In fact, young people account for almost 50 per cent of those victimized by criminals (personal attacks, vandalism, break-and-enter, etc.) Data reveal a sharp decline in victimization in relation to age, the elderly accounting for only 2 per cent of criminal victimization cases.

The reasons are various. The elderly tend to spend more time at home and to get home earlier. They don't spend much time in bars, or other places that could expose them to crime, and they don't walk the streets late at night.

Males, whether young or old, are three times more likely than

females, young or old, to be robbed or assaulted. However, elderly females are much more likely than elderly males to be robbed.

To say that the elderly are victimized less frequently because they stay home more is not the whole story. Data show that even older people who went out frequently, were less likely to become victims of crime than younger people. However, if the elderly went to bars, they were just as likely to be robbed as younger people.

The elderly suffer more from their victimization than younger people, both physically and emotionally, and they take longer to recover.

The financial impact is also more severe for them as they often are on fixed incomes such as pensions. They also tended to fear crime more than younger people and reduced their social activities as a result.

The Canadian Urban Victimization Survey was conducted by the Ministry of the Solicitor General with the assistance of Statistics Canada. Seven cities and 61,000 citizens were surveyed.

Questions asked by frontline staff about AIDS

Let's Talk interviews Dr. Daniel Craigen, CSC's director general, Medical and Health Care Services

What is CSC's policy concerning AIDS?

We think education of staff and inmates is the best insurance in dealing with this tragic illness. By now all of our staff and inmates should have received a pamphlet prepared by Health and Welfare Canada explaining AIDS. An excellent, informative video on AIDS is presently being shown to all staff and inmates. It answers most people's questions very well.

What is being done by CSC to find out who has AIDS?

Inmates will not be screened for presence of antibodies to the AIDS virus, as the results do not tell us much except that the offender has been exposed at some time to the AIDS virus. Test results are not conclusive and therefore do not result in a firm diagnosis. There is also a potential for false positives. Negative results are of little diagnostic value as results may mean the individual has not been infected, has not yet formed sufficient antibodies to test positive, or is incapable of developing antibodies.

CSC has no active cases of AIDS at the moment, but active cases would be held in the institutional health care unit. Right now, we have an offender suffering from ARC, (an AIDS-related complex),

who is in a health care unit because he has some of the symptoms that result from low immunity to disease. A second inmate has been classed as sero-positive, and this means he was at one time infected with AIDS but has no symptoms at the moment, and will not necessarily develop any.

We discussed this case with the inmate committee in his institution and when it was pointed out to them that this inmate is not a health hazard to anybody, they agreed to let him serve his sentence in the general population. This is where he will stay, unless he is unfortunate enough to develop into an ARC or AIDS case. He would then have symptoms and would be placed in a health care unit.

Should health care or security workers have special clothing when dealing with AIDS offenders?

No. Some US prisons have overreacted to the extent of issuing face masks, rubber boots and special hats to staff who are in contact with inmates known to be positive for the virus.

This is unnecessary, and could lead to a false sense of security and neglect of important preventive measures such as wearing rubber gloves when handling potentially infected body fluids. Only those



Archambault Institution Health Care Centre.

parts of the body — such as the hands — that come into direct contact with infected body fluids, need to be protected.

Is isolation of healthy inmates who are positive to the AIDS virus necessary?

No. This just means they have been exposed at some time to the virus. They pose no risk to other inmates or to staff if there is no sexual contact.

If one of the major reasons for the spread of AIDS is homosexual contact, does CSC plan to make condoms available?

No. The senior management committee has agreed that condoms will not be provided since to do so would condone homosexuality in prison.

Security officers are concerned about bites, skin breaks, or scratches resulting from an assault by an offender with ARC or AIDS.

A human bite is an unlikely — but potential — mode of transmission of the AIDS virus. Recent evidence shows that the virus rarely appears in human saliva and when it does the amount is small. To date there are no known cases of a bite by an infected person resulting in transmission of the virus. The same is true for scratches, skin breaks

and wounds. Washing the scratch, or skin break immediately with soap and water will kill the virus.

We are sometimes asked about this situation. Supposing a correctional officer has cut their hand or face at home, and then at work an inmate with an AIDS-related complex throws urine or feces which hits the wound. Again, washing with soap and water is sufficient.

What should staff do if they're worried or have questions?

They should contact their health care unit staff, or if they prefer, one of three AIDS committees across the country. In Toronto (416) 926-1626; in Montreal, (514) 937-7596 and in Vancouver (604) 687-2437.

You can't "catch" AIDS by casual contact

AIDS in prison

— continued from page 1

is not a modern Black Death and it's not widespread in the community. According to the most up-to-date medical knowledge, AIDS is caused by a specific virus, called HTLV-3, that originated in Africa. The virus attacks the body's immune system progressively destroying the body's ability to fight infection and cancer.

In spite of this, AIDS is not a tough virus. You can kill it easily with soap, bleaches or disinfectant. Unlike the viruses which cause measles, flu or the common cold, it's relatively weak, and doesn't live for long outside the human body. You have to come into direct, intimate contact with the virus — usually through sexual contact, or through needles infected with blood or blood products.

You can't catch AIDS through casual contact, through casual kissing, talking or hand-shaking, or coughing or sneezing. You won't get it off toilet seats, from faucets, towels, or doorknobs, or by eating food or touching dishes prepared by someone who has the disease. You can't get the disease from massages, or contact sports.

Not everyone who is infected with the AIDS virus will get the

disease. A small portion of people infected with the AIDS virus will go on to develop the disease.

If you take the AIDS blood test (to find out if you have any HTLV-3 antibodies which shows you have been in contact with the virus) and your test is positive, this doesn't mean you have AIDS, or even that you will get it. It just adds up to the fact that you're at a higher risk for developing AIDS than someone who has not developed antibodies.

High risk groups

It's been found that 97 per cent of patients with active AIDS are from specific high risk groups. Male homosexuals with a lot of sexual partners, and immigrants from Haiti and Zaire have the most cases, and are at the highest risk.

Also at risk are intravenous drug abusers, hemophiliacs who have a bleeding disorder and use blood products, female partners of bisexual men, and infants born to mothers who are infected with AIDS.

It's possible for people who have had blood transfusions to develop AIDS from blood infected with the virus but the number of cases is very small. Now that the Canadian Red Cross is screening all blood donors, the risk of transmission is virtually zero.

AIDS Statistics

AIDS patients	Alive	Dead	Total (%)
Homosexuals and bisexual males	168	146	314 (76.5)
Intravenous drug abusers	0	1	1 (.2)
Hemophiliacs	2	3	5 (1.2)
Blood transfusion recipients	1	4	5 (1.2)
Heterosexuals*	2	7	9 (2.2)
Pediatric cases	9	10	19 (4.6)
Other	4	6	10 (2.4)
Persons from Haiti and Zaire	21	27	48 (11.7)
TOTAL	207	204	411

*Contact with AIDS-infected person.

Information on AIDS is changing daily — this page reflects current knowledge.

Statistics for Canada as of Dec. 16/85

Laboratory Centre for Disease Control Health and Welfare, Ottawa

How is AIDS spread?

AIDS is transmitted by direct contact with the virus through infected blood, semen and possibly other body fluids. The most common mode is homosexual contact but the disease can also be spread by heterosexual contact.

Potential kinds of exposure which could lead to transmission of the disease include: direct contact of infected body fluids with a fresh wound such as a bite, improperly cleaned tattooing needles, and blood-to-blood contact such as might occur in blood-brother ceremonies.

Because we do not yet have much experience with this virus, medical authorities are not sure

how much of the virus it takes to result in transmission. Since the virus is weak, they think it requires quite a lot, but they won't know for sure until more cases show up. At the moment, no one has contracted active AIDS from kissing, from a bite, or a wound, or break in the skin such as a scratch. However, some experts suggest that while casual kissing is safe, no one is sure about deep oral kissing.

What can be done to prevent AIDS infection?

Sexual contact is the most common way to transmit the virus. "Safe sex" which includes using a

condom can reduce the risk of infection, as can limiting the number of partners and getting to know the sexual history of partners for any homosexual or heterosexual contact.

You can't get infected with the virus if you have no contact with it. That's why rubber gloves are also suggested for health care workers, or anyone handling potentially infected body fluids. Appropriate care must be taken at clean-ups, especially since the virus is easily eliminated by soap and disinfectants.

Another important protection is to avoid using any needle which is unclean particularly if it has been shared with others.

Springhill holds suicide prevention workshop for inmates

NHQ — Two of the experts who conducted a two-day suicide prevention workshop for 39 volunteer inmates at the Springhill S4 (medium security) Institution late last year recommend that the course be presented to inmates across the country. **Carole Anne Searle**, CSC's national coordinator of the suicide prevention program, says "We hope that other institutions will eventually have such training for their inmates."

Searle went on to explain that there have been suicide prevention workshops for staff across the country for the past two years. Training began in the Atlantic region in January 1984 and as of November 1985, 60 per cent, or 663 Atlantic institutional and parole staff, have had such training. But this is the first time CSC has offered this type of workshop to inmates.

The workshop, a pilot project, was similar to the ones given to staff. It was presented by three of the program's designers, **Dick Ramsay**, **Roger Tierney** and **Bill Lang**, from Calgary, and senior trainer, **Patricia Orrell**, from Edmonton. The Atlantic trainers were **Chris Mauge**, psychologist at Springhill Institution; **Jeff Earle**, psychologist at Dorchester Institution; **Marc LeBlanc**, CX from Dorchester; and **Steve Wurts**, parole officer, St. John area Parole Office. It was designed in Alberta in an attempt to combat the major suicide problem in that province. Curriculum for the inmate workshop consisted of three parts: educating the inmates to attitudes towards suicide and familiarizing them with facts and myths surrounding it; educating them as to how to recognize and assess the danger; and developing intervention skills.

Searle feels the program better prepared the inmates to effectively



Reviewing the workshop evaluations, from left, **Chris Mauge**, Springhill psychologist; **Dick Ramsay**, one of the program designers; **Carole Anne Searle**, CSC's national coordinator Suicide Prevention Program.

deal with an immediate crisis prevention of a person at risk of suicide.

They learned, for instance, that the way to prevent suicide is to break through the isolation the individual is experiencing and to develop the confidence to directly ask an individual if he or she is contemplating suicide.

The request for the training came from administration and the inmates, says Searle. "Although more than 40 of the 500 inmates at the institution volunteered for training, we had to keep the number down because small groups of 10 were more feasible."

She admits that such programs are never going to eliminate suicides, but they do have the potential to reduce the number of suicides. For example, in 1983 there were seven inmate suicides in the Atlantic region, four in 1984 and as we go to

press there had only been one in 1985.

Why the need for inmate as well as staff training? Searle explains that inmates have a potential for preventing suicides because they are in close daily contact with their peers and are quickly aware of behavior changes.

Searle was just as enthusiastic about the outcome of the workshop for inmates as were the other organizers who were "delighted with the results". "The inmates were really keen to be helpers," she says.

Comments from the inmates, who evaluated the course, were encouraging. Comments like — "It makes me feel now that I can help someone"... "I'm more interested in helping guys here"... and "I enjoyed working with the people who put on this program. It made me aware..."

CSC staff are care bears!

— continued from page 1

five children. From Santa and OIS friends, the family received gifts, ingredients for making meat pies, new boots for the children, two boxes of canned goods, groceries for a month, a fruit basket and turkey as well as some used clothing for the children. "We chose this particular family because they weren't on welfare but were struggling to make it on their own," she said.

The Administration branch at NHQ and the third floor coffee drinkers joined forces to brighten the holidays for a single mother and two babies and a single mother and her 10-year-old daughter. They provided gift vouchers so the families

could purchase their own Christmas day food, baby clothes, a basket of special Christmas goodies and gifts for the children and mothers, says **Wendy Flaherty** A/Head Records & Mail Operations.

Linda Cork, coordinated the efforts put forth by ETE. "The family selected for us was a single mother with a two-month-old girl and a four-year-old boy. Since the family had made their own arrangements for Christmas dinner we concentrated on giving them other items like clothes for the children, sheets (which we learned they needed) and small gifts for the mother. All together we assembled eight boxes of items, some including non perishable food items." This is the second year ETE collected money at Christmas to help a needy family.

Beaver Creek honors exemplary service recipients

ONTARIO — Seven Beaver Creek staff received exemplary service certificates and medals from Warden **Dan Kane** late in 1985. Several other staff and their spouses were on hand for the special presentation organized by USGE president **LU1, Gary Ferguson** and Superintendent **Ted van Petegem**. Medal recipients were, Living Unit officer **Don Stinson**; works officer **Don Francis**; Living Unit supervisor **J.J. (Danny) Poland**; assistant superintendent Operational Services, **Jim White**; Living Unit officers **Ken Smith**; **Jack Beaupre** and **Adrian van Seters**; Superintendent **Ted van Petegem** and Warden **Dan Kane**.

Police urged to hire ethnic recruits

Police forces across the country must recruit more ethnic minorities and improve relations with minority groups, says a report released Nov. 27 by the Canadian Association of Chiefs of Police. The report on police and race relations, done by the association and funded by the federal multi-culturalism department, says there aren't enough officers of varied ethnic origin.

TRIVIA TRASH

Who will be the top 10 winners?

Answers will appear in your next issue of *Let's Talk* as well as the top five winners for *Trivia Trash* and the top five winners for *Einstein's corner*.

All staff are invited to enter this crazy contest. Send your answers, and your name and phone number to Trivia Quiz, Offender Programs Branch, Community Release Programs, Operations and Quality Control.

Radio Trivia

1. Radio Show: "The Shadow." What was the Shadow's name?
2. Radio Show: "The Life of Riley."
 - a) What was the actor's name who played Riley?
 - b) What was the undertaker's name?
 - c) What was Riley's wife's name?
3. What radio show began with classical music and the words, "From out of the past...?"

Television Trivia

Easy Questions

1. In what T.V. western show did **Clint Eastwood** star?
2. Who played **Tracy Steele** in the TV. show, "Hawaiian Eye"?
3. What was the name of the ship in the **Gale Storm** T.V. show?

Hard Questions

4. Who played **Liz Cooper** in the T.V. show, "My Favourite Husband"?
5. In the T.V. series, "Sergeant Preston of the Yukon", what was the name of Sgt. Preston's horse?
6. Who played **George Hansen** in the T.V. show, "Caesar's Hour"?

Almost Impossible Question

7. What is the name of the quiz T.V. show that **Walter Cronkite** moderated?

Movie Trivia

Easy Questions

1. What was **Nelson Eddy** and **Jeanette MacDonald's** final film together?
2. In the 1958 film, "Kiss me Deadly", what actor played **Mike Hammer**?

Hard Questions

3. What was **Mickey Mouse's** original name?
4. Who played **James Dean's** mother in the movie, "East of Eden"?
5. What was **Zeppo Marx's** real first name?

Almost Impossible Question

6. Who played the male lead in "Champagne for Caesar"?

So, you like history and geography do you?

HISTORY AND GEOGRAPHY TRIVIA

1. What dynasty did Peter the Great and Catherine the Great of Russia belong to?
2. What Indian ruler built the Taj Mahal?
3. Who were the Punic Wars between?
4. Where is the Murray-Darling River?
5. What is the capital city of Costa Rica?
6. Where was Napoleon born?

Harder and nastier questions

7. In 1935 Persia had its name changed to what?
8. Name the highest waterfall in the world?
9. Who was the King of Denmark who became King of England in 1017?
10. Lake Titicaca is between what two countries?

Impossible Question

11. Where is the burial place of Thomas Paine?

EINSTEIN'S CORNER

1. Four persons, one of whom committed a crime, made the following statements when questioned by the police.
Helen: "Martin did it."
Martin: "Tom did it."
Carole: "I did not do it."
Tom: "Martin lied when he said I did it."

If only one of these four statements is true, who was the guilty person?

(For crazies and others to answer)

If only one of these four statements is false, who was the guilty person?

Haven't you had enough yet, eh!

2. If **Tom** is twice as old as **Dick** will be when **Harry** is as old as **Tom** is now;

Who is the oldest, the next oldest, and the youngest?

lets talk

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June Coxon
Editor

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Team of 10 reviews field setup

Report due in May

A team of 10, mainly wardens and district directors from across Canada, is now planning the reorganization of CSC's field operations.

Their recommendations are due in May, and may be ready for unveiling at the administrators conference in Ottawa that month. The reorganization itself is slated for completion by late fall.

The team of 10 is part of a 16-member field organization review task force set up in December by senior management committee. The task force is headed up by **John Aucoin** of NHQ. The working committee of 10, coordinator Aucoin, and an advisory committee of the five regional deputy commissioners make up the 16.

The 10 working committee members are: **Hank Neufeld**, warden of Dorchester Penitentiary; **Réal Benoit**, director of St. Anne des Plaines Institution; **Lily Tronche**, director of the Metropolitan Montreal district parole office; **Al Stevenson**, warden of Millhaven Institution; **Don Clarke**, executive officer for Ontario Region; **Mike Gallagher**, warden of Bowden Institution; **Mitch Kassen**, director of the Regina district

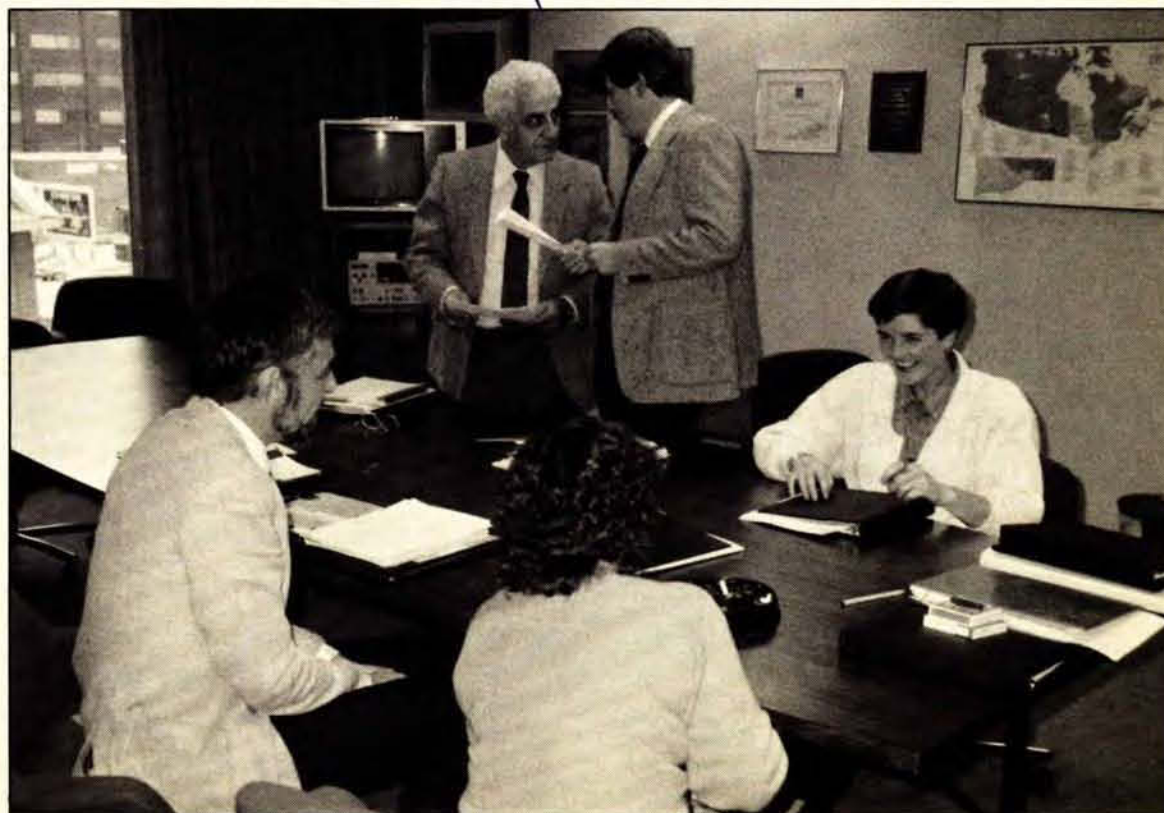
parole office; **Wayne Scissons**, warden of Matsqui Institution; **Pauline LaMothe**, executive director of Regional Psychiatric Centre (Pacific); and **Tom Crozier**, superintendent of Elbow Lake Institution.

The field review is expected to establish the roles and responsibilities of institutions, parole offices, and regional psychiatric centres according to CSC management philosophy and in consideration of the recommendations of the Advisory Committee to the Solicitor General of Canada on the Management of Correctional Institutions (the Carson committee).

As well, Commissioner **Rhéal LeBlanc** has asked the field review task force to recommend revised organization designs and resource requirements that will serve the needs and interests of inmates, staff and wardens.

The field review is the third phase of a review of CSC totally. Phase 1 brought the revamping of NHQ and RHQs — to be completed by the end of March.

Phase 2, still underway, looks at the relationship between CSC's national and regional headquarters and the Ministry Secretariat, the National Parole Board, the RCMP and the Correctional Investigator.



Examining how CSC will increase privatization of services are some members of CSC's Privatization project group — standing, Louis Zeitoun, Mike Provan; facing camera, Joan Gibson; with backs to camera, Helen Friel and Lucien Gosselin.

The controversy over privatization

By Helen Gooderham, NHQ Communications

Privatization. For many CSC staff it's an alarming idea — but actually it's only a "new" word for contracting outside for services. Managers in the regions and at NHQ are talking a lot about it these days. They're deliberating how well the expansion of this controversial concept would work given CSC's particular problems with security in a prison setting.

What exactly does privatization involve? What services would CSC consider turning over to private sector management? These were two central questions *Let's Talk* put to **Mike Provan**, director of operational planning, and **Helen Friel**, a planning officer with operational planning, following a meeting of CSC's Privatization Project group, Dec. 19. Friel is task leader of the group which has been charged with identifying services in CSC

which might be privatized, and providing guidelines for their implementation. Mike Provan is chairperson of the group.

What is privatization?

"Privatization is not a radical new idea — even in corrections," says Mike Provan. CSC in the last decade or so has often decided to contract out to the private sector such activities or services as chaplaincy, after care (halfway houses), fire protection, refuse removal, and education and training of both staff and inmates.

What's more, privatization doesn't just mean paying for services. Frequently CSC has used volunteers to provide services. A good example is the large network of citizens' advisory committee members across the country which provides many services to the wardens, parole office directors, and to offenders.

Why is privatization becoming so popular now?

The current thrust of privatization is the result of government rethinking of its position, its growth, its expenditures. The burning question seems to be how can government services like CSC do its job better, at lower cost and using fewer person years.

Says Provan: "Maybe we can do things in a more creative, innovative way. It means looking at new methods and different approaches, being flexible in our outlook. Perhaps doing more for less."

"For 150 years, CSC has seen its mandate inside a federal prison setting. Are there alternatives? Other ways of providing for offenders? Often outsiders can see new approaches that we can't because we have been too close to the problems for too long," Provan notes.

What is the US experience with privatizing prisons?

"Another reason for renewed interest in privatization in Canada is that in the last five years corrections in the US has engaged in an energetic commitment to privatization because of severe accommodation problems," Helen Friel points out. "Faced with inmate overcrowding, federal aid cutbacks and economic recession, the US found it had to come up with solutions — fast — because of mounting court orders — continued on page 3"

An early bird preview of the Annual Report

CSC highlights for 1984-1985

NHQ — An increase in the inmate population, resulting in increased double-bunking and construction of new accommodation, was the major challenge faced by CSC in fiscal year 1984-85, according to the Solicitor General's Annual Report which was expected to be tabled in Parliament, Jan. 31 and distributed soon after.

During the fiscal year 1984-85, the Correctional Service employed 10,727 person-years, a 4.8 per cent increase over 1983-84. Budgetary expenditures for the year were \$739.9 million of which \$132.5 million was devoted to capital costs. This was an increase of 13.5 per cent from the previous year.

The number of women occupying security positions climbed to — continued on page 2

Quebec welcomes new deputy commissioner

QUEBEC — **Jean-Claude Perron** is the new deputy commissioner, Quebec region, succeeding **Jean-Paul Dugas** who retired Dec. 6, 1985.

Perron, who holds a Masters of Criminology from the University of Montreal, joined CSC as a parole officer in 1967. Since then he has served in several areas in the parole service and at RHQ. The positions he has held include directing Chicoutimi, Granby and Montreal parole districts, acting as regional coordinator, Community Operations and Resources, being responsible for 1981-82 planning and program forecasts and being regional manager, Offender Programs. Prior to his current appointment he had been regional executive officer since 1981.

Guy Villeneuve is acting regional executive officer until Mar. 31.



Jean-Claude Perron — deputy commissioner, Quebec.

Inside this issue

	page
Christmas past	2
Stony Mountain spouses group copes with fear	4
Trivia Trash answers	4
Temporary absence program successful	4

An update of late-arriving stories

Christmas past

Westmorland toys

ATLANTIC — The Old Timers, a small group of Westmorland Institution inmates, made toys from August to December as Christmas gifts for needy children. They were presented to the Roman Catholic Sisters of the House of Nazareth, Moncton, N.B.

The Old Timers were very quiet and shy at the toy presentation, almost embarrassed that their special act of kindness was getting any attention at all.

Materials for wooden cars, doll cradles, and wooden puzzles in the shape of geese and elephants, were provided by the institution's inmate committee out of their own funds.



Westmorland Old Timer Pierre Breau is flanked by Disciple Hélène, left, and Disciple Lorraine, of the House of Nazareth, showing off two of the toys the Old Timers made and presented to them.

Frontenac toy-making project goes international

ONTARIO — "A Frontenac Institution toy-making project started by inmates late in 1984 has gone international," reports **Dennis Curtis**, regional manager Communications, Ontario.

Multi Ethnic Toys, originally manufactured about 1,000 hand-painted wooden toys for needy children in the area and distributed them at Christmas. The group made 6,400 toys in time for Christmas 1985. Last year, in addition to distributing

toys to Kingston, Toronto and Hamilton children, about 500 toys went to a Brockville religious organization, at the organization's request, and were sent to children in Kenya, Antigua and India. **Tony Simonetta**, the inmate who started the Multi Ethnic Toys project, was paroled to Toronto in December, but returned to Kingston before Christmas to assist the Amherst Lions Club distribute toys in that area.

An early bird preview of the Annual Report

— continued from page 1

10 per cent of CSC's security and living unit staff during the year, and the cost of maintaining offenders, went up by an average of \$900 each.

Highlights:

- The average daily on-register number of inmates increased by 4.48 per cent to 12,039 while the average daily number of offenders on parole and mandatory supervision rose 2.31 per cent to 5,895.
- Inmates continued to be double banded. Throughout the year an average of 940 inmates were double-banded in 20 institutions.
- Five new 80-cell living units opened at Bowden Institution in Alberta; an 80-cell living unit opened at La Macaza Institution in Quebec; and a new health and segregation unit opened at William Head Institution in British Columbia. Major construction is continuing on new institutions at Renous, New Brunswick, and Donnacona, Quebec. Upgrading or expansion at a further 20 institutions is planned.
- Two new units for dangerous inmates opened at Saskatchewan

Penitentiary and at Regional Reception Centre (Quebec). They replaced special handling units at Millhaven Institution in Ontario and at the Correctional Development Centre in Quebec.

■ Electronically-operated perimeter intrusion detection systems (PIDS) were installed at 10 more institutions.

■ The goal of increasing the number of women security and living unit officers to 7 per cent of correctional officer staff was surpassed. Women correctional officers occupied 10.8 per cent of security positions by March 1985.

■ The average annual cost of maintaining each offender (expressed in 1981-82 constant dollars) increased by \$902 to \$27,477 compared to \$26,575 in 1983-84. The actual annual cost per offender in current dollars increased to \$33,797 from \$31,082 in the previous year.

■ Revenues generated by the Industries and Automated Document Processing division totalled \$12.9 million.

■ The market value of agricultural commodities produced was \$4.35 million.

■ Only six per cent of the total number of inmates available for employment on an average daily basis were unemployed.



RHQ staff, Atlantic region gave money to help the less fortunate at Christmas. From left — Janet Smith, Lillianne Caissie, John Harris, Bud Morrison, Vie Green, and seated — Karen Comeau.

Christmas Daddies

ATLANTIC — RHQ made Christmas a little happier for others by contributing \$100 to the Christmas Daddies — a Maritime charity organized by the staff association of the Atlantic Television system (ATV)

which runs a telethon for donations. Another \$120 from a sale of Christmas fruitcakes went to the Multiple Sclerosis Society Moncton Chapter.

A fun-filled day for children of RHQ staff resulted in 49 children

taking their parents to RHQ to crowd around the windows and enjoy the arrival of Santa Claus and his parade. Jolly St. Nick surprised all by visiting the office and giving gifts to the little ones.



Front row, from left — Ron LeBlanc, Janet Keough, Mona Smith, Linda Bourgeois. Back row, from left — Sue Babineau, Fred Cook, Blake Fullerton, James Allen, Vern Sock, Mark Robar, Malcolm Muise, Gisele Saulnier.

Party for handicapped

ATLANTIC — Westmorland inmates got together to entertain six mentally handicapped residents of Moncton's Norway House with carol singing, a turkey, and gifts.

The inmate volunteer group, work-

ing with the handicapped throughout the year, set up a trust fund to cover costs.

Last summer they held a T-shirt sale to raise funds and the Christmas party was covered by the trust fund

as well as money from the inmate committee which matched dollar for dollar funds donated from the trust account, with each group contributing \$100. Coordinator was **Francine Niles**.



Above, from left, part of Ana Paquete, Liz Baylis, Willie Gibbs, Carole Anne Searle, Gord Pinder, Andrea Hewton, Terry Kelly, Chris Power and Cliff Scott. Not shown, but equally important were Dan Weir, Jean-Marc Plouffe, Dru Allen, Fred Mohlmann, Danny Denis, Martin Devenport, Don Cunningham and Santa Mike Provan.

Shenanigans at OP

NHQ — **Gord Pinder** didn't know that his staff had such talent when he and the Commissioner, their wives and about 100 staff from NHQ

were invited to the Offender Program's Christmas party.

The program featured outlandish skits, with outlandish staff members

disguised as **Elvis Presley**, chipmunks, a transvestite, benign hookers, a convincing gigolo — even Santa Claus. The presentation was a riot.

CSC privatization: A four-year plan in March?

Privatization — how much and how fast? Questions for staff answered by Mike Provan and Helen Friel of CSC's Privatization Project Group.



Helen Friel, task leader and Mike Provan who chairs the Privatization project group, say CSC does not intend to turn over a whole institution to the private sector.

Is CSC planning to increase privatization of services?

Yes, likely. At the moment, CSC is already privatizing — turning over to non-federal government agencies — many of its services and functions such as chaplaincy, computer operations and after-care services. "Most of our chaplains are on contract," Mike Provan points out, "and CSC only runs 20 halfway houses (CCCs) compared to the 150 halfway houses (CRCs) operated by private agencies. Also, Bryker Systems has managed CSC's mainframe computer linking the regional computer information network for several years."

"By Mar. 15 we hope to have received four-year plans from all the regions on what services they would like to privatize," adds Helen Friel.

"However, it should be emphasized that CSC has no intention of turning over a whole institution to private sector management," she says. "This has been clearly stated by the commissioner. We will not be turning over Millhaven, or Archambault, or Dorchester to private business. We also will not be contracting out security services since we are legally bound to supply those services to protect the public, staff and inmates."

Privatization often has been very successful but there are controversial areas we have to consider because governments have made certain commitments to the public. CSC must operate under restrictions that don't always concern profit-oriented private companies — such as bilingualism, parole offices in remote, uneconomic areas, and affirmative action in staffing.

Is there a danger factor in privatization?

The US experience has been that the private sector is only attracted to providing services in safe areas —

for first time offenders in minimum-security prisons. CSC can safely contract out medical and dental services, education, computer services. In fact, we are already doing this now, and there have been no dangerous consequences from using private companies.

What new areas might be privatized?

"The area we're most interested in now is food services in new prisons like those being built at Renous, NB, and Donnacona in Quebec," says Provan. "Another interesting area might be turning over the inmate payroll to banks. Person years would be saved since no staff would be required to carry on this function, and inmates would benefit from managing their own bank accounts. This idea has worked well in the Alberta Ministry of Social Services."

Are there benefits for staff?

Many people are concerned that privatization will mean lost person years, notes Friel. However, in the future, CSC must work with fewer person years and yet provide more services. One solution to this demand for higher productivity is to privatize services which the private sector can handle more economically, and use the person years we have, for example, in security or classification.

What are the time frames?

By the end of January we expect to have heard from the regional deputy commissioners about their

ideas and concerns regarding privatization. By Mar. 15 the regions are to submit their four-year plans for services which could be safely and economically privatized. Because each region is responsible for its area, regional management will be able to say what they want to privatize and the order of priority. We're also asking them to do a cost benefit analysis and a plan for monitoring costs, reports Friel.

What are the major concerns we're looking at?

We are interested in contracting out services which could be done cheaper and better by private business. "There are, however, problems," warns Friel. Take food services for example. "If Company X's food is bad, you have to cancel their contract and look for another company. As well, a private contractor might suddenly go bankrupt and the prison would be left without its evening meal. So we've asked the regions to include contingency plans in case a contractor does suddenly let them down."

"Another issue is whether the private company is prepared to hire inmates. This is an important factor in inmate rehabilitation, so we may insist that only contractors prepared to hire inmates will be allowed to tender," says Friel.

"A popular myth is that the contractor may not provide as good quality service as the government does. We answer that by saying we will impose strict criteria, monitoring and regular evaluation. In the case of food services, this would mean agreed-upon standards for nutrition, portion-size, and attractiveness of display on the plate."

Who are they? CSC's Privatization Project Group —

The 15-person Privatization Group is chaired by **Mike Provan**, director, Operational Planning. Task leader is **Helen Friel**, Operational Planning. Other members are from a cross-section of NHQ branches: **Don Maychruk**, Finance; **Jim Murphy**, Offender Programs; **Joan Gibson**, Technical Services; **Lucien Gosselin**, Inspector General; **John Lemay**, Staffing; **Fern Dumaine**, Administration; **Louis Zeitoun**, Communications; **Bernie Myles**, Education, Training and Employment; **Vanda Simanis**, Medical Services; **Howard Mansfield**, Security; **Bob Adlard**, Commissioning; **Richard Weatherston**, Legal Services; and **Susan Caldwell**, Policy, Planning and Administration.

The controversy over privatization

Can the private sector do it better?

— continued from page 1

to relieve overcrowding and poor conditions. Something like 31 states are currently under litigation to improve conditions in US prisons.

"Canada has the choice to privatize — or not. But the US had reached a crisis, and had no choice." Because of its flexibility, the private sector can provide quick response in terms of building new prisons or using lease or lease/purchase agreements to increase accommodation. What in fact happens is that a builder constructs a prison and the government rents it. "It takes governments much longer to get approval for funding because their clients are the taxpayers," notes Friel.

However, despite the crisis, US corrections has proceeded with caution. There are only a handful of privately-owned or -operated state prisons in the US — and they are only at the minimum-security level.

Largest is the Corrections Corporation of America which runs two prisons in Texas. The company got its expertise as the Hospital Corporation of America, the largest private hospital system in the world. After its success in this field, the corporation went on to consider prisons. It charges up to 25 per cent less per prisoner per day than it costs when the same facilities were government-operated. It also manages penal institutions in three other states.

Most US penologists believe it's too early yet to predict whether the trend to privatization will catch on in a big way. They prefer to wait

and see what the advantages and disadvantages are. **Mark Cuniff**, executive director of the National Association of Criminal Justice Planners in the US, has been quoted as saying that costs should not be the prime consideration in running prisons. "The private sector is more concerned with doing well than doing good," he warns.

What services might be privatized?

In the US and Canada, corrections is essentially interested in privatizing the same services, mainly medical and dental services, including drug treatment programs, community treatment centres, construction, and education and staff training. Food services to new prisons like those being built in Renous and Donnacona are also likely.

According to Friel, the US experience overall has been that privatization has resulted in benefits in cost savings (person years and budgets) and in improvements in administrative operations, in services and in general conditions such as newer, more modern buildings.

"However," says Friel, "there's another side. Unless well planned, implemented and monitored, extensive privatization could lead to deterioration of inmates' rights to a safe, humane incarceration, and the demoralization of CSC staff. That is why CSC will proceed slowly, and will consult extensively with the regions who will submit their own plans and designate which services could most usefully be privatized."

See your next issue of Let's Talk for an article on "Privatizing Prison Food Operations."

Bob Gillies honored for 25 years service

PRAIRIES — Bob Gillies, executive director, Regional Psychiatric Centre, Saskatoon, was honored recently for 25 years of service with the federal government, reports Linda Lee, regional manager Communications, Prairies.

He began his career in corrections in 1959 as a correctional officer with the British Columbia provincial system and in 1960 he joined the National Parole Service, as a parole officer in Winnipeg. In 1965 Gillies was appointed to staff the new Saskatchewan Parole Office that had been established in Prince Albert. He was named director of the Edmonton Parole District in 1968 and appointed regional director of the National Parole Service for the Prairies in 1974.

From 1978 to 1983 Gillies served a five-year term on the National Parole Board. He assumed his current position at the Regional Psychiatric Centre on Jan. 1, 1983.

In that position, Gillies' first goal was to work towards achieving ac-

creditation from the Canadian Council on Hospital Accreditation (CCHA). He coordinated the development of a series of documents; hospital by-laws, medical by-laws and a mission statement, that gave the Centre legitimacy in hospital language and provided a sense of direction. A new affiliation agreement was signed August 1984 between the federal government and the University of Saskatchewan, bringing the original 1978 agreement up-to-date with developments and creating a new Board of Governors. This included development of the Centre's goals, and the roles and responsibilities of the Board. The effort culminated in accreditation by CCHA late in 1984.

Under Gillies' direction the Centre developed a relationship with the University of Saskatchewan that is unique in Canada; a forensic psychiatric facility developed as a teaching resource in cooperation with the university.

The Centre also has improved



Bob Gillies has a highly visible job.

its image with the surrounding community, and increased the public's understanding of the Centre's role and expectations. This has meant a high degree of visibility for Gillies and his staff, through various appropriate organizations locally, regionally, and nationally. The Centre has been made very accessible for tours from community groups, particularly the medical community. The Citizens Advisory Committee has been supported and assisted in every possible way, including provision of an office in the institution.

photo: Erik Gustafsson

Stony Mountain spouses' group copes with fear

by Linda Lee
RMC, Prairies

PRAIRIES — It's a small group, only about a dozen women. Sometimes there are a couple of men. They want to know what their spouses are doing at work, and how they can help them.

It's much like a hundred other meetings in a hundred small towns, all across Canada.

With one difference . . .

What does your spouse do for a living?

"He works at the Pen..." They speak about "before the Incident," and "after the Incident."

For a woman — or a man — married to a guard at Stony Mountain Institution, there can only be one Incident.

On July 13, 1984 at 11 p.m., two living unit officers were attacked and murdered by a group of inmates. They were the only staff members to die in the line of duty at the 107-year-old penitentiary since an instructor was murdered in the carpentry shop a decade ago.

"I think it's the violence. If your husband is killed in a car accident, or has a heart attack, you can accept it. But this..."

"Before it happened, it was a job. You had to go to work for mid-nights, you had to go to work for days. All of a sudden everything changed.

"Sure we'd heard of it happening other places — the summer before in Archambault — but that's far away. All of a sudden, it's at home."

The Stony Mountain Spouses' Group started shortly afterwards. Most of the members are women because the majority of line staff are male but there are some husbands of female staff who attend.

"At our first meeting, everyone was amazed because each of us was sitting there saying the same thing, 'My husband doesn't tell me what's going on.'"

Information sharing was the original purpose of the group. Spouses wanted to know more about how the penitentiary worked, how and why things happen.

The institution's administration

is very supportive of the group. A dilemma for any institution is how to communicate with families of staff quickly in case of a crisis, or even a major change in routine.

A spouse's late arrival can mean a stop at the local watering hole, an institution-wide frisk, or a riot — but to a worried family, the possibilities can be terrifying.

To avoid clogged telephone lines during an emergency, the institution and the spouses' group have set up a contact system which has been added to the institution's contingency plan.

Four members of the group, two in Winnipeg, two outside the city, have been identified as contacts. If an accident occurs, the duty officer at the institution will phone one of the contacts and provide all necessary information. That contact passes on the information and the network is open to spouses to phone any time of the day or night until the crisis is over.

The institution keeps the network up-to-date on developments. So far the only message has been about routine institutional frisks. But the system is in place.

"We could have used it in July. That night, my husband was called in, no details, just 'It's an emergency, come to work.'"

"I was left to sit up and listen to the radio to find out what was happening. When a report came, all it said was, 'Two officers have been killed.' I didn't know if he'd walked into a riot and been killed. I didn't know what was happening."

"My husband was on duty. He was supposed to be home at 11:30, but he had warned me he might be a bit late. He phoned at 1:30 and

said he'd be a bit later. Finally, at about 5:30 in the morning, he came home with two other officers, covered in blood. The next thing I know we're all sitting in my kitchen, they're crying, and I'm in my pyjamas. I didn't know what to do, so I sat down and had a drink with them.

"The worst is not knowing..."

Although the need to share information inspired the group, the chance to support each other keeps the members together.

"Now, I know I could phone one of the group and say, 'I need someone to watch my kids, I've got to go to the Pen.'"

"We know each other enough now that we can phone each other just to talk. Before, who were you going to phone?"

One of the problems the group can share is how to help their children cope with their parents' job.

"I don't think my children really thought about the fact that their Dad worked at a prison until after the killings last year. The younger one we didn't tell much, but we explained the basics to the 12-year-old. Now, every once in a while when his Dad is late getting home, or if he hears about trouble, he worries."

The sharing, and the information, seem to help the spouses understand both the stress and the challenge of the job.

"The tours of the prison give you a better understanding of what your husband is talking about." "We don't want to change the system, we just want to share our problems, find out some answers, learn how we can handle it if our husband comes home from a bad day. That's what I want to change — my getting upset."

TRIVIA TRASH

answers

Here it is — the information you trivia buffs have been waiting for — answers to Trivia Trash. Watch a future issue of Let's Talk for the top five winners of Trivia and the top five winners for Einstein's Corner.

Radio Trivia

1. Lamont Cranston
2. a) William Bendix
b) Digby Digger O'Dell
c) Peg
3. The Lone Ranger

Television Trivia

1. Rawhide
2. Anthony Eisley
3. S.S. Ocean Queen
4. Lucille Ball
5. Rex
6. Carl Reiner
7. It's News To Me

Movie Trivia

1. I Married An Angel
2. Ralph Meeker
3. Mortimer Mouse
4. Jo Van Fleet
5. Herbert
6. Ronald Colman

History and Geography Trivia

1. Romanov
2. Shah Jehan
3. Romans and Carthaginians
4. Australia
5. San José
6. Corsica
7. Iran
8. Angel Falls in Venezuela
9. Canute (Knut) II
10. Peru and Bolivia
11. Unknown; after he died in the United States his body was lost when being returned to England for burial.

Einstein's Corner

1. a) If only one statement is true, Carol did it.
b) If only one statement is false, Martin did it.
2. a) Tom is the oldest
b) Harry is the next oldest
c) Dick is the youngest

Temporary absence program successful

Most inmates on holiday TAs return

NHQ — The CSC and National Parole Board temporary absence (TA) program enjoyed its customary high success rate over the Christmas and New Years season when 99.5 per cent of the inmates granted temporary releases returned after the festive season.

Nationally, only six of the 1,108 inmates granted festive season TAs failed to return to custody at the designated time. Of all the inmates released one returned under the influence, one was hospitalized due to an overdose, three were delayed because of transportation and other difficulties and one TA was cancelled because the inmate failed to proceed directly to the destination. As this issue of Let's Talk goes to press four of the six inmates who

were unlawfully at large have returned to custody. One remains at large in Quebec and one in the Pacific region.

Across Canada 782 of the 12,303 inmates, or 6.35 per cent of the inmate population, were released on Christmas TAs. A success rate of 99.5 per cent. For New Years, 326 inmates, or 2.65 per cent of approximately 12,303 inmates, were released with a success rate of 99.4 per cent.

"The program once again enjoys not only the support of officials and inmates, but also the great majority of Canadians," says Commissioner Rhéal LeBlanc.

This year's national success rate, 99.5%, was slightly better than last year when it was 99.3 per cent and in 1984 when it was 99.1 per cent. A total of 908 inmates received TAs in 1984 and 1,000 in 1983.

Temporary absences granted for Christmas and New Years

Region	1983-84	1984-85	1985-86
Atlantic	113	87	100
Quebec	435	332	420
Ontario	181	193	257
Prairies	118	146	143
Pacific	153	150	188
	99.1% success	99.3% success	99.5% success

Abbotsford community benefits from Expo '86 ticket sales

PACIFIC — The community has benefitted from the Expo '86 fever that's abound in BC, says Merv Ruhr, acting regional manager, Personnel, RHQ.

Ruhr coordinated a group discount plan so Pacific region staff could purchase advance tickets to Expo. He explained that 1,165 tickets

were sold for the first cutoff date for sales. "That was \$40 thousand worth of tickets," he said. "We banked the ticket money until all tickets were sold. When we realized we'd earned \$340 in interest we decided to use it for a worthy cause and donated it to community services in Abbotsford."

lets talk

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June Coxon
Editor

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Ingstrup task force is on target

National directives ready for review by end of May

NHQ — The Task Force on the Mission and Organizational Development, made up of an NHQ group and five regional leaders, is nearing the end of its mandate. As part of its mandate to propose amendments and changes in CSC policies and practices that are consistent with the Statement of CSC Values, the group's sub-objective is to vastly reduce the volume of directives and guidelines at all levels of the Service.

Ole Ingstrup, who chairs the task force, says the group is on target. He expects that by the end of May drafts of all national directives will have been sent to the field for consultation. As *Let's Talk* goes to press field staff are reviewing directives for Security, Offender Programs, Planning, Research, Evaluation

and Communications. The Inspector General's Branch policies will be ready by mid-March. Directives for Personnel and Staff Training will be developed by April, Administration and Finance by the end of May.

"In addition to the development of national directives," says Ingstrup, "models for regional instructions (RIs) for security are being developed by the Quebec and Ontario regions to further national policy. After the RIs have been prepared, Cowansville and Mountain institutions will develop model institutional standing orders (SOs) for the security function. These RIs and SOs will be ready by mid-May and will be sent to the regions as models for developing their own directives."

In addition, guidelines in the form of manuals now are being prepared by the Security Branch. If approved by SMC, they likely will be used as models for all branches. The guidelines should be ready by May.



Leclerc Institution's management team gather around a scale model of the institution. They are, back row — from left — Daniel Méreaneau, AW Security; Raymond Lussier, AW Socialization; René Rousseau, warden Leclerc Institution; Madeleine Lemay, AW Planning and Administration; Dr. Jean-Guy Harris, AW Health Services. Front row — from left — Gilles Pelland, AW Industries; Robert Paquin, AW Education Training and Employment; Odette Ouimet, AW Finance; Joëlle Gougeon, warden's secretary; and Roger Coulombe, AW Technical Services.

Leclerc Institution: 25 years of steady progress

by Louis Genest
Editor, *Entre Nous*

QUEBEC — On Feb. 14 Leclerc Institution marked its 25th anniversary with a day of celebrations (see Mar. 30 *Let's Talk* for that story). In this issue we try and discover what such an anniversary means to former wardens and the current one, to staff who still work inside after 25 years and to more

recent staff. *Let's Talk* sent its French editor, **Louis Genest**, to the institution to find out. In the following paragraphs he recounts some of the milestones of Leclerc, which paralleled, on a smaller scale, CSC's history.

The institution's history knits itself around its four wardens: **Patrick Desgroseilliers**, **Jean-Paul Dugas**, **Irving Kulik** and **René Rousseau**.

1960-1973: There was a need in Quebec for a lower level security rehabilitation institution for some time before it was decided to build Leclerc. Construction of this institution began in May 1959, on a lonely field next to Ste-Vincent-de-Paul Penitentiary, now called Laval Institution. It was identical in design to Joyceville Institution, ex-

— continued on page 3

Awards program gets an overhaul

by Andrea Nugent
NHQ, Communications

NHQ — CSC's awards and honors program is under renovation, reports national administrator **Yvette Browne**. The main result should be speedier decisions on who's to win laurels, and speedier presentations.

This new timeliness will come from "double decentralization", says Browne. First, Treasury Board, which had the say on several awards, has turned most of its authority over to individual departments. In turn, CSC intends to pass this authority from NHQ down to regional headquarters level.

"It all boils down to more decision making and paper handling closer to the grassroots," says Browne. "And that, we hope, will increase staff enthusiasm for the program, speed up activity, and raise morale all around."

About 500 employees each year receive a citation, certificate, plaque, medal or cash award through the program. Until the changes,

some recipients have waited a year or more from the time a recommendation for the award was made until the OK and presentation.

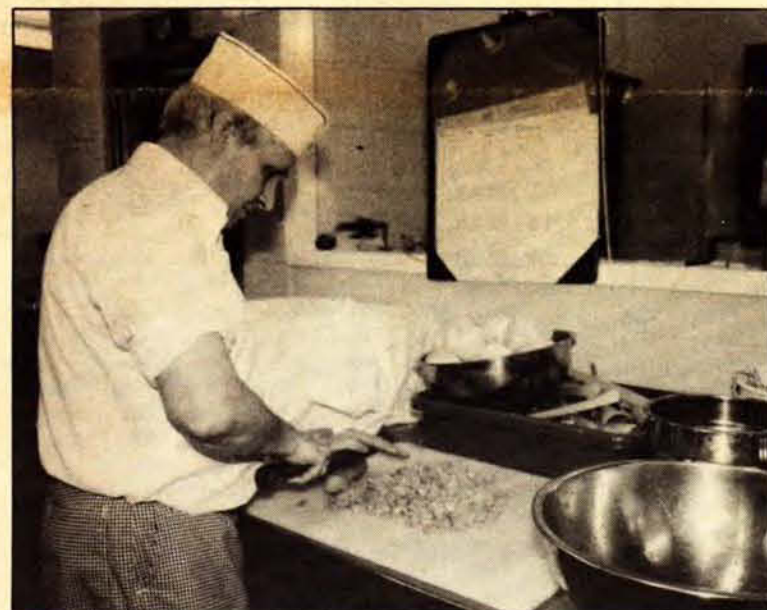
CSC honors bravery, individual and group job performance, long service, retirement, and bright ideas that save the government

either time or money.

Some other changes in the awards and honors program overhaul are:

■ increasing to \$1,000 (up from \$450) the maximum cash award for suggestions that save time, or in-

— continued on page 2



Six food services may privatize their operations. A decision is expected by the end of the fiscal year.

Privatizing prison food operations

Regions to say what they want

by Helen Gooderham,
NHQ, Communications

It will be up to the regions — not NHQ — to recommend which CSC facilities would be best suited to contracting-out their food services. However, it's the Commissioner who makes the final decision, based on each region's recommendations, says **Joan Gibson**, an analyst with NHQ Food Services.

Extensive research on what privatizing a prison's food operation involves has been done by national, regional and institutional people for the past year including visits to provincial prisons where minimum-

security inmate labor is used.

Last December, a six-person CSC study team also toured two US state prisons to see how contracted food service operations worked using maximum-security inmate labor. Canada has no examples of contracted food services which use maximum-security inmates, says Gibson "so we felt we wanted to take a look at US operations."

So far the senior management committee has approved contracted food operations for the Laval and Kingston staff colleges, and a decision is pending on using contracted food services for the regional psychiatric centres in the

— continued on page 4



This bust of Fr. Joseph Leclerc stands across from the main entrance of Leclerc Institution.

Inside this issue page

New programs give hope to inmates	2
Leclerc Institution: 25 years of steady progress (continued)	3
Briefly	4
Curtis performs in Japan	4



Thanks to a group of inmates, a photo like this one showing rails missing from the railing of Kingston's Newlands pavillion may be a thing of the past.

Inmates help keep pavillion in top shape

"Frontenac Institution inmates helped out the Kingston Parks and Recreation department recently," reports **Dennis Curtis**, RMC, Ontario. "The Newlands pavillion,

which was built in the 1800s, was renovated a few years ago," he explained. "But since the pavillion is in a public park it's vandalized frequently and its rails suffer the

most damage. Keeping a few jumps ahead of the vandals, the inmates manufactured 96 rails."

New programs give hope to inmates

PRAIRIES — In an attempt to lower Rockwood Institution's estimated 45 per cent inmate illiteracy rate, Manitoba's Red River Community College was asked to set up a zero-to-grade-10 program at the minimum-security facility attached to Stony Mountain institution, last March.

Teacher **Jonine Anderson** works with five to eight students on a continuous intake in the academic program. This is only a small percentage of Rockwood's 80 inmates, but Anderson isn't discouraged. "All prisons are work-oriented, and inmates are paid for the work they do. Inmate students are at the lowest end of the pay scale — they receive \$4.80 a day to attend school compared to an average \$5.35 for the average Rockwood worker, some of whom can make as high as \$7.55 a day.

"For some of my students, making the effort to attend school is a big step. We don't just measure success by a certificate. We think getting inmates to talk about going to school is also an important measure of success, she says.

"Many of them have had bad school experiences as children, and

still haven't got over their fear of the classroom. They're the ones you find sitting at the back. It takes time to show them that school can be a positive experience."

Another teacher, **Brian Chudy**, offers a course in communication at Rockwood which he describes as helping inmates to relate to each other and to the outside. "I try to help them recognize who they are. I work with 10 men in a group and we talk through all the things that are on their minds."

One successful student, **Gordon Langlois**, got his grade 12 diploma at Stony Mountain and transferred to Rockwood so he could take Brian Chudy's course. He expects to leave prison soon and take courses at Red River College to enhance what he's learned in the life skills program.

"Prison is a selfish environment," Langlois says. "You look

after number one first, then there's no energy left for anything else. Some guys don't even know they have problems until they talk about them. Until they recognize their problems they settle everything by fighting without looking at the consequences."

Chudy points out that one of the big gains for inmates who take his course is that they learn how to handle stressful situations.

"They're willing to listen — probably the biggest step most of them have taken since they've been in prison. And, let me tell you, when they can listen to a parole board instead of thumping on the table — that's success!"

Information for this article from the Red River Community College newsletter, December 1985.

Let's get it straight

Apologies to **Art Steedsman** who was given a new title in the Jan. 15 issue of *Let's Talk*. He is not assistant warden, Administration, Edmonton Institution, as reported in 13 receive medals in Edmonton. He is assistant warden, Security at Edmonton Institution.

New research suggests biology may be key to criminal behaviour

Sociologists continue to blame crime on unemployment, poverty, culture and prejudice, factors that are by and large sociological. However, an increasing number of criminologists are supporting the theory that age, sex, race, intelligence and personality — factors that to some degree arise from the genetic make-up of the individual — play a role in criminal behaviour.

Two Harvard professors, **Richard J. Herrnstein** and **James Q. Wilson**, authors of *Crime and Human Nature*, argue — and the theory isn't new — that some people are born with a genetic predisposition to criminal behavior.

They aren't saying people are born criminals. But certain factors like age and sex shape criminal

behavior more than do social factors like socio-economic status, race and community.

The most intriguing evidence comes from adoption studies conducted by **Sarnoff Mednick**, University of Southern California psychology professor. He found that adopted children whose biological parents were chronic offenders were three times as likely to commit non-violent crimes as were adopted children whose biological parents had no criminal history. He could not identify any genetic predisposition in those who committed violent crimes however.

Other researchers theorize that brain damage may play a role in criminal behavior. Dr. **Vernon Mark**, associate professor of sur-

gery at Harvard Medical School, says the limbic system — the brain's emotional centre — may be damaged in some criminals, causing violent and aggressive behaviors. Chemicals like alcohol, cocaine and angel dust have been shown to affect the limbic system directly. This chemical poisoning could be what triggers violent behavior.

A study of 324 people, all of whom had exhibited violent, criminal behavior, showed that 90 per cent had some damage to their limbic (emotional centre) systems. The study was conducted by Dr. **Frank Elliott**, retired chief of neurology at the University of Pennsylvania.

Material from the *Toronto Star*, Dec. 27, 1985 "Are Criminals born or made?"

We're satisfied with country's direction

Gallup Poll

OTTAWA — Canadians are more satisfied now with the direction in which our country is going than they have been since 1978. So says a Gallup poll conducted late in 1985.

This poll found that although slightly more Canadians complained than applauded, 39 per cent of us are satisfied, compared with 28 per cent in 1983 when the survey

was conducted last, or 22 per cent in 1978.

Gallup has asked Canadians, "In general would you say that you are satisfied or dissatisfied with the direction in which this country is going?", six times in the past 12 years. Table one shows the national results of the 1985 survey and those in the past years.

	Satisfied	Dissatisfied	No opinion
November, 1985	39%	45%	16%
November, 1983	28	63	9
November, 1980	30	59	11
September, 1979	33	52	14
March, 1978	22	64	14
January, 1973	42	38	20

Regionally

While about two in five Canadians living in Ontario and in the east are content with the country's progress just over one-third in the western

regions are satisfied. Table two shows the regional breakdown. The results of the November 1985 survey are based on in-home interviews with 1,049 adults 18 years old or older.

	Satisfied	Dissatisfied	Don't Know
Regional response as of Dec/85			
Atlantic	41%	48%	11%
Québec	42	36	22
Ontario	41	47	12
Prairies	36	49	16
British Columbia	31	52	18

Awards program gets an overhaul

— continued from page 1

crease efficiency or morale (but don't necessarily save the government money);

■ increasing the maximum cash award for merit to \$3,000 for an individual and \$6,000 for a group (up from \$2,500 and \$5,000);

■ adding a corporate award that offers government-wide recognition to some of the people who win merit or suggestion awards;

■ presenting the 35-year long-service medallion at the employee's anniversary rather than at retirement;

■ cancelling the Commissioner's citation for meritorious service (Candidates will be recommended

instead for a public service-wide merit award);

■ cancelling the resource management award (Candidates will be recommended instead for an outstanding achievement award);

There are also organizational changes to this program. Yvette Browne, the national administrator, now reports to the director of Affirmative Action at NHQ rather than to the soon-to-be-disbanded NHQ Communications Branch.

At most RHQs, regional managers of communications administer the awards and honors program. With CSC-wide decentralization underway, it will be up to regional deputy commissioners to decide whether, and where, to switch the responsibility, Browne points out.



Greeting the boss — the Quebec way?

Who says regional managers don't have obedient staff? Not Roger Caron, Quebec regional manager, Security. Germain Larouche, Security Investigations coordinator, RHQ, demonstrates how Caron's dedicated staff greet him each morning!

Leclerc Institution: 25 years of steady progress

— continued from page 1

cept for its psychiatric wing (which closed soon after it opened). From 1960 until the major riot at Ste-Vincent-de-Paul in 1962, Leclerc was used for a privileged clientele — a small group of inmates who by their good conduct, had earned the right to leave their 'bucket-cells' and '14-hour-a-day detention cells' for roomier ones with a self-contained sink and toilet. At Leclerc, the idea was to promote offenders' rehabilitation by allowing them to work more closely in industrial workshops or outside the institution grounds at a farm annex or the nearby quarry, which was closed in 1975.

"Leclerc was a big fenceless building in the middle of nowhere," recalls Recreation Assistant **Henri Raymond**, who joined the institution as a guard in 1961. "During the first years security was maintained haphazardly by 'foot and 'horse patrols' and by security officers who were posted on earth mounds — and sometimes manure heaps. A patrol that normally would take half an hour to complete, would take up to two-and-a-half hours in the winter when you had to walk through 10-foot snow drifts."

In January 1960, Hon. **E. Davie Fulton**, then Minister of Justice, announced the institution would be named Leclerc after the well-known pioneer in criminology, Father **Joseph Leclerc** who had served as Ste-Vincent-de-Paul's first chaplain from 1860-1880. **Michel Le Corre**, who managed the construction of the institution in February, was named deputy warden in April. By March training had started for the first 15 guards and by July two chapels and a hospital had been built. At this time, 30 inmates worked days at Leclerc and returned to Ste-Vincent-de-Paul for meals and to sleep. Major **Patrick Desgroseilliers** was appointed warden in November, a position he held for the next 13 years. The institution's official opening was held Feb. 14, 1961, in the presence of special guests **Allen J. MacLeod**, then commissioner of Penitentiaries; His Eminence, **Paul-Émile**, Cardinal **Léger**, Archbishop of Montreal and the Most Reverend **John Dixon**, Anglican Archbishop of Montreal, who later blessed the Roman Catholic and Protestant chapels.

By June 1962 the institution accommodated more than 500 inmates. By 1965 the institution included a reception centre, a pre-release centre and a farm annex designated as a minimum security camp, and a school that could accommodate 45 students.

Satellite institutions were organized around 1960 to help accommodate inmates who were considered minimum security risks. About 24 months before the end of their sentences inmates at Leclerc had a chance to earn the privilege of going to a camp by demonstrating good conduct, attitude and behaviour. There was a serious shortage of accommodation then and satellites solved the problem. They also proved an interesting experience for the penitentiary service. Leclerc Institution was responsible for two satellites, known as camps. The first one opened in 1959, and was located in Valleyfield, Que., some 60 miles from Montreal. The other

was in the Gatineau Valley about 165 miles from Montreal.

Cherry-picking time gone

Around 1965-66, after a few escapes, first one, then two fences were erected to "prevent inmates from picking strawberries and cherries too far away in the nearby woods," recalls Raymond humoristically. "Guards on horseback were used to guard the quarry and to capture inmates who tried to escape through the field and woods."

1973-1977: Jean-Paul Dugas spent 17 years at Leclerc, five as warden. Named assistant accountant at Leclerc in 1963, he was promoted first to senior accountant, then assistant warden Technical Services in 1968. Five years later he was appointed warden of the institution.

"I used to tell inmates, 'You really are the ones who make the rules around here. We have responsibilities to assume and if you don't assume yours we'll have to tighten up security,'" remembers Dugas.

By the 1970s the clientele had changed and the institution had moved from being an informal minimum security institution to a higher medium security one for recidivists.

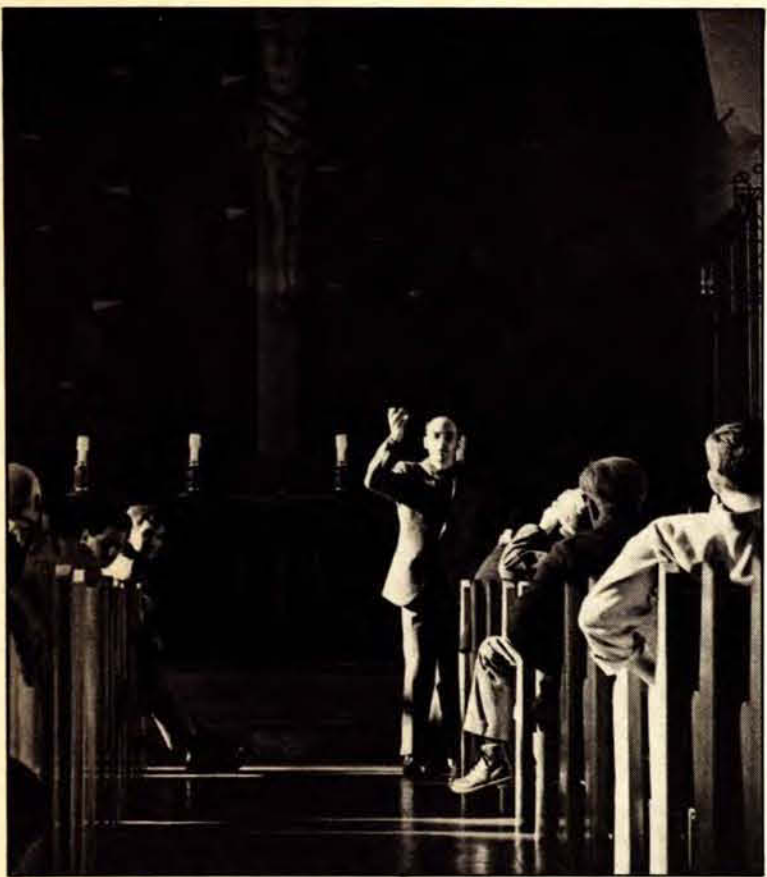
To the credit of security officers never in the 25 years of the institution has an escape or a hostage taking turned into a fatal incident.

1977-1981: When asked about the major events during this period, **Irving Kulik**, now director Operational Security at NHQ, sums it up by saying it was "quite a challenging and dynamic time". Appointed warden when he was only 29 years old, Kulik was surrounded mostly by young assistant wardens, including 22-year-old **Richard Harvey** who was AW Administration and 24-year-old **Sid Marinoff** who was AW Finance. Leclerc was in the process of gaining accreditation in

those days. "It was a very long process that was made possible through the great cooperation of staff and the unions," says Kulik. "One benefit of the accreditation exercise was the renovation of the institution. That took more than a year to complete." Leclerc's first CAC also was established during this period. Kulik never saw the new warden's office.

1981-: By fall 1981 Leclerc had a new warden, **René Rousseau**, and had become the first Quebec institution to receive accreditation (with a 98 per cent rating). Rousseau's mandate was to tighten up finances and security. Known as a good administrator, Rousseau now manages more than 500 inmates and about 330 staff, with the help of eight assistant wardens. And as the pamphlet describing the institution says, Leclerc has become "the most important medium security institution in Canada".

"If this institution is run efficiently," comments Rousseau, "it's because of the competence and commitment of all our staff. You need a good morale to work in any institution and here more than anywhere else staff have to deal with a high proportion of recidivists and inmates who have not succeeded in other minimum or medium security institutions. You need a high degree of loyalty and honesty because the most serious danger we face is indifference. You need solid judgement and a real dedication to your work because at Leclerc we're walking on a tightrope. We have to work out medium security programs for most offenders on whom we need to keep a steady eye. That's the challenge of Leclerc Institution — to allow any inmate who has the will to do so, to rebuild his credibility day by day, action after action, commitment after commitment and this after one, two, three or more failures. That's the monumental task that faces our staff and they do it well."



An unidentified chaplain addresses inmates in the Roman Catholic Chapel at Leclerc. Since this photo was taken the chapel has been converted into a community centre.



Jean-Paul Lehoux, social development officer, has had 25 years service at Leclerc.



Gilbert Montpetit, financial clerk, has had 25 years service at Leclerc.



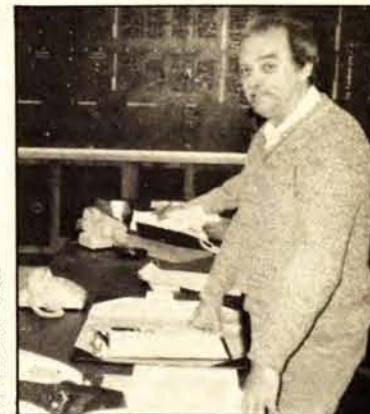
Henri Raymond, recreation assistant, has worked at Leclerc for 25 years.



Leclerc Institution under construction in 1959.



Marcel Lévesque, masonry instructor, has been employed at Leclerc for 25 years.



Roger Bélair, living unit coordinator, has had 25 years service at Leclerc.



Leclerc's inner courtyard, in 1983.

Briefly

Crimes linked to learning woes

An estimated 60 to 80 per cent of young offenders have learning difficulties, yet the court system rarely recognizes that as a root of the problem, the Alberta Association for Children and Adults with Learning Disabilities conference, in Edmonton, was told late in 1985. Although learning-disabled offenders are not more inclined to commit crimes, after a first brush with the law they are very likely to be brought before the courts again and again for increasingly serious offences, said **Peggy Koopman**, an educational psychologist at the University of British Columbia. In an interview, she said it's important to identify a learning disability early in school and go beyond academic shortcomings to deal with social problems the children face.

Two-thirds of U.S. crimes go unreported, study shows

Nearly two-thirds of American crimes go unreported because victims consider the incidents unimportant or believe nothing can be done about them, the U.S. justice department said Dec. 1. Only 35 per cent of the estimated 37 million crimes committed in the United States in 1983 were reported to the police, a bureau of justice statistics — the department's information-gathering arm — study showed.

Education and library standards for prisons

The Canadian Association for Adult Education has published a set of education and library standards for prisons. They were developed by the CAAE over a three-year period while contributing to the preparation of the *Standards for Adult Corrections* issued recently by the Canadian Criminal Justice Association.

Criminal justice policy research directory published

The *Directory of Criminal Justice Issues in the States*, a comprehensive, state-by-state directory of criminal justice policy research has been published. It summarizes work done by 42 state statistical analysis centres in 1984. Topics include domestic violence, jails, juvenile justice, sentencing practices and sexual assault. For further information, write the Criminal Justice Statistics Association, 444 North Capital Street, NW, Suite 606, Washington D.C. 20001, USA or telephone (202) 347-4608.

Survival guide for Toronto-bound released inmates

Street Steps: A Survival Guide to Toronto has been published by the John Howard Society, Metropolitan Toronto. The handbook is for inmates who will be going to Metro when they are released. It is also an excellent resource for people who work or volunteer in the Criminal Justice System. Financial assistance for publishing the handbook was provided by the Ministry of the Solicitor General and the Canada/Ontario Employment Development Program.

CJA publishes Justice Directory of Services

Justice Directory of Services, a 74-page, bilingual book has been published by the Canadian Criminal Justice Association. It contains complete addresses, telephone numbers and names of people responsible for all justice services in Canada such as: police commissions, RCMP divisions, human rights commissions, legal aid services, police colleges, ombudsmen, courts, parole boards, criminal injuries compensation authorities, services to victims, correctional services for juveniles and adults, prisoner aid agencies, courtworkers, professional and other voluntary associations. For more information write to: Canadian Criminal Justice Association, 55 Parkdale Ave., Ottawa, Ontario, K1Y 1E5.

'Industrial' prison a solution to present system?

Canada's prison system is doing little more than produce "educated criminals", says the executive director of an inmate rehabilitation service. And nothing will change unless the system changes to make it easier for prisoners to get back into society after their time is served. In an effort to change the system, **Ian Stanley**, of Prison Fellowship Canada, hopes to convince governments to create an industrial prison system; one where a non-violent offender would be forced to work off his sentence for a private company and get paid a reasonable wage.

Optometrist's plan to cut juvenile crime

Jumping up and down, on a trampoline, in San Bernardino, California, optometrist **Stan Kaseno** demonstrates how to reduce juvenile crime with a unique therapy treatment that corrects eyesight problems in the young. In the past five years, using his trampoline, wall chart and other visual therapy exercises, Kaseno has drastically reduced juvenile crime in San Bernardino and has saved the California county nearly \$500,000. For years he has been convinced of an almost absolute correlation between juvenile crime and visual learning disabilities. Operating out of a series of small offices, Kaseno has tested the eyesight of more than 2,700 juvenile delinquents. More than 95 per cent of them, he says, had an undiagnosed, previously untreated visual perception problem.

Privatizing prison food operations

— continued from page 1

Pacific and Prairies regions. Two new institutions being built at Renous and Donnacona are also slated to have privatized food operations and will use inmate labor in the kitchens, Gibson pointed out.

In both US state and Canadian provincial prisons visited, CSC's food service people have been looking at three main areas of concern in contracting-out: security, quality of food, and control of costs.

Both Canadian and US food service companies take staff safety and institutional security as seriously as an institution-run food operation does. All knives, for example, must be accounted for at the end of each day. Quality of food and size of servings caused no complaints. Although steak was not often on menus, nutrition was carefully monitored with adequate quality protein available daily.

As for costs, administrators in the institutions felt that contracted food services tended to reduce costs.

Four Canadian provinces have prisons with well-run, contracted food service operations. The recipe for their success (and in the US experience, too) seems to involve three factors, says Gibson. First, extreme care must be taken in drawing up the contract to make sure the catering company is ultra-

clear on what the facility requires in terms of food quality, quantity, appearance, sanitation and service. Second, there must be close supervision of the contract company's performance as well as good communications, and third, and very important, is that the catering company's manager in charge of the prison food operation must be "top notch."

Both US prisons visited are multi-level security and both use unpaid inmates (some of them maximum-security) in the kitchens. Food costs are very low, she reports, less than \$1.50 US per inmate per day compared to \$3.60 Cdn. a day in Canada. At the Mississippi State Prison which has a death row, Gibson learned that the prison administration was very happy with their contracted food operation. Prior to privatizing, they were experiencing some serious problems with their kitchen operation. However, with the food service company, costs are lower and there is a higher level of control of food products. Also, the administration relied on feedback from the guards and inmates as to the quality of food served. Complaints were checked out by prison officials. The Joliet State Prison has state food service people who can monitor food quality if there are complaints.

In CSC, Gibson says, the catering company's performance would be evaluated formally by the

warden/director and/or their representative, the regional chief of food services and the Inspector General. Contracts would have built in cancellation clauses should substandard performance occur. Length of contracts can vary but the average contract ranges from one-and-a-half to three years.

The major disadvantages to contracted Food Services seem to be staff concern over jobs, and myths about catering companies reducing the quality of food to save money. Food quality is not a problem since it will be carefully monitored in CSC facilities. However, staff's concern about jobs is real. Sometimes the catering company will hire the existing food service staff. If not, CSC will make every effort to find other jobs for displaced staff under the Government's program for assistance to surplus or laid-off workers. (Staff can check with Personnel for complete information on what is offered).

Members of CSC's study team looking at contract food services during the US tour included: Atlantic Warden **Dan Ferguson**, AW Tech. Services **Edmond Chiasson**, Acting Regional Chief Food Services **Chris Chalmers**, all from the Atlantic Region; Donnacona Warden **Yvon Deschênes**, and Acting Regional Chief Food Services **Réal Ahern**, both from Quebec Region, and Food Service Analyst Joan Gibson from NHQ.

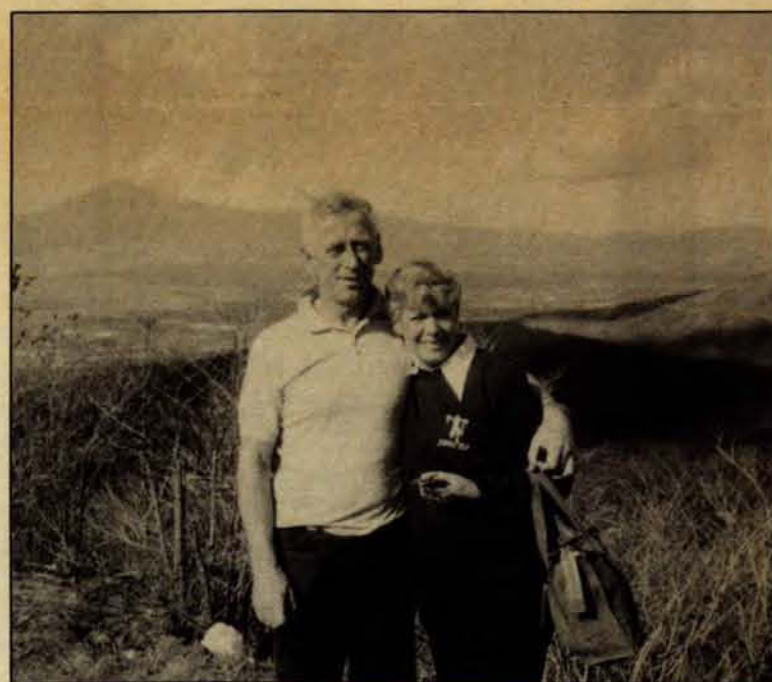
Curtis performs in Japan with theatre group

ONTARIO — Kingston Ontario's Domino Theatre group took part in an international community theatre festival in Japan late last year, along with 11 other countries, including Japan. Among the 14 Kingstonians who travelled to Japan, nine directly associated with the show, was **Dennis Curtis**, RMC, Ontario.

Curtis, who has been with the theatre group for about 20 years, enthusiastically explained that their entry was "Cobbler Stick to thy Last," a one-act Canadian play set in rural Nova Scotia in the late 1700s. "It was well received in spite of the obvious language barrier," he said, "and our group was very popular with the Japanese hosts. One memorable event took place after our performance," he continued, "a young Japanese woman asked for a copy of our script, explaining that the theatre group she belongs to would like to perform it. To her delight, after the Domino Theatre group had a hurried consultation, they not only gave her the script but the costumes too!"

Prison for Women inmates knit for the needy

ONTARIO — Ten to 12 inmates at Prison for Women who decided it's better to give than to receive have started a helping hands program. They meet once a week during their lunch hour to knit scarves, toques, mitts, gloves, slippers and even clowns. These articles are then donated to St. Vincent de Paul and the Salvation Army staff who will distribute them to needy families this winter. "The inmates," says **Pat Davis**, RHQ Communications, "are using their own wool supplies as well as some donated by staff."



Dennis Curtis, RMC Ontario, and his wife have proof they visited Japan. Behind them is Mount Fuji.

Memo madness

ONTARIO — Have you ever received a cryptic message, that left you totally confused? Try your hand at deciphering this one: "Further to my memo which indicated a reversal of the original switch which came from a previous change, please take note that this has now once again changed direction markedly. Given the fact that the more things change, the more they remain the same, we are now back to our original monthly mileage submission date of the end of the month. Overtime will be submitted at the same time. Thank you for your cooperation and consideration and, as always, stay tuned for any late-breaking developments." How's that for quality, content and originality?

The section supervisor who wrote this humorous piece recently received a tongue-in-cheek Memo

of the Year award from his district director, reports **Chris Nicholson**, Communications Branch, Ontario Region.

lets talk

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Editor

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Inside this issue

page

Drumheller offers university courses to staff, inmates and community	2
Beaver Creek encourages inmates to help local citizens ..	2
12 Pacific staff receive medals	3
CSC women learn about image & self projection	3
Briefly	4



Volume 11 Number 5 March 15, 1986

Only 15 CSC staff may be laid off

NHQ — It appears there will not be massive layoffs of CSC staff this year. Less than 15 CSC employees are likely to lose their jobs due to person year reductions in the major reorganization that is taking place in the Service, Commissioner **LeBlanc** told all staff in a memo Feb. 10.

According to LeBlanc, although the initial forecast was that approximately 600 full-time, or indeterminate, staff would be affected by the reduction, subsequent reorganizations and plans for person-year redistributions during the 1986-87 fiscal year show that some 560 staff should be placed in other jobs within CSC. He said that with Public Service Commission help "we are confident that less than 15 of the remaining 40 staff actually will be laid-off." LeBlanc added that undoubtedly some employees will find employment on their own outside the Public Service and others may retire.

There was equally good news for public servants across the country when on Jan. 17, Treasury Board President **Robert de Cotret**, released government-wide projections on Public Service person-year reductions in 1986-87. He said that an estimated 5,000 indeterminate employees will be affected, but of that number likely only 700 will be laid off. De Cotret projects that through attrition and redeployment 3,200, or 65 per cent, will be placed in other jobs in their departments.

It is further estimated that 1,100, of the remaining 1,800, or 60 per cent, will be placed within the Public Service using the work force adjustment policies and procedures.

Under the government's work force adjustment policy, permanent employees who are faced with job losses will be placed in vacant jobs for which they are qualified or could be retrained.

De Cotret indicated that if surplus Public Service staff cannot be placed within government using existing policies, the government will consider introducing additional special measures to minimize the impact of layoffs. He suggested that such measures might include special pension provisions where there is little possibility of employment in the private sector and retraining for employment outside the Public Service. He also said the government is prepared to consult the Public Service unions in this matter.

CSC Commissioner LeBlanc stressed that CSC supports the work force adjustment policy and that any vacancies that occur in the Service will be offered first to staff who have been declared surplus and put on the priority list.

Across the government, person years will be reduced by 15,000 over the next five years. The person-year reductions are to be two per cent for 1986-87 and one per cent in each of the following four years.

Commissioner announces interim appointments at NHQ

Reorganization taking shape

NHQ — Names of National Headquarters key staff who will be reporting directly to the commissioner were announced, Feb. 7, by Commissioner **LeBlanc** who stressed that each of these interim appointments is pending Treasury Board approval of NHQ's reorganization. He promised that once approval is obtained and formal staffing of positions has been made by the Public Service Commission an announce-

ment will be made of the confirmed appointments.

In the meantime, **Gord Pinder** assumes the role of deputy commissioner, Offender Policy and Program Development (OPPD); **Cliff Scott** assumes the role of assistant commissioner, Administrative Policy and Services (APS); and **Denis Méthé** assumes the role of acting executive secretary.

Former functions of Finance, Personnel (including Staff Training and Development), Material and Administration, Accommodation and Inmate Services (formerly

DGTS), Systems (OIS) and the eventual formation of a Management Advisory Services Division that will include a Publishing and Editorial Services Unit, come under Administrative Policy and Services.

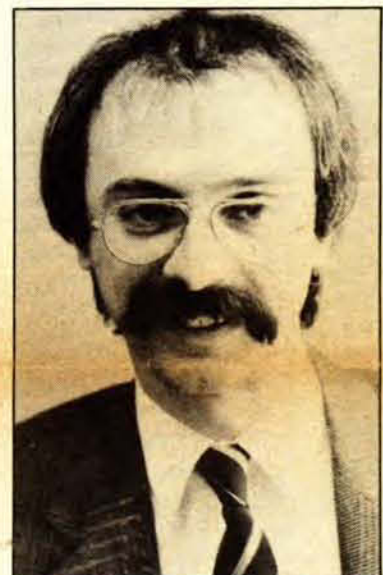
Denis Méthé's role includes responsibility for Inmate Affairs, Correspondence Control and Ministerial Relations. It also incorporates, under a new Public Affairs Division in the Secretariat, three sections of the former Communications Division — public information and media relations, citizen participation and special programs coordination.



Gord Pinder



Cliff Scott



Denis Méthé

Interim appointments made in Administration

NHQ — As part of the reorganization at NHQ, an interim restructuring of the Administration Division was announced, Feb. 3, by **Tom Epp**, director of the division.

The first change took place Jan. 20, when the division's purchasing officer and stores people began reporting directly to the Material Management Division.

In order to maintain normal operations in the division while Personnel and Administration form a staffing plan, the following interim appointments were made: **Louis Bélanger**, to the position of chief administrative policy, standards and production; **Francis Alie** to the position of chief, NHQ administrative services; and **George Ryder** to the position of administration officer.

Rick Hewton continues as chief, sentence administration and **Georges Pinatel** is still acting access and privacy coordinator.

"I intend to transfer all NHQ

Records Operations and the Mailroom to the Administrative Services Section, as soon as possible," Epp promised. "I don't foresee any major moves of people or equipment as a result of this change."

CSC audit enters phase III

NHQ — "The comprehensive audit of CSC that's been taking place since last July, started its examination phase last January," states **Louis Patry**, a director of the Office of the Auditor General who is in charge of the audit.

"The examination phase involves collecting sufficient and reliable evidence on matters identified during the survey stage of the audit relating to the accountability relationships, activities and support systems and controls used by the Service to carry out its mandate," he explained. As part of the examination, the

— continued on page 4



Roma Bertrand

Senior deputy commissioner Bertrand leaves Service

Roma Bertrand, senior deputy commissioner since June 1981, has been named a professor at the Faculty of the Centre for Executive Development, in Touraine, Quebec. He left CSC Feb. 14 and assumes his new position Apr. 1. As SDC, Bertrand was the commissioner's main advisor on operational matters and day-to-day functions of CSC. He also played a key role in the formulation of policy.

Field managers studying proposals for reorganization

New look for institutions, parole offices

by Andrea Nugent
Communications, NHQ

NHQ — A task force set up to reorganize the field has developed proposals and is seeking feedback from wardens, superintendents and district directors, reports task force

coordinator **John AuCoin** of NHQ.

A design for reorganizing institutions and parole offices will be ready next fall. The changes will take place early in 1987.

The proposals now being studied by field managers were put together at a two-week brainstorming session in January, AuCoin explains.

They include a set of principles for the organization review; a proposed role for institutions and district offices; organization evaluation

— continued on page 4



Task force coordinator John AuCoin

CSC and Alberta sign agreement

PRAIRIES — Exchange of Service Agreements between CSC and the provinces, permitting CSC to transfer federal offenders to provincial correctional centres have been common for a number of years. Until recently, such agreements have been used primarily to allow federal female offenders to serve their sentences closer to home. A major initiative with the province of Alberta recently, opened up the possibility for more federal male

— continued on page 2





Individual needs of staff and inmates of Drumheller Institution are being met by a university training program held at the institution. The program is a joint venture with Athabasca University.

Drumheller Institution offers university courses to inmates, staff and community

PRAIRIES — A joint university training program between Athabasca University and Drumheller Institution, initially designed for inmates has expanded to include staff and community residents.

"Most small communities, including Drumheller, seem to find it difficult to attract and keep people who aspire to a quality post-secondary program, says **Dick Germshied**, a teacher at the institution. "So, to try and meet the needs of some of these people a series of post-secondary programs has been offered at the institution since February 1985 — first to inmates, and then it was opened up to staff and the community."

Germshied, who coordinated the Athabasca program with the institution and was instrumental in developing it, explained that from February to May last year inmates were able to take such introductory university courses as English, history, writing skills, sociology and administrative principals. Another

course, administration 232, also attracted two staff members.

Interest grew in the post-secondary courses, which can be applied against programs offered through the universities of Alberta, Calgary and Lethbridge as well as Athabasca. By mid-September, separate classes had been set up for six community residents and 17 institution staff — representing correctional officers, living unit officers, secretaries, financial, vocational, case management, maintenance, and recreational staff," reports Germshied.

The 15-week course was held in the staff training area of the institution for three hours a week. Although it was designed for home study, in this instance Dick Germshied acted as seminar leader, pacing the course and leading the class. "There's no question that the students are keen and able," he says.

To accommodate shift workers, all lectures were videotaped and broadcast on the local community television channel one night a week.

To further help, the station agreed to loan cassettes of the course to registered students free of charge.

According to Germshied, many needs are being met through this program. Some people have gone on to take other university and college courses, others are measuring themselves against the university standards, and some business people are taking courses to help themselves become better managers. All seem to want a challenge.

"For CSC," he says, "the program is providing an opportunity for institution staff and community members to get acquainted with each other in non-official capacities. This has resulted in a higher degree of identification of community members with the Service."

As this issue of Let's Talk goes to press, Dick Germshied, who has worked on this program for two years, leaves the Service. Feb. 17 he started a new challenge, as coordinator of inmate education programs, Solicitor General Alberta.

Beaver Creek encourages inmates to help local citizens

Community appreciates inmates' help

by June Coxon
Communications NHQ

ONTARIO — For a number of years one of the many programs at Beaver Creek Institution has involved a volunteer program that brings together inmates, staff and the community. Under this program, inmates provide free services to the disabled and elderly in the community — performing such helpful and necessary tasks as raking leaves in the fall, planting trees in the spring and summer and shovelling snow in the winter. Their volunteer work also includes maintaining parks and painting and maintaining community facilities like churches, the Boy Scout hall and arenas, for municipalities and non-profit organizations.

"It's a two-way street," explains **Ted van Petegem**, Beaver Creek's superintendent. "We need the community and it needs us. You see, some of the inmates doing the volunteer jobs have never helped anyone before and when they discover the pleasure derived from doing something for someone else, it sometimes changes their life. At the same time, the inmates' assistance allows the disabled and elderly to

have an easier life and to maintain more of their independence."

Van Petegem told *Let's Talk* that the community service program evolved out of the needs of the inmates and the community. "Beaver Creek staff are not transient like staff in some of the other institutions. Many of them have always lived in the area and spent all of their working lives working for this institution. So the institution and the community are almost one and the same."

Behind the success of the community service program is the solid support of the staff who supervise the inmate volunteers. They want the program to succeed for the inmates, of course, but also for their community.

And the program is popular with community residents. The following heartwarming letter from a Gravenhurst citizen, addressed to **Danny Poland**, 'commander', Beaver Creek Institution, is only one of many such letters the institution receives. The foreman referred to in the letter is a Beaver Creek inmate.

As a senior citizen, I was the recipient of the volunteer work, you had your workmen from the Correctional Camp do for me, in removal of snow, from my roof.

It sure was good news, to see them come in the bus.

On the word from their supervisor they dismounted from the bus, each carrying a big scoop shovel.

Then they proceeded in an orderly fashion, to designated stations or portions of the roof and went to work, with shovels and ladders.

It was all done in such an orderly, well planned out way, that before long the roof was free from snow.

Then I opened the door, and saw I could not get out, as the snow off the roof had blocked the doors.

One good samaritan, (appeared to be a foreman,) dug in himself, and cleared the doors, neatly shovelled off the steps, and ran his big shovel from there to the roadway, to make a way out for me.

This kindness and work is most commendable, and I just want to say one and all, — Thank You so much, and God Bless.



Ted van Petegem, superintendent, Beaver Creek Institution.

CSC and Alberta sign agreement

— continued from page 1

offenders to be transferred to that province.

A ceremony to ratify an Exchange of Services Agreement dealing with the incarceration of federal inmates was held in Edmonton, Jan. 29.

Under the agreement, the Federal Government is providing a total of 10.5 million to the Alberta Government to help defray the costs of construction of two provincial institutions, Grande Cache and Fort Saskatchewan.

Six million dollars of this total was earmarked for the construction of Grande Cache Institution, which was completed in June, 1985. The balance, \$4.5 million, will be used for the construction of Fort Saskatchewan Correctional Centre, which is scheduled for completion in 1988. In return, the Province of Alberta initially will provide 100 beds for the incarceration of federal inmates. These beds will be spread throughout several provincial correctional centres. Additional federal inmates may be transferred, depending on requirements.

The Federal Government will reimburse on a per diem basis at a rate mutually agreed upon for each of the federal inmates housed in provincial facilities.

The Exchange of Services Agreement also provides for the close cooperation between the two governments in correctional matters such as planning and analysis; reviewing the needs of parole service agencies; and recruitment and training.

Solicitor General, **Perrin Beatty** presided at the ceremony with the Honorable **Ian Reid**, Solicitor General of Alberta. "It was only logical the two levels of government cooperate to maximize the actual resources and facilities," said Beatty.

"This type of agreement exists already with some other provinces," he added. "For example, the Federal Government previously helped to defray costs of upgrading Maison Tanguay in Quebec when federal female offenders were transferred to that facility."

Watch an upcoming issue of *Let's Talk* for a more indepth look at this agreement and how it has impact on parole supervision by CSC.

Montana prison focuses on ranching

PRAIRIES — **Bob Benner**, warden of Edmonton Institution in Alberta, visited the Montana State Prison last November and sent along this report to *Let's Talk*.

Montana's one and only prison is relatively new (1977), houses 900 prisoners, has a death row and a staff complement of 320 — 200 of whom are security officers. The prison is classified as multi-level security and is located about four miles from Deer Lodge, Montana. A previous prison, the Old Montana Territorial Prison was "retired" in 1979 and turned into a museum after serving for 109 years.

All offenders, 16 years and up,

sentenced in Montana go to the state prison and some later transfer to the bush camps. A separate unit houses maximum-security inmates, and there are also special units for medium-and minimum-security including a 50-person dormitory.

Montana has about 100 protective custody inmates. There's a death row as well with five inmates currently housed there, including a prisoner from Red Deer, Alberta.

The prison's remission system automatically gives each inmate 10 days per month but they can make up to 30 days a month if they are serious about upgrading themselves and are deeply involved in a good program.

400 acres for ranching

There is a good variety of work programs especially in ranching and outside work — they have 40,000 acres to work with. The prison has 3,000 ranch cattle and a dairy barn which provides work for a lot of inmates. Other outside work includes haying, growing vegetables and some grain. There is also forestry work, a logging operation, and a sawmill in full operation. Inmate crews work for the Forestry Department and fight fires anywhere in the state when necessary.



Bob Benner, warden Edmonton Institution, visited Montana State Prison.

They have a small industries operation, a print shop that produces stationary for the State of Montana, an upholstery shop, wood finishing shop, mattress shop and a license plate shop.

Offenders are allowed up to \$75 in their possession at any one time. Montana's inmates don't have as high a wage scale as we do, and savings aren't compulsory for them. Money sent in by families, or earned from hobbies goes directly into their account, however.

lets talk

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June Coxon
Editor

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TWELVE PACIFIC STAFF RECEIVE MEDALS

First regional
exemplary service
ceremony in BC

PACIFIC — Twelve staff were recognized Jan. 17 at the first regional exemplary service ceremony held at the National Correctional Staff College, Mission BC. Representing Governor General, **Jeanne Sauv **, Regional Deputy Commissioner, **James Murphy**, made the presentations.

Receiving a medal and
bar were:

■ **Gerry Boyer**, who joined CSC in 1953 as a steamfitter/plumber instructor at St. Vincent-de-Paul Penitentiary, Quebec, is now regional chief, Maintenance and Engineering, RHQ Pacific.

■ **Maurice Ford**, who began his career with CSC in 1955 as a correctional officer one, at BC Peniten-

tiary, is now works and engineering foreman, Ferndale Institution.

■ **Bill Robertshaw**, who started in 1953 as a steamfitter/plumber instructor at Saskatchewan Penitentiary, is now supervisor of Vocational Education, Matsqui Institution.

Medal recipients were:

■ **Ian Anderson**, who began his employment with CSC in 1962, as a correctional officer grade one at BC Penitentiary, is now living unit officer at Ferndale Institution.

■ **Alec Blondeau**, joined the Service in 1961 as a bookkeeper at Saskatchewan Penitentiary, is now supervisor Institution Services, Regional Psychiatric Services, Regional Psychiatric Centre.

■ **Jean Guy Boileau**, joined CSC in 1964 as a correctional officer recruit at BC Penitentiary. He is now security operations officer, Regional Psychiatric Centre.

■ **Chris Conway**, started in 1964

as a rehabilitation officer at BC Penitentiary and is now section supervisor, Vancouver Parole Office.

■ **Al Gjestrum**, joined CSC in 1958 as a correctional officer grade one at BC Penitentiary, and is now assistant warden of Security, Mission Institution.

■ **Bob McKay**, joined the Service in 1964 as a correctional officer at BC Penitentiary and is now social and cultural development officer, Mission Institution.

■ **Ernie Neufeld**, began his CSC career in 1965 as a correctional officer, Regional Headquarters (Western). He is now senior correctional supervisor, Matsqui Institution..

■ **Bob Scott**, joined CSC in 1958 as a correctional officer, BC Penitentiary, and is now Laundry manager, Matsqui Institution.

■ **Roger White**, joined CSC in 1963 as a correctional officer grade one, at Joyceville Institution and is now assistant warden, Security William Head Institution.



Ernie Neufeld, receives a medal from RDC Jim Murphy.



Chris Conway, is presented with a medal.



Al Gjestrum, receives his medal.



Roger White, is congratulated by RDC Jim Murphy, after receiving a medal.

CSC women learn about image and self-projection

AA workshop

NHQ — Think about the "first impression" you communicate with your appearance and bearing... How you speak and put forth your ideas... The way you deal with superiors and subordinates... your behaviour in a crisis... That's what a one day workshop on Image and Self Projection for Professional Women had 50 CSC women thinking about.

The Jan. 28th workshop, sponsored by CSC's Affirmative Action Program, featured Dr. **Julie White**, one of the most respected and sought-after women's lecturers in the United States. Her dynamic presentation was designed to leave participants with self-presentation skills to improve their credibility, techniques for building personal power with others and new momentum in gaining responsibility and visibility. And those were just some of the advantages of attending the workshop.

Irene Jurewicz, AA officer who coordinated the one-day workshop, says that 110 CSC women were nominated to attend by branch heads, but unfortunately there was only room for 50. "We drew 50 names which resulted in a cross section of women representing management, support staff and in-between levels attending.

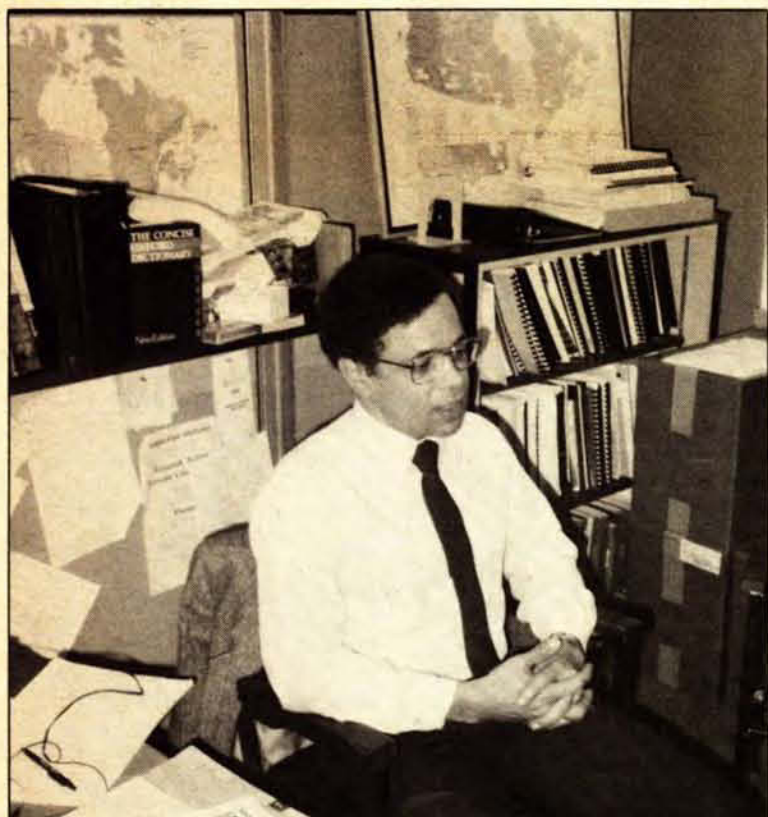
"The participants' enthusiasm at the end of the day was encouraging," she continued. One comment suggested 'it's all very well to have such courses for women, but why not have them for men too, to help them cope with the changing role of women?'

"There's an obvious need for

this type of workshop," states Jurewicz, "and we'd like to offer more — but on a cost-recovery basis."

Dr. White offers other courses for women such as assertiveness

training, basic supervision, women in the workforce, and communication skills. She also offers a workshop called The Competitive Edge, for mixed audiences.



Millard Beane brings field and NHQ experience to his new job.

Special advisor, Native Offender Programs named

NHQ — **Millard Beane**, an Offender Programs employee since 1974, has been named special advisor Native Offender Programs.

Other positions he has held with Offender Programs include, chief case management, Living Unit and Human Relations Division; executive assistant to the deputy commissioner; and director Classification and Transfer Unit. Beane has served also as chief classification and transfers, Institutional Programs Division and chief inmate rights, Inmate Affairs Branch.

In the late 1970's, he was responsible for implementing treaties signed with the United States and with

Mexico allowing people sentenced in Canada to return to their own country to serve their sentences. During an eight-month period, while on loan to the Ministry Secretariat, he also prepared a study on the independent chairperson process.

Although Beane has been employed at NHQ for a number of years, he also knows what it's like to work in the field. For four years prior to coming to Ottawa he was a psychologist at Warkworth Institution. During his final year there he worked on a volunteer basis, as staff liaison officer for the Native Brotherhood.



Julie White's dynamic presentation gave CSC women tips on improving their credibility, gaining responsibility and visibility — and more.

Briefly

Westmorland staff and inmates raise \$200 for Big Brothers/Big Sisters

Westmorland Institution staff and inmates raised \$200 in pledges for the Big Brother/Big Sister organization at the annual Bowl-for-Millions bowl-a-thon, held in Moncton, Feb. 8. A team formed by City of Moncton Policy Chief **Greg Cohoon**, and three Westmorland inmates played against an RCMP team and won.

Former inmate helps launch prison lobby group

Prisons have changed dramatically since 29-year-old **Bob Cussler** was an inmate at Collins Bay five years ago. He is one of the founders of a new Prisoners' Liaison Committee which hopes to attract citizens concerned about prison conditions and the way our society deals with criminals. Anyone interested in obtaining further information can contact **Evelyn King**, in Kingston, at 1-613-549-5842.



photo: Louis Genest

Happy half century!

Over the hill at 50? Program Analysis staff wanted to make sure Carl Comeau, acting director, would keep on the move after he turned 50. He shows off the birthday gifts they gave him — prunes, a cane, and a hot water bottle!

Correctional newslines

Violent crime up slightly in US study

Violent crime in the U.S. went up slightly in 1984, despite a drop in the overall crime rate, the Justice Department says. The nearly 1-per-cent rise in violent crimes mainly stemmed from a 17-per-cent jump in rapes and small increase in assaults. The total number of crimes reached 35.5 million in 1984, about 14 per cent less than the peak set three years earlier.

New test offers biological fingerprints for crime fighting

A new biological test, called DNA fingerprinting, promises to change radically the way criminologists track down murderers, rapists, and muggers. Virtually foolproof identification of any person is now believed possible through the powerful new laboratory test that detects genetic "fingerprints" in tiny samples of blood, semen and hair roots. DNA, or deoxyribonucleic acid, is contained in every cell and is different in each person. The British scientists who developed the test (developed by Dr. **Alec J. Jeffreys**, University of Leicester and adapted for criminology use by Drs. **Peter Gill** and **Werrett** of the British Home Office's Forensic Science Service, in Aldermaston in collaboration with Jeffreys.) So far, the test is apparently being done only in England. Some experts said they believed that a few laboratories in the United States would begin experimenting with it in about a year.

An employee's farewell to Inmate Population Management Division

Under CSC's reorganization the Inmate Population Management Division ceased to exist Dec. 31, 1985. On that last day all staff in the division were greeted in the morning with the following poem written by **Connie Patterson**, secretary to **Ray Richard**, director of the division. She agreed to share it with the rest of CSC through the pages of *Let's Talk*.

Merry Christmas each and every one
These last few years sure were fun
We laughed together and worked
as a team

Of the crop of Security, we were
the cream.

Red and blue dockets were answered
on time

No one could fault us on that line
Inmates went in and out of S.H.U.
Cross-Canada flights saw the day
through.

We were often harassed but pleasantly so
This, and the jokes will be missed I know
Our sense of humour helped us cope
With our work of those who lost all hope.

Bob, your good humour will be missed very much
Give us a call and please keep in touch
Carmen, you too are going away
I think you'll be glad you didn't stay.

Trudy, Suzanne and Sue, the three musketeers
Will be embarking on new careers
John, with your sense of humour and mischievous ways
Intelligence will soon have the DIPM craze.

Ray, you're the luckiest of us all
To travel the world at your own beck-and-call
As secretary, this Division was the best
I looked forward to each day with interest.

I don't like goodbyes, I find them sad
Thanks DIPM for the enjoyable days I had
Happy New Year each and every one
As of January 1, DIPM will be done.

As a footnote, **Ray Richard** has retired, **Bob Leblanc** is now employed at M^tee St-François Institution and **Carmen Charlebois** has transferred to Renous Institution. The rest of the staff in the former division are now part of the newly-created Offender Policy and Program Development.

Letter to the editor

Art Hawkes says "goodbye and thank you CSC"

Art Hawkes, who joined CSC in 1975 as Chief Material Management, sent the following letter to CSC staff, through *Let's Talk*, before he retired this year.

May I use the Letters to the Editor column to say:

Goodbye and thank you CSC for permitting me the opportunity to work in corrections for a period of time and now leave with a better understanding of what corrections is all about.

I can now say — we do a job not everyone wants and because of that job some of our customers are successful after graduation and yes, some fail and even cause us embarrassment.

And a small part of the overall operation is Material Management (staff) who, though some may doubt, are pleased that our

service to others has in part helped to make the success stories possible.

To all CSC people, the very best in the future; thank you for the chance to grow through association, whether we agreed or not.

To all the Material Management staff wherever you are, just remember there is only one reason we are here and that is to provide service within the guidance from superiors. Continue to strive to provide the best in service, not withstanding the odd road block you must run.

QUID UBIQUE QUANDO

Art Hawkes (now retired)
Regional Supply Depot (Pacific)

Field managers studying proposals for reorganization

— continued from page 1

criteria; principles for developing organizational models; model setups for institutions and district offices; and a project review plan.

A task force team of 10, mainly wardens and district directors from across Canada, developed the proposals, reports coordinator Aucoin. The five regional deputy commissioners, in their role as an advisory committee to the task force, reviewed the proposals before they went to field managers for comment.

The senior management committee will receive the task force's final report — having considered the views of field managers across Canada — at the end of May.

In the meantime, any organization changes at institution or district office levels must be approved by the regional deputy commissioner, Aucoin points out.

CSC audit enters phase III

— continued from page 1

auditors are now visiting Regional Headquarters, and a number of institutions and parole offices mainly in Ontario, Quebec and Prairie regions as well as continuing to look at NHQ.

The next step will be to report their findings and recommendations to senior management committee. "That will take place sometime this summer," projects Patry. "The final version will appear in the Auditor General's Report that will be tabled in Parliament in mid-October."

Patry told *Let's Talk* that when the auditors began working on the audit they started with what is called the overview stage — meaning they gained knowledge of the client (in this case CSC) and determined where to focus the audit. When that was finished, in September 1985, they moved into the survey stage, selecting areas or matters of significance that would be pursued during the examination phase.

This is CSC's second comprehensive audit. The first one was conducted in 1981. This type of audit is done usually every four to five years in order to provide Parliament with constructive, comprehensive evalu-

ations of every federal government department, agency and most crown corporations on a cyclical basis. The audit activities of the Office of the Auditor General are coordinated with those of the internal auditors in these entities. Comprehensive audits are a broad-based examination that provides an objective and constructive assessment of how the financial, human and physical resources are managed with due regard to economy, efficiency and effectiveness. They also examine the extent to which accountability

relationships are reasonably served.

"The audit process consists mainly of interviewing most levels of staff, observing, testing and reviewing documents, records and reports," Patry stated. "We're aware of other studies and reviews taking place within CSC at this time," he continued. "So we keep up-to-date with them and review their findings so we don't duplicate what's already being done. At the same time, we keep SMC posted on our activities — outlining our audit projects, objectives and criteria to them."

Anyway

People are unreasonable, illogical and self-centered.

Love them anyway

If you do good, people will accuse you of selfish ulterior motives.

Do good anyway

If you are successful, you will win false friends and true enemies.

Succeed anyway

Honesty and frankness make you vulnerable.

Be honest and frank anyway

The good you do today will be forgotten tomorrow.

Do good anyway

What you spend years building may be destroyed overnight.

Build anyway

Give the world the best you have and you'll get kicked in the teeth.

Give the world the best you've got anyway.

Contributed by **Claire Constantineau**, Communications NHQ



Lavers' dream comes true

House bridges the gap for ex-offenders

ATLANTIC — Lavers House, the first resource centre in Nova Scotia since 1984, was officially opened in Truro, Feb. 5.

The centre, operated by the Dismas Society, a private non-profit agency, and funded by CSC, is named after **Dave Lavers** who was district director of the parole office in Truro when he died suddenly Feb. 9, 1984.

About 90 people, from the community and CSC staff from Truro and Halifax parole offices, the Nova Scotia district office, Sand River CCC, Springhill Institution and NHQ attended the opening. Also attending were Dave Lavers' wife, **Ruby** and their children **Mary, Monica, Mark and Mike**.

John Rafferty, president of the Dismas Society, opened the ceremony with a brief history of the society and noted the need for a place like this where ex-offenders can be integrated back into society. "It was a dream of Dave Lavers' to have a centre set up in Truro," he stated.

Willie Gibbs, Offender Programs, NHQ; **Lorraine Casey**, acting district director Nova Scotia; **Doug Carter**, mayor of Truro; and **Lonnie Murray**, chief of Police, expressed their desire for the continued success of Lavers House.

Rev. **Lloyd O'Neill** of Immaculate Conception and Rev. **George MacLean**, minister of St. Andrew's Anglican church and president of the local ministerial association, gave the house blessing.

House philosophy

"The overall philosophy of Lavers House explained **Donna Johnston**, director of the house, "is to bridge the gap between guys coming directly from an institution . . . to a community resource centre



Ruby Lavers, third from left, cuts the ribbon officially opening Lavers House named in memory of her late husband Dave. With her are, from left, Lorraine Casey, acting district director Nova Scotia; Willie Gibbs Offender Programs NHQ; and John Rafferty, president of Dismas Society.

and the community."

The centre, which actually opened its doors Nov. 12, 1985, is set up to house eight men but has facilities to care for one more in an emergency. "Nine ex-offenders currently live there and there are 14 on the waiting list states Johnston. According to president Rafferty the house can expand its beds to 16, however this will not be considered in the immediate future. The present mandate is to train staff and earn more credibility in the community.

Ex-offenders entering the house are required to take a number of personality tests. Counsellors evaluate the tests and background of the participants to determine a program plan based on the individual's strengths and weaknesses over a period of three weeks. The men must also take part in a number of other programs, including meeting with a nutrition guide to receive counselling on nutritional values and economics.

A team of three recreation

counsellors consider what each resident has done with his leisure time in the past and by working with each man, determine how that time could be better spent. A socialization group deals with developing communication skills and encouraging interaction in the community. Counselling ranges from acceptable ways to dress to dealing with depression.

Residents must adhere to a curfew and follow a number of rules. "Since the house opened there have been no violations, suspensions or negative feelings," reports Johnston.

A fitting tribute

A storm that dumped 15 centimetres of snow on Truro prevented Regional Deputy Commissioner, **Bob Clark** from attending. If he could have been there he would have told supporters how Dave Lavers had planted the seeds that led to the growth of the new Com-

— continued on page 3



Participation plus!

Brian Wallace, correctional officer at Bath Institution doesn't have to battle traffic jams to and from work like most of us. During the winter months he skis the two-and-a-half miles from his home to work each day.

Bob Benner retires

PRAIRIES — **Bob Benner**, warden of Edmonton Institution since 1979, is stepping down. Having contemplated retiring for many months, he says he decided he would "lock the office one last time on April 1." Benner began his career in provincial institutions and was warden of the medium security Bowden Institution for 10 years before being named warden of Edmonton maximum institution. Edmonton Institution which opened in 1978, has about 195 inmates — half of whom are serving life sentences.

My immediate plan is to take the summer off and get used to the idea of being retired, Benner told *Let's Talk*.



Bob Benner, outgoing warden Edmonton Institution, is looking forward to retirement.

Tschierschwitz to be new warden at Edmonton

PRAIRIES — **Sepp Tschierschwitz** who has been warden designate of Edmonton Institution for some time assumes the position of warden Apr. 1, when current warden **Bob Benner** retires.

Forty-seven-year-old Tschierschwitz has been superintendent of Saskatchewan Farm Institution since July 1985. Trained as a psychiatric nurse, he began his career in CSC in 1962 as a health care officer at Stony Mountain Institution.

"I've a lot of experience in institutions and look forward to tackling this position," he admitted.



Sepp Tschierschwitz the new warden of Edmonton Institution.

First inmates should move into Atlantic Institution in November

ATLANTIC — Construction of the Atlantic Institution, in Renous, is 75 per cent complete and the first 40 prisoners will move in this November. The original plan was to move the first inmates in July, but Warden **Dan Ferguson** says staff want more time to work the bugs out of the new system.

As of Feb. 19 the exterior work was almost finished and the interior work was progressing. Two rows of metal posts were up for the perimeter fence, and out-buildings, including the "sallyport" or entry building, water reservoir, family visiting quarters, and guard tower for the exercise yard were in place.

Staffing is also well underway. Currently there are 36 CSC staff on site, including senior management, support and some technical staff. Eventually there will be 233 employ-

ees and 240 inmates.

"Construction of the institution is expected to be completed by July. Plans are underway for the official opening of the institution to be held before the inmates arrive — an event staff are looking forward to,"

Dan Leblanc, assistant warden Administration told *Let's Talk*.

"When the institution opens Food Services will be privatized," stated Leblanc, "and negotiations will be underway soon with Supply and Services for bids."

Inside this issue

	page
Trivia trash winners	2
Moncton honors Bob Edgett	2
Leclerc Institution: 25 years	3
Crime Stoppers is expanding	4
Health professionals in prisons — workshop	4

Pacific Flyers hope to win CSC national tournament

Hockey team doing well

PACIFIC — The Pacific Flyers — also known as the CSC staff hockey team — started its second season on a winning note, report **Steve Hall, Dan Jackson** and **Daniel Seguin**. On Jan. 7 the Flyers whipped the provincial corrections team in game two of a five game grudge match that is destined to become an annual event. Jan. 14 they scored three late unanswered goals to pull ahead of the Abbotsford Oldtimers (6-3) and Jan. 19 they outscored the Con-Air (no they're not inmates) 7-5.

Hall, Jackson and Seguin admit that the Flyers were defeated in the Feb. 7-19 Mission Recreational Sportsman Tournament, but say the defeat brought the team closer together.

As *Let's Talk* goes to press the Pacific Flyers are playing the Central Fraser Valley Hockey Tournament. They placed second in the tournament last year and hope to do even better this year.

The highlight of this year's hockey season will be a trip to Prince Albert, Saskatchewan to take part in the CSC National Hockey Tournament, Apr. 2-5. This will be the first time the Pacific Region will be represented at this

tournament making it a truly national event — and they have their sights set on winning.

"It requires a great deal of effort and commitment to attend the national tournament," point out Seguin, Hall and Jackson. "Money has been raised by holding sports draws and raffles. In addition, the team has received donations from organizations such as the Union of the Solicitor General Employees (USGE), social and athletic committees and moral support from the institutions and Regional Headquarters. Although the bulk of the cost will be borne by the individual players, we certainly appreciate the help we have had from others."



The Pacific Flyers are on the move — they're out to win the CSC national. The team — back row — from left — Doug McGregor, Al Crowe, Bob MacDonald, Mike Richardson, Stew MacLean, John McMaster, Paul Smith, Steve Hall — manager. Front row — Jean Boileau, Brian Burkes, Daniel Seguin — president, Dan Jackson — vice-president, Steve Rouault, Bob St. Louis. Absent — Steve Gill, Rick Heriot, Fran Rabi, Bill Stubbs, Kevin Crawford, Mark Kemball, Ian Bendall, Leo Valentine and Gord Kohout — coach.

Corp 133 graduates from Mission Staff College

PACIFIC — Thirteen candidates graduated from the first of the modified Correctional Officer Recruitment Program (CORP) courses at the Correctional Staff College, in Mission, Jan. 31. CORP 133, which had nine weeks of training, started

Dec. 2, 1985.

Wilfred Martin was awarded plaques for weapons proficiency and exemplary recruit.

Official guests attending the graduation ceremony were Regional Executive Officer **Doug**

McGregor whose address offered graduates some sound advice, **Bob Lusk**, warden Mission Institution; **Jeff Johnson**, acting warden, Matsqui Institution; and **Pieter deVink**, warden Mountain Institution.



CORP 133 graduates, back row — from left — Wayne Chicoyne, Roger Plantenga, John Rogozinski and Donald McMullen assigned to Kent; Colin Paget to Matsqui; Paul Alves and Marcel Point to Kent. Front row — from left — Heather Fleming to Kent; Margot Thibault, to Mission; Wilfred Martin, Catherine Bruce and Lucie Bellavance to Matsqui; Frances Wright to Kent.



Bob Edgett, surrounded by some trophies and awards won in other years, has been named to the Moncton Wall of Fame.

Moncton honors Bob Edgett

ATLANTIC — Dorchester correctional officer, **Bob Edgett**, was honored by the City of Moncton early this year — his name was added to the Moncton Wall of Fame. The wall, located in the city's coliseum, is reserved for outstanding Moncton and area sports enthusiasts.

Such recognition is not new to Edgett. The accomplishments of his 14-year career as an amateur boxer, from 1948 to 1962, have earned him numerous awards and trophies. He is a former Maritime, Montreal and State of Maine Light Heavyweight Golden Gloves Champion and Canadian Navy Lightweight Champion. During his amateur boxing years he compiled an excellent 90-15 record. He also fought two ex-

hibition matches with his friend, World Light Heavyweight contender, **Yvon Durelle**.

Edgett's outstanding leadership and dedication as a coach to two generations of young boys earned him entry to the Canadian Boxing Hall of Fame. He is also a member of the New Brunswick Hall of Fame and when he was named Citizen of the Year in 1984, by the village of Dorchester, he entered Dorchester's Hall of Fame, too. Edgett received international recognition when he was named Sportman of the Year in Rochester, NY.

He has coached provincial boxing teams for years. Fights from the Bob Edgett Boys' Club, based in Sackville, have won amateur contests in every Canadian province and many northern US states.

Trivia Trash and Einstein's Corner winners revealed

NHQ — The Trivia Trash quiz that ran in the Jan. 30 issue of *Let's Talk* tested the thinking powers of staff who sent along their answers to us, and undoubtedly of many who did not share their answers. We promised to let you know who won, and Offender Programs staff who put together the quiz has released the results. There are two winners for Trivia Trash: **Steve Wilson** — Inspector General's Branch and **Barbara Ross** — RHQ Ontario.

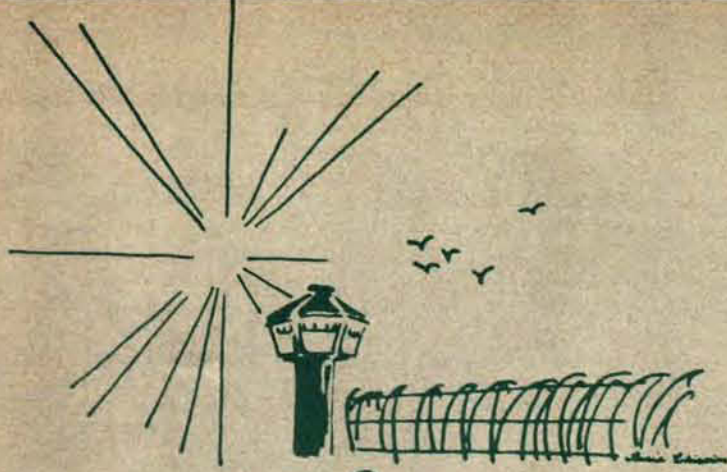
Winners of Einstein's Corner are: **Ken Boone** — Warkworth Institution; **Steve Wilson** — Inspector General's Branch, **Barbara Ross** — RHQ Ontario, **Dawn Amott** — Offender Programs, NHQ; and **Peter Kulyk** — Stony Mountain Institution.

More trivia

The quiz may also have started a trend. **Peter Kulyk**, manager of the library at Stony Mountain Institution, not only sent us his answers to the Einstein Corner of Trivia Trash, he submitted two new problems for readers to solve. So put on your thinking caps and try these. You'll find the answers somewhere in this issue.

1. Solve the alphametic: YES
DAN
YOU
SEND
Each letter stands for a digit.

2. What familiar math sign can you place between 2 and 3 that will give a number that is larger than 2 but smaller than 3?



25^e anniversaire Leclerc

by Madeleine LeMay
AW, Planning and Administration,
Leclerc Institution

QUEBEC — Three former wardens of Leclerc Institution — **Patrick Desgroseilliers**, **Jean-Paul Dugas** and **Irving Kulik** and current warden **René Rousseau**, presided over a banquet and reception Feb. 14, commemorating the 25th anniversary of the institution. Leclerc was officially opened Feb. 14, 1961.

It was a time for reminiscing. Desgroseilliers, Leclerc's first warden, now happily retired, noted nostalgically that the institution has changed so much since his day that he does not recognize it any more. Not so for his successor, Dugas. He had risen to the rank of Quebec deputy commissioner in 1979 and just retired in December 1985. Dugas found the place familiar and the visit almost a matter of routine. I wondered for a moment whether he was tempted to take out his pencil and make notes for follow-up as

had been his custom. But from his happy smile I guessed that his mind was busy with other matters.

Current warden Rousseau spoke briefly at the reception about this rare event — an anniversary being



What is this mystery object? Answer in next issue.

celebrated jointly by four wardens.

Works of art created by the institution's arts and crafts section, headed by **Lucie Chicoine**, were presented to the special guests on behalf of management. Among the many guests who attended the function, were **Claude Filion**, past president of the Citizens' Advisory Committee, her successor, **Lise Montagne**, and **Jean-Claude Perron**, Quebec regional deputy commissioner.

Food Services staff out did themselves for the occasion. The food served, would have made chefs at a five star restaurant envious — and they did it all within the budget.

Jean-Paul Lehoux, president of Leclerc's 25th anniversary committee, said he was delighted with the turnout to this event. He refrained from commenting on any future events the committee may be planning throughout the year except for one small hint. He referred to a special ceremony to be held Oct. 10 to which all former Leclerc staff will be invited.

Leclerc kitchen: 563,000 meals a year

QUEBEC — Visitors to the Leclerc kitchen are impressed with its cleanliness and the sense of companionship among the workers. They also find it hard to believe that Leclerc kitchen staff prepare 3,500 loaves of bread there every week and 563,000 meals each year.

The kitchen team of nine people is headed by **Robert Dubasouf**, Food Services supervisor. He oversees the work of three assistant supervisors — **Philippe d'Abaté**, **Michel Lehmann** and **Léo Vaillancourt** as well as five Food Service officers — **Raphael Examé**, **Gilles Filteau**, **Jean-Louis Meinguet**, **Jacques Roussy** and **Claude Cazaux**.

The bakery

The bakery produces sliced bread, crusty bread, hamburger and hot dog buns as well as doughnuts and a variety of pastries. The baked goods are distributed to every unit in the Laval complex — at substantial savings. A sliced and packaged loaf of bread from Leclerc's kitchen, for instance, only costs 36 cents.

Dubasouf hopes to upgrade the

bakery equipment one day and to realize a long-cherished project: becoming the official bread caterer for the Laval and Ste-Anne-des-Plaines complex. "If that happened, he suggests, "it would save CSC \$150,000 a year."

Balanced and varied menus

Besides the special menus prepared for diabetics, vegetarians and inmates who belong to certain religious groups, the Leclerc kitchen uses four series of menus that are rotated every 13 weeks. Considerations in planning these menus include a variety of elements, such as the type of foods available during each season, adherence to the Canada Food guide and allocated budgets.

The secret recipe

Supervisor Dubasouf is very proud of his kitchen staff. "The team approach is essential to the good order of the kitchen," he states, and "I believe in the involvement of staff at all levels."



The Leclerc kitchen team, from left, **Raphael Examé**, Food Services officer, **Philippe d'Abaté**, assistant supervisor, Food Services; **Robert Dubasouf**, Food Services supervisor; **Gilles Filteau**, FSO; **Michel Lehmann**, FSO, bakery; **Jean-Louis Meinguet**, FSO, pastry shop; and **Jacques Roussy**, FSO. Not shown are FSO **Claude Cazaux**, and AS **Léo Vaillancourt**.

Qualification certificate for Leclerc inmates working in kitchen

by Manon Lavoie,
Communications Quebec Region

QUEBEC — Inmates working at Leclerc Institution have been able to register for a certification program in industrial cooking offered by CSC, in cooperation with the Adult Education Service of Blainville-Deux-Montagnes schoolboard, since February 1984.

Thirty-five inmates are expected to receive certificates this year. This figure is quite impressive because only 20 per cent of the inmates work in the kitchen for a full year.

The program, offered in French or English, offers inmates the choice of obtaining a qualified certificate in one of six fields: butcher, grill cook, soup and sauce cook, pastry cook or baker, or salad maker and vegetable processor. Two other certificate courses, storeroom clerk and ration clerk, may be offered in the future.

The four-to six-month courses

are geared to the practical aspects of cooking. Inmates are encouraged to read material relevant to their training, on their own for further knowledge.

Food Services officers, ensure follow-up of the program by regularly assessing the inmates' work while the schoolboard representative assesses the working skills of the inmates and issues the qualification certificates. The passing grade for the final test is 75% but if an inmate does not achieve that mark he may write a supplementary test.

"The residents who registered for the program are realizing what a good opportunity it is," reports **Philippe d'Abaté**, Food Services assistant supervisor. There is no reference on the certificate to the course having been offered in a penitentiary.

Trying to earn this certificate becomes a high motivation factor for inmates and helps them towards their resocialization.



Special guests at the Leclerc 25th anniversary banquet were, from left — former Leclerc wardens **Patrick Desgroseilliers** and **Jean-Paul Dugas**; Regional Deputy Commissioner Quebec, **Jean-Claude Perron**; former warden **Irving Kulik**; current warden **René Rousseau** and **Claude Filion**, past president Citizens' Advisory Committee.

Lavers' dream comes true

— continued from page 1

munity Residential Centre (CRC). And of how **Wayne Struthers** and **Colin Topshee** and other staffers from the Truro office ensured that those seeds were not sown in futility. He would have explained how their endeavours and enthusiasm sparked the formation of the Dismas Society whose board of direc-

tors worked diligently to see the half-way house concept reach its present form. Notes he prepared for the occasion said, "CSC's support of this residential facility is solid evidence of our need for continued involvement with the private sector when it comes to the issue of reintegrating offenders with society. The private sector is an important and ever-essential link between CSC and the community. Their wil-

lingness to work closely with us certainly helps to reassure our future successes.

"This is a fitting tribute to a man who dedicated much of his life to corrections, especially in the realm of improving the lot of offenders and developing community resources. Dave would have been very proud to have a CRC in his home community let alone to have the facility named after him."

Crime Stoppers is expanding

Crime Stoppers, the successful public-involvement program to fight crime, is growing.

Crime Stoppers expands March 30 to include the regions of Peel, York and Durham, making it the largest program in North America. It will be known as the Metro (Toronto) and Regional Crime Stoppers Program.

Crime Stoppers offers cash rewards for information leading to the solving of crimes.

Callers are never required to identify themselves and rewards of up to \$1,000 have been paid for information leading to arrests in murders, robberies and frauds.

The beginning

Crime Stoppers stems from the time former police detective **Greg MacAleese** was investigating a 1976 murder at an Albuquerque, New Mexico gas station holdup that netted \$32. The murder victim was a 19-year-old student working the night shift.

MacAleese had nothing to go on, there were no witnesses and the leads he got went nowhere. In frustration he came up with an idea that transformed the way police catch criminals in North America.

A native of Picton, Ont., a for-

mer Associated Press reporter and US Sportswriter of the Year, MacAleese asked a local TV station to film and broadcast a 90-second re-enactment of the robbery and murder. He played the gunman and his partner played the accomplice. The viewers were asked to call MacAleese anonymously with any information regarding the crime and claim a \$1,000 reward from the gas station. Within 48 hours he had the two killers.

Citizens of Albuquerque and MacAleese started what is now known as Crime Stoppers' International.

In its first year the Albuquerque Crime Stoppers helped solve 288 major crimes and recover almost \$300,000 worth of stolen property and narcotics. Programs set up in other cities have been equally successful.

How it works

The way it works is each week details of a major crime for which police have exhausted all leads, are broadcast on television and radio stations, and published in newspapers. Cash rewards are offered to anyone with information that cracks the case, or any other unsolved crime.

According to MacAleese, a crime is being solved every 6 minutes and more than \$14,000 worth of stolen property and narcotics is being recovered each hour through calls to Crime Stoppers.

In Canada

In Calgary, the city that introduced crime stoppers to Canada in August 1982, police say the program has been responsible for more than 506 arrests, 905 solved cases, \$1.4 million in recovered stolen property, including 885 cars and seized narcotics with a wholesale value of \$125,000.

Rewards paid out total about \$30,000 to \$35,000 a year which is about equal to the salary of a first class police constable in a major Canadian City.

"There's no doubt it works and it's an extremely cost-effective program," says Calgary Staff Sgt. **Terry Coleman**. "It would be impossible to calculate the person hours it has saved."

MacAleese, now Crime Stoppers coordinator for the state of Texas, says the program he founded will soon spread to Great Britain and The Netherlands and could even start in the Middle East.



Cowansville Institution helps Mexican disaster victims

The Canadian Red Cross Society received \$334 donated by Cowansville staff and inmates to help Mexican disaster victims, reports **Philippe A. Godin**, acting assistant warden, Planning and Administration Cowansville Institution. From left, **Régis Charron**, living unit chief, **Pierre Trépanier**, Red Cross Society representative, **Paul-Robert Lafleur**, living unit officer who organized the fund drive and **J.-P. Dion**, president of the inmate committee at Cowansville Institution.



Michel Gilbert, AW Security, Archambault Institution (left) and **Pierre Viau**, warden Archambault (right) presented **André Meunier**, a correctional officer at the institution, with a second award for his unsuccessful but brave attempt to save the life of a colleague being attacked by an armed inmate Apr. 22, 1983. Meunier was awarded \$1,500 and a Public Service merit award certificate. He was recognized the first time for this act on July 19, 1983 when he received the highest distinction in the Service — the Commissioner's Citation for Bravery.

Photo: Dorothy Travis

Health professionals in prisons

Workshop examines legal and ethical implications

ONTARIO — Fifty-four CSC staff nurses and medical personnel took part in the second annual workshop on "Health Professionals in Prisons", held at the Donald Gordon Centre in Kingston, Jan. 17-18. The workshop theme was the legal and ethical implications to the delivery of professional health care in a correctional setting. It was coordinated by **Dorothy Travis**, regional chief, Nursing Services. Resource personnel included **Dr. Josephine Flaherty**, principal nursing officer, of Health & Welfare Canada; **Suzanne Poirier**, legal counsel, CSC and **Judith Clarkson**, director, Labour Relations, Extendingcare.



Discussing the workshop activities are, from left — **Odette Pellerin**, regional Chief Nursing Atlantic; **Dr. Donald Workman**, Millhaven Institution, workshop chairperson; **Dr. Josephine Flaherty**, keynote speaker and resource person and principal nursing officer, Health and Welfare Canada; **Heather Morgan** and **Mary Kleniewski**, student nurses, Queen's School of Nursing.

The custody officer's fate

The custody officer stood at the Pearly Gate
His face was worn and old
He meekly asked the man of fate
Admission to the fold.
"What have you done?" Saint Peter asked,
"To seek admission here?"
"I was a custody officer down on earth,
For many, many a year".
The Gates moved open swiftly
As Saint Peter tolled the bell
Come in and take a harp, he said,
You've done your time in Hell!

Bilingualism

Hotel Guest: "Hey, I turned on the faucet marked 'C' and got scalding hot water".
Hotel Manager: "That's right. It stands for 'chaude' — French for hot."
Hotel Guest: "But the other tap was 'C' also."
Hotel Manager: "Correct. That means cold. This is a bilingual establishment!"
Courtesy RCMP Veterans Association Newsletter, *RCMP Quarterly*, Vol. 50 #1, Winter '85

RA Centre may be used by out-of-town federal government staff

The Ottawa Civil Service Recreational Association, commonly called the RA Centre, provides a wide range of recreational programs and social activities for its membership of 70,000 regular, associate, limited and family members. Chief of Administration, **Claude Filiatrault**, reminds us that out-of-town visitors who are federal government employees can use the facilities as well. "If you're a member and want to arrange recreational activity for a group or an individual from out of town, just call the registration office to book in advance," he said.

lets talk

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June Coxon
Editor

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Beatty wants alternative sentences to incarceration for non-violent offenders

Solicitor General **Perrin Beatty** says he would like to see some alternative sentences to incarceration for non-violent offenders. He says he is rethinking the whole philosophy behind incarceration in the hope of reducing the enormous cost of building and maintaining federal prisons. Beatty is also pushing for changes inside the institutions to end the practice of "warehousing" prisoners and then releasing them without friends, money, skills or opportunities. Prisoners need a better range of vocational programs and academic classes to help them prepare for the future, he stated.

Death penalty for peacetime spying introduced in US

American military personnel convicted of espionage during peacetime can be executed. A new directive allowing this was signed Feb. 19 by President **Ronald Reagan** and became effective Mar. 1. The action was authorized by Congress last summer, and grew out of the arrest last summer of four men who were accused of passing navy secrets about radio communication systems and submarine operations to the Soviets for almost 20 years.

— continued from page 2

Answers to more Trivia

1. The solution to the alphametic is:
952
683
901
2536
NOTE: The first half (25) and the second half (36) are perfect squares.
2. The decimal sign 2.3

Inside this issue

page

International Women's Day	2
New market opens up for Elbow Lake	3
Drumheller staff/inmates renovate old truck	3
Let's Talk about People	4
Briefly	6

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Let's Talk

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New assignments

NHQ interim appointments

NHQ — In a memo Mar. 7 to senior staff, Commissioner **Rhéal LeBlanc** announced that the proposed reorganization of NHQ has been submitted to Treasury Board for approval. At the same time he announced a number of NHQ interim appointments.

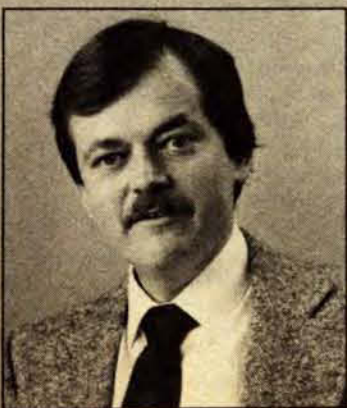
The proposed NHQ structure has five organizational units — the Executive Secretariat, a Corporate Policy & Planning Branch, the Offender Policy & Program Development Branch, the Administrative Policy & Services Branch and the Inspector General Branch.

In anticipation of approval of the new organization the following interim staff have been named. LeBlanc stressed that these decisions "are not meant to formalize indeterminate appointments but

the successful candidate will be announced soon by the Public Service Commission;

The following functions have been placed under the responsibility of the Director General:

- A Strategic Policy Division for which no appointment has been made;
- An Operational Planning and Analysis Research Division to be headed up by **Mike Provan**;
- A Program Evaluation and Operational Research Division



Mike Provan entrusted, for the time being, to **Doug McMillan**.

In the Offender Policy and Program Development Branch:

Seven senior management staff will report to **Gord Pinder**, newly named Deputy Commissioner Offender Policy and Program Development. They are:

- A senior policy advisor position, which will be assumed by **Dave Connor**;
- Director general Health Care Services, Dr. **Dan Craigen**;
- Senior project manager to be assumed by **Earl Fox**;
- Director, Interjurisdictional and Private Sector Relations, to be assumed by **Daniel Howe** (formerly Executive Director of the John Howard Society of Alberta)
- Director, Program Planning and Management Services, to be assumed by **Tom Epp**;
- Director General, Correctional Operations, to be assumed, for the time being, by **Willie Gibbs**.

— continued on page 5



John Vandoremalen to allow for an orderly, gradual implementation of the new organization.

In the Executive Secretariat:

- Dr. **Jean Garneau** will continue to head the Inmate Affairs Division;
- **John Vandoremalen** will be director of Public Affairs on an acting basis;

In the Corporate Policy and Planning Branch:

Staffing of the Director General of CPP is in the final stage and

A dream partly realized

National Native Liaison workshop

PACIFIC — One hundred and five people, including elders, liaison workers and observers from agencies such as the John Howard Society, came from Halifax, Alert Bay and points inbetween to attend the CSC-sponsored annual National Native Liaison workshop, in Vancouver, Feb. 12-14.

The day before the workshop, 15 Spiritual leaders from across the nation — called together by **Cliff White**, executive director of the Allied Indian and Metis Society — met. The tone of that meeting was captured by **Lawrence Tobacco**, an elder from Saskatchewan, who said, "There are differences of culture and spiritual customs, yet there is one tradition that is common to all and that is prayer. Our young men and women are looking for this spirituality. A lot of my little friends have lost their identity. To be an Indian today, he continued, "one has to understand how to share with one another — we should not forget that we are Indians."

The workshop

The three-day workshop was full. It included discussions with **Kathy Louis**, senior National Parole Board member and **Fraser Simmons**, regional manager, case preparation, NPB and discussions about changes to the National Parole Board policy in relation to the anticipated approval of Bills C67 and C68. The director of spiritual programs for the state of Washington, Colonel **Robert C. Lynn**, spoke about the institutional concerns relating to Native spiritual practices in Washington and Oregon prisons.

Welcoming the workshop participants, **Jim Murphy**, regional deputy commissioner Pacific, strongly — continued on page 4



Artist, **Vernon Brown**, a noted forerunner in contemporary Northwest Coast art, presented prints of his poster, above, called "Separation" to participants at the National Native Liaison workshop. A self-taught artist and Tsimshian Native from Kitkatla BC, he says of the poster, "one aspect of incarceration is separation from loved ones".

Female manager representation is up slightly says report

Stats on CSC women

NHQ — Representation of women in the CSC management category has inched up by 1.2% according to the statistical report for January 1986, says **France-Marie Trépanier**, Affirmative Action director. In the administrative category, the representation of women also increased, mostly as a result of hiring eight more women in the WP (parole officer) group.

As of December 1985, there were six women in the top management (EX) category compared to 88 men. The scientific and professional category, which includes teachers and nurses, lists 381 women and

377 men. There are 527 women in the administrative category (up .7% from last year), and 15 women in the technical category.

Over 90 per cent of the administrative support category are women. There are 1,428 women and 143 men in this group.

577 women in LU category

In the correctional officer/living unit category, which women entered a little more than a decade ago, there are 577 women and 4,191 men. There are 255 women in the CX-1 category, 130 in CX-2, 12 in CX-3, 15 in CX-4, none in CX-5, six in CX-6, none in CX-7, and one in the CX-8 group. The women in the

CX-4, -6 and -8 categories are all at the Prison for Women in Ontario. In the CX-LUF group (living unit officers), there are 157 women in CX-LUF-1 and one woman in CX-LUF-2.

There is a slight decrease in the representation of women in the operational category because of the departure of three women from the correctional officer group and six women from the living unit group. This decrease brings the overall presentation in the CX category to 12.1% almost the same as it was at the end of the last fiscal year, when it was 12%.

CSC staff numbers 10,767 people of which 2,999 are women. That means 27.8% of staff are female.

Let's Talk goes monthly until September

For many years *Let's Talk* has been like an old friend, dropping in to see you every two weeks — bringing you news of CSC people and events from across the country. Although we'd like to continue coming to you this frequently, *Let's Talk* has been hit with budget cuts. Oh, we'll still be around but you won't see us so often. From now until August your

national CSC newspaper will only be published on the 15th of every month. That doesn't mean we don't need your help any more. We do! It's your paper and we want to print the items you want to read. So keep sending us those stories and photographs. We need your participation and want to continue hearing from you.



NHQ celebrates International Women's Day

Ontario corrections officer faced danger, now fights for women

by Andrea Nugent
Communications NHQ

NHQ — An inmate brandished razor blades in her face; a prison mail cart ran her down; and she won a black eye in riot control practice — but **Monika Campbell** loved her seven years as a correctional and parole officer with Ontario's Ministry of Correctional Services.

Now Campbell works on behalf of women staff as coordinator of the ministry's employment equity/affirmative action program.

She flew from Toronto to Ottawa March 7 to describe her career to an audience of Solicitor General employees celebrating International Women's Day at a luncheon organized by CSC's affirmative action director, **France-Marie Trépanier**. The event attracted about 75 women and men from CSC, the RCMP, the National Parole Board, and the Solicitor General's Secretariat.

Hiring practices and attitudes about women have changed a lot since Campbell joined the Ontario government's correctional services in 1977, but "we're still struggling to bring females into senior management."

Fresh out of university nine years ago, Campbell was the first woman correctional officer at a new detention centre in Metro Toronto.



Guest speaker and coordinator Affirmative Action, Ontario Ministry of Correctional Services, **Monika Campbell**, left, meets **Monica Freedman**, CSC analyst, Offender Programs.

"Actually, the superintendent tried to convince me to be his secretary. I told him I had no typing, filing or shorthand skills; and he told me that it didn't matter."

Generally speaking, people used to get hired as correctional officers if they were male, the right size, and liked to wear a uniform, Campbell said.

About half the people who sign on as correctional, probation, and parole officers today are women, she continued.

"And we're attracting an excellent calibre of people. Some have master's degrees. They see the cor-

rectional officer role as a stepping stone to management."

Today's male and female candidates undergo psychological and other tests, write an essay on the role of the correctional officer, and take three weeks training if they're hired.

Most institutions have women correctional officers now — as many as 30 per cent in the larger prisons; and generally they're well respected, Campbell reported.

"I found that inmates tended to apologize for their language and keep themselves clean with women officers around."

Women can usually break up a confrontation between offenders by talking, where male officers more often have to use force, she said.

"I did have an inmate take a swing at me with razor blades in his hand, but I didn't have too many instances that I couldn't defuse ahead of time."

Apart from a black eye acquired during riot control training, Campbell's only damaging confrontation was with a rolling mail cart. "I was actually picked off the floor by two inmates and taken to the nursing station."

Male correctional officers tend to have mixed feelings about their female colleagues, said Campbell. On the negative side, some see them as added competition; some feel women need special protection; and some believe women don't earn their pay because they're not allowed to strip search, supervise showers, or do escort work with male inmates.

"A lot of the younger officers will accept females quite readily if the female proves herself in some kind of physical confrontation."

"If a fight breaks out, and she backs up in a corner and holds the keys and the radio, she's not one of the boys. She has to step in; and if she gets a little scratch or something, then she's OK."

The very young female officer should beware of invitations to go out for a drink after work, Campbell warned. These women are trying so hard to be accepted by male

officers they think it's a good chance to learn about the man's work experiences, she said.

"But that's not what the male guards have in mind. So the women's names appear on the bathroom walls and they're tainted from there."

Some young female officers also get involved with inmates, and are dismissed, said Campbell.

Helping other women

An important role for Campbell today is helping women reach senior management ranks. Only three are in that position now — two institution superintendents and a deputy. There are no women executives with Ontario's corrections ministry.

Campbell puts on training sessions, monitors competitions, and: "I find opportunities for women to get acting positions so they can be eligible to apply for and possibly succeed in getting positions in senior management."

It's taking time to get women moving up the ladder because they are still new to the corrections field and because it's a male-dominated ministry, she reported.

But Campbell is pleased that an after-hours network for management women in the ministry has attracted 51 members; and she's particularly pleased that the ministry was recently able to advertise a "women only" competition for a senior management job at a young offender's centre.

... and in Quebec region

QUEBEC — A day before Leclerc Institution's official anniversary, on Mar. 7, women staff at the institution gathered to share their anniversary cake marking International Women's Day.

Twenty years ago, only six women worked at Leclerc Institution. Today more than 30 work either in the clerical, CX, management, psychology, nursing or case management categories.

Although equal employment opportunities are customary now, women working in institutions with male inmates must still show more than average determination, especially correctional officers and living

unit officers. Women staff at Leclerc are a cut above the rest when it comes to determination and assertiveness, says **Madeleine LeMay**, assistant warden, Planning and Administration.

In his brief introductory remarks, Leclerc warden **René Rousseau** humoristically asked if International Women's Day should be cancelled since this anniversary seems to imply that the other 364 days belong to men. Poor men! Nobody in the room responded to his question. But women staff from Leclerc are determined to celebrate International Women's Day on the same day in 1987!



From left, CS officers **Silvia Boseli** and **Dyanel Larivière**, Affirmative Action representatives at Leclerc, are poised to cut the cake baked for International Women's Day.

Watch next issue to see how Ferndale Institution and RHQ Pacific celebrated the day.

Industries products impress group

PACIFIC — **Lucy Wyse**, Corcan Marketing, and **Mike Eves**, regional chief Production Engineering and Control Pacific region expect volume business from the North Shore Cooperative Purchasing group in the near future.

After nine purchasing agents from the group toured Mission Institution Feb. 20 they were enthusiastic, impressed and interested in the products made by Industries.

The North Shore Cooperative Purchasing group, which consists mainly of purchasing agents from Capilano College, British Columbia Institute of Technology,

municipalities and school boards, pool resources to allow for volume buying.

The representatives, met at the institution by acting warden **Gwyn Mills**, were primarily interested in the Industries operation, explained to them by **Brian Stacer** assistant warden Industries. They watched inmates at work and were so interested in the products they checked the quality of some of them by turning them upside down.

The purchasing agents, most of whom had never visited an institution before, were also given a general tour of Mission.



Lucy Wyse, Corcan Marketing, left, and **Mike Eves**, regional chief production engineering and control, are waiting for some volume business to come their way. A cooperative group of primarily purchasing agents who toured Mission Institution recently were impressed with the products made by Industries.

Conquering top time wasters

Ideas that work

According to *Communications briefings*, time management consultant **Alec MacKenzie** lists the following top time wasters. Here they are with some of our suggestions to help you avoid them.

• **Telephone interruption.** Hold the calls when working on deadline projects.

• **Drop-in visitors.** Meet them at the door. Keep files on the only visitors' chair so they can't sit. Walk back to their offices with them so you can easily end the conversation.

• **Ineffective delegation** and time estimates. Take off your "Superperson" T-shirt and learn to trust others; delegate. Also: Realize how long it takes to do a job and allocate the time necessary.

• **Meetings.** Distribute agendas ahead of time. Expect all to do their necessary homework. Limit discussion and end on time.

• **Lack of objectives,** priorities and planning. Find the most organized person in your organization and have that person

work for a day with disorganized employees.

• **Procrastination.** This produces stress and mars your image with colleagues and clients. Break large jobs into smaller ones and reward yourself when each one is done.

• **Inability to say "no."** Look in the mirror and watch yourself say the word. Overloading yourself to be agreeable for a moment can cause priority jobs to get less than your "A" effort.

Who's the beaver?

Hectare promotes safety at Elbow Lake

by June Coxon
Communications NHQ

PACIFIC — Meet Elbow Lake Institution's new mascot — **Hectare**. **Tom Crozier**, the institution's superintendent, explained that Hectare joined the institution team a short while ago to publicize safe work habits.

"You see," explained Crozier, "we want to improve the safety record at Elbow Lake. We feel there have been a number of accidents here that could have been prevented with a little more attention to safety measures."

When Crozier found Hectare in a BC lumberman's magazine he thought the beaver was just the thing for Elbow Lake. With permission from the magazine, Hectare was adopted by the institution. Because he didn't have a name when he arrived a "name the beaver" contest was held for staff and inmates. From the 25 entries five winners were chosen, each receiving a T-shirt with Hectare's picture on it and varying amounts of cash donated by the superintendent.

The winning name was suggested by **Jeanette Robertson**, a stores clerk. Hectare, the name she suggested, refers to the type of measurement used in the forestry business. Powersaw

mechanic, inmate **Joe Gorog** was the winner who submitted the most original name. He suggested **ELISA** — an acronym for Elbow Lake Institution Safety Award. **Andy Duperon**, a Living Unit officer and **Greg Gibbons**, staff forestry technician, tied for the honorable mention award, while inmate **John Robichaud** won for entering the worst name.

Safety program announced

A new safety goal program was kicked off at Elbow Lake this month, says Crozier. Each work crew will be striving for safe work production and a zero accident rate. Each team that does achieve that goal will receive a special award.

"For some time all accidents at Elbow Lake have been reviewed, with the view to prevention," Crozier stated. "In the past we've worked closely with the BC Workers' Compensation Board and with federal Labour Canada safety officers. They've helped us establish the type of safety gear needed and material outlining safe operating practices. We hope this year we'll be able to surpass the Labour Canada requirements."

"We hope to give away a lot of T-shirts and awards this year," Crozier told *Let's Talk*.

A new market opens up for Elbow Lake Institution

PACIFIC — "A new market has opened up for Elbow Lake Institution forestry projects," reports **Tom Crozier**, the institution's superintendent since mid-January. "As you receive this issue of *Let's Talk*, 10 inmates and a forestry technician will be completing the last of three phases of a work project for Canadian Armed Forces Base, Chilliwack. The men used their forestry skills to clear trees and secondary growth, fell trees and clear treed areas for other use."

This year the weather has been on our side, said Crozier. "We were able to work non stop from April '85 to February '86 at one form of forestry work or another."

Speaking with Crozier before the project ended, he was optimistic that additional projects will be developed with CFB Chilliwack and perhaps with other bases.

He added that Elbow Lake is seeking opportunities with other federal agencies in BC because the institution is expanding. "We have 70 inmates now — and by June we'll have 90."

Inmates who worked on the Chilliwack project were paid the industrial rate, but, assured Crozier "our men aren't displacing workers



Elbow Lake inmates and staff are just completing a contract with CFB Chilliwack.

in the private sector."

Since its inception, Elbow Lake has worked closely with the BC Forestry Service. "We're anxious to maintain that relationship and to

continue our work program with BC Forestry, he said. "In fact a program is already scheduled with them that will provide work for 50 inmates."

Staff, inmates at Drumheller renovate old truck for raffle

Mentally disabled will benefit

PRAIRIES — Since April 1985 staff and inmates in the vocational auto-body shop at Drumheller Institution have been restoring and customizing a 1953 Chevrolet half-ton truck purchased by the Drumheller Developmentally Handicapped Education Society, or DDHES for short. When they're finished it will be raffled and the proceeds given to the society. Their deadline is July this year, reports **P.J. Mulgrew**, assistant warden ETE.

DDHES is a non-profit society that offers a variety of programs in the Drumheller area, for mentally disabled young adults. Projects like a vocational training class at Votec Industries — a residential support in a Newcastle residence, an approved home program and an independent living program. Proceeds from the raffle will help DDHES carry on such worthwhile community programs.

Instructors and students in the vocational automotive, welding and carpentry classes, the industrial up-

holstery, industrial metal and industrial graphic shops are working together on the renovation project. **Robert Gouin**, vocational auto-body instructor, was instrumental in developing and implementing the project. "He and the others working together should be congratulated for their efforts," says Mulgrew. "They are working hard to meet the deadline they set for themselves, and to end up with a quality product that will make the raffle winner a proud owner of the Chevy truck in July."

Count yourself in!

Census Day: Tuesday,
June 3, 1986

On June 3, Canadians will take part in the country's 16th CENSUS since Confederation. So, before it's time for you to answer CENSUS questions, here are the answers to some of your questions about the CENSUS.

WHO?

The CENSUS collects information about every man, woman and child living in Canada. The answers you give are combined with those of hundreds of other people in your community, and used to create statistical profiles of your city, your age group, and so on.

"The Census does collect information about inmates," **John Veens-tra**, chief Inmate Rights, told *Let's Talk*. "The inmates are not enumerated but information is collected about them through an administrative record check. Short Census forms, consisting of nine questions, are sent to the Administration staff at each institution and they fill in the answers to the questions based on the information on file for each inmate."

Your completed CENSUS questionnaire is **STRICTLY CONFIDENTIAL**. The only people who will ever see it are sworn to secrecy under the Statistics Act. These people face stiff penalties if they divulge information from an individual questionnaire to anyone. In the 68-year history of Statistics Canada, there has never been a breach of confidence.

WHAT?

The CENSUS of Population is

unique simply because it is Canada's largest survey — it covers more than 25 million people in over 9.5 million households. But it's unique in other ways. The CENSUS is the only source of comprehensive information about housing and population in small geographical areas, such as city neighbourhoods or farming communities.

The CENSUS is particularly important for planners and researchers who need the highest possible degree of accuracy when they cross-classify national data, e.g., compare data on certain kinds of jobs with those on certain industries.

For the first time, the CENSUS will collect information about aboriginal peoples, disabled persons and Canadians' main field of study at school (e.g., history, mechanics, etc.). The questionnaire will also explain why each question is being asked.

— continued on page 4



The motto of Hectare, Elbow Lake's new mascot who will promote safety at the Institution, is 'A cut above the rest'.

A dream partly realized



Fraser Simmons of the Parole Board.

— continued from page 1

recommended the Native community be encouraged to become involved with the offenders and aid their struggles for identity. On behalf of CSC, he requested advice and direction addressing issues that would provide better services to Native offenders. **MaryEllen Gillan**, director Native and Female Offender Programs, CSC, paid tribute to workshop organizers and participants at the end of the three-day event, saying the workshop was relevant, timely in terms of content and a motivation to all who provide services to Native offenders.

Guest speaker, **Tom Berger**, professor of law at the University of British Columbia and Justice of the BC Supreme Court, who in recent years has been involved actively with the study of Native land claims, challenged participants at the workshop by expanding on a French philosopher's phrase. "Become what you are," the philosopher stated. "And we can only become what we are if we know what we are," added Berger.

Workshop organizers featured Westcoast Native cultural practices from the past and present. **Gloria Cranmer** showed films relating to the past about the Kwakiutl people, potlatches, recovering artifacts, building a museum to house the artifacts in the community to which they belonged and how this recovery of the past helps teach today's young. Current practices were seen in dance and drumming activities at the Native Educational Centre and in the spiritual activities that began and concluded each day.

The spiritual ceremonies

The spiritual sessions included pipe ceremonies each morning and

reflections and prayers at the end of each day's activities. Elders, who conducted the pipe ceremonies extend the traditional invitation to all present to take part. **Millard Beane**, CSC's special advisor Native Offender Programs, who attended recalled, "even those who didn't join the circle seated on the floor for the ceremony appeared absorbed. Our attention was concentrated on the activities until they ended. Both mornings were moving experiences."

Guests honored

Evening events included a program of Northwest Coast cultural traditions at the Education Centre. After a traditional meal some acknowledgements were made honoring Solicitor General **Perrin Beatty** who attended despite his heavy schedule; **John Braithwaite**, recently retired deputy commissioner, Communications CSC; **Al Chartrand** and **Chester Cunningham**, Native elders; **Kathy Louis**, a senior NPB board member, Pacific region; **Harry Lavalee**, liaison officer; **John Webster**, former CSC parole officer now supervisor of parolees; and **Margaret White**, Native elder and founding board member of the Allied Indian and Metis Society. A special tribute was paid also to **Andy Anderson**. Anderson, who retired in 1982, served five years as a guard at Okalla Prison and 10 years as executive director of the Allied Indian Metis Society (AIMS). When he retired he was awarded the Commissioner's Citation for Meritorious Service for his outstanding contributions to incarcerated Native people and Native people on parole.

A highlight of the evening included drumming, singing and dancing presentations. Some included participation by spectators. **Millard Beane** was a vigorous participant in a traditional Westcoast spirit dance. World-renowned dancer, **Ernie Phillip** demonstrated several of his award-winning dances, including the spectacular eagle dance.

Speaking at the banquet the second evening, guest speaker **John Braithwaite** recalled how he and **Andy Anderson**, working together as guards at Okalla prison, had shared a dream of a better criminal justice system for Native offenders that would be fashioned by Native people.

"It's a dream that has been only partly realized," he stressed. "The challenge still remains and there is much to be done."

Westmorland inmates and staff raise funds for Big Brothers and Sisters

Fund raising can be fun

ATLANTIC — The police/inmate/CSC team that challenged a team of RCMP officers in the Bowl for Millions tournament, the Big Brothers/Big Sisters Organization's major annual fund raising event, raised more money than reported in *Let's Talk* Mar. 15. **Francine Phillips**, communications officer, Atlantic region, reports the team — Westmorland inmates **Wayne Barriault**, **Paul Sparks** and **Billie Kid**, Westmorland living unit officer **Ray Sutherland** and Moncton's chief of Police **Gregg Cohoon** — outbowed their opponents by 22 points and raised \$332 doing it.

When Chief Cohoon approached **Ron Arsenault**, Social and Cultural Development officer at Westmorland about forming a team from the inmate population Arsenault responded, enthusiastically supporting all types of inmate community involvement. According to inmate **Barriault**, the inmate trio enjoyed the experience too. In an interview Cohoon said of his idea, "It always seems to be 'we and them' — the inmates. This was a way to get the inmates involved and do something positive together."

Where the money goes

The Big Brothers/Big Sisters Association is a form of crime prevention, says Moncton area association president, **Winston Pierce**. Children are matched with a big brother or sister who commit themselves to spending a minimum of four hours weekly with their little, doing something together they both enjoy. There's a stringent screening process involved in choosing and matching volunteers with children, which is followed-up and monitored. The children involved in the pro-



Wayne Barriault, left, Westmorland inmate, presents a \$332 cheque to Winston Pierce, president of the Big Brothers/Big Sisters organization. Ron Arsenault, second from left, and Gregg Cohoon, Moncton's chief of Police, look on.

gram come from single-parent families. Canadian Statistics indicate that 90 per cent of single-parent families are headed by women, 45 per cent of whom live below the poverty line. Ninety per cent of children involved in the program have parents who are on social assistance, says Executive Director **Marilyn Mckervill**. It is a stressful and demanding situation for the single parent to meet the emotional, physical, social and other needs of a child. That's where a big brother or sister can assist. They, ideally, build a one on one relationship with the children, providing them a role model, someone to confide in and talk things out with and grow up with.

How it began

In 1901, **Irvin Westheimer**, an American businessman, spotted a hungry child from his window rummaging through a garbage can and sharing his findings with his dog. He left his business establishment, walked over to the young boy to offer him lunch and some friendship to go with it. That encounter developed into the Big Brothers/Big Sisters Organization which operates throughout the United States and Canada. In Canada, 7,500 boys and 1,300 girls have a big brother/sister. There are 6,000 boys and 550 girls waiting to have one.

Count yourself in!

— continued from page 3

WHEN?

The CENSUS will be held on **Tuesday, June 3, 1986.**

Canada's CENSUS of population has been held in June since 1911. This is mainly because the CENSUS of Agriculture is conducted at that time, and it is easier to use the same staff for both Censuses. (By June, the important crops have been sown and farmers can tell CENSUS enumerators how much acreage has been planted.) The 1986 CENSUS of Agriculture will be held on June 3 with the CENSUS of Population.

WHERE?

In the week before CENSUS Day, **June 3**, about 38,000 Census Representatives will take a CENSUS questionnaire to every household in Canada.

(1) If you live in an urban area, the questionnaire will be dropped off, a household member will answer the questions and then mail back the form in the enclosed postage-

paid envelope (Drop-Off, Mail-Back).

(2) If you live in a rural area or a small urban centre, the questionnaire will be dropped off, completed by a householder, and picked up later by a CENSUS Representative (Drop-Off, Pick-Up).

(3) If you live on an Indian reserve, or in a northern or remote area, a CENSUS Representative will conduct a personal interview (Canvasser).

If you live in a winter settlement which will move or be disbanded before **June 3**, the CENSUS may be held as early as April 1, 1986.

WHY?

Some of the data collected by the CENSUS are required by law. For instance the BNA Act stipulates that CENSUS population figures are needed to determine each province's Parliamentary representation and the Official Languages Act requires information about the mother tongue of Canadians.

There are other important uses of CENSUS data. They are used by

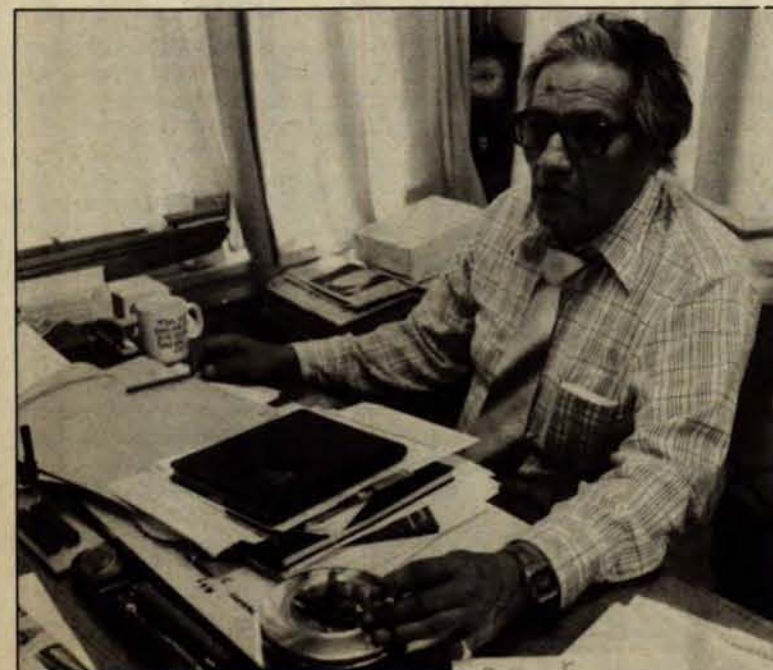
government non-profit organizations and business to do such things as plan marketing campaigns, forecast consumer demand for products, and build new schools and day care centres in the most convenient locations.

The list goes on.

The CENSUS gives detailed statistical data on the demographic, social and economic conditions of Canadians at a single point in time, **June 3**; and because it asks the same basic questions every five years, it also provides important information about the changing fortunes of special groups, such as senior citizens, single parent families and young people.

**TUESDAY, JUNE 3,
IS CENSUS DAY.
COUNT YOURSELF IN!**

 **june 3**
census day



Andy Anderson, former Allied Indian Metis Society executive director, was honored at the workshop. He is seen in his AIMS office before he retired in 1982.

New interim assignments at NHQ



Tom Epp



Dr. Dan Craigen



Earl Fox



Tom Crawford



André Lepage

— continued from page 1

The following Directors will report to the Director General, Correctional Operations:

- Director, Custody and Control, **Irving Kulik**;
 - Director, Offender Management, temporarily headed by **Terry Sawatsky**;
 - Director, Operations: to be determined.
- A Director General, Correctional Programs is expected to be announced shortly. Until the announcement is made, the following Directors will report directly to the DCOPPD:
- Director, Personal Development Programs for which an announcement will be made soon;
 - Director, Occupational Development Programs: to be assumed, temporarily, by **Tom Townsend**;
 - Director, Chaplaincy: **Rev. Murray Tardiff**;
 - Director, Native and Female Programs; **MaryEllen Gillan**;

- Director, Community Release and Support Services, **Drury Allen**.

Administrative Policy and Services

As previously announced, **Cliff Scott** assumes the role of Assistant Commissioner, Administrative Policy and Services until a formal appointment is made. Reporting to the ACAPS are:

- A Director General of Personnel which continues to be assumed by **Michel Séguin**. **Bob Watkins** will be redeployed to Personnel in a role associated with Programs for employees;
- **André Lepage**, has been appointed Director General, Finance. Lepage, who comes to CSC from the Office of the Comptroller General, assumed the post Apr. 26.
- A Director General, Material Management and Administration to be assumed by **Gerry Hooper**.
- A Director General, Accommodation and Inmate Services to be headed by **Tom Crawford**. Reporting to the Director General are:
- the Senior Director, Construc-

tion Policy and Services to be assumed, temporarily, by **Habib Chaudry**;

■ The Director, Food Services Policy and Support to be appointed later;

■ The Director, Engineering and Maintenance Policy, which for the time being is entrusted to **Sydney Marinoff**;

■ A Director, Management Advisory Services to be assumed by **John AuCoin**;

■ A Director, Systems, (formerly Operational Information Services) continues to be directed by **Fraser McVie**.

Inspector General

Jack Rankin continues to hold the position of the Inspector General. The following directors report to him:

- Director, Financial Audit held by **Harry Bezanson**;
- Director, Operational and Personnel Audit, assumed by **Gil Rhodes**;
- Director, Audit Methodology Systems and Standards, assumed on an interim basis, by **Lucien Gosselin**.



MaryEllen Gillan



Doug McMillan



Sydney Marinoff



Gerry Hooper

Let's Talk about People

Retirement wishes for Roland Thérien

NHQ — About 30 friends and colleagues of **Roland Thérien**, including Commissioner **Rhéal LeBlanc**, **Allen Wrenshall**, former Inspector General and **Jack Rankin**, current Inspector General, gathered at NHQ, Feb. 28 to wish him a happy retirement.

Thérien, chief Management Review section, Directorate of Management Review, has been a public servant for 30 years. He recalled his first days at CSC when the directorate only consisted of three people. Before coming to CSC he was employed with the Bureau of Management Consulting (now part of DSS). "I was very interested in CSC," he stated, "because it was people oriented. When I came here my role reversed from that of solving problems to identifying them."

A graduate of the Petit Séminaire d'Ottawa and the Grand Séminaire d'Ottawa, Thérien also holds a MA in Political Science from the University of Ottawa. In 1951 he was the recipient of the Governor General's medal for philosophy. One of his many retirement plans involves returning to university.

He also intends to do a lot of volunteer work with the Red Cross and Boy Scouts. Thérien has been involved with the Scouting movement for more than 30 years. The founding president of the Franco-Ontario Boy Scouts, he was named

chairman of administration for the National Association this year.

Thérien does intend to take time to relax. He and his wife are anxiously waiting for August when they will take a leisurely two-week cruise on the Mediterranean.



Roland Thérien, right, former chief Management Review Section NHQ, accepts a painting from **Lucien Gosselin**, acting director, Audit Methodology Systems and Standards. The gift was from Thérien's colleagues, marking his retirement after 30 years in the public service.

Prison for Women selects officers of the year



Senior management at Prison for Women honored staff, Feb. 25, by presenting officer of the year awards to **Doreen Thibodeau**, left, a CX-2 with five years service and **Jane Einwechter**, NU HOS 3, a nurse with 12 years service. They each received a plaque, a bouquet of flowers courtesy of **Blaney's Florists**, and a voucher for a complimentary dinner for two at a local restaurant. **Dr. Bob Bader**, a CAC representative, assisted **Warden George Caron** with the presentation.

Working towards a better way of life

Quebec's OASIS group meets

QUEBEC — A Quebec-based, CSC social committee, called OASIS, has as its goal to better the quality of life for CSC staff at work and at leisure.

When the committee of about 40 presidents, vice-presidents and representatives of Quebec's regional social groups met recently, at the National Staff College in Laval, it was the first time in Canada that such a group had gathered to create a social fund. So say **Yvon-Paul Charette**, staff training instructor at the college and **Martin Paquet**, chief of Social Development, Leclerc Institution and coorganizer of the meeting.

OASIS, an acronym for the French version of The Organization of all Structured Activities of a Social Interest, had its beginning in 1979. By 1981 a group of Quebec regional



Yvon-Paul Charette

The committee has admirable goals. "We would like to upgrade staff's health standards through social, cultural and sports activities and to create an outlet for the stress that's generated by the nature of our work," explained Charette.

Committee members agree that the OASIS idea is a good one and they would like to see it evolve into a reality. But they also realize it cannot develop without the assistance and support of all regional staff. For further information about the OASIS project, contact Yvon-Paul Charette at 661-9550 extension 3410.



Martin Paquet

First meeting

The first meeting in the past five years included **Lucie Lachapelle**, from Duvernay district office; **Hubert Sigouin**, assistant warden, Federal Training Centre and **Claude Roy**, regional chief, General Accounting, RHQ. Also present were two representatives of the social committee of Pratt and Whitney Aircraft Services of Canada.

staff, under the direction of Charette, had surveyed all correctional officers in the region to learn about their spare time activities, interests and needs. In 1982, with the support of **Jean-Paul Dugas**, then deputy commissioner Quebec, a computerized analysis of the survey was undertaken.

Canada's murder rate down since abolition

Watching TV and reading the newspapers these days you often get the feeling that the murder rate must be climbing steadily. It isn't. In fact, the number of murders in Canada has gone down more or less steadily since capital punishment was abolished 10 years ago. The number of murders has remained remarkably consistent, hovering around the middle six hundreds, with the lowest number of homicides recorded in 1980 when there were 593. (See table.)

There were 15 fewer murders in 1984, most victims were men, and the favored method was shooting, according to a February 1986 report from the Canadian Centre for Justice Statistics, Statistics Canada. Only about 0.4% of all crimes of violence resulted in murder.

Canada's homicide rate was down from 682 in 1983 to 667 in 1984, which breaks down as 621 murders, 41 manslaughters and five infanticides. These figures represent the final count of 1984 police-reported homicide. "Homicide" refers to the three Criminal Code offences of murder, manslaughter and infanticide. Canada's homicide rate is 2.65 per 100,000 population.

Quebec ranked highest in the total number of murders with 198. Ontario followed closely with 190. Together, Quebec, Ontario and British Columbia, which accounted for 73.1% of Canada's total population, also represented 74.7% of the country's total homicides in the same year. For the third consecutive year, no homicides were reported in Prince Edward Island.

Shooting was the principal method used to commit murder (229). The next two most prevalent methods were stabbings and beatings which accounted for almost half (45.1% or 301) of all homicides.

Over half of all murders (53.9%) were committed in the second half of the year.

According to information received by the police, as of August 16, 1985, 552 suspects had been identified in connection with the 667 murders committed in 1984. Males dominated in the suspect category in a seven to one ratio to females.

The number of male victims was considerably higher than that of female victims — 65% of victims were male, or 435, out of 667 murders in 1984.

Homicides 1975 — 1984

1975	701
1976	668
1977	711
1978	661
1979	631
1980	593
1981	648
1982	668
1983	682
1984	667

(1) One "offence" is counted for every victim.

(2) Note that murder, manslaughter and infanticide are included in above figures.

Put praise in writing for lasting effect

Praise has a longer lasting value if it's specific and in writing. **Lee Iacocca**, in his biography, notes that when he praises someone, he writes a letter or memo. When he must criticize someone, he does it orally.

Source: Dr. **Arthur R. Pell**, writing in *The Human Side*, Dale Carnegie & Associates Inc., 1475 Franklin Ave., Garden City, NY 11530.

Questions to ask your next boss

Bosses conduct all kinds of checks on job candidates before they hire them. Before you change jobs, be sure to do some homework regarding your boss-to-be. You might ask these questions says communications briefings:

- What's the person's track record on developing people and getting them promoted?
- Does he or she encourage innovation?
- Will you be given autonomy in some areas of your responsibility?
- What are his or her priorities?
- What does the boss like? Dislike? Will you be comfortable with those likes and dislikes as they relate to a daily working relationship?
- How will the boss evaluate you?

Briefly

Kingston Penitentiary awarded by Dominion Fire Commissioner's Office



Pete McConnell, supervisor Utility Services, Kingston Penitentiary, right, accepts, on behalf of the penitentiary, an honorable mention fire prevention award for 1984. Making the presentation is Robin Upton, regional director Dominion Fire Commissioner's Office while Kingston Penitentiary warden, Mary Dawson, centre, looks on. The Jan. 29 presentation took place in the warden's office. Upton also presented the same award to Millhaven Institution.

Reagan told — test federal employees for drugs

A special presidential commission in the United States called, Mar. 3, for mandatory drug testing of all federal employees and people hired by federal contractors. The Presidential Commission on Organized Crime, in submitting the latest in a series of reports to President **Ronald Reagan** also urged him to commit US military forces to an intensified war on drugs. Besides the mandatory testing of federally connected employees, the commission recommended that state and local governments, as well as private employers, require workers to submit to periodic testing.

United Way benefits from cops and robbers hockey tournament

The second cops and robbers hockey tournament held in Moncton, Mar. 23, raised \$272.75 for the United Way. A team of RCMP officers competed against a group of Westmorland Institution inmates. The score was close, but the cops won. **Eugene Niles** regional executive officer, presented the most valuable player award to a member of the RCMP team and **Al Dubé**, an RCMP inspector, presented a similar trophy to the most valuable player on the inmate team. **Jim Davidson**, Westmorland superintendent, had the task of choosing the most valuable players. **Gerry Randall**, a living unit officer at the institution, acted as color commentator for the local cable-vision station that taped the game.

What's this photo?

Remember this photo? It's the mystery item in the 25th anniversary of Leclerc Institution story, *Let's Talk* Mar. 30. It is a piece of pottery that was presented to **Jean-Paul Dugas**, former warden of Leclerc, at the institution's anniversary banquet Feb. 14. Photographed in the institution's workshop before its final glazing, it is inscribed with a drawing of the warden's symbolic key, 25th anniversary Leclerc and Dugas' name. It was only one of the craft items created by the Leclerc Arts and Crafts section that were



presented to special guests at the banquet, on behalf of management.

lets talk

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June Coxon
Editor

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Inside this issue

page

Nielsen Task Force on Program Review	2, 3, 5
A coming of age for CSC	5
More NHQ assignments	5
Briefly	4, 6
Let's Talk about people	7, 8

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The Nielsen Report: a new era in corrections?

The Task Force on Program Review sets
the stage for dramatic changes

by Helen Gooderham
Publishing and Editorial Services

CSC staff have been hearing about the famous "Nielsen Report" for the past year and wondering how it will affect CSC. What does it mean for employees? Will there be administrative changes, layoffs? Will the Nielsen Report, which came out March 11, radically affect correctional policy?

In fact, the Task Force on Program Review — and CSC's res-

ponse to it — will change the face of corrections in the 80s and 90s, says **Andrew Graham**, director general, corporate policy planning in CSC. The Nielsen Report sets up principles and guidelines for discussion, response and action. The result will be a blueprint for change as dramatic and comprehensive as the famous 1977 *Parliamentary Subcommittee Report on the Penitentiary System in Canada*. (See interview with Andrew Graham below).

In this issue, on page 2, *Let's Talk* explains why the Task Force on Program Review conducted such a massive government-wide investigation, what it has to say about corrections...and where CSC's action plan for the Nielsen Report is heading.

In succeeding issues we'll be focusing on what CSC programs are affected, what the changes will be, and the impact on staff.

A new correctional philosophy for the 80s and 90s

Questions and answers for staff with
Andrew Graham, director general,
corporate policy planning in CSC

What is CSC's response to the Nielsen Report?

First of all, the Solicitor General will be discussing the Nielsen proposals with Commissioner **LeBlanc** to pull the report together into a comprehensive document. The Minister sees the beginning of a new philosophy of corrections in all this. It will be quite a challenge for CSC, involving more decentralization, much greater use of community resources, a questioning of incarceration for all offenders, and a new mix of provincial, federal and private sector programs.

But before CSC can go to the government with its new correctional model, we're going to have to know exactly where we're going, and to think the coming changes through carefully. Actually, much of the work and planning was well underway before the Nielsen Report was completed.

Will there be a Cabinet document?

Yes. We hope to be ready with a comprehensive review of the Nielsen proposals by this summer. The Minister will be assessing each of the recommendations, and will offer Cabinet an action plan for the 1980s and 1990s covering federal/provincial relations, and an aggressive look at alternative sentence management beyond what even Nielsen suggests. The entire challenge of the Nielsen Report is that CSC must sit down and look at the recommendations and ask what this means for the future. It would be a mistake to react to each recommendation in isolation. What we're looking at here is a total package — a new correctional philosophy for the 80s and 90s.

What about funding?

CSC has to take a very hard-nosed approach to the Nielsen proposals. If it's going to cost us a lot of money which doesn't exist, we're going to have to point that out to the government. And then decisions will have to be made about what the country can afford.

Is the Nielsen Report government policy?

No, it's not. It's a collection of recom-
(Continued on page 2)



Photo: Louis Genest

Andrew Graham, CSC's new director general, Corporate Policy and Planning, answers questions on the Nielsen Report for staff. Changes could be extensive as CSC gears up for major new policies.

The Nielsen... "an unprecedented report"

Called the Nielsen Task Force because Deputy Prime Minister **Erik Nielsen** heads it, the Task Force on Program Review's main purpose is to eliminate waste, duplication, red tape and the outdated regulations that creep into government over the years.

It's also being called an "unprecedented report" because of the vast scope of its investigations. Never before has there been an attempt to improve services and programs across the entire federal government in one concerted effort. Release of the Report "is, in itself, an unprecedented service to the public," says **Phillip Aspinall**, who heads the private sector committee of the Task Force.

The complexity of this year-long task was enormous. Over 1,000 federal programs and services involving some \$92 billion in government expenditures affecting virtually every Canadian, were reviewed and inventoried.

Nineteen study teams, made up of 221 private sector volunteers and public servants, assessed the programs, and prepared options for change where necessary to deal with the often conflicting and confusing array of programs and services.

The result was a massive 21-volume report, 15,000 pages in both official languages — and a chapter called "Correctional Services." This chapter is about CSC, and offers a wide variety of recommendations. See articles on page 2.

The 21-member Justice Team responsible for the chapter on CSC included Deputy Team Leader **Mary Dawson**, Kingston Penitentiary warden; **Joan Nuffield**, director of strategic policy, and **Gerry Woods**, director, research division, both of the Secretariat of the Solicitor General.



A coming of age for CSC Our Principle of Professional Conduct

See story on page 5...



These Leclerc staff were recognized at the first exemplary service medal ceremony in Quebec. See story on page 7...

Stop the press news!

New wardens for four Quebec Institutions

QUEBEC — Quebec Communications Division has just notified us that **René Rousseau**, warden of Leclerc Institution, will become warden of the Federal Training Centre effective June 24. After this date, Leclerc Institution will be managed by a new warden, **Marc-André Lafleur**, up to now warden of Laval Institution. Laval's new warden will be **Jacques Dyotte**, up to now warden of Drummond Institution. **Laval Marchand**, until recently regional manager Technical Services Que. RHQ, has been appointed warden of Drummond Institution for two years.



N I E L S E N T A S K F O R C E

(Continued from page 1)

recommendations for government discussion, response, and action. It provides us with a great challenge, an opportunity to go ahead with the comprehensive policy review already begun by CSC. It means fleshing out some of the *Nielsen Report* suggestions, assessing costs, and developing effective programs.

What about the federal/provincial jurisdictional split?

I'm skeptical about a really dramatic constitutional or legal change here. I think we're looking more at much greater use of exchange of service agreements (ESAs) with the provinces and the private sector. There's going to be some hard bargaining in the next three or four years. There will certainly be a major realignment in the federal/provincial split, but I think the two-year rule will probably stay — at least in law. (Since 1842 federal prisons are responsible for offenders sentenced to more than two years, while the provinces receive those sentenced to less than two years.)

What are our priorities?

First we'll be dealing with what the *Nielsen Report* calls our "administrative overload." The Commissioner has been working on that since last summer, and most, if not all, organizational changes have already been made.

Next on our list will be a stronger emphasis on ESAs — the exchange of service agreements we make with the provinces and the private sector. **Gord Pinder**, deputy commissioner, offender policy and programs development, is working on this now with the provinces to arrange acceptable, give-and-take agreements to house federal offenders closer to their homes, and the provincial social services they will need.

Third area we'll be looking at urgently is alternatives to building more penitentiaries. If we're faced with a virtual moratorium on prison construction, we're going to need policies to deal with that. The implications are going to be profound, and will involve new agreements with CSC and the parole board. The NPB is equally involved in any comprehensive correctional model, and there is the question of how the government wants us both to work together to handle criminals. A whole philosophy is involved, not just individual CSC or NPB operations.

Where will CSC start?

First, we're going to have to get more efficient release patterns — such as helping non-violent offenders qualify for day parole, and then full parole, as early as possible. We will be working more closely with the NPB on that. Then there's the question of keeping ex-offenders out of prison. Actually parole officers have very few options when a case gets shaky on the street.

We have to look at offenders as individuals with individual problems. That means fitting the solution to the individual's needs, and not the other way around. Government-run facilities don't have the flexibility to respond to individual cases, so it's important to move more resources to the community side where they can do the most good.

We'll also be looking at simplifying our case management system and making it more direct, and more efficient.

The main issues: a need for change

Six central issues occupied the study team assigned to write the report on corrections. They found:

1. Confusion about CSC's objectives
2. "Staggering costs," and too much incarceration
3. Friction between federal and provincial jurisdictions
4. Concern about potentially violent offenders release from prison
5. "Over-administration" at CSC and a need for part-time CX
6. A need for more privatization in certain areas

1. CSC objectives: better programs

The debate over objectives in corrections "has raged for decades," says the study team, because there are too many conflicting aims in sentencing — punishment, restitution, rehabilitation, deterrence and protection of the public.

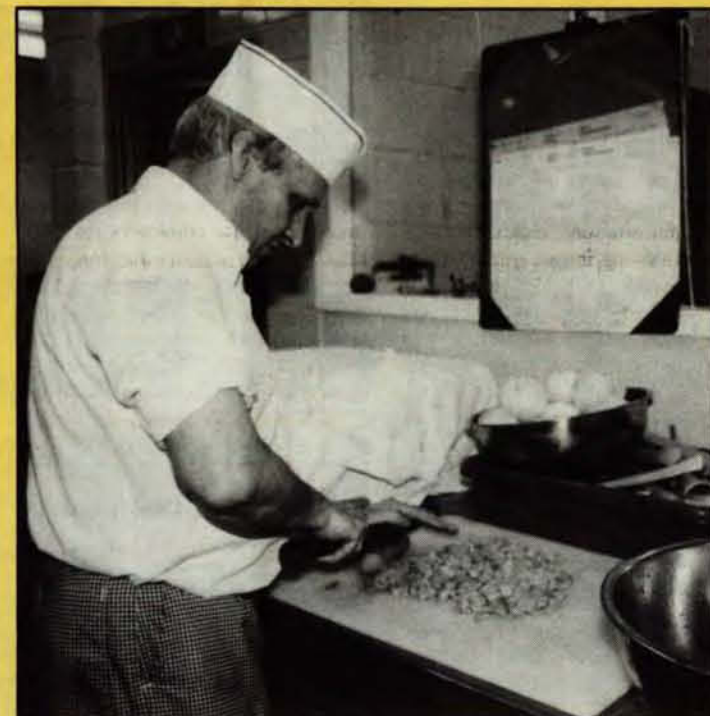
Simply warehousing prisoners was not a viable option for the study team. They said rehabilitation and work programs were justified and should be made more effective and efficient. The idea that rehabilitation programs were "a frill" would be "irresponsible on the government's part."

The study team found that 40 per cent of prisoners are functionally illiterate. Many have a drug/alcohol addiction, few skills and family problems. Some have severe mental disorders which are not being treated. In fact, "discouragingly little is being done about these problems," the study complained.

2. Costs are staggering

The cost of building a single prison cell is now almost \$200,000 and the "annual operating costs are staggering."

Proposals must be developed involving the provinces and the private sector to provide "meaningful community-based programs which will provide a real alternative to imprisonment." (See article on page 3).



Food service costs in penitentiaries could be reduced as much as 10 per cent through privatization of staff duties. If privatization goes through, CSC food services staff should be given priority in hiring, says the Nielsen Report.

3. A provincial take-over?

The decision to divide the prison system into a federal jurisdiction (for sentences of more than two years) and provincial jurisdiction (for sentences of less than two years) is both "arbitrary" and "an historical accident." The split has existed since 1842, and has resulted in duplication and overlap between the two levels of government. The study team suggests that interested provinces might want to take over all corrections within their borders. (See article page 3).

4. Detaining violent offenders

The "automatic" release on remission of potentially violent offenders has long been a concern. The study team concluded that the relatively few offenders who were demonstrably dangerous should be held in penitentiary until their sentence is finished, regardless of the amount of remission. This proposal is currently being dealt with by new legislation in Bills C-67 and C-68, now undergoing final review in the Senate.

5. Over-administration

The study team believes there are too many person-years allotted to NHQ and the five RHQs, and that the high cost of overtime could be eased by using part-time correctional and living unit officers. Action has already been taken on this.

6. Privatization: more coming

The study team identified numerous areas for further privatization, including community supervision, halfway houses, specialized treatment programs, and various administrative services. (More details on page 3).



Part-time officers could cut overtime costs substantially

Over \$21 million in overtime in 1984

Something must be done to hold down the escalating overtime costs generated by security operations in federal prisons, says the study team responsible for the report on corrections. In 1981-82, CSC overtime costs reached more than \$24 million and in 1984, after efforts were made to reduce it, overtime was still over \$21 million.

Use of part-time security officers for full-time officer replacement, and as call-ins for sickness and unscheduled absence, could save an estimated \$8 million, says the study team. The idea has already proved a success in the provinces. The study team suggested the idea be tried out as a pilot program in one CSC institution.

Overtime is generated whenever staff — absent due to sickness, training periods, or annual leave — must be replaced by full-time shift staff. But 22 per cent of the 900,000 regular overtime hours last year was paid at double-time rates, rather than time-and-a-half. In some institutions, the use of double-time rates was as high as 40 per cent of overtime costs.

Will part-time CX substantially reduce high overtime? Yes. But there are negative factors which will have to be dealt with, the study team found.

Training, employee benefits, the CX collective agreement, superannuation and sources of part-time recruitment must all be considered. Administrative overhead for part-time employees is higher because the cost of recruiting,

hiring, training, clothing, fringe benefits etc. must be written off against fewer hours of work. Part-time officers could also cause resentment and reduce morale among full-time staff. The Union of Solicitor General Employees would have to be consulted each step of the way.

Resentment and reduced morale among full-time staff?

The advantages of using part-time officers are that they provide flexibility. They can be scheduled during peak periods, during holidays and during training periods of regular staff. Overtime costs are reduced when part-time staff are used to fill extra shifts because double-time and time-and-a-half rates are not needed.

Reduced overtime not only cuts costs dramatically, it also reduces fatigue and stress for full-time workers. And, a pool of call-in, part-time officers creates a larger staff inventory in case of emergency.

Gradual conversion to a part-time officer system could take from three to five years.

In spite of the disadvantages, the study team recommended the part-time officer system because of its obvious cost-effectiveness. However, there are negative factors to be resolved, the study team noted. It suggested the idea be tried out as a pilot program in one institution before expanding it across the country.



N I E L S E N T A S K F O R C E

Offender population triples

\$100 million needed for alternatives

Two dramatic facts hit the study team when it examined the costs and uses of incarceration — costs are going up, and so is the number of inmates in federal prisons.

Since 1945, the offender population has tripled, and in the last five years, the budget for the Correctional Service of Canada rose 23 per cent. The majority of these expenditures is for incarceration.

Incarceration costs approximately 10 to 15 times as much as community-based alternatives. According to the best available international figures, Canada incarcerates more people than all other western nations with the exception of the United States. (See box). Our imprisonment rate is one-half that of the US, but our violent crime rate is only one-fifth of theirs.

Our prisons are costly and many also doubt their value. The Law Reform Commission recently went on record as saying there is an over-reliance on imprisonment in Canada and that prison is a "costly sanction that should be used as a last resort."

Unfortunately there is not a wide variety of community alternatives to imprisonment, the study team noted. Too often judges must choose between probation and prison with no program in between for treatment of alcohol/drug dependence, for job-skills training, for assistance in cases of family violence or sexual offences.

Options:

1. There should be a moratorium on all new prison construction. The baby boom is getting older, and the offender population is expected to drop in the 1990s. Research also shows that prison cells tend to fill up as soon as they are available. In fact, marked growth in prison populations follows periods of intensive building.
2. The Canadian Sentencing Commission could be asked to: develop guidelines to ensure no further growth in the offender population; require judges to give written reasons for imposing a jail term; require that community-based alternatives be considered prior to sentencing to a jail term, and study the abolition of sentences between six months and two years.
3. Meaningful programs for community-based corrections must be funded and developed. Currently only about \$8 million is available for community program development while the study team believes something in the order of \$100 million will be needed.

lets talk

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June Coxon
Editor

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Will privatization cut costs?

Private sector could increase fees

Privatization in CSC may, or may not, result in savings. In fact, privatization may cost more than comparable CSC services. Some areas in corrections lend themselves to cost-saving through privatization. Others do not, the study team found.

Privatization — the contracting-out of services formerly performed by public civil servants — is not new to CSC. The private sector is already heavily involved in some areas — and not at all in others, such as security.

Traditionally, privatization of services has been the cheaper route, but this historical trend may not continue for much longer, the study team found. Savings typically come from lower overhead costs, much lower salaries and limited programming and staffing. But the non-profit sector now seems increasingly reluctant to deliver "a restricted service for low wages." And already in Ontario, CSC's private sector costs are approaching or exceeding comparable government-run services.

Heaviest privatization is in the community supervision area (John Howard and Elizabeth Fry Societies for example). Nearly half of all medical and dental services, and all surgical services are contracted out. Most educational instructors are on contract but vocational instructors are mostly CSC staff. CSC also contracts for bed space in 160 privately-operated halfway houses, called community residential centres (CRCs). Construction of new facilities is largely privatized, and chaplaincy, fire protection and refuse removal are almost all privatized.

Peace officer powers

The study team was also concerned about delegating peace officer powers to private business, and monitoring quality control. What's more, the number of private suppliers of correctional services has remained small which could lead to problems if unsatisfactory suppliers have to be replaced quickly.

Layoffs?

Privatization could also lead to major layoffs. The study team felt CSC employees should be given priority in hiring, and also be given the opportunity to incorporate and create businesses which could bid for contracts.



A leap forward in the privatization of medical services is projected. CSC is now preparing pilot projects to privatize entire healthcare units in six penitentiaries. Previously only individual medical care officers were on contract.

More privatization coming?

Further privatization in CSC could be considered in seven areas — food services, administration, education and vocational training, inmate employment, technical services, health care and community-based services, says the study team.

Food service costs could be reduced by as much as 10 per cent through privatization of staff duties — with no reduction in quality.

Privatization in educational and correctional services would not necessarily result in savings, but seems to improve quality since staff burn-out is less likely under a privatized system where staff turn-over is more frequent.

CSC should try to attract more private employers of inmates since this reduces CSC's costs in inmate pay, and organization and management. It also allows

inmates to pay taxes, family support, higher room-and-board, and allows them to save more for their release.

The study team acknowledged that attracting private employers isn't easy because of the hostility and frequently low productivity of inmates. More supervision is required for inmate workers, there are higher freight costs to get products to market, and there is the traditional hostility of the unions and the public to companies which benefit from inmate labor.

Privatizing health care units

CSC is also now preparing pilot projects to privatize entire health care units in six penitentiaries. This is new — previously only individual medical officers were on contract — and it could cost more, but offers a more diversified health care, the study team believes.

CSC already has extensive contracts with the non-profit sector for community assessments, parole and mandatory supervision, and halfway house residential services. These services have always been, and still are, cheaper than comparable CSC services. But there is some doubt about the quality of private sector service and their accountability. The study team also said that CSC should examine leasing some of its 21 community correctional centres* to the private sector, and contracting with them for the running of these facilities.

Transportation and fleet management, inventory control and warehousing make good candidates for privatization, as do staff training, employee check issue, publications and inmate pay.

* At time of writing three CCCs in Alberta have been transferred to the provincial jurisdiction.

Provincial takeovers coming?

Federal/provincial jurisdictional split may change

Alberta has a number of empty beds it would like to see filled with federal inmates while other provinces facing new construction are looking for funds from the federal government — in exchange for beds reserved for federal inmates. In fact, several provinces are showing a "strong interest" in a takeover of correctional services now operated by the federal government — if there is adequate federal compensation. But some provinces who favor the takeover are concerned that federal funding would be inadequate, or could become inadequate.

The study team noted that Commissioner LeBlanc is already involved in discussions with each province on a new round of Exchange of Service Agreements (ESAs) to allow sharing of certain correctional resources used by both federal and provincial corrections.

Major changes in a new accord between the federal government and the provinces could have significant impact

on the traditional jurisdictional split in corrections frequently referred to as the "two-year rule." Offenders sentenced to less than two years are a provincial responsibility while individuals sentenced to more than two years are sent to a federal penitentiary.

The study team points out that there is "universal agreement among the federal, provincial and private sectors that the two-year rule is entirely arbitrary ... and creates many practical problems which get in the way of effective service and efficient administration." However, there's no universal agreement on what can replace it.

The two levels of government are in the uncomfortable position of competing for staff, community services and private sector resources. Since most education, health and housing services are delivered at the provincial level, conflicts in planning, priority and coordination can arise.

Over the years, the study team noted, there have been federal/provincial discussions to change the traditional two-year rule but to no avail, perhaps because of differing financial resources among the provinces.

Some options

Staff might be interested in some of the options put forward by the study team for CSC consideration — although no decisions have been made as yet. These options include:

- A greater exchange of services (but no possibility of a complete provincial takeover).
- Total federal delivery of services didn't appear to be a viable option for the study team. It would add about 12,000 employees to the federal public service payroll which would be unacceptable to the provinces, and would probably increase coordination problems at the provincial level.
- Total provincial delivery was an option considered "most attractive to the provinces," says the study team. It would mean that certain provinces would take over full responsibility for all corrections in their area — but would not force other provinces to follow suit. National standards would be identified and the federal government would monitor all funds transferred to the provinces.

The study team feels this option "carries the best promise of coordination between the police, the courts, various correctional services and social services. It would reduce CSC's overhead across the country, and offenders would be incarcerated near their communities thus making a more effective use of programs for those who needed them the most."

CSC today — a handy fact sheet

- CSC operates:
- 42 institutions, supermax to minimum security
 - 21 halfway houses (community correctional centres)
 - a Canada-wide network of 77 parole district offices
 - CSC is responsible for 18,300 offenders in institutions, on parole, or under mandatory supervision
 - CSC employs 11,105 person-years (1985-86 estimates)
 - CSC's total budget is \$795,832,000 (1985-86 estimates).

Briefly

Kingston region staff and inmates give to cystic fibrosis drive

Dave MacDonald, a correctional officer at Millhaven and campaign chairperson for the recent Kinsmen fund-raising drive for cystic fibrosis reports that more than \$22,000 was raised in the Kingston area. Of the total, \$1,210, or 5½%, came from CSC facilities in the region. Staff and inmates at Kingston Penitentiary were particularly generous, contributing \$450 and \$265 respectively.

RHQ Pacific marks International Women's Day

International Women's Day celebrations at Regional Headquarters, Pacific attracted 103 staff — 14 of them men — representing all areas of RHO," reports Pat Haley-Tsui, assistant resource analyst, Offender Programs. Those who visited the fourth floor boardroom between 10 a.m. and 1:30 p.m. on Mar. 6 found displays of CSC publications about women in the Service, relevant books from CSC's library, a free legal aid clinic, refreshments and door prizes. Another display featured nutrition, sports, gardening, health, family and education. Harry DeJong, mayor of Matsqui, who also attended, expressed his interest in CSC's affirmative action plans.

Manitoba refuses inmates chance to cast ballots

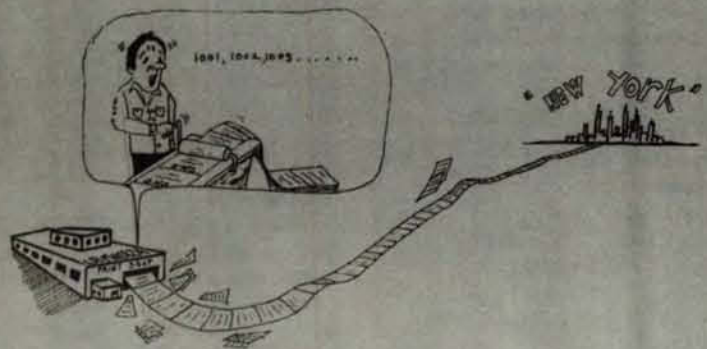
Although prison inmates won the right to vote the week of Mar. 10, they were not able to cast ballots in Manitoba's Mar. 28 election. In a unanimous ruling Mar. 17, a three-judge Manitoba Court of Appeal panel refused to order polling stations to be set up in prisons and jails around the province. Justice Gordon Hall said the fact the election was so close at hand made it impractical to compel the chief electoral officer to put together the machinery necessary to gather the prison vote. He added that even if the question had been raised months ago, he doubted the court should go any further than to rule that it is unconstitutional to prohibit all inmates from voting.

Women in corrections bring new, dynamic changes

The impact women have had on corrections and the changes that have occurred as a result was the topic of a talk to Ferndale Institution staff by Wayne Gannon, instructor Regional Staff College, Mission. "The entry of women into the field of corrections in increasing numbers has resulted in a new, dynamic change in the correctional environment," he told staff. "Today women hold positions of importance in all aspects of corrections. They've entered a largely male-dominated environment and their performance has resulted in increased acceptance at all levels. Our Service sets an example as an equal opportunity employer and offers a wide range of employment opportunities to women who are accepting the challenge." Gannon was one of the participants in a special program at Ferndale marking International Women's Day.

La Macaza print job could stretch from Montreal to New York

The print shop at La Macaza Institution has just completed the largest order in its history," reports Léon Vander Elst, the institution's production supervisor. The order, placed by the Department of National Defence, required nearly 2,000 forms to be printed. Such an order becomes quite impressive when one realizes that the total printing job would constitute a 533-foot thick ledger, weighing in at 6.6 tons, if the 2,000 forms were strung together they would stretch, from Montreal to New York City — that's 350 miles — with a 50 mile margin for error. The order was printed by inmates using rotary presses that can run off 25,000 sheets of paper an hour. Standard presses run an average of 4,000 sheets an hour.



Easter fast helps children in Third World

For the past nine Easters inmates at Dorchester Penitentiary and Westmorland Institution have fasted to raise money for children in Third World countries. This year was no exception. Their 10th annual fast, Mar. 27 and 28, brought forth \$5,000 in donations that will be used to sponsor needy children through World Vision of Canada. Sixty-five inmates, many of them lifers, and 50 volunteers went without food for 30 hours and 14 foster children will benefit.

Parole Board chairperson retires

Nearly 300 attend Outerbridge's farewell

OTTAWA — Nearly 300 friends and colleagues gathered at the House of Commons West Block, Apr. 23, to say farewell to Bill Outerbridge who was retiring after 12 years as chairperson and chief executive officer of the National Parole Board.

Guests at the buffet supper included Pierre André Bissonnette, former deputy solicitor general; Christopher Dietz, representing the New Jersey Board of Parole; Bob Stewart, Vancouver chief of police; Judge Frances Muldoon, Supreme Court of Canada; and Gordon Towers, parliamentary secretary to Solicitor General Perrin Beatty, representing the Solicitor General. Among those representing CSC were Commissioner Rhéal LeBlanc, former Senior Deputy Commissioner, Roma Bertrand; and Art Trono, regional deputy commissioner Ontario.

The evening consisted of gift presentations, farewell speeches and music by the National Press and Allied Workers Jazz Band, of which Outerbridge is a member. One of the pieces played was composed by the band members especially for the occasion. Among the many gifts he received were a look-alike bear and a pardon certificate.

Outerbridge, 59 began corrections work in 1953 when he joined the then newly-created Ontario Probation Service as a probation officer attached to the York County Juvenile and Family Court, in downtown Toronto. He joined the NPB in 1969 as a board member and was named chairperson in 1974.

New chairperson

Outerbridge retired Apr. 30 and was succeeded by Ole Ingstrup who assumed the role of NPB chairperson May 1. Ingstrup is well known by CSC staff. He came to the Service in 1984 as special assistant to the commissioner and directed the task force on the Mission and Organizational Development. A former director of prisons in Denmark, his experience includes representing the Danish Ministry of Justice on the European Committee on Crime Problems in the Council of Europe in Strasbourg, France; being a member of the European Prison Management Committee and president of the European Committee on Prison Leave and Prison Regimes.



Bill Outerbridge, National Parole Board chairperson holding the look-alike bear, presented to him on the eve of his retirement, poses with colleagues and friends. From left — Frances Outerbridge, Bernard Cloutier, director personnel, Gaby Cloutier, Sandra Roberge, executive assistant secretary, Mac Steinburg, senior NPB board member, Kingston region and master of ceremony for the evening; Hélène Chevalier, executive assistant, NPB and also MC for the evening; Louise Proulx, public relations officer NPB.



Ole Ingstrup assumed his new role as NPB chairperson May 1.

Action-Départ: "a legal release for inmates"

Quebec Life Skills Pilot Program expands

QUEBEC — About 80 inmates from Ste-Anne-des-Plaines Institution have benefitted since Nov. 1984 from Action-Départ, a 60-hour life skills program designed to help inmates prepare for their release. The program which until April 1985, was offered on an experimental basis to 94 participants in three federal institutions: the Federal Training Centre, Ste-Anne-des-Plaines Institution and Cowansville Institution has expanded. It is now offered at Drummond and La Macaza Institutions too.

Let's Talk asked Ste-Anne-des-Plaines officials why this program is so popular. The program was developed for CSC in 1984 by Montreal's Marie-Victorin College representatives and the then inmate Education, Training and Employment Division staff. "It's designed to help inmates adapt to the initial shock of release," states Ghyslaine Adam, program coordinator. "The program assists the inmates find work, teaches them how to take advantage of community resources — even their grocery shopping, helps them develop new friendships and solve their personal problems through problem-solving techniques."

A true experience in cooperation

One session lasts two weeks and is only offered to inmates scheduled to be released within six months.

Several people are involved in the organization and preparation of a session, including each member of the case management team. Case management team members invite eligible inmates to an information session where Action-Départ officials explain to them the contents of the program, conditions of eligibility and "rules of the game."

Participation is totally voluntary

Participants are the first ones to promote the program among the inmate population: "Go for it, they say, you'll get to know yourself better. If you register, you'll save time and learn how to knock at the right doors." One couldn't ask for a better kind of publicity.

An answer to vital needs

Comments from course participants are:

Where's the May issue???

Missing the May issue? It's not your fault — or ours either for that matter. Reorganization mix-ups made it necessary to cancel the May issue of Let's Talk. Watch for the next issue coming July 1.

"Through the program I got to realize the problems I will have to face"; "I got so much useful information from it that I'm anxious to prepare for my release"; "I came to get some information. I am curious by nature. Here you get to meet with yourself, to take stock of the situation," and, "Action-Départ was a legal release for me for two weeks."

The success of the program is based on the support and cooperation of the case management team, the institution staff and the obvious personal interest of the assistant warden, Socialization, Denys Roberge. "This program answers some vital needs and this is confirmed by the reaction of the participants", comments Roberge who adds that Leclerc warden, Réal Benoit, shares his beliefs. He believes that it is vital that "considering the results obtained the program be maintained in minimum security institutions, despite budgetary restraints. "I am determined to allow this by prioritizing the available resources so we can maintain the program."



Jim Siberry, executive director NPB, left; **Gord Pinder**, deputy commissioner Offender Policy and Program Development, CSC and **Dru Allen**, director Community Release and Support Services, CSC.

Some authors of PRINCIPLE OF PROFESSIONAL CONDUCT



John LeCours, former head, Special Inquiries Unit, Inspector General's Branch.

A coming of age for CSC

(Continued from page 1)

by June Coxon
Editor, Let's Talk

NHQ — Is it ever appropriate to lend a car to a parolee? Is it legitimate to invite a parolee to dinner? Should you accept gifts from an offender? If you've ever asked yourself these or similar questions, you will appreciate CSC's latest booklet that will be distributed to all staff early this summer. *The Principle of Professional Conduct* was designed to help guide staff working with offenders who face such questions as they steer themselves along the fine line between offering help and support, or supervision and control.

The Service is made up of people in a variety of disciplines so the booklet presents multi-discipline standards. It was not just designed for new, young recruits. It addresses all staff.

Why?

Because many offenders in our charge are experienced manipulators, our staff need to be alert. Staff are constantly exposed to the possibility of being manipulated into a compromising situation, wittingly or unwittingly.

Staff learn to be objective professionals through study and experience. They must rely often on their good instincts to recognize pitfalls and danger signals when dealing with offenders. They must be aware that a "token host or hostess gift" in one part of the country might be considered a bribe in another region. An innocent request for a favor in one instance may be the beginning of serious manipulation in another.

Who?

The Principle of Professional Conduct has been in the making since December 1984 when a task force was named to review the present situation, identify problem areas and develop guidelines. Headed by **Gord Pinder**, newly appointed deputy commissioner, Offender Policy and Program Development, the task force also consisted of: **Jim Siberry**, executive director, National Parole Board; **Dru Allen**, director



Dawn Amott, Education and Personal Development, NHQ.

Community Release and Support Services; **Vince MacDonald**, district director, Halifax Parole Office; **John LeCours**, head, Special Inquiries Unit, Inspector General's Branch; **Chuck McInnes**, assistant warden Socialization, Mission Institution; **Christiane Rodier**, Staff Relations officer, NHQ and **Dawn Amott**, Education and Personal Development, NHQ. Their collective experiences encompass most facets of corrections — parole officers, institutional and NHQ managers, court liaison, a/w socialization, police.

The task force looked at previous correctional reports, studied records of situations that have posed problems for staff in the past 10 years, examined regional ideas and suggestions and made a number of on-site visits to other jurisdictions in Canada and the United States to see how they handle similar situations.

"We see *The Principle of Professional Conduct* as part of the evolution of CSC," explained Pinder, "— a coming of age. It's the first time the Service has attempted to set down this kind of guideline and support for staff."

The booklet evolved from the task force report, submitted to Senior Management Committee in August 1985. It presents some of the situations staff have encountered or wondered about, but avoids giving definite solutions "because there are no clear cut answers."

It touches on relationships with offenders, and accepting gratuities or gifts from them, using real-life situations faced by CSC staff. It points out that there

are often regional disparities to consider. It suggests there are times to be flexible — like accepting food and refreshment, of nominal value, from a parolee. It examines not only how we behave toward others but how we are seen to behave toward others. "The booklet deals with acts of omission as well as acts of commission," states LeCours. "The standards are meant as guidelines for staff."

The declaration

In consultation with Legal Services and USGE, the task force drew up a declaration that goes along with *The Principle of Professional Conduct*. Staff will be asked to sign this declaration, which is simply a commitment to strive to maintain a high standard of behaviour, both on and off duty. After being distributed to all current employees, the principles will become part of the Personnel package for all new staff.

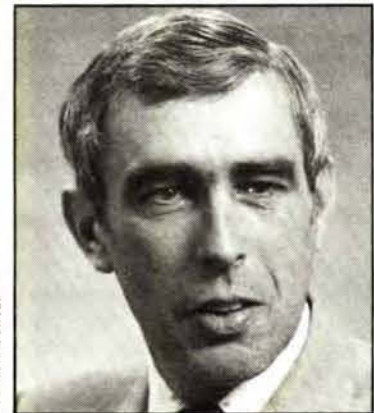
While the task force was preparing its report, the various situations they were examining provoked a lot of discussion among the group. They hope the booklet will create that kind of dialogue among staff.

"We hope the booklet will help make staff feel more comfortable with their jobs and with working with offenders," states Allen.

The CSC *Principle of Professional Conduct* has been so well received CSC has been asked to discuss it at the American Probation and Parole Association's annual conference, in Baltimore, next fall.



Christiane Rodier, Staff Relations officer, NHQ.



Vince MacDonald, district director, Halifax Parole Office.

NIELSEN TASK FORCE

How should penitentiaries be staffed?

Living unit most effective

Any discussion of cost-cutting and efficiency must come to grips with the most effective use of staffing resources — especially in times of financial restraint.

In its mission statement of 1984, CSC is charged with exercising "safe, humane control of offenders, while helping them become law-abiding citizens." The study team agrees — but pointed out that effective staffing must encompass inmate employment and education programs, leisure-time activities, security, family and community programs, and special needs programs for offenders.

Considering the mission statement, what's the best staffing model? Four choices were presented to the study team — the squad system, living unit system, team concept and the functional unit system used by the Federal Bureau of Prisons in the US.

Squad system

The squad system derives from the semi-military tradition of the earliest years of the penitentiary system. Security staff are organized into squads under a leader, but both staff and leaders are assigned according to the shift roster so that team solidarity didn't necessarily result.

Living units

The living unit system now widely used in CSC was first tried in 1971. It originated in the behavior science/group dynamics fields, and is designed to integrate security and program activities in a more positive, cooperative environment through creating units of inmates managed by the same officers.

Team concept

The team concept, developed in the 60s and 70s, is based on the idea that security staff should work more closely with offenders in their area to better understand and deal with their personal problems as well as maintain security. Staff were divided into two groups: The correctional team worked directly with inmates while the security team handled security posts that didn't involve offenders. In the beginning, team leaders rotated with their teams, but as a result of conflicts between the two groups, staff came to be rotated to both correctional and security posts thus undermining the concept of having staff specialize in one area or the other.

Functional unit system

The federal US prison system adopted the functional unit system in the 70s. It's somewhat similar to CSC's living units in its stress on inmate/staff interaction, and the units contain offenders who are permanently assigned together.

Living unit best but...

A cost-comparison evaluation of the four systems done in September 1983 in 10 penitentiaries, showed that the squad system was the least expensive, and the living unit system the most successful in terms of security and the preparation of inmates for release. Under the living unit system, there were fewer inmate assaults and less need for protective custody among offenders.

But, the study team learned, the living unit system may not be ideal for high security prisons, and can cause burn-out among staff. The study team felt that the US functional unit system should be checked out closely. In fact, they thought the research data on the four models was "not definitive" and another study should be conducted.

Warning against warehousing

The study team did make clear, however, that building very large prisons and using minimal staffing levels, a route popular in the US, would not be acceptable in Canada. This was "false economy," and could lead to increased inmate assaults, deaths, riots and public criticism.

Options

Options favored by the study team:

- Continued use of the living unit system but somewhat increasing the size of the units to add to efficiency, while keeping an eye on the fact that crowding could eliminate the benefits.
- The living unit and squad systems should be compared further, and their advantages and disadvantages monitored.
- A review of the feasibility of achieving staff savings by combining staff rosters related to offender programs and case management into a modified living unit model.

More NHQ assignments

NHQ — Commissioner **Rhéal LeBlanc** announced, in a memo to staff, Mar. 14, that **Gerry Hooper** will assume the position of director general Materiel and Administration. He will report to the assistant commissioner, Administrative Policy and Services.

At the same time the commissioner stated the position of director, Interjurisdictional and Private Sector Relations will be assumed by **Daniel Hawe**. He will report to the deputy commissioner, Offender Policy and Program Development.

Hawe brings to this new position extensive experience in corrections. He worked with the John Howard Society for a number of years and during his last years there was provincial executive director. He has also served as Citizens' Advisory Committee chairperson, a member representing the private sector on the Nielsen Task Force on Program Review for Justice and, most recently, has been involved in the negotiation of the Exchange of Services Agreement between the Alberta Department of Corrections and CSC.

Commissioner LeBlanc announced earlier that **Michael Jonckheere** has been named acting director, Electronics Engineering Policy and Services. He reports to the director general Accommodation and Inmate Services.

Briefly

College thanks Matsqui Institution with an award

Matsqui Institution was recognized by Fraser Valley College, Mar. 21, when it was given an Outstanding Contribution to Student Development award. "The college's second annual Criminal Justice Awards Presentation is to honor individuals in the criminal justice system who have been cited consistently by students and faculty for their contribution to the college's criminal justice students. But this year they decided that the whole institution deserved an award," reports Sonya Chupik, Communications, Pacific Region. Approximately 90 people were on hand as Jeff Johnsen, representing Warden Wayne Scissons, accepted the award on behalf of the institution. Russ Sochan, superintendent, Sumas Centre received an individual award from the college.

La Macaza inmates raise \$1,100 plus for cerebral palsy victims



From left, Michel Bonnette, an inmate; Raymond Racine, administration and discharge officer at La Macaza; Pierre Woodford and André Nadon, inmates, and Robert Lagarde, living unit supervisor, support a giant replica of the cheque La Macaza inmates presented to the Cerebral Palsy Association to help victims of the disease.

La Macaza Institution inmates raised \$1,100 for cerebral palsy victims during the Feb. 1-2 TV-thon organized by the Cerebral Palsy Association of Quebec Inc. "They have challenged inmates in other Quebec penal institutions to do better," says Van Johnson, acting assistant warden, Planning and Administration at the institution, "but it seems no other institution has been able to surpass the amount raised by La Macaza's 230 inmates.

CSC reps meet with community agencies

Ste-Anne-des-Plaines Institution hosted a meeting, Mar. 20, of representatives of CSC and agencies involved in community work projects in the Laurentides area. The theme of the meeting was "a reciprocal exchange of services." Quebec Deputy Commissioner, Jean-Claude Perron, took advantage of this opportunity to honor the work of France Bélanger, from Manoir St-Eustache and of the St-Eustache schoolboard, represented by Diane Vaudry. They were presented with a CSC certificate of appreciation each for the quality of their involvement in community work projects.



From left, Ste-Anne-des-Plaines Institution Warden, Réal Benoit; Diane Vaudry and France Bélanger — recipients of Service Appreciation Certificates; Gilles Thibault, Western Quebec district director and Jean-Claude Perron, Quebec deputy commissioner.

You were asking: What's the news about the early retirement pension plan?

Paul-Ghislain Dubé, a correctional officer at Archambault Institution, recently wrote to Solicitor General Perrin Beatty asking if there has been any follow-up to the long-awaited early retirement pension plan.

Under discussion for more than eight years, the plan is designed to permit "operational employees" of CSC to retire at an earlier age and with less service than other public servants. We share the Solicitor General's response to Dubé with you:

"A new Bill amending the Public Service Superannuation Act could be tabled (in the House of Commons) soon and could include measures regarding the early retirement of correctional officers," his Mar. 25 letter said. "However, I am unable to be more specific because several of the terms and conditions of the implementation of these measures have not been defined yet. I can assure you that staff who will be affected by the amendments to the Act will be provided with comprehensive information about the conditions of their retirement plan as soon as these conditions have been made final."

BC Forestry chooses 15 inmates for helitack team

PACIFIC — Fifteen inmates from Elbow Lake Institution received certificates from Doug McGregor, regional executive officer, Pacific, after they completed a 10-day helitack program offered at the institution by the BC Forest Service. Helitack drills took place at the institution, Apr. 11, signifying the end of the 10-day course.

"Twenty inmates completed the course with a class average of 96 per cent," reports Sonya Chupik, Communications, RHQ. "Unfortunately, it was only possible to select 15 inmates to become part of the helitack team, due to BC Forestry Service requirements."

Firefighting training has been offered at Elbow Lake for many years. The inmates demonstrated their expertise last year when British Columbia had a record number of forest fires and they were called upon to aid the BC Forest Service. "I've never seen a more conscientious or harder working crew," recalled Stan Smethurst, resource assistant (Timber), BC Forest Service.

Helitack crews are sent into fire sites that are difficult for ground crews to reach. The helicopters may be equipped with tanks for dumping fire retardants or water on the hot spots. Greg Gibbons, forestry technician at Elbow Lake is responsible for making the helitack program work.

Prairie Psychiatric Centre accreditation upgraded

The Prairie Regional Psychiatric Centre recently received the highest accreditation level possible when its two-year status was upgraded to three years. This occurred as the result of an audit by officials of the Canadian Council on Hospital Accreditation who visited the Centre late last year.

Moncton's Straight Start program continues

Moncton's Straight Start program got the green light to continue, for the fourth consecutive year, with the aid of a \$280,000 job development grant from Employment and Immigration Canada. The announcement was made Apr. 1 in the *Moncton Times-Transcript*. Straight Start, coordinated by the John Howard Community Residential Centre, offers a 16-week pre-employment training program to inmates released from penal institutions.

Ferndale's new hobby shop's a fine facility

PACIFIC — Ferndale's new "total concept" hobby shop, built by inmates, opened Apr. 9, reports Sharon Tompkins, social and cultural development officer at the institution.

The shop's work area has been enlarged, it was redesigned to allow maximum use of the floor space and planned with power equipment safety in mind. The work area is well lit by natural and electric light. Individual lockers have been built under a massive work surface area, enabling the craft room to be kept clean and neat so inmates can pursue quiet hobbies like stained glass, carving and découpage.

"It's really a pleasure to have such a fine facility for hobby work," Tompkins states. "Any inmate interested in pursuing a hobby will certainly have access to a great hobby shop now."



NHQ's funspiel attracts 100 curlers

NHQ's funspiel attracted 100 players, making up 20 teams, Apr. 17. After curling at the Rideau Curling Club from 10 a.m. to 5 p.m., the bonspiel was won by a team led by Nelson Sanscartier. The winning team members are, second from left, Nelson Sanscartier — skip; Debra Oliver — 3rd; Gerry MacGillivray — 2nd; Gordon Farrell — lead. Gord Pinder, far left, presented team members with a trophy donated by his wife, Eileen of Re/max Real Estate. Consolation prize winners went to a team skipped by Allan Boothroyd. Team members were: Linda Cork — 2nd; Roland St-Amour — 3rd; John Lancaster. Earl Synkiw presented trophies on behalf of Lonny Klassen, Imata Systems Corp., to each of these members.



photo: Louis Genest

Farewell reception for Roma Bertrand

Roma Bertrand, CSC's former senior deputy commissioner, was guest of honor at a farewell reception Apr. 22. He is seen here being congratulated on his new position — professor, Faculty of the Centre for Executive Development, Touraine, Que. — by Rachel Gauvin, Official Languages Program Division. Numerous friends and colleagues, including Commissioner LeBlanc and all deputy commissioners, attended the reception at the RCAF mess in Ottawa. Before the commissioner presented him with a gift, Bertrand heard warm words of thanks from Michel LeCorre, a National Parole Board member and former warden of the Quebec institution where Bertrand started his CSC career, and Gerry Hooper a NHQ colleague.

Let's get it straight

Don LeBlanc, assistant warden, Administration, Atlantic Institution, reports that inmates will not be moving into the institution by November as reported in *Let's Talk* Mar. 30. The date they will be moving into Atlantic Institution has been moved back to Jan., 1987. Apologies to Don LeBlanc for giving him a new name in the Mar. 30 issue. His name really is Don folks, not Dan!

Let's Talk About People



Jim O'Sullivan, Saskatchewan Penitentiary Warden, left, congratulates Andy Sereda on receiving a certificate of merit.

Sereda receives certificate of merit He's a fine example of the correctional philosophy

PRAIRIES — Andy Sereda, a CX 6 who is in charge of the dome at Saskatchewan Penitentiary was honored, Jan. 14, for setting a fine example of the correctional philosophy — firm, fair and consistent, reports Bev Genest-Conway, a WP 1 at the penitentiary. He was presented with a Certificate of Merit by Senator Earl Hastings who was visiting the penitentiary. The senator remarked on how fortunate CSC is to have staff like Sereda. He spoke of Sereda's uncanny knowledge of the inmate population, his ability to identify each of the 500 inmates by name, their cell and their work location.

Warden Jim O'Sullivan presented Sereda with a \$1,000 cheque from CSC, part of the Certificate of Merit. O'Sullivan praised Sereda's 27 years of devotion and dedication to duty. "There are only a few people who have won this level of respect from staff and inmates," he stated.

This is not the first time Sereda has been honored. In October, 1984 he received the Exemplary Service Award from Governor General Madame Sauvé.

Ron Caplan finishes third in BC power lifting championships World championships next

PACIFIC — CSC's power lifting champ, Ron Caplan, has scored again. In March 1985 he broke four Canadian records in the BC Power Lifting Championships. "This March when he entered the BC championships Caplan finished third overall and beat the four records he established last year with a total weight of 963 pounds," reports his friend and former co-worker, Don Head, project manager, Directorate Offender Management, NHQ.

Because of his success at the '86 BC championships, Caplan, a CX-COF 03 senior security officer at William Head Institution, is assured a place on the Canadian Masters' team that will participate in the 1986 World Power Lifting Championships, in Norway, this September.

In August last year Caplan finished sixth in the World Masters' Championships that drew entrants from 11 countries. During the championships, held in Toronto, Ont., he also set four Canadian Power lifting records for: bench press, dead lift, squats and total weight of three lifts.



25-year plaque for Jean-Paul Dallaire

Jean-Paul Dallaire, warden of Montée Saint-François Institution, left, was presented with a 25-year service plaque during a meeting of wardens and directors, Mar. 30. The presentation was made by Jean-Claude Perron, deputy commissioner, Quebec, who shows off the plaque.

Alarie named best player of national broomball competition

Pierre Alarie, personnel supervisor, RHQ Quebec and Pierre Beaulieu, living unit officer, Federal Training Centre, were part of the Quebec provincial team that won the national broomball competition held in Kamloops BC Apr. 11-13. Each team member was presented with a gold medal and Alarie was named best player of the competition. He has been playing broomball for 12 years and has played at the provincial and national levels for the past six. He hopes to represent the Quebec team again next year.



Larry Van Norman, a Warkworth employee, is an inspiration to staff and inmates.

Warkworth inmate Jaycees honor staffer Larry Van Norman "an inspiration to all"

ONTARIO — Larry Van Norman, one of Warkworth's staff, was honored by Warkworth inmate Jaycees. They nominated him for this year's Five Outstanding Young Canadians (FOYC) program, sponsored annually by the Canadian Jaycees, that recognizes young men and women between 18 and 39 years of age for achievements in personal improvement and community contributions. Since former Governor General George Vanier started the tradition, five people have received the Vanier award yearly. The list of winners is impressive — Bill Davis, Ed Schreyer, Steve Fonyo, Wayne Gretzky, Diane Duprey and Terry Fox — to name a few.

The dinner

On Mar. 24 approximately 150 people attended a dinner hosted by the inmate Jaycees, honoring Van Norman. Dan Kane, Warkworth's warden, was obviously proud that one of his staff was being recognized by the inmates. Speaking about Van Norman, he said "he is indeed an inspiration to us all." Commenting about the Warkworth Jaycees, Kane said that this is what we in corrections are striving for, bringing staff and inmates together to share a common bond.

Who is Van Norman?

Thirty-year-old Van Norman has been a wheelchair user since he was six years old, the result of an accident. In spite of his physical disability, he was not about to watch life go by, and started early to demonstrate the inspiration he has become to all who know him.

Recalling when he joined CSC, Van Norman says, "I was quite nervous when I started to work here — because I didn't know what to expect." His cheerfulness and an attitude that goes far beyond the definition of positive soon gained him the respect of staff and inmates.

Apart from his employment at Warkworth Van Norman is an avid sports enthusiast. He is proficient in basketball, hunting, fishing and track. He is a woodcarver and also counsels other disabled people. The latter skill is an asset when dealing with inmates in his shop. He has a good rapport with them. His students say he's "a good teacher — strict but fair", or, "if you don't want to learn, you're just not in the course."

Although Van Norman was not selected as one of this year's FOYC those who nominated him feel he is an Outstanding Young Canadian. "The Warkworth Jaycees are proud that they selected him and are convinced they made the best possible selection as their nominee for one of the Five Outstanding Young Canadians," said Bob Fraser, an inmate and member of the Warkworth Jaycees. "It shows that the imaginary line between staff and inmates can be bridged by achievements that are mutually recognized and admired."

Another honor

That evening the Jaycees also honored Tom Benard, an insurance broker from the Peterborough area, supporter of Jaycee projects, and inspiration to Warkworth Jaycees, who died in January this year. A special memorial award was unveiled in honor of Benard. It will be presented yearly to the person who most assists the Warkworth Jaycees.

Ferndale thanks volunteers with luncheon

PACIFIC — Ferndale institution thanked 16 volunteers for their dedication, with a luncheon and seminar, Apr. 9, during volunteer appreciation week.

"The value of volunteers working in programs at Ferndale is limitless," Sharon Tompkins, social and cultural development officer at Ferndale, told the group. "And Ferndale gratefully acknowledges the time and personal commitment each volunteer has dedicated to all programs — especially the citizens' escort program."

Maurits Van der Veen, superintendent at Ferndale, spoke to the volunteers about the basic concept of citizens' escorts and the major thrust of the escort program. Robert Wood, living unit development officer, explained the case management process as it applies to escorted passes, while Jack Nelson, living unit supervisor, addressed security concerns and reporting procedures to follow when taking an inmate on an escorted pass.

The seminar dealt with volunteers as citizen escorts. Topics relating to security concerns, confidentiality, rules, regulations and reporting procedures were addressed by Tompkins.

(Continued from page 1)

Quebec exemplary service medals presented

QUEBEC — Fifteen Leclerc Institution staff were recognized at the first Exemplary Service Medal ceremony in Quebec Region, Apr. 29. Receiving their medals from Gilles Lamontagne, lieutenant governor of Quebec, were: Gérard Aquin, André Beaulieu, Roger Bélair, Roger Coulombe, Roger Coursolle, Roger Galarneau, Yves Gauthier, Lucien Lauzier, Paul Michaud, Gilbert Montpetit, Jean-Claude Morin, Robert Paquin, Rosaire Pelletier, André Potvin and Aimé Prévost.

During the ceremony René Rousseau, Leclerc warden, praised CSC staff for the consistency of their work and their professionalism. He also presented the lieutenant governor with a drawing made by an inmate at the institution.

Speaking to those being honored, the lieutenant governor said that "the Corrections Exemplary Service Medal is not meant to underscore acts of bravery and heroism frozen in time but to recognize long and outstanding service of people who work in a difficult environment. "You can be proud to receive this distinction", he said.

He also mentioned how pleased he was to visit the institution. "It is so important for the Canadian government to recognize those who work so many years in corrections."

Lieutenant Governor Lamontagne stressed the importance of staff training during critical times. "Only those who are properly trained can react properly — that is to save the lives of others without endangering their own lives."

Jean-Claude Perron, deputy commissioner Quebec, stated in his remarks that "the work in the correctional environment is often thankless and is rarely met with public praise... Nevertheless, you have to face difficult tasks daily keeping a delicate balance between inmate control, the need for public safety and an open attitude that facilitates the rehabilitation of offenders."

Before the ceremony, the lieutenant governor attended a private luncheon in the staff cafeteria and was given a tour of the institution and the opportunity to talk with staff and inmates.

Let's Talk About People



The Prairie Region staff — Doreen Lundberg, left and Les Shand, right, were able to smile in spite of saying farewell to Linda Lee, centre. Lee, former RMC Prairies, left CSC, Mar. 1, for a senior post in Winnipeg.

Saying goodbye is never easy RMC Prairies liked her CSC job

PRAIRIES — "I've never had a job where I felt that what I did mattered so much. That's why I enjoyed it so much and stayed so long. I really felt part of the team." Those were the sentiments of Linda Lee, former regional manager Communications, Prairies, as she left CSC Mar. 1. But when she said farewell to friends and colleagues at RHQ Lee, whose home town is Winnipeg, was anxiously looking forward to returning to Winnipeg and to her new, senior position — director of Communications for the Department of the Attorney General, Province of Manitoba.

"When Lee joined CSC's Communications Branch seven years ago," recalls Les Shand, former assistant RMC Prairies, she was no newcomer to the communications field. She quickly came face to face with adjusting to a growing, modern Correctional Service. Her contributions to the objectives of the Service are appreciated. We wish her happiness and success in her new position."



Friends and colleagues of Bob Bell, Pacific's regional chief Staff Development, gave him a happy send-off.

It's around the world for Bob Bell

PACIFIC — It's not around the world in 80 days for Bob Bell, who until Mar. 7 was regional chief Staff Development. But it is around the world for him. "That's the day he 'retired'," explained Glenda Ulmer, regional chief Staff Development. "His plans call for travelling around the world for a year — possibly longer."

Bell's send off from CSC included a Szechuan lunch, attended by 58 co-workers who presented him with a travel watch, a couple of bottles of scotch and several speeches. The celebrations eventually moved further south — to Sumas, Washington — for a party and dance attended by about 140 friends and colleagues. "We were still wishing him a bon voyage long into the wee hours of the morning," reports Ulmer.

Amadore's quick action saved a life

PRAIRIES — Bryan Amadore, case management officer, Altadore Centre, was recognized Apr. 25, for his part in saving the life of a day parolee who suffered a mild heart attack. He received a certificate of Merit from Grant Spiro, district director, Calgary Parole Office.

Amadore administered CPR to the parolee for 15 minutes before the paramedics arrived, Jan. 28. During that time the parolee stopped breathing, but Amadore was able to revive him.

Amadore learned CPR at Altadore Centre in 1982 and since then has taken refresher training.

Quebec federal inmates participate in poster competition — with CSC's help



Jean-Marc Gagnon, director SAE, right, presents Maurice Pomminville with a \$200 cheque for winning first prize in a poster contest for inmates and former inmates under federal jurisdiction.

QUEBEC — The Service d'Aide à l'Emploi de l'Est Inc (SAEE), a Montreal agency offering ex-inmates training in job searching techniques, presented prizes this spring to three federal inmates who won a poster competition open to all Quebec inmates and ex-inmates under federal jurisdiction. The theme of the competition was the return of ex-inmates to the labor market.

First prize winner, Maurice Pomminville, received a \$200 cheque. Richard Perron, who placed second and third prize winner André Renaud each received \$50 cheques. Their posters will be used by SAEE for promotional purposes.

Jean-Marc Gagnon, director of the agency, told the audience at the presentation that 80 per cent of the offenders who take the training program find employment within the eight-week training period. He also underscored the need for cooperation between the prison system and the labor market to allow maximum chances of social reintegration of former inmates.

Marcel Veilleux, president of the SAEE board of directors, also stressed the importance of employment in the social reintegration of the offender.

Attending the official presentation were three officials from CSC; Lily Tronche, district director, Metropolitan Montreal District Office; Maurice Boucicault, area manager Langelier Office; and François Lagarde, responsible for Offender Programs, Federal Training Centre. Also present were Michel Carrier, project officer Employment Development, Canada Employment and Immigration and many inmate committee representatives.

Jim Murphy marks 25 years service

PACIFIC — Jim Murphy deputy commissioner, Pacific, received his 25-year service plaque, at the Staff College in Mission, Apr. 17. He was first scheduled to receive it in November 1985. Several unsuccessful attempts at other presentation dates were made, but this is the first one he could keep. Doug McGregor, regional executive officer, presented him with the plaque and with a comical collage featuring photos of wardens, district directors, superintendents and regional managers.

Dieplinger's the best! Industrial instructor of the year

ONTARIO — Joe Dieplinger, an industrial instructor at Joyceville, was recognized recently as the industrial instructor of the year. He was presented with a certificate by Gord Pinder, deputy commissioner, Offender Policy and Program Development.

"There are more than 200 industrial instructors in CSC," states Dennis Curtis, RMC Ontario, "and Dieplinger was selected from those nominated from each region."

During a staff assembly at Joyceville, Apr. 17, Warden Remi Gobeil acknowledged Dieplinger's efforts and he received a hearty round of applause from his colleagues. Well done Joe!

Henriksen accepts new challenge Named Ontario Parole Board chairperson

NHQ — Sheila Henriksen, acting director Communications since October 1985, has been named chairperson of the Ontario Parole Board, overseeing 104 part time and 17 full time members. She assumed the position Jun. 1.

Henriksen, 53, has served nearly 22 years in the federal corrections system. Her first CSC job was at Prison for Women where she was recreation and hobbycraft officer. She was also employed at Joyceville, as that institution's first woman psychologist. Henriksen came to NHQ in 1967 as chief Living Unit program. She was senior policy advisor (SPOLA) Communications Branch until her last appointment at CSC.

Emigrating to Canada from Trinidad in 1958, her first Canadian job was as a registered nurse at Montreal General Hospital. When she decided to look for a new challenge and change her career direction, she earned a diploma in radio and television arts from Ryerson Polytechnical Institute. In addition to her midwifery certificate from Trinidad, she now holds a degree in English Literature from the University of Toronto and a MA in social psychology from Queen's University.

Before leaving CSC, she admitted to Let's Talk that she has had some very memorable experiences with the Service and has made many good friends. But "when you get professional development opportunities, you go for it".

As John Braithwaite, former deputy commissioner Communications said in a Toronto Star interview, Henriksen is "someone who has her feet on the ground but her vision or eyes on the ideal — she is a great practitioner of the art of the possible."

We've moved

Let's Talk/Entre Nous has moved. The Publications Division moved, Apr. 28, to the seventh floor (7E) at NHQ and we went too. We've joined the Administrative Policy and Services Branch (Management Advisory Services Division). We also have new phone numbers 995-5356 or 995-5364.

As if that's not enough changes for you to remember — we've a new name too. We're now called Publishing and Editorial Services.

Any correspondence, articles or photographs for Let's Talk/Entre Nous, should be sent to Editors June Coxon or Louis Genest, Publishing and Editorial Services, 7E.



Communication's final fling

Communications Branch survivors at NHQ threw a bang-up wine and cheese reception Apr. 16 to love, honor and cry over about half a dozen comrades who were going onward and upward to better things in the job market. Those leaving were — front row — from left — Lorraine Byrne, Yvette Browne, Sheila Henriksen (see story on this page), Jackie Lajoie, Roz Parisien. Back row — from left — Andrea Nugent, Francine Dufresne, Brenda McGuire-Murphy. Absent — Art Hasler.

Inside this issue

page

Line managers recommend guidelines for inmate population management	2
Thirty-three staff honored — Atlantic Region	3
Andrew Graham is back with CSC	3
Briefly	6

Managing the offender was the theme

38th annual West Central Wardens' / Superintendents' Conference

PACIFIC — "Managing the Offender" was the theme of the 38th annual West Central Wardens' and Superintendents' conference, held in Victoria, Apr. 27-30. Panel topics and discussions included overcrowding in Canadian and American prisons, how to deal with psychopathy in a correctional environment, perimeter security, protective custody, prison education and resources of the National Institute of Corrections.

Arle Bender, vice president of the West Central Wardens' and Superintendents' Association and warden of William Head Institution, who hosted the conference, estimates that about 160 people from across the US and Canada attended.

Bernard Robinson, commissioner of corrections, Ministry of the Attorney General for British Columbia, was the keynote speaker at the conference banquet. He described the operation of the Attorney General's branch and spoke about federal/provincial agreements and the inmate populations in provincial jails.

"The conference wasn't all work," reports **Sonya Chupick**, Pacific Communications. "One evening the participants were bused to Sooke, BC for a salmon barbecue, a mini logging show and a dance."



Arle Bender, warden of William Head and vice-president of the West Central Wardens' and Superintendents' Association, and his wife **Barbara** relax during the conference's banquet.

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Let's Talk/Entre Nous won this second prize award from the International Association of Business Communicators.

Let's Talk/Entre Nous wins second prize

NHQ — For the fourth consecutive year *Let's Talk/Entre Nous* has won an award from the International Association of Business Communicators Capital for "outstanding achievement in the pursuit of excellence in business communications." Your staff paper won second prize in the category of tabloid newspapers, for the Jan. 30, 1985 issue that featured a special report on the rule of law in corrections. The award was presented to **June Coxon**, **Louis Genest** and **Andrea Nugent** at the IABC awards banquet May 8.

Key report discussed at Administrators' Conference

Regions to manage inmate population

by Helen Gooderham
Publishing and Editorial Services

Task Force No. 10 on Inmate Population Management is one of 21 policy reviews ordered by Commissioner **LeBlanc** last fall. A key report, it was discussed in workshops at the Administrators' Conference, May 26-28 in Ottawa, and is "now ready for action and implementation plans to be done jointly by NHQ and the regions," **Wille Gibbs**, director general, correctional operations at NHQ told *Let's Talk*.

The review team, headed by Task Force leader **Tom Epp**, consulted with key managers in all five regions. Fifty recommendations were drawn up, virtually all of them accepted by the Commissioner and the Senior Management Committee in January.

"Most of the line managers feel ready to go on this report," says Gibbs. "CSC has been studied exhaustively in the last 10 years — since the 1977 Parliamentary Subcommittee Report on the Penitentiary System in Canada. We think we've had enough reports. Now it's time to act."



Wille Gibbs, CSC's director general, correctional operations. "We've had enough reports — now it's time to act."

tiary System in Canada. We think we've had enough reports. Now it's time to act. The regions will make the critical decisions — with assistance from NHQ as needed."

The new guidelines in the Epp Report are based on the widely-supported principle of regionally-based inmate popula-

by Helen Gooderham
Publishing and Editorial Services

Management and staff have done an "excellent job" this year in substantially reducing organization and management allocations. In fact, CSC can take pride in ending the fiscal year with a surplus, said Commissioner **LeBlanc** at the morning welcome session of the three-day Administrators' Conference in Ottawa, May 26.

The Commissioner outlined priorities and initiatives he considers will dominate the next fiscal year. They ranged from career planning for staff and possible use of part-time CX, to the freeze on capital construction, deregulation of CDs, and decentralization of authority.

LeBlanc pointed out that the financial situation on his appointment as commissioner was serious. "We were way over our budget and Treasury Board had frozen \$20 million of our funds until we could pull together a new budget."

Federal/Provincial cooperation increasing

To meet CSC's increasing need for bed space, "we have purchased, through Exchange of Service Agreements (ESAs), 375 beds in BC, Alberta, Manitoba and NWT prisons for a projected 500 beds to be purchased by 1988," the Commissioner noted.

(continued on page 3)

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MINISTRE DE LA JUSTICE

JULY 24 1986

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Commissioner outlines priorities for '86 CSC ended year with financial surplus



"This is the first day of the rest of our joint corporate lives," says **Ole Ingstrup**, the National Parole Board's new chairman (left) as he talked with Commissioner **LeBlanc** (right) and **Gord Pinder**, deputy commissioner, Offender Policy and Program Development (middle) after a plenary session of the Administrators' Conference. Chairman Ingstrup said his two years at CSC "would be very helpful" as the National Parole Board and the Correctional Service work closely together on a "new era of cooperation" aimed at earlier release of deserving prisoners. "We're a releasing agency — not the National Detention Board," he quipped, but added that it was too early to say what the new directions of the Parole Board would be.

Quebec signs Native recruit training agreement



Raynald Tremblay, assistant manager, Personnel, **Jean-Claude Perron**, Que. RDC, and **Anicet Gagné** from Indian and Northern Affairs prepare to sign the letter of agreement on Native recruit training.

QUEBEC — "Anicet Gagné, an Indian and Northern Affairs Department officer and **Jean-Claude Perron**, CSC regional deputy commissioner Que., have signed a letter of agreement committing Quebec to offer Correctional Officer Recruitment Program, (COPR) training to Native recruits," reports **Michel Lauzon**, Quebec Communications Division. "The Huron and Abenaki Nations will choose the recruits and pay their salaries while they're being trained. CSC will hire those who successfully complete the training."

The letter of agreement was signed at RHQ in the presence of representatives from the two nations that are party to the agreement and CSC officials from the Personnel Division and the National Staff College (Laval campus).

tion management, and cover such areas as a return to the previous four-level security classification, reduction of transfers, reduction of protective custody cells, and management of dangerous and predatory offenders.

The gist of the report is that each region will provide for its own inmates according to the needs of the region. "We have to have a general plan for all of Canada, of course, but it will be up to each region to fit the guidelines into their particular situation."

Each region is responsible for providing adequate cells for its critical populations — maximum security, protective custody, and psychologically-

disturbed inmates. The exception will be special handling units. There must also be consistent and systematic reception and orientation processes for each region's inmates.

"Atlantic and Quebec are in pretty good shape," reports the director general, "since they have enough maximum-security space, consistent reception/orientation and eventually will have enough protective custody cells."

"The report stresses that each region should have at least two maximum security facilities, or units so that troublemakers can be transferred within the region if there's unrest or a disturbance."

(continued on page 4)



Leclerc inmates learn art of sandblast engraving

QUEBEC — "A new art form called sandblast engraving is being taught to Leclerc inmates working in the arts and crafts workshop," reports Lucie Chicoine, art instructor at Leclerc.

She explained that the technique involves blowing aluminum oxide on a glass panel to engrave part of it, while other areas of the panel are not touched by the corrosive blow torch. "The results are quite surprising," she says. "Anyone can produce magnificent artwork as long as they follow the step-by-step engraving instructions, progressively increasing the depth of the grooves made in the glass."

Beer mugs, cups, glasses and plates have been bought to complete the workshop stock. Inmates may buy them, engrave them and resell them as a fine artistic product.



Lucie Chicoine, Leclerc's art instructor, proudly shows off an example of the artwork made by inmates at the institution using the sandblast engraving technique.
Photo: Louis Gosselin

Warkworth holds memorial service for Chaplain White

ONTARIO — A memorial service was held at Warkworth Institution, May 8, for the institution's chaplain Bill White, who died May 5. The service was attended by Senator Earl Hastings, acting warden, Bob Hall, inmates and staff.

There was standing room only at the May 9 funeral service at the Free Methodist church in the town of Warkworth. Because the church could not hold all the mourners the service was broadcast over a PA system for those who remained outside. The service which included an honor guard of CSC staff, was attended by CSC chaplains, Cannon Tom James from NHQ, staff and inmates as well as family and friends.

Chaplain White, 43, had been with CSC for six years. Before joining the Service he had been pastor at the Free Methodist church, town of Warkworth.

Line managers recommend new guidelines for Inmate Population Management (continued from page 1)

Let's Talk interviews Task Force leader, Tom Epp

Why was the Inmate Population Management Review conducted, *Let's Talk* asked Senior project manager, Offender Policy and Program Development, Tom Epp, who headed the inquiry.

"The major reason was the Carson Report, but there were other factors, too — the unprecedented increase in inmate population, a change in the inmate profile towards a more violence-prone, tougher type of offender, and then there were the cutbacks — which affected accommodation dollars and resulted in double bunking," says Epp.

The Carson Report suggested that escalating violence could be curbed through changes in the management of inmates. Specifically the report identified two problems: CSC was too centralized in its management of inmates, and there were far too many inmate transfers, which tended to de-stabilize institutional environments.

Taking into account all these factors, Commissioner LeBlanc decided an inquiry into population management was needed. Task Force No. 10 on Inmate Population Management was set up last fall.

The Task Force defined inmate population management as the supervision of offenders throughout their sentence, from reception to warrant expiry, and including cascading, security changes, transfers and programming.

"Our major objective," says Epp, "was to identify the best way in which each region could manage its own accommodation and programming for inmates. A basic principle of the Carson Report, which received wide support, was that inmate population management should be regionally based, and not dependent on NHQ."

Eight key principles

To get a firm handle on their subject, the review team developed a set of eight operating principles which "we felt were basic to the efficient, humane inmate population management expected by CSC's Mission Statement. These principles represent both traditional and contemporary values in corrections," Epp notes, "and provide sign posts for us — despite today's difficult realities of cost-cutting and the growing offender population." Here they are:

1. Policy and procedures dealing with the reception of inmates, and the orientation of inmates, must be a consistent process in each region.
2. Extensive contact between staff and inmates must be the essential ingredient in the correctional process at all security levels.
3. Inmates must be made aware of the Service's expectations for them at all times throughout their sentence.

4. The Service must manage offenders through maximizing the use of the informed judgment of staff.
5. Inmate classification must be based on the inmate's security requirements and not affected by resource shortfalls.
6. The inmate classification system must facilitate rational program delivery — while minimizing transfers.
7. To the greatest extent possible inmates must be housed in facilities which meet their program and security requirements.
8. The creation of separate facilities for protective custody inmates must be minimized.



Tom Epp headed the Inmate Population Management inquiry. The review team was impressed with the capability and experience of case management and program staff.

Clear definitions

Line managers across the country agreed that there should be a single, clear and consistent definition for both the reception and orientation phases of an inmate's sentence. This was considered very important.

Making better use of staff experience: matrix has flaws

Epp emphasized that the review team was "impressed with the high education level and capability of case management and program staff. We felt they were a formidable tool for measuring offender behavior. Staff experience produced excellent results — better in fact than the classification matrix."

Line managers reported that the outcome of the matrix unduly affects the judgment of experienced staff in transfer recommendations. "The matrix has become the driving force in the transfer process — when it is the staff who should be the critical factor in decisions to transfer," says Epp.

The matrix is perceived as "a very complex tool which requires too much time to complete." It can result in rapid de-classification but does not facilitate

increased classification which is a serious flaw, line managers pointed out.

The review team also found that decentralized penitentiary placement frequently results in overclassification of offenders, and that the classification level is sometimes dictated by crowding.

Return to 4-level classification

The review team's interviews with regional staff indicated that classification of inmates should return to the previous four-level system (supermax, maximum, medium and minimum). This creates less turnover in institutions, has a stabilizing effect, and allows wardens to have more flexibility in placing their inmates.

Reducing transfers — "Get it right the first time"

The best way to reduce transfers, says Epp, is to place inmates at the level they belong to in the first place. For example, an Ontario inmate classified as minimum-security should start his sentence in Bath Institution, in Ontario, so there would be no need for transfers.

Duty to act fairly guidelines are not always well understood by the staff who make transfer decisions, and can slow down the process or result in overclassification. Line managers felt there should be special training for staff involved in transfers to correct this.

Managing protective custody

The increasing use of protective custody is having a critical impact on inmate population management, the review team found. Wardens — in fact, staff at all levels — must become more aggressive in finding ways to minimize protective custody.

At the Administrators' Conference, May 26-29, wardens asked for a policy outlining criteria for PCs. "It used to be PCs were basically police informers, sexual offenders and policemen, but the criteria have become blurry and now include inmates who can't pay their gambling debts, people with self-generated anxieties, people who want to

be closer to their families. We need to clarify our criteria," Epp pointed out.

The review team noted that CSC has tended to emphasize the benefits for inmates, instead of managing the problem that has led certain inmates to seek protective custody. Transfer is seen as a solution — but this has adverse effects on operations as a whole.

Line managers recommended to the review team that the Senior Management Committee identify the degree to which they expect them to take risks in managing inmates who require protection.

Dangerous offenders

Overwhelmingly, line management believes that the Supermax (S-7) process is working well. They also gave extensive support to allocation of a maximum number of S-7 cells to each region — except in emergencies. They are also satisfied with the criteria for admission to a supermax unit.

Managing the predators: policy needed

Dealing with offenders who bully and harass other inmates is a growing problem for line managers. Most managers agree CSC is not doing a good job of managing this behavior, the review team discovered. Initial identification of predatory inmates seems to be the problem — it's generally the victim who is penalized while the predator remains in the population.

Line management agreed that the Service must develop a strategy for managing predatory inmates to reduce the possibility of violence. Inmates suspected of aggressive behavior should be confronted about their activities. Predatory inmates should be removed from areas which foster this sort of behavior until the warden is satisfied the inmate no longer represents a threat.

Administrative segregation policy

Line managers told the review team that segregation cases are managed better in normal segregation cells within institutions. It's much better, they said, to have a mix of voluntary and involuntary cases.

Female offenders to be housed provincially by 1988

Line managers agreed that the time had come for the Service to commit itself to housing female offenders in their home provinces by 1988, instead of in one federal institution, the Prison for Women in Ontario. Accommodation would be on the basis of federal/provincial cooperation and Exchange of Service Agreements with the provinces.

Chaplaincy changes

Chaplaincy director, Rev. Murray Tardiff reports the following appointments, transfers and resignations in the Chaplaincy division since January.

Appointments

- Rev'd. Bill MacLennan — to Springhill Institution — Jun. 1
Rev'd. Don Brown — to Edmonton Institution — Jun. 1
Sr. Joan McCall — Edmonton Institution — Jul. 1
Sr. Maryalice Boyce — Bowden Institution — Jul. 1

Transfers

- Rev. Michael McDonald — Regional Psychiatric Centre, Sask. — Apr. 1
Rev'd. Alf Bell — Dorchester Institution — Jun. 30

Resignations

- Rev. Raymond Campeau — from Matsqui Institution — Jan. 15
R.P. Alain Mompas — from Laval Institution — Apr. 30
Rev. André Dion — from William Head Institution — May 15
Rev'd. Phil Joudrey — from Springhill Institution — May 10
L'abbé Claude Massicotte — from La Macaza Institution — May 10
Rev'd. Don Misener — from Kingston Penitentiary — will retire Aug. 31

lets talk

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Jane Croxon
Editor

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Participants at one of the workshops during the first day of the administrators' conference were, Tom Crozier, Elbow Lake superintendent, closest to camera; George Nelson, director Budgets and Financial Analysis, NHQ; Rob Adlard, assistant director Planning Process Corporate Policy and Planning branch, NHQ; Art Trone, regional deputy commissioner Ontario; Mary Dawson, Kingston Penitentiary warden; Ted Van Petegem, Beaver Creek superintendent; Hank Neufeld, Dorchester Penitentiary warden; and Pauline Lamothe-Thiessen, Pacific Regional Psychiatric Centre executive director.

(continued from page 1)

CSC financial surplus year

Community-based supervision to expand

A major decision has been taken to redirect funds to community services and community residential centres. From a previous average of approximately 10 per cent allocation of our budget for community services, we intend to expand this to a target for community supervision of about 20 to 25 per cent — about double, he said.

Freeze on capital construction

The freeze on capital construction continues, said the Commissioner. Aside from Donnacona and Port Cartier in Quebec Region, and the Atlantic Institution at Rensselaire which are now in the works, there will be no new construction. "We'll be confining ourselves to renovation and maintenance of older institutions. All our accommodation plans will be reviewed. Our solid, bottom line position will be: what's essential?" This will be tied to the new regionally-based inmate population management policy (Epp Report), he noted.

"We've had to rethink our position on population management because of the large number of transfers. Institutions find transfers unsettling. Some inmates told us they preferred double-bunking to a far away transfer."

Person-year reductions

Noting the person-year reductions asked for by the Nielsen Report, the Commissioner said: "We're months ahead of plan and most of our organizational changes are nearing completion. Now we need to find ways to make our human resources more effective. We are looking at organizational models for the regions now, and should have decisions soon."

Ongoing decentralization

Another major initiative is ongoing decentralization of decision-making. "This will mean greater flexibility for managing district parole offices and institutions," LeBlanc commented. In the past there were many decision centres at NHQ because of the various branches which provided policy. Now, he emphasized, "there is one decision centre at NHQ, and that's the Senior Management Committee."

Reducing CDs and DLs

Deregulation of the Commissioner's Directives and Divisional Instructions which govern the Service is continuing.

Sask. Farm's new superintendent is Doug Clark



Jerry Christensen, case management officer, Grierson Centre, demonstrates the "automated" cow bell — a gift presented to departing Grierson superintendent Doug Clark, wearing farmer's hat and scarf (also gifts). Clark has been named superintendent, Saskatchewan Farm Institution.

PRAIRIES — The new superintendent of Saskatchewan Farm Institution is Doug Clark. Clark, who has been superintendent of Grierson Centre since 1973, assumed his new position May 1.

The nearly 75 Grierson staff and friends who attended a farewell for him Apr. 25, were treated to some "classic Clark stories," reports Jerry Christensen, case management officer at Grierson. "To ensure he'd go to his new job in style, we presented him with a farmer's uniform and an automated cow bell."

Clark has served more than 20 years in federal corrections. In 1976 he participated in a management exchange between CSC and the province of Manitoba, returning to his duties at Grierson in 1978.

the Commissioner noted. "We are interested in providing the basic, essential instructions needed and no more, and this will substantially reduce the number and size of the directives."

Staff programs

Two programs for staff are "in the pipe." The first is on early retirement, and the second concerns easing the rigidities which have crept into the government's job classification system. Most people change their jobs about 10 times during their careers. "We need to have a more flexible system to enable workers to move more easily, and ways to rotate people from job to job to provide greater challenge."

"Consultation is the keynote of this administrators' conference," said Commissioner LeBlanc. "We are asking: What do you think? What's right with the way we're doing things...and what's wrong?"

Career advancement

A major lack CSC is facing is succession planning for staff. This is now an important priority. "We need to do a better job of deploying our people for promotion and for job change to provide useful work experience for them. Identification of people with potential is a responsibility managers mustn't overlook. We need to talk to our "high flyers" about their aspirations so we can assist them with the right training and job experience. Staff interested in promotion should aim for experience in three job areas — in the community, in our institutions, and at NHQ," said the Commissioner.

Part-time correctional staff

"This is a favorite project of mine," said the Commissioner. "We don't have a handle on our overtime costs and you can't do it by flow charts and paper work," he told the administrators. "It takes hands-on management, keeping track of each shift and each unit. It may mean identifying problem workers as well."

Saskatchewan's Ministry of Correctional Services uses about 25 per cent part-time correctional officers and have

(continued on page 4)

Thirty-three staff honored

Exemplary Service Awards

ATLANTIC — Thirty-three staff from regional headquarters, Dorchester, Westmorland and Atlantic institutions were honored, Apr. 23, at an exemplary service awards ceremony at Dorchester Penitentiary.

New Brunswick Lieutenant Governor George F.G. Stanley presented bars and medals to recipients, while Bob Clark, deputy commissioner Atlantic region, presented Corrections Exemplary Service certificates.

Staff who received a medal and bar were: G.B. Colwell and F.B. Gillespie from Dorchester Penitentiary and Jim West, retired from RHQ Atlantic.

Medal recipients were: H.T. Amos, R.W. Brown, F.J. Burns, D.F. Goss, D.G. Chitty, J.G.L. Cormier, A.C. Dickson, L.J. Gionet, J.D. Gotheau, W.E. Hawkes, G.T.A. Henderson, C.J. Hicks, K.L. Hicks, H.W. Kierlin, J.G.C. Leger, E.R. Nicholson, H.H. Nye, E.H. Pellerin, R.R. Silliker, P.J. Wallace, P.C. Weatherbee, from Dorchester Penitentiary; G.A.M. Archibald, G.V. Helm, H.A. Purdy, and P.E.J. Vinquist from Westmorland Institution; and R.L. Dawson, and Adrian Sutherland from Atlantic Institution; and L.E. Tingley, P.A. Swan and F.W. Wessely from RHQ Atlantic.

J.S.O. LeBlanc, RHQ, was unable to attend the special ceremony and received his bar and medal at a staff assembly. C.E. Thompson, P.R. White and H.R. McBeath, from Dorchester Penitentiary, who could not attend either, received their medals informally.

Andrew Graham is back with CSC



Andrew Graham is director general, Corporate Policy and Planning. Photo: Louis Gervais

NHQ — Commissioner Rhéal LeBlanc announced, May 20, that the Public Service Commission has approved the appointment of Andrew Graham as director general, Corporate Policy and Planning. His appointment is effective Apr. 1.

Graham joined CSC in 1974 as classification officer at Warkworth Institution and was later named head Living Units at the same institution. In 1978 he was promoted to director, Frontenac Institution. Graham moved to Kingston Penitentiary as assistant warden Security and was later promoted to warden of the penitentiary. He left CSC in 1984 to work as director of Corrections Policy, Ministry Secretariat for the Solicitor General.



Jim West, right, retired from RHQ Atlantic, receives a medal and bar from New Brunswick Lieutenant Governor George F.G. Stanley.



F.B. Gillespie, Dorchester Penitentiary, receives a medal and bar from Lieutenant Governor of New Brunswick, George F.G. Stanley.

Warkworth says farewell to Warden Kane

ONTARIO — The Administration Division at Warkworth Institution turned out in full force for a luncheon to say goodbye to Warden Dan Kane, reports Brian Rees, assistant warden, Administration. They presented Kane with the hog award — a brass key holder with the inscription "head hog — 1985-1986."

On Warden Kane's last day at Warkworth, the Administration division invited all institution staff to a farewell coffee party for him. Many staff stopped by to have coffee, cake made by Lucie Stephenson a switchboard operator at the institution, and to wish Warden Kane the best.

"Kane's tenure at Warkworth was a short but rewarding one," says Rees. "He brought with him a management style and personality that quickly won the respect of staff. He will be missed."

Dan Kane assumed his new position at NHQ, director general Correctional Programs, May 5.



Warden Dan Kane, right, didn't have to bake his own cake when he left Warkworth — he just had to carry it! He is being helped by Bob Hall.

Two Quebec CSC offices receive United Way award

QUEBEC — Quebec RHQ and Metropolitan Montreal District Parole Office representatives received United Way certificates with bronze seals for the offices' contribution to the 1985 United Way fund drive, reports **Michel Lauzon**, Communications Quebec.

The certificates are presented to groups of at least 50 employees, 60 per cent of whom have donated to the fund drive and whose combined contribution is equivalent to more than \$30 multiplied by 60 per cent of the employees.

One certificate was presented, May 14, in Montreal, to **Lily Tronche**, Metropolitan Montreal District Parole Office, by **Marcel Thérault**, director general of United Way campaign (Montreal chapter). The same day, also in Montreal, **Françoise Nitolo**, regional chief Personnel Services, received a similar certificate from **Jean Lessard**, president and director general United Way campaign (Montreal chapter).



Lily Tronche, director Metropolitan Montreal District Parole Office, shows off the United Way certificate her office received from **Marcel Thérault**, director general Montreal's United Way campaign 1985.



Jean Lessard, president and director general, Montreal United Way campaign, poses with **Françoise Nitolo**, left, regional chief, Personnel, CSC, and the certificate he presented her with for RHQ's role in the 1985 campaign.

Former inmate honored

If just one life is saved, it's worth it

QUEBEC — "Roses do climb their way up through the thorns, so don't despair. If only one life is saved it's worth it." So said **Emilien Maltais** to Regional Deputy Commissioner **Jean-Claude Perron** who had just presented him with a Service certificate of appreciation and a leather briefcase, made in one of the Archambault shops, for his assistance to parolees and alcoholics.

Maltais is an ex-inmate who was sentenced to penitentiary and to the whip 20 years ago after a controversial trial in the Quebec City area.

He began serving his time at the old St-Vincent-de-Paul Penitentiary, was granted a transfer and then was paroled from the Federal Training Centre more than four years later.

For the past 15 years Maltais has managed a recovery centre for alcoholics at Roberval Hospital in Lac St-Jean, along with **Sister Jeanne-d'Arc Bouchard** of the St-Antoine department. Since the centre opened 8,000 people have been treated in the hospital and 7,000 cured through the outpatients' clinic.

All staff from the Ste-Thérèse area parole office were there, including **Gilles Thibault**, Western Quebec district director; **Pierre Goulem**, Regional Reception Centre warden; **Pierre Viau**, Archambault Institution warden; **Réal Benoit**, Ste-Anne-des-Plaines warden and **Denis Renaud**, West Quebec/Ste-Anne-des-Plaines Institution and CAC president.



Quebec CSC volunteer honored

Raymond Racine, admission and discharge officer at La Macaza Institution, was chosen volunteer of the year by the La Macaza Optimist Club. Racine is active in many service clubs in the La Macaza area. For the past two years he coordinated the local fund drive for the Quebec Cerebral Palsy Association and he was involved, for three consecutive years, in organizing CSC's Operation Courage. He has just been named president of the 1986 marathon. Racine, centre, receives a souvenir plaque from **Robert Desjardins**, left, president of the local Optimist Club and La Macaza employee. Racine's wife, **Jeanne Racine**, looks on.

They've had 78 years service



Colleagues **Ernie Hughes** look over retiring officer **Bruce Wareing's** shoulder at one of Wareing's retirement gifts. **Paul Boivin**, also retiring, looks on.

NHQ — Between them, retiring officers **Bruce Wareing** and **Paul Boivin** have spent a total of 78 years in the federal government. Wareing, who was User Manual Development officer, worked in the federal government for 37 years, six of those years with CSC. Boivin, who was procurement officer at NHQ, was a public servant for 41 years, 36 with CSC. Both men received a plaque, certificate and medalion recently at their retirement party given by Materiel and Management staff. For Wareing, retirement means fulfilling one of his cherished dreams — he and his Columbian wife will move to Columbia. Retirement plans for Boivin are a little closer to home. He and his wife will move to their country home near Pembroke, Ont. At the same party, **Moe Forget**, an employee in the same division who is not retiring, was presented with a 35-year service medalion.



Pierre Viau, Archambault warden, presents **Emilien Maltais** with a leather briefcase, made by the Institution's inmates for his help with parolees and alcoholics. **Jean-Claude Perron**, Quebec RDC, looks on.

(continued from page 3)

CSC surplus year

found the policy to work very well. Many people prefer part-time work, he noted, and part-timers make for much greater flexibility as well as reducing overtime costs.

CSC is continuing its consideration of part-time work and will be consulting the USGE (union) this summer, the Commissioner said.

Systems development

Systems development was put on hold a year ago — not because it wasn't important — but until we assessed our needs, the Commissioner told the administrators. "This is, of course, a very significant area. We are examining a variety of pilot projects right now, and will be deciding what the Service needs most, and what funding will be available."

(continued from page 1)

Regions to manage inmate populations

bance. Out-of-region transfers of violent inmates will be minimized as regions assume total responsibility for offenders in their area. The freeze on capital construction remains — so there will be no new institutions.

"The other three regions will have to reassess their cell space to become completely autonomous. The Pacific region needs more maximum-security and protective custody cells — Kent Institution can't provide for all maximum-security in the region. The Prairies also need more maximum-security and protective custody cells in their region.

"Ontario region has two maximum-security institutions and an exclusively protective custody facility in Kingston Penitentiary. This will likely be re-profiled since the Service is trying to reduce the number of protective custody cells from the 1,400 we have now."

Line managers believe it's better to have protective custody units as part of an institution, rather than have separate PC institutions like Kingston Pen, the report says.

"We've done a 180 on this one," says Gibbs. "We've decided we made a mistake a few years ago when we elected to have separate protective custody prisons. All that did was encourage more inmates to opt for PC. We're now looking at tighter criteria for protective custody inmates."

CSC staff interested in the way the Service is going should watch for news about other key Task Force reports requested by the Commissioner. In your August *Let's Talk*: a rundown on the Sawatsky Report on Offender Support Programs (Task Force No. 8). Also coming up — the Regional Reorganization plans.

Inmate Robidoux runs for diabetes assoc. again

PACIFIC — **Robbie Robidoux**, an inmate at Mission Institution, ran his second 26-mile marathon to raise money for the Canadian Diabetes Association, May 11. Robidoux was transferred recently from the Regional Psychiatric Centre where he was last year when his run raised \$1,700 for the association. **Curt Fraser**, former Vancouver Canucks hockey player, now playing for the Chicago Black Hawks, attended the run as a representative of the Diabetes Association.



This is the type of boat Rob Tripp hopes to have for Ottawa Carleton New Beginnings for Youth — a structured learning experience in life skills and sailing for young offenders.

Staffer sets sights on sailing program for young offenders

by June Coxon,
Editor, Let's Talk

NHQ — When Rob Tripp, senior analyst, Access to Information section NHQ, left CSC on a year's leave of absence at the end of June, he was looking forward to the change it will make in his life. He also hopes that the new venture he is starting will bring new meaning to the lives of a number of young offenders in the Ottawa area.

Tripp left the Service to start Ottawa Carleton New Beginnings for Youth, an organization that will eventually see young offenders and counsellors on a sailing vessel sharing a structured learning experience in life skills and sailing.

"After doing volunteer probation work with the Ontario Ministry of Corrections for about a year," explained Tripp who has a BA in Criminology from Carleton University, "I saw the importance of working with some of these kids on a one-to-one basis. Since one of my loves is sailing, the project I'm embarking upon now seems a logical step."

New in Canada

Ottawa Carleton New Beginnings for Youth will be a new initiative in Canada. The concept has been tested in other countries — in France and Denmark and in the United States, the Western Union program. Similar ventures have been attempted in Canada but counselling young offenders on this scale in the sailing environment has not been tried.

The organization has already received some start up money from a local church and the idea generated so much enthusiasm in the city even before it got off the ground that organizers are very encouraged. Other funds will come from local community and fundraising events.

Kingston Penitentiary's Treatment Centre sponsors clinical teaching day

ONTARIO — Nurses at Ontario Regional Treatment Centre Kingston Penitentiary sponsored one of the first nursing clinical teaching days in the Kingston area. It attracted 52 nurses and other professionals, representing other CSC regional health facilities, Kingston Psychiatric Hospital, Kingston General Hospital, Hotel Dieu Hospital and the Institute of Psychotherapy. They heard about treatment methods used in caring for delusional, manipulative, aggressive and suicidal patients.

The day was organized by Ineta Skepple, Nurse Staff Development coordinator who was assisted by Carol White and professors Arlene Aish, John Bailey, Louisa McFarlane and Liz Jack from Queen's University.

Photo Courtesy: John Carracetto



When Pittsburgh inmates tested their skill against the Ottawa Valley (Motorcycle) Touring Club, there was no contest. The score was 24 to 9 for the inmates.

accepting," says Carracetto, "club members returned to Ottawa and headed for the practice field."

The Ottawa Valley Touring Club exists for the purpose of fostering the safe riding of motorcycles, promoting motorcycle awareness to other vehicle drivers, and for providing assistance to less fortunate people through participation in fund raising rides and campaigns for people who are blind or disabled.

Bikers and inmates meet on ball field

ONTARIO — "Pittsburgh Institution inmates accepted a challenge to 'play ball' and emerged victorious over the Ottawa Valley Touring (motorcycle) Club, May 25," reports John Carracetto, Classification director at NHQ and a member of the club. He co-organized the baseball game with Dave Campbell, Social Development officer, Pittsburgh Institution.

By the end of the third inning there was no contest. During the eighth and ninth innings the inmates, with their victory assured, took pity on the club team and made some obvious errors allowing the club to score several runs. The final score was 24 to 9 for the inmates.

"The objective of the game," explained Carracetto, "was to have a fun game and to provide some 35 members of the club with an opportunity to interact with inmates. There was a great deal of enthusiasm on the part of club members and inmates."

In spite of the one-sided score, the inmates invited the club to return for another game later in the season. "After

Strictly local

Ottawa Carleton New Beginnings for Youth will be strictly local. Funding will come from Ottawa area merchants and the community. The youths chosen to take part in the program will be local offenders who have had trouble with the conventional help offered by the criminal justice system.

An advisory group will be formed, consisting of local people employed in a variety of professions, from community and social development workers to business men and women, from police and the judicial community to local residents. The number of people in the group will be decided by the group. "The group's role will be to explore ideas and to ensure community input," says Tripp. "They'll also recommend the young offenders for the project."

Already in place is a Board of Directors made up of five professional lay people who are not in the criminal justice system — local people who are professors, clerks, business people. They will make decisions that will affect the organization such as buying the boats and renting office space.

Staff

The only staff will be Tripp, who is executive director, an administrative assistant who will be hired once the organization is operational, four full time

and 12 part-time counsellors. "The idea," explains Tripp, "is that two full time counsellors will be on the boat at all times, along with two part-time counsellors and six young offenders. Although both boys and girls will be selected only one sex will be on the boat trip at a time."

Tripp further explained that all counsellors will be chosen primarily for their counselling ability and skill in dealing with people. "Although sailing ability is necessary, it's secondary," states Tripp. "We'll give sailing instructions to any counsellors we select who haven't already got that skill." The part-time counsellors will only be allowed to work on the boat during one three week session. Half of the volunteers will be selected from the provincial system.

For the next year Tripp's plans include organizing the administrative details of the operation — like fundraising, hiring and training staff.

The first session on the boat is scheduled for May 1987. That month the first group of kids will board a 50-foot sailing vessel at Prescott. From there the boat and crew will sail to Kingston, Lake Ontario, Lake Erie and back to Prescott. Organizers expect to be able to conduct up to nine three-week trips during the sailing season next year. At that rate 54 local young offenders will have a chance to benefit from the Ottawa Carleton New Beginnings for Youth.



Pinder presented limited edition print

Al Chartrand, left, president and chief courtworker, Native Clan Organization Inc., Winnipeg, Man., and member of CSC's Native Advisory Committee, presented **Gord Pinder**, deputy commissioner, Offender Policy and Program Development, DCOFPD, with a limited edition print designed by a Native artist. Prints of "Separation," painted by Taimashian artist Vernon Brown, from Kikashia, BC, were also presented to participants at the National Native Liaison workshop held in Vancouver in February. Pinder's print is now displayed in his office area.

Calling All Staff!

You're invited to...

- **WHAT?** - Kingston Penitentiary's mixed golf tournament
- **WHEN?** - Friday August 15
- **WHERE?** - Camden Golf and Country Club
- **COST?** - \$17

Cut off date for entries — Friday August 1
Carts available on reserve basis

For tee offs call

Bruce Thompson **Rhonda Wood**
home: 1-613-544-4887 K.P.: 1-613-545-8460, ext. 124
Entries may be mailed to them c/o Kingston Penitentiary

Police officer receives service award

ONTARIO — Staff Sgt. Rick Collett, Metro Toronto police department officer and CAC volunteer, was one of 20 people Lieutenant Governor **Lincoln Alexander** presented with a volunteer service certificate this spring.

Nominated for the honor by Central Ont. District CAC, Collett has been a CAC member since 1981. He has acted as vice-chairperson of the committee since 1984, been Ontario region's vice-chairperson for two years, and a representative at the national CAC conference.

In addition, he counselled Keele Community Correctional Centre residents and acted as liaison between the CCC staff and police staff. For the past four years he has been a member of the organizing committee for the district police/parole workshop and was chairperson for the 1985 conference.

Collett's police career began 20 years ago at Metro Police Department. Now he is stationed at number 1 division as district investigative administrator.



Staff Sgt. Rick Collett, right, Metro Toronto police officer and CAC volunteer, receives volunteer service certificate from Ontario Lieutenant Governor Lincoln Alexander.

Briefly

Regional Psychiatric Centre has a greenhouse



When the greenhouse at Matsqui Institution complex was declared surplus, it didn't stay that way long. Regional Psychiatric Centre in Abbotsford staff and inmates moved it to RPC where it was reassembled on a permanent foundation that was built for it. Dr. Real Prefontaine, regional manager, Health Care Services, cuts the ribbon, officially declaring the greenhouse open, while Dr. Stan Kuc, director Psychological-social services watches.

Atlantic Institution's winning bowlers



Team eight won Atlantic Institution's second annual bowling tournament for staff and spouses with a total team score of 1201 for three strings. Winning team members are from left, Guy Poirier, A.W. Finance and team captain, Dan Ferguson, warden Atlantic Institution and Brian Richard, storeperson. Seated — Bev Wood, Personnel.

Ontario asked to okay private prison in north

David Blake, a former parole officer, shared his vision for a privately owned, profit-making prison at a conference on sentencing and prisons, held at Queen's University, Kingston. Blake is acting as consultant to Sudbury lawyer and investor Paul Temelini, who is currently discussing with the provincial government the possibility of buying or leasing Burwash Institution in Northern Ontario. Blake says the institution, now closed, would become the site of an industry-based institution.

Employment equity program begins in Crown corporations

A policy and reference guide for implementing employment equity in federal crown corporations was released Apr. 30 by Treasury Board President Robert de Cotret. It is aimed at improving career opportunities for women, aboriginal peoples, people with disabilities and members of visible minority groups. Implementation of employment equity was to begin immediately in the Crown corporation sector and by June 1987 each corporation will begin submitting a detailed action plan for review and approval by Treasury Board.

Inmates help BC Conservation Foundation

Six Elbow Lake Institution inmates, in cooperation with the BC Conservation Foundation and the BC Fish and Wildlife Branch, did some road access work and trail brushing at Salisbury Lake in the Mission-Dewdney area, for about a week. This project, which started May 14, is expected to result in future contracts and generate inmate incentive, pay and revenue.

CSC takes part in community Information Day



CSC and about 40 agencies took part in a community information day in Bracebridge, Ont. CSC's display included artifacts from the Kingston Penitentiary museum, photos and pamphlets. Although the display was no laughing matter Heather Smith and Dr. Ron Stokes from Penetanguishene Mental Health Centre, side by side, and Ted Van Petegem, superintendent Beaver Creek Institution, found something to laugh about.

Porn linked to violence against women

Men convicted of violence against women tend to read or watch more pornography than do other men, a new study of prison inmates suggests. The 142 subjects of the study by a women's group in Cowansville, Que. last year, involved 24 inmates at Quebec prisons convicted of sexual or physical assault against women, 41 convicted of violent crimes not involving women and 71 men from the non-prison population. Of those convicted of violence against women, 55 per cent read or watched pornographic material. Of the inmates convicted of violence not involving women, 48 per cent read or watched pornography. Of the men from the general population, 33 per cent read or watched pornography.

Bargain hunting?

Watch for Kingston Pen planes

ONTARIO — If you enjoy bargain hunting at flea markets, garage sales or auctions, Dennis Curtis, RMC Ontario, suggests you keep a watch out for a certain kind of wooden carpentry plane. "Wooden planes marked J.P. Millener and Company, Kingston, were made by inmates at Kingston Penitentiary around 1860 in the days of the old contract system," he says.

During the contract system, which began in 1948, the board of inspectors leased the labor of the inmates to private entrepreneurs who set up their production lines within the walls. The initial contracts were with shoemakers, tailors and blacksmiths for a five year period, at the rate of one shilling sixpence (or about 30 cents) per day per inmate. Actually the inmates did not even receive that money, because all revenues were used to defray the costs of their incarceration.

Michael Lavell, warden at Kingston Penitentiary from 1885-1896, wrote about inmate employment in an annual report: "In the absence of anything definite as to the employment of the convicts I will be a little perplexed in finding work for them, which I must do to keep them from idleness. I hope a solution of this vexed matter may soon be satisfactorily reached."

Kingston Penitentiary, *The First 150 Years* quotes a J.P. Millener company advertisement of 1857: "having taken the management of the blacksmith shop in the provincial penitentiary (as Kingston Pen, was called then) and secured the service of the best mechanics as foremen we are confident that we can

turn out as good an article and at a cheaper rate than any manufacturer in Canada."

"The wooden planes the inmates made for Millener now usually sell for \$25 or more each," Curtis was fortunate enough to find one for \$15!

Volunteers recognized by Toronto Central district office

ONTARIO — "Thirty-one pins and eight certificates were presented recently to volunteers, including eight day parolees involved in speaking to groups of high school students in and around Toronto," reports Dennis Curtis, regional manager, Communications, Ontario.

The event was Toronto Central District Office's annual volunteer appreciation night, held at Oakham House, Ryerson College campus in downtown Toronto, Apr. 7.

Approximately 65 parole staff and volunteers attended the event, including Ari Trono, regional deputy commissioner, Ontario; John Lawrence, district director and Margo Milligan, executive assistant.

Scarboro parole officer, Colin Campbell, sang the praises of parolee Sue Monkey who, with him, has spoken to many thousands of high school students during the past four or five years. Managers and staff from various CCCs introduced their

volunteers and were obviously extremely proud of their programs.

Guest speaker was Supt. Doug Bullock, from the Criminal Investigation Branch, Durham Regional Police Force, who has 27 years' experience as a police officer.

Alice Phene, who was coordinator of Volunteer Programs at the Central Office until the position was abolished last year, and who organized the evenings prior to this year, was presented with flowers by Lawrence. Phene is now working as a parole officer at the Montgomery Centre. A special tip of the hat to Diane Doherty, community resources coordinator, who organized the night this year.

"The Central District has what is probably the most dynamic volunteer organization in CSC," suggests Curtis. "The staff and volunteers appear to have a special affection and working relationship that makes it operate so well."

Is the system working?

Warden Ken Payne keynote speaker

ONTARIO — "More than 200 people, representing 18 agencies connected with the criminal justice system, attended a one-day workshop in Hamilton late this spring," reports Dennis Curtis, RMC Ontario. "It was, appropriately, entitled 'Working Together.'"

Ken Payne, Collins Bay warden, was keynote speaker at a workshop session called "From the inside-out: Is the system working?", organized by Beth Hibbard, a Hamilton parole officer. He quickly gained the attention of the audience by pointing out that the king size bed in the hotel room where he was staying had almost the same square footage as a cell in his institution. He described the programs offered to inmates and painted a graphic picture of some problems inmates encounter in prison and after release. Payne noted, for instance, that when he graduated from university in the '60s job opportunities were virtually unlimited but these days job applicants outnumber available positions — even for university graduates.

When two former inmates, Kathleen Misener and Eugene Eaf, spoke as panelists their views on the system did not differ greatly from those of Warden Payne. Misener, a parolee serving a 10 year sentence, spent several years at Prison for Women. She recently acted as a consultant for "Turning to Stone", a docu-drama about the life of an inmate at P. for W. Eaf who began serving a life sentence for non-capital murder in 1971 was released on parole in 1982. He served most of his sentence at Warkworth and credits the institution's first warden, Bill Westlake, with helping him to rehabilitate. Eaf is currently working in the communications field in Toronto.

"After the panelists answered numerous questions the audience was left with a much better appreciation of life in prison, from the point of view of the keepers and the kept," Curtis remarked.

Another topic, teenage prostitution, brought forth some interesting and disturbing facts regarding the problem particularly in the Toronto area. Panelists were Sgt. Wendy Leaver from Metro Toronto Police; Fred Campbell, community and social services supervisor; Terry McCallum, Anglican House executive director and Elizabeth Avelissian, a social worker.

Inside this issue

	page
SAM fever strikes	3
Are CSC offender programs appropriate?	4
Are volunteers a luxury?	4
What's happening to Bills C-67 and C-68	5
Let's Talk About People	6

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Volume 11 Number 10 August 1986

Where is CSC heading?

Report for staff on CSC's Corporate Direction

NHQ — Your job is more interesting and you're a more effective employee if you know what's going on! So to keep staff up-to-date about the major goals and directions facing the Service in the next two years, *Let's Talk* reports on CSC's corporate direction for 1986 to 1988 as approved by the senior management committee and Commissioner **LeBlanc**.

Setting the corporate direction for CSC also involves regional and institutional managers who undertake similar exercises to NHQ. The principal background considerations affecting CSC corporate direction are likely to be:

■ **Budget Control:** The Government is firmly committed to effective budget control to reduce the deficit. CSC must vigorously pursue ways to use the limited resources we have more effectively.

■ **CSC's Organizational Direction:** The stress on local (regional and institutional) management initiative will continue.

■ **Legislative Reform:** Whether Bills C-67 and 68 are passed or not, CSC must meet the challenge of dealing with potentially dangerous offenders on release, as well as systematic early release for offenders who are good parole risks.

CSC goals involving offenders

Relationship with offenders

■ to streamline the case management process and introduce strategies for case supervision by December 31, 1986.

Placement and transfer

■ to restructure and simplify the system of security classification of institutions by January 1987.

Programs

■ to review strategies for management of violent, protective custody, mentally disordered, and special handling unit inmates by October 1986.

■ to conduct a fundamental review of program objectives, linkages, standards and resourcing by September 1986.

■ to conclude a three-to-five year strategic plan for the occupational development program by August 1986.

CSC goals involving staff

Human resources development

■ to obtain Treasury Board approval for the new Correctional Operations Group classification system and to introduce legislation on early retirement by December 31, 1986.

CSC goals involving management

Resources

■ to reduce the CSC Administrative/Management staff at NHQ and RHQ to 7% of all person-years in CSC.

■ to identify sufficient O&M and person-year resources to fund alternative sentence management strategies.

■ to phase in part-time correctional worker programs to reduce overtime use by 25% of budget by full implementation.

Planning/Policies

■ to develop a Service operational research and program evaluation strategy for SMC approval by September 30, 1986.

(continued on page 2)

Commissioner approves plan — Fewer AWs in regional re-organization

NHQ — Following discussions with wardens and superintendents at the Ottawa Administrators' Conference, May 26-28, Commissioner **LeBlanc** has okayed plans for the restructuring of CSC institutions that will reduce the number of assistant wardens.

To find out the rationale behind the reorganization, *Let's Talk* checked with **John AuCoin**, director, management advisory services.

"The reduction in the number of assistant wardens was done primarily to address the overspecialization that has crept into the institutions over the years," says AuCoin. "To be efficient and cost-effective, CSC just didn't need that many assistant wardens reporting to the warden. It was a top heavy staffing situation that costs too much money in these days of severe financial restraint."

Every consideration will be made to assist displaced staff to find jobs in other areas in CSC, or outside, adds AuCoin.

"The reorganization plan calls for dividing CSC institutions into two categories: 'A' for larger institutions and 'B' for smaller ones," says AuCoin. There will be three managers reporting to the warden in the 'A' institutions — deputy warden, correctional operations, assistant warden, correctional programs, and assistant warden, management services."

For the smaller 'B' institutions, "there will be two managers, possibly three in certain exceptional cases." Their titles will be: deputy warden, correctional operations and programs, (telescoping the functions of two managers in the 'A' institutions), and assistant warden, management services.

Who reports to who?

Check the reorganization of functions for the bigger 'A' institutions, and the smaller 'B' institutions in the org. chart. "The organization of technical services will be left up to each regional deputy commissioner," adds AuCoin.

Room for flexibility

"The Commissioner has provided clear direction for the institutional reorganization — but there's going to be room for flexibility and some exceptions if there are good reasons. If wardens or superintendents can make out a good case for an exception, the Senior Management Committee will certainly consider it."

"Ample consultation"

"I also want to stress," says AuCoin, "that there was ample consultation — three phases in fact. The reorganization was first discussed with a Task Force of Wardens, Jan. 13, in Gananoque, Ontario. The second consultation came when a review team of wardens and managers visited each region to discuss local concerns, and the third consultation was at the Administrators' Conference in Ottawa when the wardens and superintendents discussed the reorganization in detail at the workshops."

What's happening now?

Next step, says AuCoin, is to "resolve the classification questions, determine what the total impact on staff will be, and then proceed with a staffing strategy which should be ready very shortly."

(continued on page 2)



James Kelleher is our new Solicitor General

OTTAWA — One of the largest cabinet shuffles in the country's history, June 30, saw the Honorable **James Francis Kelleher**, MP for Sault Ste. Marie, appointed Solicitor General. He succeeds **Perrin Beatty** who becomes Minister of National Defence.

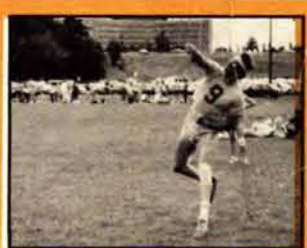
Kelleher was elected to Parliament in September 1984 and has been Canada's Minister for International Trade since the Conservative Cabinet was formed. In that post he was primarily responsible for the development and implementation of Canadian trade and export strategy. In January 1985 he put forward two discussion papers on "Securing and Enhancing Canadian Access to Export Markets" and "Export Financing" and followed that with an extensive cross-country tour to consult with business, labor and community leaders. He has led trade missions to the United States, Eastern and Western Europe, Southeast Asia and the Pacific Rim.

He was a member of the Cabinet Committees for Economic and Regional Development, Legislation and House Planning, and Foreign and Defence Policy. In addition, he was responsible for the operations of the Export Development Corporation and the Canadian Commercial Corporation.

Kelleher represented Canada at the Quadrilateral Trade Ministers' meetings and co-chaired the Joint Economic Commission of Canada and the USSR.

Until his election to Parliament he was the senior partner in the law firm of Kelleher, Laidlaw and MacDonald of Sault Ste. Marie with an active practice in the corporate-commercial municipal and labor fields.

Kelleher has been director of Great Lakes Power Limited and the Ontario Housing Corporation. He was also the Canadian representative on the Sault Ste. Marie International Bridge Authority. His professional life has led to involvement in a number of organizations. He has been past president of the Sault and District Law Association, former director of the Sault Ste. Marie Chamber of Commerce and former member of council of the Association of Professional Engineers of Ontario.



NHQ — Prairie region's loss was NHQ's gain when **Les Shand**, now with NHQ Publishing and Editorial Services, tried his hand at the softball throw on Participation Day. More SAM inside.

Fewer AWs in regional re-organization

(continued from page 1)

Is your institution "A" or "B"?

"A" institutions — three managers reporting to warden

Atlantic Region

- Dorchester
- Springhill
- Atlantic

Quebec Region

- Archambault
- Laval
- Leclerc
- Cowansville
- Federal Training Centre
- Port Cartier
- Donnacona
- Drummond

Ontario Region

- Kingston Penitentiary
- Millhaven
- Collins Bay
- Joyceville
- Warkworth

Prairie Region

- Saskatchewan Penitentiary
- Edmonton
- Stony Mountain
- Drumheller
- Bowden

Pacific Region

- Kent
- Matsqui
- Mountain

Regional Psychiatric Centre

- Ontario
- Prairie
- Pacific

"B" institutions — two managers reporting to warden

Atlantic Region

- Westmorland

Quebec Region

- Regional Reception Centre
- La Macaza
- Montée St François
- Ste. Anne des Plaines

Ontario Region

- Bath
- Beaver Creek
- Frontenac
- Pittsburgh

Prairie Region

- Rockwood
- Saskatchewan Farm
- Grierson

Pacific Region

- Mission
- William Head
- Elbow Lake
- Ferndale

Sand River CCC celebrates 10 years with Scott Paper



Commissioner Rhéal LeBlanc, left, presented a plaque commemorating the 10th anniversary of CSC's affiliation with Scott Paper International to Gordon Goodfellow, manager of Timberlands, Scott Paper.

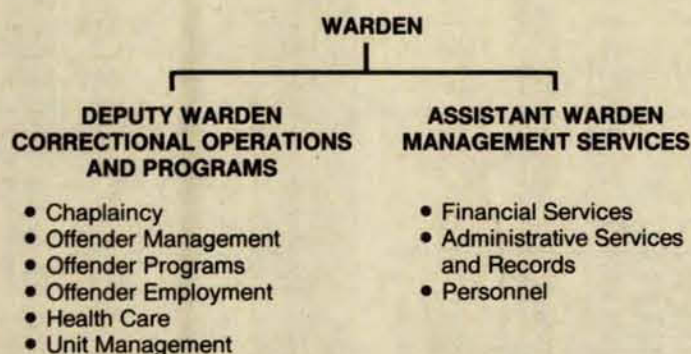
ATLANTIC — CSC held an open house at Sand River Community Correctional Centre (CCC), to commemorate the 10th anniversary of affiliation with Scott Paper International Inc., reports Francine Phillips, Information Service officer Atlantic Region. Lorraine Casey, acting director Nova Scotia district, kicked off the ceremonies to mark this successful and mutually beneficial relationship, in front of the log cabin where Scott Paper instructors provide classroom training to participants in the wood harvesting program.

After making a presentation to a Scott Paper executive, Commissioner Rhéal LeBlanc commented on the uniqueness of the program which is jointly sponsored by CSC and Scott Paper, and said he feels similar programs should be initiated in other regions. Robert Clark, deputy commissioner Atlantic, then presented a certificate of appreciation to Warren Zwickler, development superintendent, Scott Paper, in recognition of his personal interest in and contribution to the development of the wood harvesting program. Zwickler was instrumental in the development of the project and has acted as liaison between Scott Paper and CSC since its inception.

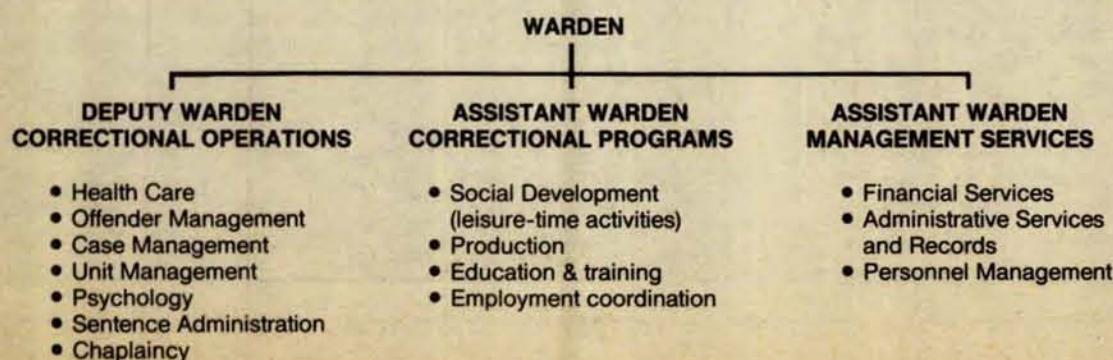
Another successful venture between Scott Paper and CSC is the tree nursery operation at Springhill Institution — an inmate employment initiative.

Sand River CCC houses groups of up to 35 inmates who must be eligible for day parole and who hail from Atlantic institutions. The latest program to be implemented at the centre is the backwoods basic literacy program, which is in keeping with the CCC's current thrust towards improving literacy levels among the inmate population. Other programs include recreational and weekend passes, religious and alcoholics anonymous programs. Sand River residents also have been very active in public service projects. Their efforts have gone a long way toward improving the local public's acceptance of the centre in the community. "Dave Mathews, superintendent of Sand River CCC is very proud of his operation and rightfully so," says Phillips.

ORGANIZATIONAL CHART — "B" INSTITUTIONS TWO MANAGERS REPORTING TO WARDEN



ORGANIZATIONAL CHART — "A" INSTITUTIONS THREE MANAGERS REPORTING TO WARDEN



"Home on the Range"

ONTARIO — Joyceville is one of three institutions in the Ontario region with its own weapon range. However, what started as just that, is developing into a very sophisticated training and recreation facility, with 11 qualified weapons instructors, reports Dennis Curtis, RMC Ontario.

Under the supervision of CX Bob Cunningham, who is also a qualified weapons instructor, up to 12 inmates have been working hard, clearing brush, cutting trees and building fences and rustic furniture. The property is part of the Pittsburgh Institution farm and borders the Rideau river. When it is completed later this year it will include the weapons range, a 60 metre archery range, mock cells for hostage simulation and a stress walk. "This is a trail through the woods," explained Curtis, "with targets springing out every few yards, guaranteed to keep you on your toes." Cunningham is very proud of his facility and is happy to show it to anyone who is interested. Regular visitors to his work gang (especially at lunchtime) include a racoon family, mink, fox, otter and beavers, and all within sight of the Joyceville fence.



Joyceville CX Bob Cunningham, standing, explains the mysteries of the AR15 rifle to RMC Dennis Curtis.

Frontenac inmates donate \$1,100 from game to hearing society

ONTARIO — A crowd of about 500 people, including inmates, friends, CSC staff and the public, watched as the NHL All-Stars, Toronto Maple Leafs' slo-pitch team and 1985 slo-pitch champions, beat the Frontenac Rangers, a team of Frontenac Institution inmates, 46-9. Although the All-Stars won the exhibition game, held at Frontenac Institution, May 27, the real winner was the Kingston Branch of the Canadian Hearing Society. Proceeds from the event, from admission charges and a raffle of autographed items, totalling more than \$1,100 will be donated to the society. The NHL team players included Rick Vaive, Dan Daoust and Wendel Clark.

Where is CSC heading?

(continued from page 1)

Structures

- to develop role definitions and operational models for institutions by February 1, 1987.
- to finalize the NHQ/RHQ re-organization by August 31, 1986.
- to complete the review of the four institutional staffing models by June 30, 1986.

Outside services

- to undertake privatization and contracting initiatives, with a target of \$100 million by March 31, 1988, from the current \$60 million.

CSC goals involving the Criminal Justice System

- to conclude essential services agreements with provinces/territories and

establish mechanisms for implementation and monitoring by September, 1986.

- to conclude a new Administrative Agreement with the National Parole Board by March 30, 1987.
- to review private agency roles, responsibilities and funding models by December 31, 1986.

CSC goals involving Organizational Review and Development

- to submit a final report to the Minister on the Carson Committee Report by June, 1986.
- to develop a detailed implementation plan for the Nielsen/Solicitor General's alternative initiatives, by September 30, 1986.

lets talk

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articles, signed letters and photographs for consideration.

June Coxon
Editor

The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

ISSN 0715-285X

SAM fever strikes... P. day a "10"

Stress Awareness Month

CSC staff across the nation were struck with Stress Awareness Month, SAM, fever in May. Reports of staff eagerly participating in numerous traditional, and some not so traditional participation events and photos capturing some of these moments, have reached the *Let's Talk* office from institutions and regional headquarters across the country. Participate was the cry and CSC staff responded with enthusiasm.

Since Pacific region first issued the challenge to participate in a Stress Awareness Month to all CSC staff three years ago the idea has taken hold and it looks like it's here to stay. More and more staff are concerned about fitness each year. They are discovering and even enjoying the many fun ways of keeping fit and healthy.

Ontario

Ontario region's participation day, June 4, included a 2.4 k run, seven demanding fitness stations and a team relay race. More than 350 people took part in the events that were held on the Staff Induction Centre grounds. "Don't stop now! Keep in shape for next year's event," says **Chris Nicholson**, Communications, Ontario.

Atlantic

Atlantic region staff kicked off participation week by putting their best feet forward on Sneakers Day. Stepping out in style, wearing their favorite sneakers to work, they got involved in a week of fun and fitness activities that ranged from bowling to volleyball and included a participation challenge between Moncton, NB and Medicine Hat, Alberta. Springhill Institution's first Sneakers Day saw staff playing darts, shuffleboard, soccer and basketball.

According to a Springhill Institution staffer who took part, the region's participation day '86 was "the most harmonious gathering of CSC employees I've seen in 20 years."

Teams with names like "5-Alive" and "Hankey's Pankeys" competed in eight athletic activities — some traditional like sit-ups and a relay race and others, novel like a plank walk and a relay race with flippers.

"If the success of this event can be rated according to the smiling, relaxed faces and the high spirited deportment of participants," says **Francine Phillips**, information officer, Atlantic region, "then Participation Day '86 was a 10."

Prairies

CSC staff across the Prairie region again donned their running shoes and took to the fields and courts to mark yet another successful participation week for 1986.

To stress the importance of exercise and fitness for everyone, a variety of competitive and just plain fun activities were held to encourage even more staff to participate (participate).

From walking to jogging, bicycling to canoeing, golfing to baseball, weightlifting to gardening — yes, gardening! CSC staffers demonstrated the basic enjoyment was that of getting involved.

Pacific

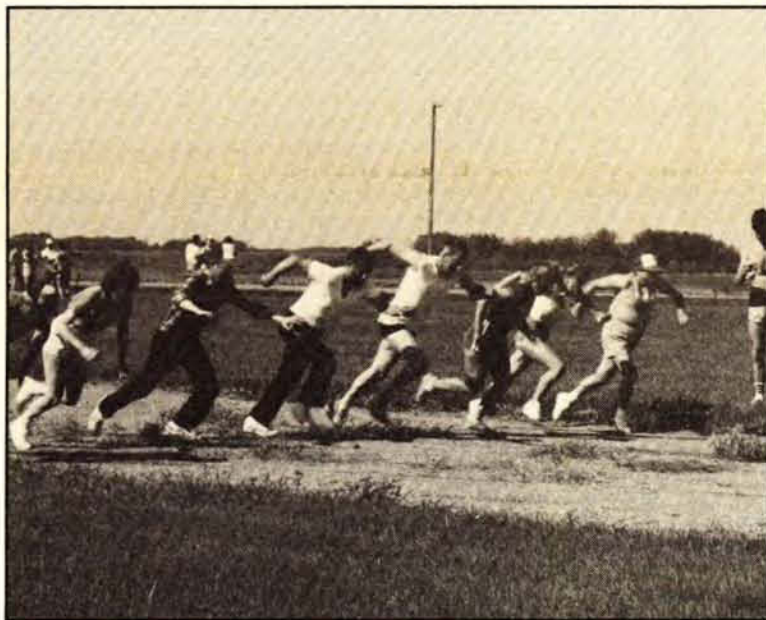
Pacific region's 13th annual regional fitness participation meet was held at Canadian Forces Base, Chilliwack, May 9. With 25 teams participating, it was the largest fitness day ever held in the region, reports **Sonya Chupick**, Communications Pacific. During National Physical Activity Week, May 25-31, a participation challenge between the districts of Mission/Maple Ridge and Abbotsford/Matsqui took place. The winner was Mission/Maple Ridge, entitling that district's flag to fly over the city hall of Abbotsford/Matsqui. The challenge required participants to take part in a physical activity that would make their hearts beat faster — like walking or jogging — for 15 consecutive minutes. **Doug McGregor**, CSC regional executive officer was one of the main coordinators on the Abbotsford/Matsqui planning committee.



ATLANTIC — Flipped out flipper fun! ... with **Jim Davidson**, Westmorland Superintendent in the flipper relay race.

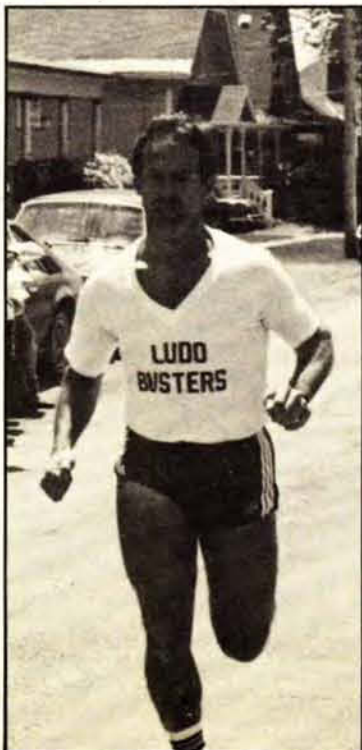


PACIFIC — Musical chairs? ... guess again, it's **Roger Plantenga** in the agility run, Kent Institution.



PRAIRIES — Staff from Bowden Institution, are off and running.

ONTARIO — "Who you gonna call?"... **LUDO BUSTERS!!!** **Pat Kerr**, Warkworth Institution drives for the finish line in the Ontario region 2.4k run.



ATLANTIC — Enthusiastic Crime Busters are Dorchester Penitentiary correctional officers. Back row, from left, **Dana Robertson**, **Wayne Hicks** and **Paul Lenihan** (he was Participation Day's top male winner). Front row, from left, **Noreen Betrube**, **Henry Cormier** — team manager, and **Sandra Fullerton**.



PRAIRIES — Pedal power! Staff from Bowden Institution are taking it to the streets in the biking event.



PACIFIC — "She flew through the air with the greatest of ease" ...! **Shawna Nash** from Mission Institution, takes part in the standing jump competition.



NHQ — One of the participants in the ladies 1500 metre run was **Linda Cork**.

Are CSC's offender programs appropriate?

Sawatsky Report asks for clarification of program strategy

By Helen Gooderham
Publishing and Editorial Services

NHQ — Is CSC's broad range of programming for inmates reasonable? Is our program strategy well thought out and appropriate? Those were the basic questions posed by Terry Sawatsky's Review of Offender Support Programs (Task Force No. 8). The review team based their 60 recommendations on interviews with field managers across the country.

Terry Sawatsky, who is CSC's director of Offender Management, was asked to do the report on offender programming as part of the 21 policy reviews on CSC requested by Commissioner LeBlanc last year. Virtually all of the recommendations were accepted by the Senior Management Committee in January, and "we are now ready for implementation," says Sawatsky.

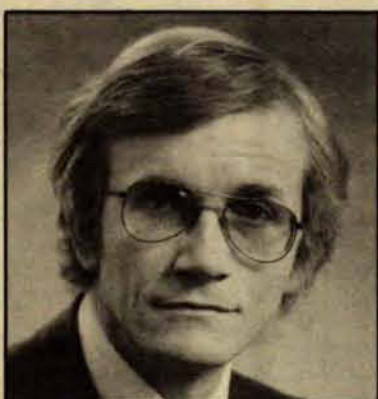
To provide staff with good background information on the Program Review, *Let's Talk* discussed the recommendations with Sawatsky.

"The most significant thing we found is that there is no clear consistent program strategy in place. Therefore, our first recommendation was that the Senior Management Committee should decide on a comprehensive corporate direction for the programming and management of offenders." And, they should do this "annually if the system is to remain coherent, effective and accountable". The review team felt also that "a clarification of corporate direction and priorities should be the basis of any major changes in offender programs."

Other key recommendations focussed on how offenders are managed. The review team emphasized that offender programming can only be effective if offenders are well managed and if the institutional climate is stable.

Because the manner in which staff relate to offenders is perceived to be so critical, the review stressed the need for "better linkages" between security and living unit staff.

"If we have correctional officers who can't relate to an inmate's problem, or classification officers who aren't aware their clients are depressed, good programs will not be of much use."



Security and living unit staff should, in fact, both work together with inmates, and be under a "single organizational umbrella," the review pointed out.

Don't rush!

New programs should not be rushed into wholesale implementation before there has been adequate consultation, proper planning and acceptance. "More emphasis must be placed on preparing an organization as large as this for change," says Sawatsky.

Programs and incentives should be offered for good behavior, meaning that there will be a wider variety of programs offered as security decreases — and not the other way around which acts as a "disincentive" to cascading, notes Sawatsky. Program involvement thus becomes "a primary focus for classification, transfers and temporary absences." There should be a clear progression of programs and incentives which is apparent as offenders move to lower security and toward the community.

All program changes should, of course, be balanced with institutional requirements for security.

Offender development comes first

Offenders need to be clearly aware that "CSC places strong value on the importance of work," says Sawatsky. Each institution must determine the maximum amount of time that can be realistically devoted to work programs — and these expectations must be known and enforced in a meaningful way.

The primary focus for industries should be the "occupational develop-

ment of the offender" — especially the developing of good work habits.

The field managers also felt that occupational industries, and the maintenance functions of Technical Services, should be better linked — both serving and supporting each other to provide more meaningful (and cost-effective) work for inmates. Also, Technical Services when contracting out for maintenance, should require that the contractors supervise inmates thus providing more work placements which are also helpful to the institution.

Line managers asked that CSC place greater emphasis on basic literacy to the point where some managers felt literacy should be "compulsory," says Sawatsky.

"Core" programming

CSC should also recognize certain programs and activities as "core" or fundamental to our program response. Local or special needs programs should be left to local discretion.

In addition to work programs, other core programs identified include chaplaincy, educational and vocational programs, psychological counselling both in the institution and in the community, and living skills programs.

Staff can help inmates with living skills

The review identified "living skills" programming as a critical area of core programs which must receive greater emphasis. Included in these programs would be conflict resolution, anger management, suicide prevention, living skills and other similar program initiatives, says Sawatsky.

Staff must play a key role in the provision and support of such programming. It must be made clear by supervisors that staff have a responsibility to correct inmate behavior in a common sense way, and to help inmates with their living skills if they can reasonably and tactfully do so.

To assist staff in fulfilling this responsibility, emphasis in staff training should be on programs that teach staff conflict-resolution skills, anger management and decision-making skills. Staff should also be more clearly involved in the delivery of alcohol and drug dependency programs.

Core activities

Activities for inmates are defined as "wants" rather than "needs" which form the basis of core programs. Essential core activities are recreation, visiting and correspondence.

Program incentives

The SMC should encourage wardens to use the available incentives to encourage appropriate behavior — such as temporary absences, extra visits, bonus pay, late TV privileges. Disincentives such as zero pay can also reinforce requirements for good behavior and program involvement, points out Sawatsky.

The review suggests as well that the \$3 recreational deduction should be dropped as it is not perceived to be meaningful.

Volunteerism is encouraged for inmates, particularly if the recreation

deduction is dropped, as inmates can then profit from what they do for each other.

Paying for programming

CSC should recognize that programming must be "resource-driven" — which means "no budget, no program," say the managers. Each institution and program branch should re-evaluate its programs against criteria for demonstrated "need" and core programs. Programs should be reduced or eliminated if they compete for inmate time or if there is an imbalance of inmates in relation to the programs. Line managers also asked that budgeting and accounting systems be amended to provide better information on how much a program is actually going to cost, and to support more realistically the local flexibility needed by wardens in setting up programs.

CSC re-organization puts official languages projects on hold

According to the 1985 annual report of the Commissioner of Official Languages, CSC's bilingual capacity increased slightly in 1985 from 14 percent to 15 percent (or 1,588 of 10,498 employees) and most institutions are now able to offer case review services in both official languages.

Although CSC's major reorganization placed some official languages projects on hold in 1985, the Service did follow through on more than half of the recommendations of the 1983 audit. However, despite concerted efforts to hire bilingual nurses and doctors deficiencies persist in several penitentiaries, says the report.

Serious efforts in the Prairie and Pacific regions to recruit bilingual employees have increased their number from 71 to 108 and 46 to 99 respectively. The proportion of bilingual employees at headquarters and in the Quebec Region is 62% (372 of 604 employees) and 24% (706 of 2,967 employees) respectively. However, almost 30% of the positions require only a minimal knowledge of the second language. In some Quebec institutions with several Anglophone inmates, there are deficiencies in the provision of services in English. Similarly, although the proportion of bilingual staff in Ontario rose slightly to 6.5%, a number of basic services to the

province's almost 10% Francophone inmate population are not assured.

During the year, CSC lowered its target for bilingual staff at the new institution in Renous from 50% to 34%. However, at the request of the Commissioner of Official Languages the Service agreed to review this objective. Bilingual staff at Dorchester penitentiary increased substantially (from 15% to 26%) between 1982 and 1985.

Regarding the language of work, French is used regularly in only a few work units at NHQ even though 37% of staff are Francophone. In all likelihood, this situation is partially due to the fact that 38% of supervisors fail to meet the language requirements of their positions. Establishing French as a language of work in bilingual regions such as New Brunswick is also difficult.

With respect to participation, the Prairie region almost doubled the number of Francophones on staff, which now stands at 45; in the Atlantic region, almost 14% of employees are Francophone. However, little has changed in Quebec, where Anglophones account for only 0.5% of the region's 3,000 employees; and, in Ontario, only 2% of 2,300 employees are Francophone. Overall, Anglophone and Francophone participation rates in the Service remained the same as last year (67% and 33%).

Are volunteers a luxury?

Federal/provincial seminar on volunteers in Corrections

QUEBEC — About 50 people, representing six provinces and each region of CSC, attended the fourth federal/provincial seminar on volunteers in correction, in Quebec City, May 15-16. "The theme this year," reports Louis Zeitoun, CSC Communications, and national coordinator of the conference, was "Volunteering: A Luxury or Necessity."

The agenda included workshops on the volunteers' place in corrections, the impact of volunteering in corrections, how to achieve quality volunteering, volunteering and networking and the volunteer as a watchdog over the management of CSC. It also asked the question is volunteering an involving and evolving reality?

Zeitoun recalled that the idea for a federal/provincial seminar on volunteering in corrections originated spontaneously when CSC took the initiative, at the request of the heads of corrections, and invited the provinces and territories



Louis Zeitoun who spearheaded the formation of the centre, and the directory, left the Service June 16, on a three-year sabbatical to work with the Canadian Criminal Justice Association, in Ottawa.

to attend a seminar in June 1982. The representatives of six provinces and one territory who attended found it so useful they asked to have one each year since.

"The second seminar," recalls Zeitoun, "was not held until February 1984. But

some important decisions were taken at that time."

Participants decided to establish a national network on citizen participation, consisting of various jurisdictions. One of the responsibilities of this network, is to develop a national resource centre for volunteer programs that will collate and coordinate information on existing programs in Canada, provide a liaison service with various jurisdictions and offer consultation services to those who are involved in citizen participation programs.

The concept of the centre was approved by Commissioner LeBlanc, in July 1985, during a meeting of heads of corrections. The centre's first project has just been completed. A *Directory of Volunteer Programs in Corrections 1986* has been published by CSC. The centre's next project will be to collect information on volunteer programs in Canada.

Each year the seminar has been co-sponsored by CSC and a host province. At this year's seminar Commissioner LeBlanc agreed to co-host the fifth seminar next year. It will be held in Nova Scotia.

Pacific region announces staff reductions

PACIFIC — Jim Murphy, regional deputy commissioner Pacific, announced June 16, that over the next two-and-a-half years the Pacific region will reduce its current person year allotment of 1,555 to 1,498. Most of the reductions will occur at regional headquarters.

He said the Service expects to minimize the impact of reductions on staff through attrition, wherever possible, and through the application of the Public Service Work Force Reduction Policy.

There will be some senior staff changes at the institutional level. The primary impact on line employees will be the change in reporting relationships brought about by the new management model.

A number of decisions will be made concerning the interim staffing of senior management positions. These decisions are not meant to formalize indeterminate appointments but to allow for an orderly, gradual implementation of the new organization. Once new positions have been classified, formal staffing actions will be initiated.

What's happening to Bills C-67 and C-68?

New case management procedures coming?

by Helen Gooderham
Publishing and Editorial Services

These two important bills, which could radically affect CSC's case management procedures by legislating new policies affecting day parole and potentially dangerous offenders, "have passed third reading in the House of Commons and are awaiting royal assent. This isn't expected until the fall," says **Mario Dion**, senior counsel to CSC, "and the bills won't become law until then. A Senate amendment, approved July 2, could still prevent the bills from becoming law."

CSC's case management staff have been preparing for the new bills, and discussing methods of implementation for the last year.

To get an update on CSC's preparations for Bills C-67 and C-68, *Let's Talk* interviewed **Dru Allen**, director, community release programs and support services, and **Ambrose Murphy**, special projects officer, community release programs and support services.

"Whether or not Bills C-67 and C-68 become law this fall, I think CSC must address the development of policies and programs in keeping with the spirit of the legislation," says Dru Allen. "Because the bills have been so long before Parliament, case management staff across the country have had plenty of time to familiarize themselves with the new policies, plan new procedures, and gain acceptance for this approach."

"Especially important right now is the area of accelerated release for offenders who are able to 'fast-track' through our system because they're considered to be good risks in the community."

What does Bill C-67 involve?

"There are two basic concepts," says Ambrose Murphy. "The bill would provide, first, for the automatic review of all inmates as they approach their day parole eligibility date to see who are the best risks for early release; and second, for the detention of potentially violent inmates by tightening up the conditions for mandatory supervision for high risk offenders."

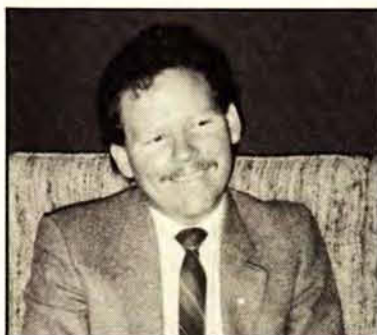
Policy similar to "gating"

There would be two major changes in the area of mandatory supervision. First, the National Parole Board would have the power, after a hearing, to detain inmates who pose a high risk for committing a violent offence, regardless of the remission time they may have earned. Second, if the parole board has serious concerns about certain inmates, the board could insist the offender accept MS under special conditions — he or she might have to live in a community-based residential centre or institution, or the offender might be given "one chance" at mandatory supervision. "There would be no revolving door for this category of offender."

For day parole, the bill would provide that all federal offenders have a panel hearing at their day parole eligibility date.

If the bills aren't passed...

Even if the bills aren't passed, "we can still go through a more systematic and focussed review of each offender at one-sixth of their sentence," says Dru Allen.



Whether the bills pass or not, CSC must address the development of policies and programs in keeping with the spirit of the legislation, says **Dru Allen**, director, community release programs and support services.

For CSC case management, this means developing procedures to ensure speedier case preparation, and working closely in cooperation with the National Parole Board. "CSC and the parole board must work closely together to ensure that a high degree of coordination and cooperation is maintained," both Murphy and Allen agreed.

"Actually, the bills support policies CSC case managers already favor and want to implement, even without the new legislation. Currently when CSC

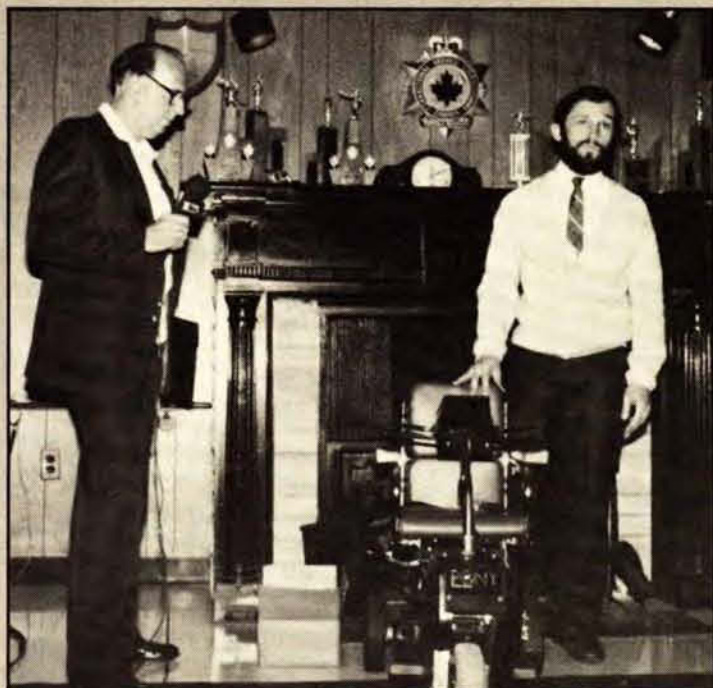
identifies a potentially violent inmate who is to be released on MS, a dossier is supplied to the police and special instructions imposed on the offender. When the offender is released, a special surveillance team is sometimes created to monitor this offender's progress. If the offender gets in trouble again he or she can be quickly suspended and brought into custody.

"We can set up our own initiatives"

With or without the new legislation, "we can also set up procedures for the early release of offenders who are good parole risks. Some regions already have had experience in the early identification of offenders and the collection of information to make decisions about day parole. We always think we need more information. Actually we should have the majority of the information we need by the end of the penitentiary placement process."

A focus on one-sixth of sentence means some offenders will get out early, others will be ready at the one-third of sentence point, and still others will learn that they won't qualify for early release if they don't change their behavior," Dru Allen notes.

Operation Courage fund aids disabled kids



Will Angus-Boyce, occupational therapist, Child Development Centre, Hotel Dieu Hospital, right, explains how the pony wheelchair operates to **Dennis Halsall** who presented the wheelchair on behalf of Operation Courage participants.

ONTARIO — Three Kingston area organizations that help disabled children benefitted recently from the \$5,000 raised by CSC staff during last year's Operation Courage marathon. On June 12, correctional officers presented a \$3,000 training wheelchair, called pony chair, to the Hotel Dieu Hospital in Kingston and a \$500 cheque to the Collins Bay disabled Boy Scout troop. **Dennis Halsall**, a Joyceville correctional officer and organizer of Operation Courage, gave a \$1,500 cheque to Kingston's Ongwanda Hospital, June 20. In the six years since the run began participants have raised over \$100,000. Organizers of this year's run, scheduled for Sept. 6, hope to raise \$25,000.

Four Walls in the West is on sale

PACIFIC — **Jim Clawson**, of the British Columbia Retired Officers' Association, reports that it is still possible to buy a copy of *Four Walls in the West*, the book about the British Columbia Penitentiary. The 158-page book, written by **Jack David Scott** in 1984, four years after the old prison was closed, features many photos of the staff and institution. Telling the story of the B.C. Penitentiary from the year it opened, in 1874, to its closure in 1980 was possible thanks to the efforts of the Retired Federal Prison Officers' Association of British Columbia. Clawson says the book is on sale for \$3.50 a copy plus \$2 for handling and postage. If you want to take advantage of this offer, write to Clawson at Apt. 307, 1437 Foster Street, White Rock, British Columbia, V4B 3X6.

CSC triumphs



Winners of the Tri-Service handgun competition, the Regional Psychiatric Centre team, receive their trophy from Canadian Armed Forces representatives. From left, Warrant Officer **Landry**, Canadian Forces Base Dundurn; Commanding Officer **Williamson**, CFB Dundurn, congratulate **Larry Easton**, RPC team member; Sgt. **Knighton**, CFB Dundurn and **Charles Dunlop**, RPC team, hold trophy and **Larry Luedtke** (back) and **Brian McKay**, RPC team members.

Tri-service handgun competition

PRAIRIES — CSC took top honors at the annual tri-service handgun competition, hosted by Canadian Forces Base Dundurn, Saskatchewan, May 29. The Regional Psychiatric Centre team from Saskatoon, representing CSC, finished with a score of 686/800, states **Louis Kurytnik**, regional recruiting officer, RHQ Prairies.

Members of the CSC team, **Larry Luedtke**, **Larry Easton**, **Charles Dunlop** and **Brian McKay**, received a bullet-shaped trophy from Captain **Williamson**, Canadian Forces Base Dundurn.

CSC triumphed twice that day. High score of the day went to **Charles Dunlop**, a correctional officer at RPC.

Four member teams took part in the shoot — Canadian Forces Base Dundurn representing the military; Hanley and Saskatoon detachments representing the Royal Canadian Mounted Police, and CSC.

Scores of the other teams were: RCMP/Saskatoon — 649/800; RCMP/Hanley — 614/800; Dundurn — 587/800.

Organizers of the shoot were Warrant Officer **Landry** and Sgt. **Knighton** CFB Dundurn.

Let's get it straight

The following are excerpts from a reply to a letter from **Rose-Andrée Remarais**, **Maurice Bućicault** and **Jean-Marie Angrand** of the Quebec region, commenting on the AIDS article in *Let's Talk/Entre Nous*, Jan. 30. They were concerned about the graph we printed naming people from Haiti and Zaire as high risk groups for AIDS. The reply said in part: "We share your concern and apologize.... Unfortunately, this indicates a lack of sensitivity which we greatly regret. The original chart came from Statistics Canada with the category 'People from endemic regions' followed by an asterisk with a footnote stating that the endemic regions referred to were Haiti and Zaire. Other material from other sources also referred to people from Haiti and Zaire as being high risk groups. In preparing the chart for the article the footnote was eliminated and the group was defined as 'People from Haiti and Zaire.' This was a most unfortunate way to save space...."

Conversations with Jean Vanier — booklet published

The Cry of the Marginal Person, three conversations with **Jean Vanier**, has been published by the International Halfway House Association in Lincoln, Nebraska. The 51-page bilingual booklet, prepared by the Communications Branch of CSC, contains excerpts from three lectures Vanier gave at the Third International Conference on Community Residential Care for the Socially Stigmatized, Aug. 10-13, 1982, in Toronto, Ont. The conference was sponsored by the International Halfway House Association, Contact Centre, Inc., P.O. Box 818501, Lincoln, Nebraska, 68501, (1-404-464-0602).

Let's Talk About People



Henry Friesen, Mountain Institution, right, receives a Certificate of Merit from Gary Gurbin, parliamentary assistant to the Minister of Environment.

Environment Canada honors CSC employee Henry Friesen receives certificate of merit

PACIFIC — Henry Friesen of Chilliwack, BC, an Agribusiness instructor at Mountain Institution, was recognized by Environment Canada, Jun. 4, for volunteer work he has done for that department for more than 30 years.

He received a Certificate of Merit from Gary Gurbin, parliamentary secretary to Environment Minister Tom McMillan, at a special ceremony during the Canada Environment Festival. Other presentations, including two others to volunteers, were awarded at the ceremony, held at the Congress Centre in Ottawa. The event was hosted by the World Media Institute.

Friesen has been a volunteer climate observer for Environment Canada for 35 years — a task that requires recording data every day.

Although he received a personal award, he was also representative of the numerous other people across Canada who volunteer their services to Environment Canada. An estimated 2,700 volunteer weather observers across the country take observations twice a day for the department, recording precipitation and temperature. The data is used to predict long term trends.



A happy group gather around the commissioner for a relaxing pause after the excitement of the annual golf tournament. From left, Monya Gagnon, Offender Management; Claire Read, Technical Services; Oskar Anderson, CSC consultant; Rhéal LeBlanc, CSC commissioner and Daniel Giroux, Technical Services.



Dr. Dan Craigen, director general, Medical and Health Care Services Branch, congratulates retiree Hal Wright at his retirement reception.

Retirement wishes for Hal Wright

NHQ — About 60 friends and colleagues gathered at the RCAF officers mess June 12, to wish Hal Wright, equipment facilities manager, Medical Services branch, a happy retirement. Among the well-wishers were members of the Medical and Health Care Advisory Committee. Dr. J. Ibbott of Metropolitan Laboratories Ltd., Vancouver and chairman of the committee, spoke on behalf of the committee members. Wright was presented with a retirement certificate signed by the Prime Minister, a 35-year service medallion, and a service commendation certificate signed by Gord Pinder, deputy commissioner Offender Policy and Program Development.

Wright, whose first career with the Armed Forces lasted 33 years, has been with CSC since December 1975. He reportedly has planned his early retirement, which began in July, as carefully as he did his career. First on the agenda is a three-month holiday, travelling in his new mobile home to see the west and Expo '86.

Grant Spiro accepts two-year teaching post

PRAIRIES — Grant Spiro, director, Southern Alberta district since 1965, has been named instructor in the Criminal Justice and Criminology department at Mount Royal College, in Calgary. He began his two-year assignment Aug. 1. It is part of an Interchange Canada Agreement between CSC and the college that he helped bring about.

Spiro has been providing or directing case management services for National Parole Board and CSC since 1963.

"During his tenure as district director (from 1965-1986) relationships with the community agencies and the police were exceptional," says Bonnie Davenport, regional chief, Staff Development, RHQ Prairies.

Spiro gained interest and experience in teaching during those years. He conducted evening courses on the history of corrections, and human growth and development for police science and corrections students at Mount Royal College.

His humor, loyalty and expertise will be greatly missed.

Plane crash kills Ted Kates

PRAIRIES — Jeff Christian, district director Edmonton Parole office, reports the sudden death of Edward (Ted) Kates, area manager of the parole office. Captain Kates, of the Canadian Air Force Reserve, was killed along with seven others in the crash of a twin otter search plane, June 14. Kates flew regularly on weekends with the military and was part of a team that had conducted other similar operations.

His CSC career spanned some 17 years in Winnipeg and Edmonton. His untimely death leaves his widow, Julie, three-year-old son Brian and one-year-old daughter Lisa.

Trust Fund

"Ted Kates was first and foremost a father and husband," says Christian. In his memory, Edmonton Parole office staff are establishing a trust fund for his children. They invite contributions from Kates' friends and colleagues across the country. Donations should be sent to Jeff Christian, District Director, CSC Parole Office, 2nd floor, 9530-101 Ave., Edmonton, Alberta, T5H 0B3.



Terry Kelly, left, thanks Bill Westlake, former CSC deputy commissioner, for his flattering address, given at his retirement party, June 10.

Celebrating Terry Kelly's retirement

NHQ — A retirement celebration was held at the RCAF officers' mess, June 10, for T.B. (Terry) Kelly who retired from the CSC Mar. 31.

Nearly 120 guests gathered to wish him well, including Donald Yeomans, former CSC commissioner; Bill Westlake, former deputy commissioner; Hank Popp, retired CSC director Security, numerous serving and retired RCAF and Department of National Defence personnel as well as many friends from CSC.

Master of ceremonies, Dan Weir, recounted humorous and serious anecdotes of events that highlighted Kelly's public service career which spanned 37 years in the Royal Canadian Air Force, the Armed Forces and CSC.

Kelly, who was accompanied to the event by his son Terry and daughter-in-law Susan, was presented with travel luggage, a long service certificate signed by the Prime Minister and a medallion. Westlake, who spoke with fondness of his long association with Kelly, presented him with a plaque denoting various elements of Kelly's career from 1949-1986. Ron Sugenor, regional manager Security, Ontario, also presented him with a plaque on behalf of the regional managers Security.

William Head says farewell to Fr. André Dion

PRAIRIES — About 75 people, including staff and inmates, from William Head Institution met in the chapel for a farewell party for Fr. André Dion, the institution's chaplain since 1983. Outside-In, monthly newsletter of the Laren House Society, reports that all areas of the prison were represented in a powerful showing of unanimous appreciation for Fr. André and the work he has done at William Head.

Public Service job freeze ends

OTTAWA — The Public Service staffing freeze, imposed last Feb. 6 by Treasury Board President Robert de Cotret, to help redeploy employees affected by the reduction in the size of the Public Service, was suspended May 28.

The decision to suspend the staffing freeze was made in close consultation with Public Service unions.

"I am confident that the staffing freeze can be suspended without jeopardizing the continuing efforts being made to place affected employees," de Cotret said. "The success rate to date is very encouraging, and I am now confident that the actual number of layoffs in this reduction exercise will be no higher than 500 by the end of 1986-87. However, I would not hesitate to reinstate the freeze to deal with changing circumstances, or take other steps to ensure that the layoffs do not exceed current projections."

In his May 1985 Budget, the Minister of Finance announced a 15,000 person-year reduction in the size of the Public Service over the next five years. Approximately 5,200 employees are affected this year. Public Service Commission figures show that about 3,500 of these have been or would be offered another job, 2,600 in their own department, 500 in the private sector, and 400 in another department. A further 400 are not actively seeking another job, leaving 1,300 still waiting to be placed. Continuing efforts should enable the government to redeploy all but 500 of these employees by the end of 1986-87. Seventy senior managers affected by the reductions are still available for placement, including 20 who have been declared surplus or laid off.

Offender Policy and Program Development branch interim staff changes

NHQ — Neil Corcoran, interim director Personal Development Programs, has been named director general of the Ontario Region, Department of Veteran Affairs. He will assume his new duties, in Toronto, in the near future.

As a result of Corcoran's appointment, Gord Pinder, deputy commissioner Offender Policy and Program Development, announced the following interim appointments, effective May 30.

- Earl Fox assumed the responsibilities of director Personal Development Programs;
- Tom Epp assumed the responsibilities of senior project advisor;
- Jean Marc Plouffe assumed the responsibilities of director Program Planning and Management Services. He now will share the executive assistant responsibilities with Pinder's administrative assistant, Andrea Hewton.

When to reprimand

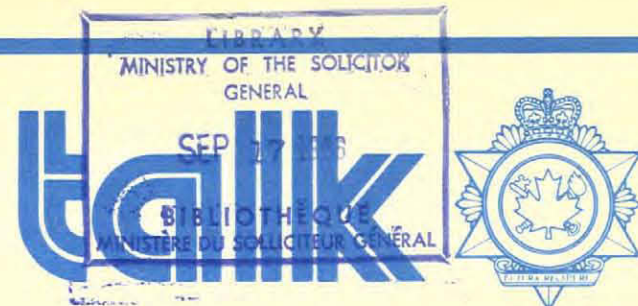
When you must reprimand someone, do it late in the day so the person can have time to adjust before the next day writes Rosalie Schroeder, facilitator, University of Cincinnati Personnel Dept., in *Communication Briefings*. Although it's tempting to get the reprimand out of the way early in the day, the timing usually decreases the person's production and accuracy for the rest of the day.

Inside this issue

	page
Pension reform	1
Population forecasting: state-of-the-art	1
Long term offender review	2
Cowansville 20th anniversary	3
Jailhouse rocks!	4
Discrimination in the workplace	5

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Volume 11 Number 11 September 1986

Pension reform bill could affect retirement benefits

By Les Shand
Publishing and Editorial Services

OTTAWA — A report recently tabled by Treasury Board President **Robert de Cotret** describes the government's intention to introduce a Bill in the fall to reform the pension plans of Public Service employees. The proposed pension reform will guarantee to honor past commitments of full inflation protection to retired employees. However it would not guarantee that protection to Public Service employees, members of the RCMP and the Canadian Forces retiring in the future.

"...the government's intention is to place the plans on a sound financial basis and to make them operate in accordance with accepted practices and standards of major employers in the private sector."

According to **Aaron Allen**, with the Treasury Board's Pension Reform Task Force, a major objective of the reform is to appease private sector criticism that the Public Service pension plan is too generous. "If the current fund is not sufficient to pay the benefits that are provided for now, additional funds must be kicked in from general tax revenue to cover those increased costs." Essentially, the criticism is that public servants are a privileged group because they have had

that tax base to fall back on, which is in a sense subsidization.

In announcing the proposed reform of Public Service pensions, de Cotret said, "it was the government's intention to place the plans on a sound financial basis and to make them operate in accordance with accepted practices and standards of major employers in the private sector."

In a news release issued by de Cotret he indicates "this means that all pensioners under the three pension plans, (including the Public Service Superannuation Act and those of the RCMP and Canadian Forces), would continue to benefit from guaranteed full indexing for that portion of their pensions credited before the effective date (of changes in the new Bill)."

"Full inflation protection would not be guaranteed for service from the date of change, but to the extent that economic experience assumed in funding the plan is realized, such protection would be available."

Treasury Board Officer **Aaron Allen** explains, "The portion of the pension benefits that is attributable to the service accrued after the date of change will have the new indexing applied."

"...actual levels of post-retirement increases will be subject to some conditions designed to protect the interest of all pensioners."

"It is going to entail determining what portion of the pensioners' share of assets in the pension fund, above and beyond that required to pay the basic benefits, is available to pay indexing."

"As long as that amount is sufficient to pay full Consumer Price Index (CPI), that amount will be paid. Indexing above the full CPI increase will not be possible nor will it be possible to reduce benefits that have already been authorized." Allen cautioned however that, "It is possible,

based on past performance, that future increases of that benefit will not be the full amount of increase under the Consumer Price Index. It is possible, for example, that the index might be rated 80% of the CPI increase if that is the extent of the funds able to meet that cost."

A Pension Management Board consisting of 14 members plus an independent chairperson will "decide the actual level of post-retirement increases subject to

some conditions designed to protect the interest of all pensioners" says de Cotret.

The Pension Management Board will include six members nominated by the staff side of the National Joint Council representing Public Service employees. "One member could be nominated by the association representing pensioners and seven members would represent the employer," explained de Cotret.

Exemplary Service medals to Cowansville employees



QUEBEC — Thirteen Cowansville institution staff were awarded Corrections Exemplary Service medals, June 13. Honoured were; (L) **Bernard Larralde**, **Maurice Simard**, **Roger Rousseau**, **Charles Gauvin**, **Jacques Faucher**, **Fred Tanner** (special guest) Mayor of Cowansville, **André Vanhoutte**, **Roger Benoit**, **Guy Baillargeon**, **Jean-Claude Perron** (RDC Quebec region), **Vital Jean**, **Jean-Guy Denicourt**, **Gabrielle Bertrand** (special guest) MLA Brome Missisquoi, **Ronald Michaud**, **Michel Deslauriers** (acting Warden, Cowansville institution), **André Jones**, **Philippe Turcotte**. Remembering the past ...looking forward to the future, Cowansville celebrates its 20th anniversary — (see story page 3).

Challenge '86



PACIFIC — Wardens, (L) **John Stonoski** of Matsqui and **Pieter de Vink** of Kent institutions participate in Challenge '86 raising funds for B.C.'s disabled children.

Sixty participants representing staff associations from Kent, Mission, Matsqui institutions and CFB Chilliwack took part in the 800 mile, multi-event fund raising relay in July.

In its third year, Challenge '86 began at the Alberta border where participants cycled, rolled (in wheelchairs), kayaked, canoed and ran across British Columbia to Nanaimo, B.C.

"Each year different challenges are set," says organizer **Don Howard**, acting chief case management, Matsqui institution. "Challenge '86 was a tremendous success."

Population forecasting:

Current state-of-the-art

By Les Shand
Publishing and Editorial Services

NHQ — Currently there are over 12,500 offenders in federal prisons across Canada — by 1990 the inmate population is expected to rise to over 14,000. In the past six years our federal prison population has grown by a whopping 36 percent, a phenomenon which has been felt throughout the Western world.

To ensure CSC's population forecasting system reflects methods that are the current state-of-the-art, the Service has undertaken a detailed review of our federal offender population forecasting methods.

Part of the Nielsen Task Force, the review committee headed by **Gerry Homan**, senior policy and planning analyst, NHQ, included members from the Ministry of the Solicitor General Secretariat, the RCMP, Canadian Centre

for Justice Statistics, the National Parole Board, the Technical Services and Offender Programs Branches, the Planning Division, Evaluation and Special Projects.

Developing an efficient and effective forecasting system is critical to our offender management...

Predicting our offender populations involves the assessment of such factors as new legislation and the policies of the courts, police, prisons and the criminal justice system as a whole. As well, socio-economic factors including public attitudes, unemployment and demographic indicators such as the country's population growth and age can dramatically impact on those populations. Developing an efficient and effective forecasting

system of these populations is critical to our offender management including program and resource requirements.

In defining the focus of the review the Committee agreed, "that the current system suffered from a lack of confidence among managers, had technical shortcomings and did not meet all the needs of the Service."

"While our previous forecasting methods appeared to miss the mark in predicting or explaining the 'blips' or anomalies of the federal population increase over the past five years, every other forecasting system in the world hit the same problem. They didn't forecast the increase in inflation rates or interest rates or anything at all."

(continued on page 2)



Correctional Service
Canada

Service correctionnel
Canada

Canada

Current state-of-the-art

(continued from page 1)

Describing the previous forecasting system, Homan explains, "one was hard pressed to stand firmly behind the forecasted numbers as they were derived by a very subjective approach. That system came into being sometime around 1976-78, and we didn't have automated systems nor did we have our current data bases. We're suggesting now that with the more modern equipment and more detailed data basis we can forecast in a more scientific way."

While previous forecasting methods appeared to miss the mark in predicting or explaining the "blips" or anomalies of the drastic federal population increase over the past five years, Homan quickly points out, "every other forecasting system in the world hit the same problem. They didn't forecast the increase in inflation rates or interest rates or anything at all. Further, over the time it was used we were able to provide accurate forecasts more frequently than we missed the mark."

"Our mandate is also to look at the forecasting system and see if it is in fact meeting the demands that the people in the field require of it," says Homan. "The bottom line is that we're building a new forecasting system. We've reviewed all the requirements of all the users, we've toured all the regions and we're going back to them again and saying what is it that you really need in the way of forecasting output. That's what we're trying to build, that's the significant part of it."

Two forecasting methods

In meeting those offender management needs the review committee has recommended and received approval for the development and implementation of two forecasting methods utilizing both short- to medium-term as well as long-term forecasts.

Short-term forecasts, from one to six months will basically employ a flow or accounting model and will provide valuable information to the immediate offender management process. This information will provide requirements mainly for distributing inmates, assessing workloads and determining emergency accommodation. Examples include inmate admission and release statistics.

For the district and area parole offices, similar information of forecasted inmate

releases by parole, mandatory supervision or day paroles by crime category may be provided.

Medium-term forecasts, six months to one year, will be mainly for resource development and operational planning.

Long-term forecasts, will use projection techniques and be strongly based on the expected Canadian population distribution. They will extend to or be in excess of 10 years and will meet the need for developing strategies and options for accommodation and facilities management and for developing policies and programs.

"...forecast methodology must have 'face validity' for those who must use it. Uncertainty is much more comfortable when one is certain of it."

What impact will the new forecasting system have at the institutional, regional and national levels? "Well, forecasts under the new system will primarily be developed between the regional and the national level," Homan explains. "Basically, the new system will require institutional input only to the extent that is currently undertaken for normal inmate management. Short-term forecasts will be produced on a quarterly basis. In turn these forecasts will be incorporated and balanced in short- to medium-term regional and national forecasts. Long-term forecasts will be updated every second year."

"Predicting the future is an art, rather than a science, in almost all areas of human experience," observes the review committee. "Like art, forecasts using different methodologies and logics, will have different audience appeal. The forecast methodology must have 'face validity' for those who must use it. Uncertainty is much more comfortable when one is certain of it," says Homan.

Finally, it must be remembered that, "the corrections sector is a relatively passive recipient of the donations made by the community, policy, courts, and other institutions. At some points, it would appear that the above are more generous than at other points. Corrections authorities cannot select their clients, and in almost all cases, have no option to suggest alternate disposition. Given this relationship with other justice and social authorities, forecasting should be considered as a 'conditional' exercise which provides various choice points depending on the environment and the horizon of the forecast."

Long-term inmates

A challenge for CSC

By Les Shand
Publishing and Editorial Services

NHQ — Concern about increased violence and straining resources posed by Canada's growing number of long-term offenders has prompted CSC to review its management of those offenders and their sentences.

The review, conducted by Linda McLaren, policy analyst, corporate planning and policy directorate, is CSC's first official recognition of the unique problems and special needs of long-term offenders.

The review recommended improvements in the management of the 1,900 long-term offenders in CSC and makes proposals based on the views and experience of management and staff from various levels of the Service.

"CSC recognizes that long-term offenders have special needs, but also that their integration into the general inmate population is fundamentally important. Therefore, the Service will provide high-quality, long-term programs which will by their orientation and nature satisfy both the special needs of long-term offenders and the needs of the inmate population as a whole." (Draft policy statement).

Observations made by the 1984 Carson Advisory Committee to the Solicitor General on the management of correctional institutions indicated that, "unless suitable programming is developed and other humane alternatives are found, the growing number and unique problems of long-term offenders will increasingly strain the resources of the Service."

"Fears have been expressed, both by correctional workers and concerned citizens, that the hopelessness which can set in may drive these individuals to extreme violence. The Archambault incident of 1982 is a sad reminder of what can occur; two lifers ended their own lives after precipitating a rampage of violence which led to the brutal killing of three correctional officers," observes the Carson report.

Evidence is available to support the contention that not all long-term inmates, particularly those serving life sentences, constitute a major security problem, at least in terms of violence, the report states.

How we can deal more effectively with long-term offenders is an urgent challenge. "This review went a lot further than the Carson committee asked," says Linda McLaren, CSC Task Leader. "We were saying that we had to have some sort of policy on long-term offenders that we've never had before. The mere fact of having that policy now is a big step for the Service," she adds.

Since 1976, with the introduction of Bill C-84 requiring offenders sentenced to life imprisonment for first-degree murder to serve a minimum of 25 years before becoming eligible for parole, the number of long-term offenders has increased. As of March 31, 1986, there were 323 individuals serving mandatory 25-year life sentences and that number is expected to swell to 800 by the year 2000.

How do we define long-term offenders? "That's a question of perception," McLaren states. "Ministry definition of long-term offenders includes those who are serving indefinite sentences of 21 years or more, indefinite/indeterminate sentences including dangerous offenders and dangerous sex offenders, and life sentences for such offences as murder and manslaughter."

There are over 1,900 long-term offenders in CSC institutions, comprising nearly 15 percent of CSC's total inmate population.

Evidence is available to support the contention that not all long-term inmates, particularly those serving life sentences, constitute a major security problem, at least in terms of violence, McLaren's report states. "I think that's always on peoples' minds. There are two concerns, one is the potential for violence inside and the other is what happens when they get out," she says.

Although McLaren is concerned about whether fears of increased violence on the 'inside' are justified, she recognizes that as we see more incidents, attitudes will harden.

From a broad cross-section of staff at regional and institutional levels, including some parole offices, a series of tests measuring the usefulness of proposals to inmates and institutional staff was completed.

Focussing on the purpose of this study, McLaren says, "We wanted to make some recommendations that are acceptable to the field on possible approaches to take with long-term offenders." Keeping it in mind that this issue is one that "has been studied to death," she states, "we didn't want to come out with all sorts of new ideas. We just wanted to remind everybody about what has been suggested before and to find out what was the most feasible or highest priority to them."

Previous studies on this issue such as inmate population management, offender support programs and violence research, while offering no startling insights, did identify some of the unique needs and problems of this group of offenders.

To ensure that the planning, development and decision-making for the implementation of any proposals was carried out at the regional and operational levels, a consultation process was developed.

From a broad cross-section of staff at regional and institutional levels, including some parole offices, a series of tests measuring the usefulness of proposals

to inmates and institutional staff was completed.

Use of existing facilities and programs, cost-benefit analysis, and ease of measurement and evaluation resulted in a consensus of preferred proposals for more detailed study.

A list of 20 proposals was initially considered including: limited access correctional communities, separate institutions, separate units within institutions, families living on penitentiary reserves, correctional careers, continuity in education and training, post secondary programs, classification of inmates, time-framing of sentences, specialization of staff, release preparation, halfway houses for long-term offenders, lifers' groups, life-skills programs, family contact, community contact, staff training — both general and specialized co-ordinators in each institution.

"Our purpose is to ensure that CSC will be better prepared to deal with the management of long-term offenders."

Consensus is that long-term offenders should not be isolated from the general population and that proposals should be useful for all inmates the study reveals.

Proposals selected for further study included: correctional careers, post-secondary programs, life-skills programs, time-framing of sentences, continuity in education and training, lifers' groups, community contact, staff training — general and classification of inmates.

"Each region has been provided with enough copies of the report to distribute to the institutions," McLaren states. "Annexes to the report containing detailed data on such areas as cost-benefit analysis have been included as a base for those field people who want to take a look at any of these projects," she adds.

"With a general policy statement in place, implementation of the proposals will depend on the needs and preferences of regions and operational units, as well as their priorities for resource allocation," says McLaren. "Our purpose is to ensure that CSC will be better prepared to deal with the management of long-term offenders."

Editor change

In the absence of June Coxon, Editor, *Let's Talk*, who is away on medical leave, Les Shand, recently joining NHQ Publishing and Editorial Services from the Prairie region, will take over June's duties as Editor for the September and October issues.

lets talk

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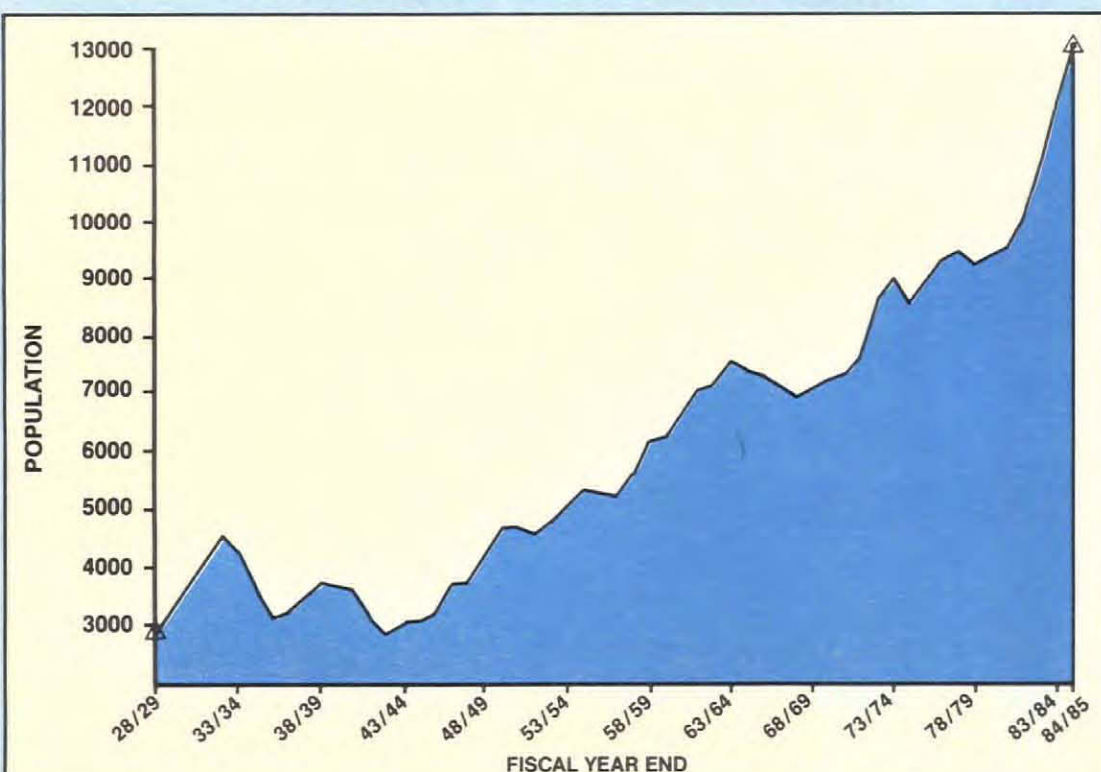
Let's Talk invites your comments, articles, signed letters and photographs for consideration.

Les Shand
Editor

The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

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MALE INMATE POPULATION



"Inmate populations have shown a remarkably stable trend. The peaks and valleys over the longer term generally averaged out and the population continued to increase. Only three significant troughs (more than one year duration) were noted. These were due to legislative changes in the 1930s, World War II, and in the 1960s possibly due to the strengthening of the parole process. Since 1981, the rate of increase has grown but still the rate is reasonable within the context of the overall trend." Committee report.

Remembering the past ...looking forward to the future

Cowansville's 20th Anniversary

By Louis Genest
Publishing and Editorial Services

QUEBEC — Twenty years ago, on May 20, 1966, the Hon. L.T. Pennel, first Solicitor General of Canada, opened this medium security institution located some 70 kilometres south of Montreal.

When the first correctional officers arrived at Cowansville, Public Works had not yet transferred the institution to CSC. Our first guards had to find accommodation at the institutional store where the first "fall-ins" were held. Their furniture was sparse: there were no desks, seats or files. Concrete blocks served as tables and chairs. Communications with staff was marked with the same frugality. When an employee joined CSC he was given a uniform, a whistle and an instruction booklet that he had to carry with him. There were no commissioner's directives, no regional or divisional instructions and certainly no *Let's Talk*.

By March 1966, the first inmates arrived at the institution. An escort team "armed to the teeth," went to Leclerc Institution, arranged for the inmates to be driven to Montreal's south shore in a Provincial Transport bus and for the Montreal municipal police to escort them to the other end of the Jacques-Cartier bridge. These were different times!

Roger Benoit, assistant warden, planning and administration, recalls that in June 1965 the administration offices were located on Lévesque Blvd. at St-Vincent-de-Paul, on Laval Island. "Both the warden's office and mine were located on the ground floor. One day Cy Gauthier, the institution's accountant, drove from Manitoba to join us. He brought a boat and oars mounted on top of his car. For nearly five months after he moved here he slept in his second floor office. Who was this character? Warden Brennan, a tidy man, couldn't wait, so the story goes, to see his house guest from the 'far west' move his oars and boat out of his office!"



In a change of command ceremony held June 13 at Cowansville, Michel Deslauriers, former warden of Drummond institution, was appointed as acting warden, Cowansville institution. Deslauriers is acting for Jean-Paul Lupien who has been seconded, for two years, to the Cayman Islands as advisor to local penitentiary authorities. Laval Marchand will be acting warden of Drummond institution.

Who were the wardens?

Cowansville's first warden, Gérard Brennan, was appointed Apr. 1, 1965. Roger Jourdain served from 1968 to 1972 followed by Gérard Martineau and Guy Lemire. Jean-Paul Lupien succeeded Lemire in 1976 until his recent secondment to the Cayman Islands.

Cowansville gets a facelift

Summer visitors to Cowansville marvel at the trees, flower paths and overall attractive landscaping of this institution. Outsiders might think the institution always looked as nice as it does today. But this is not so. The July 15, 1979 issue of *Let's Talk* gives us a picture of the early days. It reported "...Cowansville medium security institution stands grim and austere in the middle of the Eastern

Townships — devoid of flowers, trees, shrubs or landscaping to give it a feeling of life and hope..." It went on to say that Cowansville would soon have a facelift. "Jean-Paul Lupien, Cowansville director and his colleagues have worked out a landscape plan for flowers, rock gardens hedges and trees to help the institution look more in harmony with the surrounding countryside."

The project began with the aid of inmates and staff all eager to improve the institution's appearance. They decided to go "whole hog" and beautify the inside too. They painted many rooms and all cell blocks, fixed sidewalks and enlarged the parking lot."

Under Lupien's skillful direction the institution gradually established links with the community. In April 1979 the institution sponsored a citizens' aware-

ness project to encourage more people to visit the institution and join the Citizens Advisory Committee. Following a suggestion from Lupien, who also sat on the board of directors of the Caisse populaire, preventive hostage-taking management training courses were offered to employees of the local caisse who had experienced a hostage-taking ordeal some months earlier.

At the same time, the institution was developing its industrial orientation. Solar heating panels were being produced in an institution plant in a joint venture with the private sector providing work and training in an innovative field for inmates.

Cowansville today

Cowansville Institution with a staff of about 300 has a capacity for approximately 480 residents. Its population consists mainly of young adults. Divided into four cell blocks, it operates as a "living unit" facility. Main areas of activity in this penitentiary are the eight industrial workshops, where high-quality products are manufactured and sold to federal and provincial government departments as well as municipalities, school boards and non-profit organizations.

A variety of vocational and education programs, are available to inmates. Several activity programs and community projects encourage residents to renew their ties with the community.

The future

Asked about the changes he foresees for the future, acting warden Michel Deslauriers stresses the need for Cowansville to maintain the dynamic initiative that has characterized its past for two decades.



Maurice Salois, admission and discharge officer, has 20 years of service at Cowansville.

"With its first 20 years behind it Cowansville looks forward to the next 20 with determination and renewed confidence. There's still much to do and the will is here to do it," says Deslauriers. "Cowansville's reputation of being avant-garde is due largely to its staff. I am confident of Cowansville's future because of the 'esprit de corps' of our staff and their strong attachment to the Cowansville area as well as to the institution. Once staff come to Cowansville they seldom want to move elsewhere. They have strong links in the community. Because of this I believe everyone is committed to another productive and challenging 20 years!"

Celebrating Cowansville's pride in its past and great expectations for the future everyone connected with the institution is invited to its "20-20" celebration on Sept. 19.

Four Native CRCs or work camps to open in west

By Helen Gooderham Publishing and Editorial Services

NHQ — Correctional residential centres (CRCs) and work camps run by local Native organizations in the Prairie and Pacific regions would be "both timely and appropriate." Native parolees often need specific help in finding jobs and accommodation and in coping with city life, says an Operational and Resource Management Review led by Task Force leader, MaryEllen Gillan. The report, one of 21 policy reviews requested by Commissioner LeBlanc last year, made four recommendations, all of them approved by the Senior Management Committee.

The review team was asked to determine the feasibility of establishing Native CRCs and work camps in the Prairie and Pacific Regions in response to Recommendation 50 of the Carson Report, says Millard Beane, special advisor, Native Offender Programs, in an interview with *Let's Talk*. CSC was asked to provide Native-run CRCs and work camps to assist and support Native offenders on conditional release. At present CSC has about 1,200 Native inmates, most of them in the west.

"We defined 'work camps' as small, minimum-security facilities which wouldn't require much capital expenditure to establish or large operational costs to run. The camps would be either production or training-oriented and have Native program content addressing social development, life skills, substance abuse, and other needs."

Community networks needed

The CRCs would support Native inmates by helping them to establish community networks to "ensure that Natives are not disadvantaged by inadequate release plans. CRCs operated by and for Natives would provide opportunities which otherwise might not be available."

The Prairie and Pacific regions are now authorized to negotiate with private Native organizations in each of the four western provinces for the establishment of a new CRC or work camp in each province. "We want to start in a small way, and if the CRCs and work camps work out well for their Native clients, we can consider adding more of them."

"The problem," says Beane, "is that with the current emphasis on the accelerated release of parole-worthy inmates, Native offenders, many of them rural, often lose out because they don't have the urban skills or community network of friends and relations to help them find jobs and survive in a big city. As a result their parole release plans are often turned down by the National Parole Board because they don't meet the criteria required. Planned discussions with the Parole Board aim to correct this."

Another major concern is that about 45 per cent of CSC's Native offenders pass their day parole and parole eligibility dates without seeking parole or making adequate plans. "Failure to

release and sustain them on conditional release would result in an unfortunate accumulation of these inmates at great expense to the Service," says the review.

A CRC or work camp run by a local private Native organization (such as Allied and Indian Metis Society, Native Counselling Services of Alberta, Saskatchewan Association of Friendship Centres and Native Clan Organization, Manitoba) who are familiar with the problems Natives face in the city could be of great help in devising support plans for both parolees and those on mandatory supervision.

"It's imperative that as many Native inmates as possible be released through programs with community supports to help them make it through to warrant expiry while on conditional release," Beane notes.

Many Native offenders also lack cultural roots and a sense of identity, says Beane. They often resist, or are indifferent to, the usual programs. However, many Native offenders can be helped through working with local Native organizations and learning about their cultural and spiritual backgrounds through special ceremonies such as the Sacred Circle and the Pipe Ceremony presented by Native elders through CSC-sponsored programs. Substance-abuse can be a problem for Natives but the Sacred Circle Ceremony can make use of AA principles to help Native offenders relate better to the help offered to them.

Leclerc continues to celebrate 25th anniversary



QUEBEC — Management of Leclerc institution don their white aprons and chef's hats preparing to cook for a summer picnic organized as part of the institution's 25th anniversary celebrations held this July.

Smiling and trying to look self-assured in their culinary abilities are: front row (L) Robert Paquin, André Lévesque, Gilles Pelland, Odette Sheehy-Ouimet, René Rousseau (former Leclerc warden) and Daniel Mérineau. Back row (L), Raymond Lussier, Marc-André Lafleur (Leclerc warden), Roger Coulombe and Richard Roy.

Joyceville offers innovative training

ONTARIO — "Joyceville Institution is justifiably proud of its comprehensive staff training operation which includes many innovative and cost effective procedures," reports **Dennis Curtis**, information officer, Ontario. "Under the direction of Staff Training Officer, **Leslie Hicks**, Joyceville staff probably have a wider choice of in-house training programs than any other institution in the country."

Most of the training is done by qualified staff at the institution, and about one-third of the total staff receive some form of training in any given month. Many of the courses are short — two to four hours — which would not be feasible if they were given away from the institution.

Courses offered during 1986 include:

- **Arrest and control technique** — taught by members of the well-qualified Joyceville Emergency Response Team;
- **Interviewing and counselling** — a two-day course, geared toward living unit

and case management staff, taught by case management officers **Bob Fisher** and **Jocelyn Guillemette**.

- A one-day course given by case management staff to people who do not work in that division, to enable them to give their own appreciation of what the case management is all about;
- **Finance for Living Units** — instructed by Joyceville Institution finance staff;
- **Cardio-pulmonary resuscitation** — taught by five qualified CPR instructors from the institution who must teach four courses annually to maintain their qualifications;
- **Suicide prevention** — A two-day course given by Joyceville's psychologist, nurse and chaplain. Attendees have included engineers and clerical staff in addition to correctional and living unit officers;
- **Information sessions on AIDS** for staff and inmates, by Public Health nurse **Doreen Snewing**;
- The institutional preventive security officer at Joyceville gives training in **contraband control techniques and the preservation of evidence**;

Fire-fighting techniques for inmates

Inmates in the S3 trailer unit at Joyceville asked to have their own fire fighting team to deal with any fires in their unit. The warden approved and several inmates were trained by qualified staff in **fire-fighting techniques**.

Other courses include:

- **Visits to other institutions in the region** — Many staff spend their entire career in one level of security and have never visited any of the other institutions from where they often either receive or send inmates. Twelve Joyceville staff, representing all divisions visited Millhaven in April, Kingston Penitentiary and the Prison for Women in May.
- **Ontario Provincial Police Shift exchange** — So far approximately 20 correctional officers have spent an eight-hour shift in a cruiser with an Ontario Provincial Police officer from the Kingston or Gananoque detachment. **CX Dennis Bally** recently participated in the program and spent the day in the Westport area delivering summonses, tracking rabid foxes and doing the many other jobs that occupy the provincial police. He was most impressed with the professionalism of the OPP and particularly with the good relationship they have with people in the community. The OPP are also involved in supplying resource people to speak to Joyceville staff.
- A wide variety of seminars are offered using resource people from RHQ, including career planning, attendance management and employee benefits.
- **Hicks** is currently working on a proposal for a regional symposium on substance abuse, which if approved will be held at the Staff College and will involve delegates from all institutions in the region.
- Joyceville has an arrangement with the Canadian Armed Forces Base Barriefield, which permits the use of their facilities and instructors for a defensive training course. The course covers three separate half-days and is available to all Joyceville staff.
- A computer terminal with a variety of programs in the staff training room, is available for the use of all staff. Programs include introduction to computers, CSC trivia, courtroom demeanor, chemical agents, report writing, and hostage behavior. More are being added as they become available. **Leslie Hicks** invites more people to use these programs.

Meals on wheels from Mission



Mission Food Services staff and inmate kitchen workers have prepared meals for needy citizens in the community since 1983. Discussing a daily meal, are, from left — **David Fleece**, an inmate; **John Mesman**, Food Services supervisor and **Louis Ulrich**, Food Services officer.

PACIFIC — "A meals on wheels program, operating in the community of Mission, is rolling along with the support of Mission Institution's Food Service's section," reports **M.L. Tokarek**, assistant warden, Administration, Mission Institution.

For three years the institution and Mission community services, the program's sponsor, have worked together providing lunches three times a week for senior citizens, disabled people and the chronically ill.

Since the program started, in May 1983, **John Mesman**, Food Services supervisor, his staff and inmate kitchen workers have prepared an average of 10 to 15 lunches three times a week. The meals are served from existing noon hour meals, and are placed in insulated transportable trays, picked up by community services drivers each Monday, Wednesday and Friday and taken directly to those in need.

Community Services officials first approached then warden, **Wayne Scissons**, about the prospect of the institution providing meals for the project. Because of limited resources and space they were having difficulty doing it themselves. Although Scissons and Mesman were very receptive to the idea this shared type of program had never been attempted with an institution. Approval was sought from and granted by regional and national headquarters and they have never looked back.

"The kitchen crew is very sensitive to senior citizens' likes and dislikes of certain types of food — particularly spicy foods like pizza or weiners," says Mesman. "If possible substitutes are made when this type of food is on the institution menu."

Mesman also stresses that he and his kitchen crew derive a great deal of personal satisfaction from being able to aid people in the local community.

Jailhouse rocks!

PRAIRIES — Saskatchewan Penitentiary was ready for a shake-up!

Remember Elvis' rockin' rendition of 'Jailhouse Rock'? Well on August 10th Sask. Pen. was rockin' to the sounds of six rock bands from across the province as the penitentiary hosted its first 'Jailhouse Rock' competition.

Sponsored by inmates at the institution and CBC Radio, Saskatchewan, the province-wide talent search invited six amateur rock groups to compete for the first prize of a free recording session offered by CBC radio. As well, the inmate population awarded a \$1,000 cash prize to the winning group. Other inmate groups were also sponsoring a variety of prizes for the best vocalist and performances. A local music store donated a Fender guitar to the talented finalists.

Judging was conducted by a panel representing the inmate population, CBC Radio, Saskatchewan and **Gordy Brandt's** music store from Prince Albert. Bands were judged for their musicianship, originality, presentation and visual impact.

CBC radio recorded the performances which will be held in the institutions gymnasium. The day long event was open to the institutions 424 inmate population.

Everyone is a winner



Photo: Earl Kennedy, Winnipeg

Stony Mountain staff and inmates renovated this '64 Mustang convertible for the Winnipeg Diabetic Association. **Max Prychitko**, Vocational auto body instructor, Mountain Institution, presents the keys to the car to **Dean Murdoch**, president of the Winnipeg Diabetic Association. Watching, behind, are **L. Lahli** — an inmate and **R. Palmer**, supervisor Education. On the other side of the car are **D. McAulay** and **R. Petrowski** — instructor.

PRAIRIES — What do Stony Mountain Institution staff and inmates, diabetics and an old convertible have in common? They are all winners in a project that saw Stony Mountain staff and inmates join forces to raise funds for the Winnipeg Diabetes Association. Under the supervision of **Max Prychitko**, vocational auto body instructor and in conjunction with **Rick Palmer**, supervisor, Education, staff and inmates rebuilt a 1964 Mustang convertible. This spring they presented the car keys to **Dean Murdoch**, president of the Winnipeg branch of the Diabetes Association. As this issue of *Let's Talk* goes to press a raffle is being held and the winner of the car announced. Proceeds from the raffle will go to the diabetes association.

Pat Newton, assistant warden, Administration, explained that about a year and a half ago the association bought the car and turned it over to the institution for renovation. With its new lease on life the Mustang is valued at approximately \$12,000.

The last time Stony Mountain Institution staff and inmates worked together on a similar project was in 1984. That time, with a little help from the Manitoba Street Rod Association, they refurbished a 1946 Ford Coach. Raffle tickets were also sold for Dream Car '46, as they called it. Proceeds from the sales went to the St. Amant Centre in Winnipeg to help defray the cost of a new cottage project built to improve services for disabled children.

Braithwaite and Dugas honored by Governor General

OTTAWA — Two former CSC staff were honored by Governor General **Jeanne Sauvé**, at a special ceremony at Government House, on May 21. **John Braithwaite**, former deputy commissioner Communications and **Jean-Paul Dugas**, former deputy commissioner Quebec Region, were among 41 senior officials of the Public Service of Canada who retired in 1986 to receive the Senior Retirement Certificate of Canada in recognition of their years of loyal and dedicated service and of their contribution to the PSC.

Pardon me!

Pardon statistics for 1985 recorded the largest number of applications since 1970. Figures released by the National Parole Board indicate that 11,227 pardon applications were received. Of those applications considered (7,485), close to ninety-nine percent (6,795) were approved while only 91 were denied.

Pardons can be granted under the Criminal Records Act following investigation by the RCMP and examination by the National Parole Board.

Anyone who has ever been convicted or found guilty of an offence under an Act or regulation of the Parliament of Canada may apply for a pardon. Waiting periods can vary between one and five years, depending on the seriousness of the offence and the type of conviction (summary conviction or under indictment).

Once a pardon has been granted, the records of the conviction are sealed and kept separate by the federal agencies or departments in whose custody they lie. Pardoned records may not be disclosed without the specific permission of the Solicitor General of Canada.

CSC is committed to a discrimination free workplace

Personal harassment sessions

By June Coxon
Editor, Let's Talk

NHQ— Most people have experienced it, no one finds it pleasant and it is often difficult to define. The "it" is harassment.

But what, you may ask, is harassment? Is flirtation a form of harassment? What about jokes or teasing? Where does it start and end? Harassment is hard to define because what is perceived as harassment by one person may not be seen that way by another. Many factors come into play — cultural background, religious beliefs, or age — for example. The bottom line is, if you find another person's behaviour toward you offensive, repetitive or one-sided, if you have warned the offender of your displeasure and it continues, then you are likely being harassed.

The Canadian Human Rights Commission defines harassment as "being subjected to unwelcome verbal or physical conduct that is related to the 10 grounds of discrimination prohibited by law — sex, age, race, national or ethnic origin, color, religion, disability, marital status, family status or conviction for which a pardon was granted."

Harassment is not new, but if you are being harassed you are no longer defenceless. Canadian federal and provincial human rights commissions provide a framework to protect your rights. The Canadian Human Rights Act protects employees against harassment at work and also away from work when the incidents occur in connection with the job. The equality rights in the *Charter of Rights and Freedoms* complement and add to the anti-discrimination provisions

found in federal and provincial human rights legislation.

Personal harassment sessions

These and other facts were learned by headquarters staff who attended a series of information sessions on personal harassment. Presented by the Affirmative Action staff, the sessions were first held for managers in the fall of 1985. Other sessions were given between May 26 and June 17 for the rest of NHQ staff.

"We provided the sessions to sensitize staff to ways of preventing personal harassment and to inform them of their rights," explains **France-Marie Trépanier**, director Affirmative Action and Official Languages, who presented the fall sessions. "They were also in response to Treasury Board requirements."

The topic of personal harassment concerns CSC employees. In spite of the number of people being transferred within the Service or leaving CSC, there was a 50 percent attendance at sessions and one branch, Security, requested a session just for its staff. An estimated 100 managers attended the sessions in the fall and about 75 employees participated in the spring.

Some of the questions asked by participants were:

■ Can a harassment complaint be filed against more than one person at a time?
Answer: Yes, you can be harassed by a group.

■ How do you know if what you are experiencing is harassment?

Answer: Ask yourself if it affects the way you feel about your job or your

performance. Every case is different.

■ How does the Charter of Rights fit in?
Answer: It complements provincial legislation as well as the Canadian Human Rights Act.

CSC's commitment

CSC is committed to a discrimination-free workplace. The Commissioner's Directive on personal harassment states that "...every employee has the right to be treated fairly in a work environment free of discrimination and personal or sexual harassment." It charges managers with the responsibility of fostering an environment free of discrimination, and offensive behaviour and to stop harassment whether or not there is a complaint.

"The best known form of harassment is sexual," states **Suzanne Léger**, Affirmative Action officer, who conducted the spring sessions. "But personal harassment is equally undesirable. Don't ignore harassment. Do something about it."

Complaint assessors have been appointed within CSC to handle harassment complaints. In the regions, they are either your warden or district director. Complaint assessors have been nominated at regional headquarters also. At NHQ **Douglas Griffin**, chief, Educational Programs, is the complaint assessor. He can be reached at 996-5893.

"The complaint assessors in the regions may change in January 1987," says Trépanier. "The Ingstrup Task Force Report requires all policies to be reviewed and simplified. This gives us an opportunity to improve the complaint assessment process in the regions."

If you are being harassed

What should you do if you are being harassed? The following steps are recommended:

1. Voice your disapproval — ask the alleged harasser to stop;
2. If the alleged harasser does not stop, talk to your supervisor — supervisors are responsible for ensuring the workplace is free of harassment;
3. If your supervisor is the alleged aggressor, talk with the next supervisor;
4. If the harassment does not stop there, go to your complaint assessor. The situation will be documented and the complaint assessor will talk with all parties involved. If he or she finds you are being harassed the case will be referred to management for discipline. Complaint assessors are required to

treat all complaints with complete confidentiality.

5. If you do not get satisfaction internally (at CSC) you can go to the Human Rights Commission or the Public Service Commission's Appeals and Investigation Branch.

You might also want to speak with your union representative, or Affirmative Action division staff at NHQ. The AA staff may be reached at 613-996-9421.

There have been relatively few complaints of harassment within CSC — 51 since 1983-84. "Data shows that more men have voiced complaints of personal harassment in the Service than have women. "But women are still hesitant to complain about sexual harassment," suggests Léger. "So the statistics may not tell the whole story."

CORP 201 graduates in Pacific region



CORP 201 graduates posed with **Glen Wilson**, course leader, front row left, and **Bill Hellyer**, director, Regional Staff College Mission. The grads were assigned to Pacific region institutions. From left — Second row: **Kathleen Ferguson** and **Anne Weatherhead** — Mountain Institution; **Barbara Sereda** — Kent Institution; **Joanne Bishop** — Regional Psychiatric Centre; **Lorraine Spence** — Mountain Institution. Third row: **Shelly Spicer** — Kent Institution; **Claude Mailhot** — Mountain Institution; **Paul Desjardins** — Regional Psychiatric Centre; **Diane Dickins** — Matsqui Institution; **Faye Hall** — Kent Institution. Fourth row: **Dorothy Hughes** — Regional Psychiatric Centre; **Alex LaVoie** — Matsqui Institution; **Diane Knopf** — Regional Psychiatric Centre; **Howard Olson**, **Marcel Legacy** and **Michael Ozzard** — Matsqui Institution.

PACIFIC — Sixteen recruits graduated from an eight-and-a-half week Correctional Officer Recruitment Program (CORP) course at Regional Staff College, Mission, June 18.

At the graduation ceremony a weapons proficiency award was presented to **Marcel Legacy**. **Lorraine Spence** received the most improved level of fitness award while **Barbara**

Sereda took the master fitness award. **Howard Olson** received the exemplary officer award.

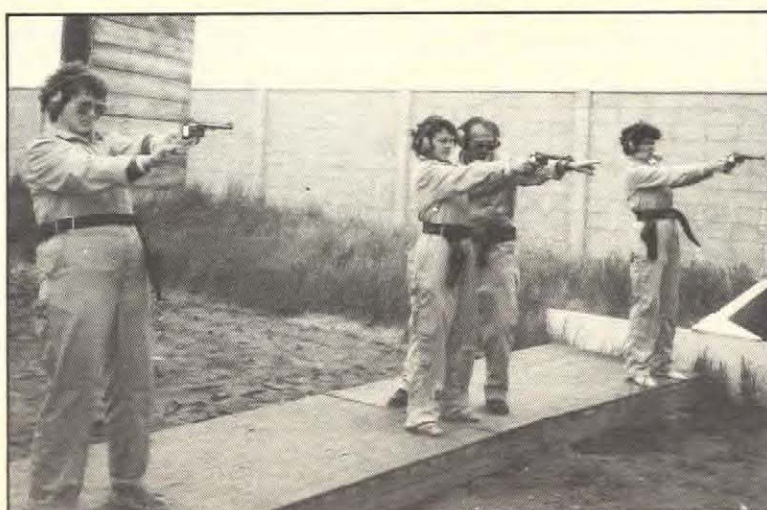
Doug McGregor, regional executive officer, RHQ, spoke to CORP 201 about the reorganization of CSC and in particular, Pacific region. He offered some sound advice and wished them well in their careers with CSC.

Drumheller celebrates CSC week



PRAIRIES — "Drumheller Institution celebrated Participation Day with flare this year," reports **Sam Campbell**, the institution's executive assistant. "June 7-14 was proclaimed CSC week in Drumheller by **Bill Doucette**, mayor of the city."

Numerous events for that week, organized by the institution's sports committee, included a variety of sports, a CSC exhibit and a 'tacky tourist' dance. Sport events included dart, horse-shoe, slow pitch, and golf tournaments and a women's .22 calibre pistol shoot. Each event drew between 20 and 50 participants.



Concentration shows on the face of **Susan Zschogner**, administration clerk, as she takes part in the women's .22 calibre pistol shoot during Drumheller's CSC week.

CSC's exhibit of contraband goods, weapons and equipment, set up in the Drumheller Co-op mall, attracted a large number of people. Many were unaware of the operations of an institution, report **Dave Plachner**, acting staff training officer, **Jim Spiers**, **Nancy Graham**, **Brett Yano** correctional officers, and **Bob Trembecky**, a living unit officer, who staffed the display.

"About 100 staff, family members and friends attended a dance at the end of the week. They were required to wear extremely gaudy attire and many of them showed a lot of creativity when it came to dressing that night," recalls Campbell with a smile.

Recycling office paper

The average Canadian office worker throws out a staggering half a kilogram of paper each day, says *Entre Nous*, Energy Mines and Resources staff newspaper. If they recycled what they discard, each of them could save one large tree every five months, according to Environment Canada.

The government's recycling program conserves forests, saves energy, curtails pollution and slows down the proliferation of landfill sites.

Collecting the paper is easy. In a program developed by Environment Canada containers are placed on every desk. Employees are advised which kinds of paper to save: high-grade paper used for notes, memos, letters, reports and computer printouts.

Desktop paper containers are emptied into bins located at convenient spots throughout the office. The collected paper is then transported to a nearby mill for reuse. Employees quickly get the hang of separating recyclable paper from other garbage.

WE NEED YOUR SUPPORT



United Way

Sept. 15

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We Care**

Inmates may form 'snow SWAT team'

The city of Guelph, Ont., may use Guelph Correctional Centre inmates to help ease the "mounting problem" of clearing snow from the driveways and sidewalks of homeowners unable to do their own shovelling. Alderman **Adam Gaw**, who, along with Mayor **John Counsell**, met with senior assistant superintendent **Ron Graydon** at the centre, told *The Daily Mercury* he already has a "positive guarantee" a supervised work party of six inmates will be available weekdays this winter. Priority to what Counsell called a "SWAT team for snow" will be given to pathways leading to bus stops at senior citizens' complexes. The route of "must-clear" areas could also be expanded to take in the driveways and walks of people who are unable to shovel snow and can't afford paying someone to do it for them, Counsell said.

Oskana CCC goes co-ed

Oskana Community Correctional Centre went co-educational on June 1. Three out of the centre's 20 beds have been designated for females. The Regina-based centre has been an all-male residence since it opened in 1972.

Wall to Wall wins another award

Wall to Wall, a film by **Peter Smilsky**, of Vancouver, won the Marcus Foster award for Best Overall Film in the Human Relations category at the National Educational Film Festival, in Oakland, California, in May. The half hour documentary, about a project at William Head Institution where inmates work with adolescents who have severe mental disabilities, has been recognized before. It received Best Documentary under 30 minutes at the Yorkton Film Festival in 1984, a Red Ribbon at the American Film Festival in New York in 1985 and was selected for screening at the Leipzig International Film Festival in East Germany.

Thirty spouses tour Stony Mountain

Thirty spouses attended the third annual spouses' tour at Stony Mountain Institution July 19. They met with Warden **Art Majkut** for coffee and a question and answer session. Their tour guides through the institution were **Mike Burns**, institutional preventive security officer; **Fred Brurkens**, inmate coordinator; **Ken Thompson**, living unit officer and **Brenda Stettner**, case management officer.



NHQ Participation Day results are in! Winning team (photo): (L) **Dan Kane**, **Martin Devenport**, **Chris Power**, **Linda Cork**, **Gerry McGillivray**, **Norm Payette**. Outstanding female; **Corrine Peppley**, Outstanding male; **Martin Devenport**, Outstanding senior; **Liz Baylis**, Outstanding coach; **Chris Power**.

Briefly



Terry Egan, director of operations, Vancouver pretrial services centre, tries his aim with chemical agents.

Chemical agents workshop at Mission

PACIFIC — Twelve officials from the BC Correctional Service were trained at CSC's Staff College, in Mission BC, in the policy and procedures for using chemical agents and the methods and systems of delivery. The two-day workshop included a practical demonstration to familiarize them with the chemicals. Training was provided by CSC under the Exchange of Service Agreement between federal and provincial corrections in BC.

Induction training at Kingston...

ONTARIO — "The National Correctional Staff College, in Kingston, opened its doors to 46 correctional officers from the Ontario Ministry of Correctional Services (MCS) for a three-week induction training program," reports **Dennis Curtis**, regional communications officer Ontario. MCS prepared the curriculum and supplied the instructors while CSC offered the training facilities and accommodation for participants.

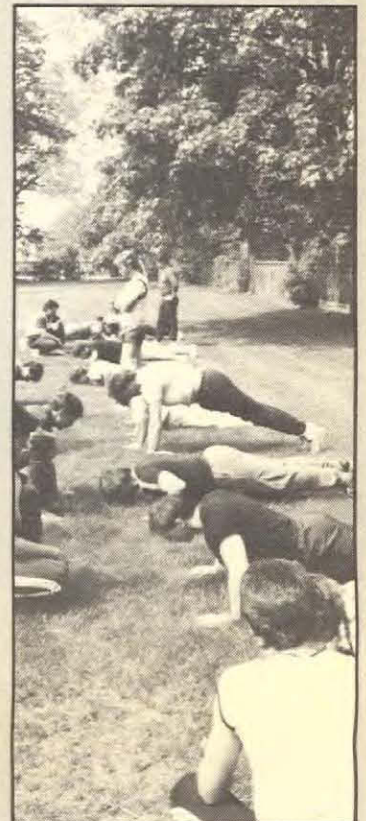
Most of the students, all currently employed in provincial facilities, spent the entire three weeks at the college. They visited several CSC facilities, joined in the festivities following CSC's regional fitness day and also hosted a barbeque at the college for their federal colleagues from the Kingston area.

US crime lowest in decade

The number of households in the United States touched by a crime of violence or theft in 1985 fell by 600,000 to one in every four, the lowest level in a decade, the US Justice Department reports. In 1985, about 22.2 million households were touched by crime, compared with 22.8 million the previous year, the department's Bureau of Justice Statistics said in a new report. The total has been declining since 1982, when about 25 million households were affected. The survey, however, is not a measure of the amount of crime occurring in the country. A household is counted only once, no matter how many times it may be victimized by crime. Earlier, the FBI stated that major crime reported to police rose four per cent last year compared with 1984.

Experts discuss violence in contemporary Canadian Society

A major conference dealing with violence in Contemporary Canadian Society brought together in one place for the first time, Canadians with special expertise in the various aspects of violence. They presented findings, and discussed and recorded information about violence in Canadian society. The conference was held in Ottawa June 8-11 at the initiative of the John Howard Society of Canada and with the support of the Solicitor General, the Law Reform Commission of Canada and the Department of Justice, says *NPB This Week*.



Ontario provincial corrections staff undergo induction training at CSC's Kingston staff college.

Let's get it straight

Let's Talk apologizes for any inconvenience caused by an article that suggested Canon **Tom James**, NHQ Chaplaincy, attended the funeral service for Chaplain **Bill White**, May 9. Canon James and Father **Murray Tardiff** were both in the Pacific Region at that time.

CX collective agreement signed



Photo: Denis Drever

The collective agreement for CSC's 4,794 supervisory and non-supervisory correctional officers was signed, in Ottawa, Jun. 18, by Treasury Board and Public Service Alliance of Canada (PSAC) representatives. Covering a 36-month period, ending Nov. 30, 1987, the agreement gives CXs, among other things, a pay increase of 3.25 per cent effective Dec. 1, 1986. Retroactive pay increases are 3.75 per cent, effective Dec. 1, 1984 and 3.50 per cent, effective Dec. 1, 1985. It also awarded four weeks vacation after nine years, effective Apr. 1, 1986. The following representatives of both bargaining teams attended the signing ceremony: **Gay Reardon**, **Robert M. Clark**, **William H. Morgan**, **Theresa Thomas**, **Irving Kulik**, **Mary Dawson** and **Nelson Sanscartier** for Treasury Board. **Albert S. Burke**, **Yolande Viau**, **Mike McNamara**, **Gerald Gaultier**, **Lloyd Campbell**, **G.H. Smith**, **Jack Hewitt** and **Michel Charboneau** representing PSAC. Above, **Gay Reardon** and **Albert Burke** sign the agreement.

Joyceville sponsors community work projects

ONTARIO — "Joyceville Institution has reintroduced the idea of taking inmates outside the institution to work on special projects," reports **Sharon Hogan**, the institution's assistant warden, Administration.

During the past few months Correctional Officer, **Robert Cunningham**, has taken approximately 12 inmates to a wooded area adjacent to the institution where they are constructing a weapons range for institutional staff. Cunningham was named officer of the month for June for these efforts.

A lesser number of inmates are being taken daily to a new St. John the Apostle church in Bayridge, to clean up, lay sod and do some landscaping. Two or three other inmates have been escorted to the Lions Club building, in Pittsburg Township, to paint and refurbish it. After a few successful days these groups of inmates will be escorted to their job sites by a member of the parish or a club member who has been trained in the security and supervision of inmates.



Joyceville CX **Lorne Joyce** (C), supervises a work crew at a local church.

In addition to community work, three inmates are being released each morning to proceed unescorted to Institutional Stores to do clerical work. At the end of the day they also walk back to the institution unescorted.

"We intend to continue letting inmates become involved in activities outside the institution," says Hogan, "and hope it continues to be as successful as it has started."

Let's Talk — change!

NHQ — This is your last issue of *Let's Talk* in newspaper format. Beginning November *Let's Talk* will appear in an 8½" x 11" newsletter format.

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lets talk



Volume 11 Number 12 October 1986

Special report on Bills C-67, C-68 New parole legislation

New parole laws have changed mandatory supervision and day parole.

In a dramatic call-back from its summer recess, July 24, the House of Commons passed two controversial bills, C-67 and C-68, designed to keep potentially violent inmates in prison until their sentence is up, while helping offenders who are good parole risks to be released earlier.

MPs passed what the press called the "parole bills" June 26. But in a surprise move, July 2, the Senate amended Bill C-67 to give prisoners

the right to appeal to the courts a detention order imposed by the parole board — thus effectively killing passage of the bill. However, on July 24, the Commons met again in a one-day emergency session, rejected the Senate amendment, and passed the bills into law as originally drafted.

Now it will be up to CSC and the National Parole Board to make the new laws work.

The new law permits the National Parole Board to detain potentially violent inmates and also allows it to tighten up the conditions of man-

datory supervision for high risk offenders. It also provides that all inmates' cases will be automatically reviewed as they approach day parole eligibility and therefore those who are good parole risks will also be identified and assisted to early release.

For CSC staff, this means developing procedures to ensure speedier case preparation, and new and more frequent dealings with the National Parole Board.

Let's Talk explains further.

See inside



Will that be cash, traveller's cheques or travel card?

by Les Shand, Publishing and Editorial Services

OTTAWA — Public servants travelling on official government business will soon be using a 'travel card' to obtain travel services announced the Minister of Supply and Services recently.

"A new corporate travel card system is expected to be introduced late this year to certain selected government departments," says Gary Gibson, supervisor, Central Travel Service (CTS). "The project will be introduced on a phase-in basis and will be under continuous evaluation," he says.

"Marlin Travel Ltd. and enRoute successfully received the government contract to provide the new travel service," Gibson said.

In a similar project introduced last year by the Office of the Comptroller General (OCG), traveller's cheques were used to replace cash advances to travelling government employees. "A number of departments have opted to continue with that program," says Gibson.

Savings for government

"The government spends about \$500 million a year or \$40 million a month for employee travel," reports *Training News*, a Public Service Commission newsletter.

Attempting to reduce government expenditures and lost interest revenues on travel advances issued sometimes one or two weeks ahead of travel, Gibson

says "the purchase of traveller's cheques and use of travel cards as a payment vehicle began to become more and more a possibility."

Under this new system, Gibson explains, the government will also be provided travel statistics and data which we don't currently have and that can help reduce expenses. "In the past it was very difficult to try to get a handle on the travel expenditures of a specific department. EnRoute will now provide those travel expenditures in terms of hotels, car rentals, meals, frequently travelled cities and travel routes, and duration of visits."

Advantages for travellers

Advantages of the new travel card system for employees will be its safety and convenience. "The travel card, I think, is in some ways an even safer vehicle than carrying traveller's cheques or cash, which a lot of people still carry," Gibson says. "In the case of a lost or stolen card, numbers are provided to cancel the card's authority. In emergency situations, a new card can be delivered in 24 hours," Gibson adds. "The new travel card will also be more convenient for employees who don't want to use their own credit cards for hotel or car rental reservation or payment."

Departmental financial procedures won't change with the travel card system.

"Regular travel claims will still be submitted using travel card charge receipts," says Gibson. "There are no interest charges to the employee using the card," he notes.

Issuing travel cards

Access to travel cards will be determined by individual departments. Gibson states that, "frequent travellers, those that travel more than two or three times a year may be issued individualized travel cards. For those departments who don't choose or elect to supply individual cards a general departmental card could be provided."

"People will need time to adjust to the new opportunity and procedure of the travel card system," Gibson advises. "You might find some departments still giving small travel advances but reduced considerably from years gone by and only to cover incidental expenses such as taxis or meals. Full cost efficiency of the new system probably will not be felt until the second or third year," Gibson says.

"Following the initial implementation period, this service will be phased into remaining departments and agencies," CTS reports. "In the meantime, departments and agencies must continue to use the reservation services of the present CTS contractors, until notified otherwise by Supply and Services Canada."

Joyceville employee honoured



ONTARIO — Joyceville CX Robert Cunningham (L) receives recognition as Employee of the Month from Warden Remi Gobeil. Cunningham received the tribute for his efforts in preparing Joyceville's new weapons range. See 'Briefly' page 2.

Info on New
PAROLE BILLS
C-67, C-68
See your pull-out inside



Correctional Service Canada Service correctionnel Canada

Canada

Let's Talk About People

New Spirit for Prairies

PRAIRIES — Edmonton institution welcomes Sister **Joan McCall** and Rev. **Don Brown** to their chaplaincy service. Sister Joan comes to CSC from the chaplaincy intern training program at Kingston and previously from work at Edmonton's remand centre. Rev. Brown also comes from the intern program at Kingston and from Winnipeg where he served as a volunteer with his church at Stony Mountain institution.

Edmonton's loss is the Atlantic region's gain as Rev. **Alfred Bell** becomes chaplain at the Dorchester institution. Rev. Bell and his wife **Marie** received a tribute from Prairie region chaplains at their regional workshop held in Edmonton. Rev. Bell served as Protestant chaplain at Drumheller institution in 1968. He moved to Stony Mountain institution in 1972 and to Edmonton in 1979.

Saskatchewan Staffer Strikes Gold

PRAIRIES — Congratulations to **Mary Anne Yaremchuk**, RHQ Prairies, for her gold medal effort taking the women's 10-pin division in the National Classified bowling championships. Mary Anne and her teammates from Saskatoon Eastview become the first Saskatchewan squad to win a Canadian title in the women's 10-pin division.

Warkworth Jaycees honor CSC staff

ONTARIO — Warkworth's inmate Jaycees honored nine Warkworth staff recently for their kind and unselfish cooperation given to the Jaycees and their many community oriented projects.

Honored were: **Ray Brown**, **Bill Crowe**, **Ron Howe**, **Robert Mainland**, **John Stocker**, **Larry Granger**, **Heinz Strehl**, **Joe Vinkle** and staff of the recreation department, and **Jim Lemoire** and staff of the finance department. The Jaycees also honored two outstanding senior citizens from the community in their annual project for the 'Ontario Medal of Good Citizenship.'

Pacific Management Re-organization

PACIFIC — Re-organization in the Pacific region resulted in new assignments to a number of management positions. **John Stonoski** becomes warden of Matsqui institution. **Pieter de Vink** takes over as warden of Kent institution. **Doug Black** becomes acting warden of Mountain institution. **Rolly Bishop** takes over as district director of the Vancouver parole district office. **Wayne Scissons** takes over as regional director, planning and resource management. **Doug McGregor** becomes regional director of correctional operations.

Crime Prevention Week — November 2-8

OTTAWA — Crime affects all of us, and it is costly. Crime prevention week is an annual event held across Canada to let Canadians know what they can do to help prevent crime.

"Since its inception in 1983, Crime prevention week has been a tremendous boost to community crime prevention," says **Pauline Dodds**, coordinator of National Crime Prevention Week for the Ministry of the Solicitor General.

One of the goals of the Week is to encourage more people to get involved in crime prevention. "Crime prevention is a year-round concern and not just once-a-year high profile event," says Dodds. "We've been amazed how much it's grown each year and the number of people who have become more interested because of the publicity and profile that local programs are getting. We've tried to stimulate a lot of those ongoing activities by highlighting this special week. It's

also used by a lot of community groups and police to launch new programs."

What can CSC do? CSC staff and facilities have actively supported crime prevention week, says Dodds. "CSC has helped organize and participate in local workshops on various issues of concern, often co-sponsored with volunteer or community associations. Some institutions have also held open houses and exhibits to get more citizens interested in the work that CSC does and to improve understanding of Canada's criminal justice system."

In kicking off this year's crime prevention week, Solicitor General of Canada, **James Kelleher** offers, "the success of the Week depends on the dedicated efforts of all those who can find effective ways of conveying the crime prevention message."

Working together in crime prevention — we've got everything to gain!

Fire Prevention Week

Throughout North America Fire Prevention Week is held October 5-11. Each year the public's attention is drawn to the need for fire prevention awareness and to encourage individuals and organizations to be prepared to deal with fire emergencies.

Traditionally Fire Prevention Week recognizes the anniversary of the Great Chicago Fire of Oct. 9, 1871 which claimed 500 lives, left more than 100,000 homeless, destroyed 17,450 buildings and caused property losses of more than \$200 million.

Hot spots

- 69 per cent of all fire fatalities occur in the home.
- During the last 10 years, 7,456 fires in federal government buildings caused a dollar loss of \$93,436,430.
- During the last 10 years there have been 23 deaths and 344 fire-related injuries in federal government occupied buildings.
- In 1984 there were 288 fires reported on federal government property, a reduction of six per cent from the previous year's total of 306 fires. Dollar loss: \$4,790,729.

New teeth in employment equity

by Les Shand
Publishing and Editorial Services

OTTAWA — Federal employers must begin instituting better measures to hire and train more women, aboriginal peoples, the disabled and visible minorities says new Employment and Immigration legislation.

Under Bill C-62, the recently proclaimed Employment Equity Act, "employers must begin instituting measures, including goals and timetables, for hiring and training target group members at all levels of their organizations," says Employment and Immigration Minister **Benoît Bouchard**.

"Annual reports about employment equity will be open to public scrutiny and the information will be made available to the Canadian Human Rights Commission," says Bouchard. "For the first time, the Human Rights Commission will have the data it needs to initiate its own investigations into discrimination in the workplace." Annual reports and target results will be presented to Parliament each year.

The Employment Equity Act applies to all employers within federal jurisdiction who employ 100 or more people. The Act also includes the Federal Contractors Program which will apply to firms doing business with the government.

Employment data including hirings, promotions and terminations of designated group members must be reported annually, beginning January 1987. "Failure to report could result in fine of up to \$50,000," says an Employment and Immigration news release.

"These measures are a major step forward in eliminating current employment barriers and promoting equality in the workplace," says Bouchard.

Briefly

Public storms prison

QUEBEC — The public can't wait to get into this jail! Since opening its doors to the public in early August more than 67,000 visitors have toured CSC's newest facility — Donnacona institution. Officially opening on September 5, the public including private groups and families of CSC personnel have taken good advantage of preview tours.

Mission's Operation Trackshoes

PACIFIC — Mission institution hosted 'Operation Trackshoes' for about 350 handicapped individuals from six Fraser Valley group homes in July.

Sponsored by the Lifers Group at Mission, Operation Trackshoes is similar to the Special Olympics offering a day of recreation and sport events for the local handicapped.

Bismark set the age

Retirement at age 65 is credited to Otto von Bismark, chancellor of Germany, reports a Health and Welfare newsletter. In the late 1800s, he set in motion steps that led to 65 as the age set for retirement. In 1916 it was made law by Germany.

In the United States, the choice of age 65 was made in 1935. In Canada, the report states, 65 seems to have become accepted as retirement age with the introduction of social security agreements. Some companies are believed to have included it in collective agreements with their employees. Consequently, in the mid-1940s, when social security programs came into being, age 65 was used as the starting point for payment of benefits.

Killer whale true to the last tooth!

PACIFIC — "Accurate to the last tooth," says **Julie Cowie**, art therapist at RPC Pacific at Abbotsford as she describes the paper maché model of a killer whale constructed by two inmates from the centre.

"The whale was constructed without blueprints," Cowie says, "however, books were used to get the body markings and teeth size accurate." Cowie says, "the two inmates spent four months building the whale. They plan to enter their creation in this year's Prison Arts contest in Brampton, Ontario. The whale will then be donated to the Greenpeace foundation."

Key Showcase: an invitation to the Ontario region

KINGSTON — Hobbies and talents of CSC staff and their families will highlight 'Key Showcase 86' being held at the Kingston Staff College Oct. 26.

"Enhancing the image of correctional staff in the community and giving staff and their families an opportunity to showcase their hobbies and talents to the public is the main objective of the one-day annual event," says **Karl Eckert**, Showcase 86 organizer.

"Participation is open to all CSC officers, staff and families including retired staff," says Eckert. The public will be invited through an extensive advertising campaign.

In addition to being Ontario region's annual arts and crafts show and sale, the event features a community organization as a special guest. This year Showcase 86 will feature the sisters of Hotel Dieu Hospital celebrating their 350th year of Service.

Joyceville hosts retired officers

ONTARIO — Twenty members of Ontario's retired federal correctional officers association attended a fun shoot and barbecue hosted by the Joyceville institution in July.

Joyceville's warden, **Remi Gobeil**, played host to the day's events. **Don Clark**, regional director operations, unveiled a plaque commemorating the official opening of the new range facility. A miniature replica of the plaque was presented to Clark by Warden Gobeil.

"Virtually everyone tried their hand at the AR-15 rifle and service revolver," says **Dennis Curtis**, regional manager communications, Ontario region. "Joyceville CX **Bob Cunningham** was presented with an Employee of the Month plaque in recognition of his efforts in preparing the range. The facility includes a weapons range, a 60-meter archery range, picnic tables and a 'stress walk' which involves firing a shotgun at a number of targets which pop out unexpectedly from behind trees," Curtis says.

Basic Facts 1986 published

What is the profile of a typical male or female inmate in a federal institution? How many people in Canada have criminal records? What is the average number of adults imprisoned in Canada on any given day? Answers to these and similar questions can be found in *Basic Facts About Corrections in Canada*, a 35-page bilingual booklet published annually by CSC. The 1986 issue of this pocket-sized publication that gives straight answers to 44 basic questions about corrections in Canada is now available from Public Affairs in NHQ.

lets talk

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Let's Talk invites your comments,

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consideration.

Les Shand
Editor

The Correctional Service of
Canada, as part of the criminal
justice system, contributes to the
protection of society by exercising
safe, secure and humane control
of offenders, while helping them
become law-abiding citizens.

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PAROLE BILLS C-67, C-68

The story behind the Bills

Let's Talk Special Report on Bills C-67 and C-68 was written by Helen Gooderham and Andrea Nugent, Publishing and Editorial Services. Special thanks to Ambrose Murphy and John Currie of the Offender Policy and Program Development Branch, Andrew Roy of the National Parole Board and Mario Dion, senior legal adviser to the Correctional Service.

Mandatory supervision and parole have often been confused in people's minds. Before Bill C-67, mandatory supervision (MS) was automatically given to inmates, normally after two-thirds of the sentence and when all possible remission had been earned. Parole is granted to an inmate by the parole board after a successful hearing.

The public frequently criticized the parole board when an inmate on MS committed a serious crime although the parole board did not determine which inmates were released on mandatory supervision.

In the legislation that created mandatory supervision in 1970, inmates being released prior to the end of their sentence as a result of remission, were made subject to supervision and other conditions similar to those of parole. This was a major change, since before then they had simply been released unconditionally.

The idea was to provide support for inmates during the last one-third of their sentence to help them cope with life in the community, getting a job, and accommodation.

Many inmates were outraged by the legislation and claimed it was an in-

fringement of their right to serve their remission time unsupervised as they had been able to do previously. They preferred to go straight out into the community "cold turkey" — without any controls and with no obligation to report to a parole officer.

If the inmates didn't like mandatory supervision, neither did the public. A series of violent crimes committed by inmates while on MS caused a public outcry demanding that potentially violent inmates serve their entire sentence inside.

The parole board responded in 1982 by "gating" potentially violent inmates — that is, by refusing early release on MS to some prisoners it considered potentially violent. The inmate was literally met at the prison gate by the police and arrested on suspension.

Then, in 1983, the Supreme Court of Canada ruled that inmates had to be released when they became eligible for release on mandatory supervision because that was the law. Again there was concern from the National Parole Board and from the public. They wanted the law changed. The next step was to make gating, or some form of it, legal. The result was Bill C-67.

New legislation — at a glance

Basically, Bills C-67 and C-68 will ensure that potentially violent offenders are kept off the street as long as possible while speeding up the return to the community of non-violent offenders who are good risks for parole.

There will be major changes in 2 main areas:

1. Mandatory supervision (MS)
2. Day parole

1. Mandatory supervision: 3 points of change

- The National Parole Board (NPB) will now have the power, after a hearing, to detain inmates who pose a high risk for committing a violent offence, regardless of the remission time they may have earned.
- If the parole board decides to release a potentially violent inmate, the board now has the authority to impose a special condition requiring the offender to reside in a community-based residential facility, including certain designated penitentiaries.
- Offenders referred to NPB for a detention hearing if released will not be entitled to a second release under mandatory supervision if their first release is revoked for any reason. They will be given "one chance" at MS.

2. Day parole: Automatic review of all offenders at their day parole eligibility date

The National Parole Board will now give ALL federal inmates a hearing prior to their eligibility date for day parole.

The idea is to identify offenders with the potential to return to the community as fast as possible and to indicate what type of performance and personal change are required to allow for their release to the community.

Why the Senate objected

Seven days after the House of Commons passed Bills C-67 and C-68, the Senate stopped the bills from becoming law by asking for an amendment to permit inmates who were ordered detained, to have access to an appeal process to the courts.

What the Senate was objecting to was that inmates ordered detained by the National Parole Board could appeal their rejection for release under mandatory supervision *only to the board*. The Senate felt that this put too much discretionary power in the hands of a single decision-making authority.

The Senate wanted to amend Bill C-67 to give prisoners the right to appeal their case in the *courts* rather than to the parole board.

Then, on July 24, members of parliament were called back from their summer recess to vote on the controversial bills again. After a day-long debate, the new bills were passed into law as originally drafted. The Senate had withdrawn its objections.

"This means that the parole board is now authorized to stop the release on mandatory supervision of all inmates determined to be potentially dangerous by criteria set out in the new legislation," says Andrew Roy, National Parole Board spokesperson. "In each case, the National Parole Board will schedule a hearing at which the inmate may have an assistant — a friend, relative, lawyer — to be with him or her."

"Inmates may appeal their detention order to the board's appeal division and they may also appeal their one-chance mandatory supervision order to the board if they feel it's unfair. The board must review detention orders at least once a year. It may revoke a detention order — or vary conditions or impose on an inmate where residence or one-chance mandatory supervision applies."

"The new legislation does give the board the authority to make decisions to order detention. But," says Andrew Roy, "Bill C-67 also provides clear guidelines which the board must consider before refusing an inmate release on mandatory supervision."

There are three basic criteria that come into play in determining if an inmate should be referred to the parole board for possible detention:

- Whether the inmate's current offence is among those appearing on the Schedule of Offences contained in the C-67 legislation, and whether it has been prosecuted by way of indictment;
- Whether the commission of the current offence caused death or serious injury (physical or psychological) to another person;
- Whether there are reasonable grounds for believing that the inmate is likely to commit, prior to expiration of sentence, a further offence causing death or serious harm to another person.

CSC case management officers are expected to assess each case carefully in light of these criteria, using their best professional judgment and taking into consideration all the relevant facts.

What will this new legislation involve?

7 Points to Remember

Detention of violent offenders

1. The parole board will be able to order the detention until the end of sentence of any inmate referred to it, that the board considers likely to kill or seriously harm someone if he or she is released.

This means CSC staff will have to screen all inmates serving a sentence for an offence appearing in the schedule to the Parole Act that was presented by way of indictment (see box). This must be done well in advance of the offender's mandatory supervision release date.

"One-chance" clause for violent offenders

2. The parole board, subsequent to a detention hearing, may decide to release on mandatory supervision an inmate who has been convicted of a violent crime, if the parole board is satisfied the inmate poses no immediate danger to the public. If the inmate's release is later revoked for any reason, the person will not be released on mandatory supervision again. This is known as the "one-chance" clause.

CSC can recommend detention

3. CSC may recommend to the parole board that an inmate be detained because he or she seems likely to kill or harm someone on release — even though their current conviction is for a non-violent crime. If the parole board decides to release the inmate, and if the release is later revoked for any reason, the inmate falls under the one-chance clause — no second chance for mandatory supervision. (But later release on parole is possible).

Special conditions for high risks

4. If the parole board decides to allow the release, under MS, of an inmate convicted of a violent crime, it may insist on special conditions, such as that the person reside at a "community-based residential facility." This includes a community correctional centre or an institution. (The definition of institution has been broadened to include the title, community-based residential facility, for purposes of the legislation.)

Six months lead time

5. Not later than six months before a potentially violent inmate is expected to be eligible for release on mandatory supervision, CSC will provide the parole board with the inmate's release plans, background information, and a recommendation for release or detention.

Inmates to receive reasons for decisions

6. After a hearing, and normally at least two months prior to the probable release date, the inmate will receive in writing the parole board's decision and reasons, plus detailed conditions of release, if applicable.

Annual parole board reviews

7. Under the Parole Act, all inmates who have been refused release under mandatory supervision will be entitled to an annual review by the parole board to see if the detention order should be lifted. Guidelines for making decisions have been set out in the Parole Regulations.

PAROLE BILLS C-67, C-68

Denying release to violent offenders: Detention cases

Keeping potentially violent offenders off the streets as long as possible by denying them release or their remission time is one of the major objectives of the new legislation, according to **John Currie** and **Ambrose Murphy** of the Offender Policy and Program Development Branch.

Bill C-67 also tightens up the mandatory release system for potentially violent offenders by creating two categories of possible detention cases, Currie points out in an interview with *Let's Talk*.

• Detention until end of sentence

Bill C-67 gives the National Parole Board the power to detain — until their warrant expiry date — all offenders it considers likely to commit another offence causing death or serious harm. When these potentially violent inmates become detention cases they lose their remission time (usually about one-third of their sentence), and will not be released until their sentence expires. However, all detention cases will be reviewed at least annually, and detention orders may be revoked by the parole board if there is new information, or changed circumstances.

• "One-chance" mandatory supervision

If an offender has been referred for detention but the parole board believes the person is not likely to commit another violent offence, he or she may be allowed release on mandatory supervision — but under certain conditions. These offenders will be subject to the "one-chance" only clause for mandatory supervision. If they are revoked for any reason, that's it. They will be detained until their sentence expires, but could be allowed temporary absence or some form of day parole. The Bill also permits the imposition of other conditions for offenders on one-chance MS — including residence in a half-way house, community correctional centre, or institution.

Offenders who are neither paroled nor reviewed for possible detention will be subject to the terms of mandatory supervision which now apply, and are not affected by the new legislation.

• Who are detention cases?

How does CSC decide who should be referred to the parole board for

detention? Bill C-67 contains a schedule of violent offences (see below) to be used as guidelines, says Ambrose Murphy. He explained that there are three criteria to help CSC decide who should be identified as a possible detention case.

1. Offenders whose crime appears on the schedule of violent offences contained in the new legislation
2. Offenders whose crime has resulted in death or serious harm to another person.
3. Offenders who are believed likely to commit another offence causing death or serious harm before their warrant expiry date.

Offenders who meet criterion 1, must be reviewed by CSC for possible referral for detention. If they also meet criterion 2 and are believed likely to commit another offence causing death or serious harm (criterion 3), they must be presented to the National Parole Board for possible detention. It is the parole board who makes the final decision, not CSC, notes Murphy.

• How will the risk factor be evaluated?

All offenders, says Currie, will be looked at as individuals, regardless of whether or not their crime is on the schedule. "We want to emphasize that." Some inmates whose crime is listed on the schedule of violent offences, could, in fact, be good parole risks because they are not considered likely to cause further harm. But, Currie warns, offenders whose crimes are not of a violent nature, could be considered a poor risk for early parole because of a threatening attitude, or persistent patterns of violence during incarceration. "The important thing," says Currie, "is to look at all offenders on their individual merits, and not just at their offence."

All is not totally black for offenders ordered detained by the parole board. They will still be eligible for at least an annual review of their detention order which could be lifted by the parole board if there is new information.

Offenders whose MS has been revoked, and are covered by the one-chance mandatory supervision provision, are also eligible for temporary absences and parole, notes Murphy.

• Time frames: faster paperwork

Perhaps the most important change for staff made by the new legislation is the need for faster paperwork to meet the earlier deadlines. Case management staff must identify potential detention cases and refer these to the parole board no later than *six months before the offender's presumptive release date*. Offenders must then be advised of their detention hearing at least *five months ahead of their presumptive release date*.

Inmates who will be detained must be advised in writing by the parole board at least *two months ahead of time*.

NPB Guidelines Respecting Detention Orders

1. *A persistent pattern of violent behavior such as:*
 - previous offences causing physical or psychological harm
 - seriousness of the current offence
 - reliable information that the inmate has had difficulties controlling violent impulses to the point of endangering the public or other inmates
 - use of weapons in current or past offences
 - open threats of violence
 - level of brutality used in current or past offences
 - a substantial degree of indifference to victims.
2. *Psychiatric or psychological evidence that the inmate's character disorder, organic disorder, substance disorder or mental illness is such that the inmate is likely to commit an offence causing death or serious harm.*
3. *Reliable information compelling the conclusion that the inmate is planning to commit, before his/her warrant expiry date, an offence causing death or serious harm.*
4. *Availability of supervision programs which would offer adequate protection to the public against the risk that the inmate might commit another offence before the end of the sentence he or she is now serving in the community.*

Schedule of violent offences which could lead to detention

Under the new legislation, inmates serving sentences for the following Criminal Code offences could be denied release under mandatory supervision:

- manslaughter
- prison breach
- attempt to commit murder
- causing injury with intent
- causing bodily harm with intent
- overcoming resistance to commission of an offence
- assault
- assault with a weapon or causing bodily harm
- aggravated assault
- unlawfully causing bodily harm
- assaulting a peace officer
- sexual assault
- sexual assault with a weapon, threats to a third party or causing bodily harm
- aggravated sexual assault
- kidnapping
- robbery
- conspiracy to commit murder
- arson
- setting fire by negligence
- setting fire to other substance
- using firearm during commission of offence
- pointing a firearm

The following offences under the Criminal Code prior to January 4, 1983 also apply:

- rape
- attempt to commit rape
- indecent assault on female
- indecent assault on male
- common assault
- assault with intent

Can anyone predict violence?

NPB offers detention guidelines for CSC

CSC staff may be concerned that the new legislation for detaining potentially violent offenders is based on the idea that violent behavior is predictable.

But who can predict violence with accuracy? The new legislation is based on the idea that, in the experience of correctional professionals, a few inmates manifest such a potential for violence that there is wide agreement on detaining them as long as possible.

Most of us would agree that predicting human behavior is not an exact science. In fact, the National Parole Board guidelines for detention orders call for consideration of a number of factors ranging from persistent patterns of violent behavior to the degree of brutality — or remorse. (See list of guidelines in box above.)

Used with restraint

The process of assessment for detention will be used with restraint. The schedule of violent offences and the NPB guidelines for detention orders will limit the number of inmates to be considered for review. There will be agreement between the service and the parole board before a decision to detain is made. This is not so much an effort to predict violence as a way to intervene effectively when the

apparent risk is so great that it cannot be ignored.

Predictability factors

Dr. R.E. Turner, psychiatrist in charge of the Metropolitan Toronto Forensic Service, has been quoted as saying that "the American Psychiatric Association says physicians can't predict dangerousness any better than almost (50-50) chance." However, psychiatrists do agree that there are predictable factors underlying dangerousness. Previous anti-social or violent behavior is the main indicator of future violence. Also important are violent dreams and fantasies, obsessive interest in weapons, physical abuse as a child, and a history of drug and alcohol abuse. The level of indifference to the victim is another measure of the likelihood to commit other similar offences.

An offender may be detained only after a review of all available professional assessments and if two of the three parole board members voting on his or her case agree that detention is the most appropriate course.

Detention orders will be reviewed at least once a year by the National Parole Board and can be revoked if there is new information, or changed circumstances.

PAROLE BILLS C-67, C-68

Automatic review to identify good parole risks

Basic to the new legislation is the automatic review of all offenders' cases. This is to identify what case management staff call the "fast-trackers" or low risks — offenders who are likely to be good parole risks, and could benefit from having their parole plans speeded up so they can serve more of their sentence under community supervision.

The automatic review must take place when an offender's day parole eligibility date comes up, usually when one-sixth of their sentence has been served. *Let's talk* asked John Currie, of the Offender Policy and Program Development Branch, to explain how the new system works.

What's the automatic review intended to do?

"The point of the automatic review is to make sure that all inmates are assessed as early as possible so that conditional release programs can be available to those who warrant them," says Currie. The review of all offenders' cases at their day parole eligibility requires CSC to identify three groups of offenders.

1. Identify the good parole risks and speedily and efficiently prepare their cases for submission to the National Parole Board for a *day parole* decision. Offenders whose sentence is three years or less must also be reviewed for a *full parole* decision by the board. This means CSC must have casework prepared with a recommendation for full parole, or for the approval of potential parole plans, as early as possible.
2. Identify those offenders who will be considered for conditional release at

a later date, and assist them to develop acceptable parole plans.

3. Identify the more difficult cases which may include mandatory supervision and possible detention cases, and help these inmates make a good adjustment to the institution and plans for their eventual release.

What this means, says Currie, is that "we have to do our homework early, and be more accountable in thinking out the best release plan for an offender. Our attitude should be: Let's do something constructive. What's the best way for this offender to serve his or her sentence — inside or outside? Given the offender's crime and potential, what plan would be most likely to result in successful parole? These are the sort of questions we'll be asking — right from the offender's penitentiary placement review."

How does the new system differ from present procedures?

Previously, notes Currie, offenders often served one-third of their sentence before being considered for parole. Mandatory supervision cases had to be released under supervision after having served two-thirds of their sentence regardless of their danger to the public.

The system was changed by the new legislation because of longtime concern from the service, the parole board, the police and the public that too many potentially violent offenders were being released on mandatory supervision, while not enough good risks for parole were given the opportunity of early conditional release.

How does the automatic review work?

Basically, the automatic review may be seen as an accelerated case preparation process which may include some, or all, of these procedures:

- Use of pre-sentence and police reports as early as the penitentiary placement interview.
- Initiation of release planning at the penitentiary placement interview.
- Direct placement of good parole risks to minimum-security institutions.
- Early use of outside resources such as community correctional centres, (CCCs), community residential centres (CRCs), and other agencies with an identified role in community planning.



John Currie (right) and Ambrose Murphy of the Offender Policy and Program Development Branch, in charge of coordinating procedures for the new Bill C-67 and C-68 legislation for the past year say the automatic review of all inmates after one-sixth of sentence is going to "fundamentally change the way CSC approaches presentation of cases to the NPB." In evaluating risk factors they add: "We want to emphasize that all offenders will be looked at on their individual merits, and not just at their offence."

More non-violent offenders to be "out" on Community programs

What's the safest and most constructive way for an offender to do time — mostly inside a prison, or mostly outside in a community supervision program? By posing these questions, Bill C-67 and C-68 are changing the way CSC looks at violent and non-violent offenders, and how they should be serving their sentences. Ambrose Murphy and John Currie of the Offender Policy and Program Development Branch are co-ordinating the implementation of the new legislation for CSC.

More non-violent offenders could be soon spending the major part of their sentence — five-sixths of it — outside on a supervised community program. What's more, says Murphy, some offenders who are released following a referral for detention will have community residency requirements imposed upon them — that is, they will be spending their term on mandatory supervision in federally-run Community Correctional Centres (CCCs) or private agency Community Residential Centres (CRCs).

This will have a definite impact on CCC/CRC bed space, notes Murphy.

Actually the biggest change, says Currie, may be in the increased number of day parolees identified as good parole risks at their automatic review. The new law requires that the National Parole Board study the cases of all inmates before they reach their day parole eligibility date to decide whether or not they merit day parole. "The increased number of day parolees may cause an initial bottleneck in the system at the start as staff gear up to meet the requirements of the legislation."

Individual supervision

Individualized and proactive supervision will continue to be required, notes Murphy, for all offenders on release — in at least the early stages. This means early releases as well. Although assessed as good parole risks, they will need close supervision to make sure they are in fact successful on parole. It's also important that sentences are seen to have impact

and to be fair — from the point of view of the public as well as the offender.

At the moment, CSC has 507 CCC beds and last year's statistics (for 1984-85) indicate the national CCC occupancy rate was 89.6 per cent. Not much room to spare there. The space situation in the case of the non-government-run CRCs is somewhat better. Their occupancy rate last year was only 64.2 per cent (1984-85 statistics). However, some agencies may choose not to house certain violent offenders. "This, coupled with the fact that bed space is not evenly distributed across the country, could cause some bed space problems."

New strategies needed

Offenders who will be released on community supervision fall into four main categories:

1. Offenders assessed as good parole risks and released at the time of their automatic review on day parole.
2. Offenders on "regular" parole
3. Offenders on mandatory supervision
4. Offenders on one-chance mandatory supervision (those offenders released on MS after a referral for detention).

How to accommodate this increased number of offenders? Says Currie: "New strategies making creative use of parole opportunities will be needed if we are to cope with the increased number of inmates being released into the community at a time when CCC/CRC bed space is limited. The emphasis," he says, "will be on the innovative use of parole and supervision options."

More parole options

Apart from increasing the size or number of CCCs/CRCs, other options might include:

- More flexible forms of day parole, and a broader application of them, before an offender's parole eligibility date. This could mean, for example, an increased use of the "five-and-two" type parole program.
- The "five-and-two" day parole program is especially helpful, says

Currie, because it allows offenders to spend five nights at home and two nights in a residential centre. What's more, these nights can be staggered to fit the centre's occupancy schedule thus allowing more day parolees to use the centre.

- To reduce the need for overnight residence for day parolees, a daytime reporting system could be set up, perhaps incorporating some form of community service commitment, or volunteer work. This would greatly expand the capacity of the CCCs and CRCs without increasing their size or number. This type of program, says Currie, could be operated in several locations on a pilot basis.
- Exchange of Service Agreements (ESAs) with the provinces could also assist in meeting bed space shortages. Sharing halfway houses and probation supervisors in remote areas could prove very helpful for CSC.

Supervisory options

Once the parole risk and needs of an offender have been identified, there is a wide variety of supervisory options which could be selected and weighted as appropriate.

- Residency requirements in a CCC/CRC/private home placement — a normal requirement for all day parolees;
- Intensive supervision with emphasis on frequent office and community contacts;
- Community-based education/training activities;
- Use of volunteers;
- Funds for psychological/psychiatric/alcohol/drug counselling;
- Private agency services;
- Requiring volunteer work from offenders;
- Private surveillance;
- Urinalysis/alcoscan testing;
- Electronic surveillance devices;
- Use of specialists when caseload sizes permit;
- Sharply reduced reporting requirements for certain long-term parolees.



PAROLE BILLS C-67, C-68

New law covers offender housing, peace officers, and warrants

Technical amendments to Bills C-67, C-68

Technical amendments in Bills C-67 and C-68 will permit CSC institutions to house released inmates in special circumstances, grant the Commissioner the right to decide who in CSC will be peace officers, and will provide for changes in the procedures for parole suspension warrants.

Bill C-67 allows for any CSC institution — regardless of its security level — to be officially called a "community-based residential facility."

An Order-in-Council has been passed designating all CCCs and minimum security institutions for this purpose. Because of their specialized function, regional psychiatric centres and the Prison for Women have also been so designated. It will thus be possible to use these institutions to house offenders released on MS with a residency condition.

Another amendment, in Bill C-68, would make it possible for CSC institutions to provide short-term housing to parolees and offenders released on man-

datory supervision if they have nowhere else to turn for help in an emergency.

Although it would be legally possible to use medium or maximum security institutions for the supervised or emergency housing situations, in most cases offenders will be directed to community correctional centres and minimum security institutions.

CSC peace officers are not police officers

A provision in Bill C-68 has made it possible for the Commissioner to decide which members of the service should be given peace officer status. This helps to clarify a situation that has been a source of confusion for the past several years.

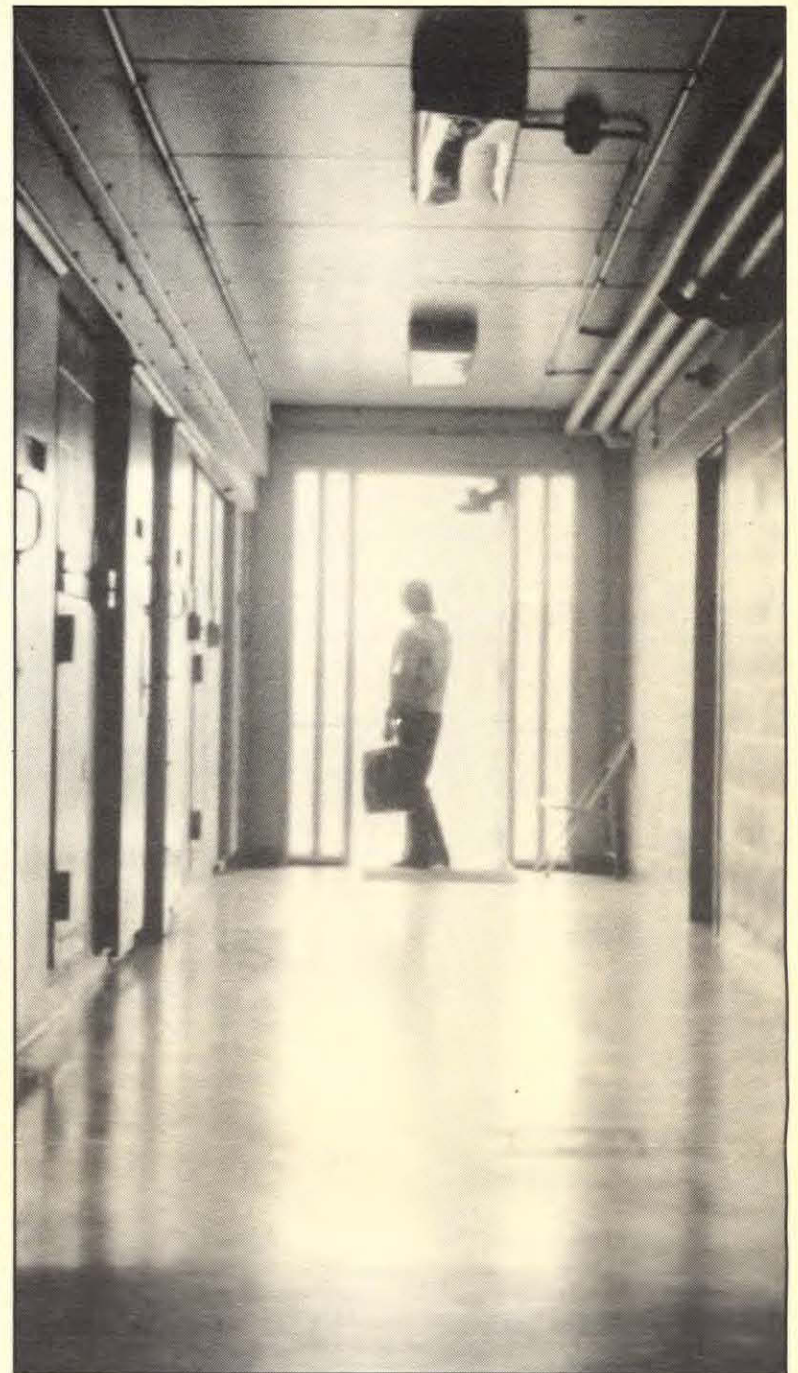
While the Commissioner has concluded that the operational requirements of the service make it desirable to have all institutional and most parole staff invested with peace officer powers, this does not mean at all that our staff will be

expected to do the job of police officers. The designation is meant to cover situations that are specific to the correctional setting and to help CSC staff perform their established roles effectively.

Warrants

A clause in Bill C-67 provides the power to arrest and detain an offender without a warrant of parole suspension in cases where a suspension warrant has already been issued in another parole district. The detention will occur by way of a remand by a designated person. The original suspension warrant must then be executed in six days. This will replace the current practice to withdraw the original warrant and issue a new warrant in the district where the offender has been apprehended.

The new procedure for handling parole suspension warrants parallels the existing procedure for handling criminal warrants.



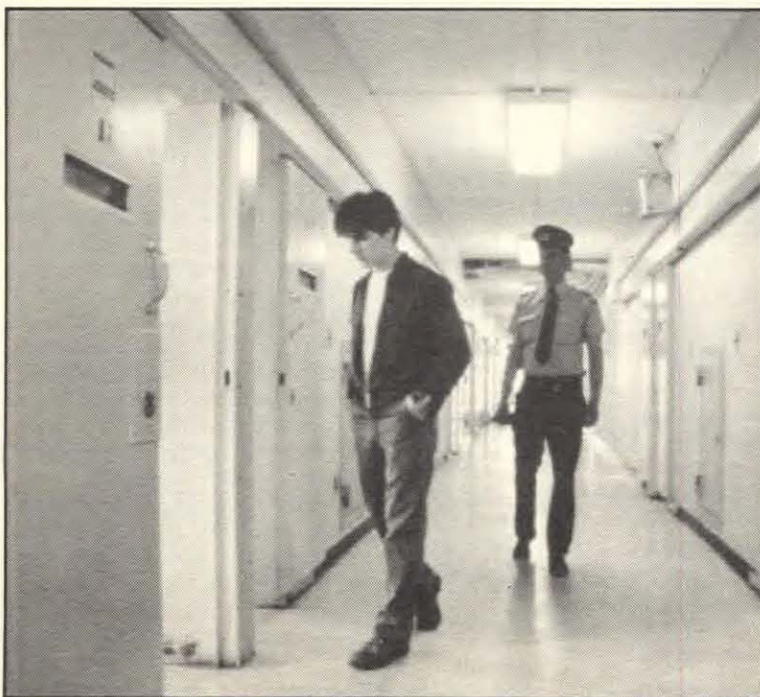
Impact: what the new laws will mean to staff

A substantial challenge

Implementing the new legislation will require a significant change in practice and procedures for many staff. CSC will have to develop, and carry out methods for identifying inmates who present a clear risk if released. Staff will also need training on how to collect and present this kind of information to the parole board.

CSC must also develop support programs for inmates released on mandatory supervision with special conditions — including the condition of residence at a community-based residential facility. Staff in our CCCs may now have to deal with a new mix of clientele: offenders on mandatory supervision living with an increased number of non-violent offenders who have been released on day parole soon after one-sixth of their sentence.

The automatic review of all inmates after they've served one-sixth of their sentence will increase work in this area and will require speedy action in the case of inmates serving short sentences. Their



paperwork must be ready two months in advance of their day parole eligibility date. It will fundamentally change the way CSC approaches the presentation of cases to the parole board.

CSC and National Parole Board staff at both national headquarters and regional levels have been working closely to develop referral criteria, evaluative and assessment techniques, and supervision strategies that will meet the spirit of

the new legislation. Regional staff of both organizations are developing appropriate regional policies and procedures to ensure the timely referral of all offenders to the NPB.

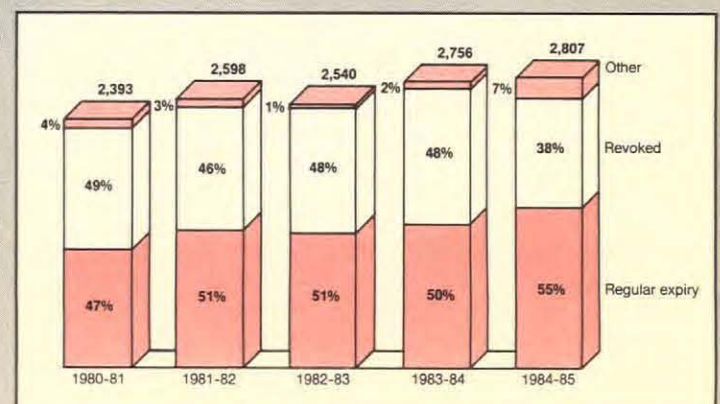
"The automatic review fundamentally changes the way CSC approaches the presentation of cases to the parole board."

Mandatory Supervision success rate

Most federal inmates become eligible for release to mandatory supervision (MS) automatically after they have served two-thirds of their original sentence. In 1984-85, over 3,000 inmates were released to MS accounting for more than one-half (57%) of all releases from federal penitentiaries.

There were 2,807 mandatory supervision terminations in 1984-85. Of these, 55% were completed successfully through regular expiry and 38% were revoked. The remaining 7% that terminated were due to other causes such as death. In comparison to the full parole success rate (71%) for federal inmates the percentage of successful completions of MS was relatively low. This is expected as these released inmates have not been granted full parole or have had it revoked, and may therefore have a lower probability of succeeding in a community supervision program.

The percentage of mandatory supervision cases terminated through revocation dropped considerably from rates of 49% in 1980-81 to 38% in 1984-85. Similarly the success rate of 55% for 1984-85, was a departure from the previous four years when the rate of regular expiry hovered around 50%. (Adult Correctional Services in Canada, 1984-85, Canadian Centre for Justice Statistics.)



Let's Talk

Volume 11 No 13

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November 1986

Inside

CSC's 'Secret' Service

"It's such a highly specialized service that many CSC staff don't know it exists." Let's Talk takes a behind-the-scenes look at a unique service shaped over the years to meet the special needs of our organization.

2

Que. marathon

'86 Quebec Marathon Courage runners raised over \$20 000 laying to rest the fears of many people that a plateau had been reached. Not so! The 1986 results show that the good work of the last four runs should continue — with pleasant surprises ahead as well.

7

Prison opens

Donnacona, Canada's ninth maximum security facility, officially opened Sept. 5, with over 500 guests present. More than 75 000 have visited the prison.

9

Working after age 65

Before July 2, 1986, you had no choice. If you were a federal civil servant aged 65, the calendar said it all. Retirement was mandatory. Your colleagues threw a party for you, you took your pension, and you left government service. But now all that's changed. "Limitation because of age has been officially wiped out by a change in the Public Service Superannuation Regulations," says France Collin, chief, Compensation Services. The policy has changed in two important ways because age doesn't count any more.

3

Drug tests appealed

CSC intends to appeal a court decision putting a stop to drug tests for inmates. Urinalysis testing that would allow detection of drug use by inmates was ruled invalid because of its conflict with the Charter of Rights.

8

Micros revolutionize CSC's automated systems

5

As microcomputers sprouted on CSC desks across the country, they began to change the way data was collected and stored. It was an information revolution that saw CSC's mainframes in Toronto give way to data stored

locally in institutions and rolled up as needed. Three new systems initiatives were identified: sharing offender data with the RCMP and the Parole Board, a human resource system, and an asset management system.

Let's Talk GOES DESKTOP! P. 2



Correctional Service
Canada

Service correctionnel
Canada

Canada

EEK! There's a mouse on our desk

Let's Talk pioneers "desktop publishing"

In your November issue, *Let's Talk* introduces major changes with a new magazine-style format and its desktop microcomputer publishing system. This is the new way of doing things in the newsletter world and editors everywhere are wild about it because of its speed, cost-cutting, and ability to do page makeup and last minute changes.

Desktop publishing is expected to provide applications and spinoffs of interest to the whole Service.

Computer buffs will want to know that *Let's Talk* has Apple's Macintosh Plus computer and its Laser Writer Plus, both state-of-the-art electronic systems. Software includes Word and the Aldus Page Maker.

What's really revolutionary about desktop publishing is that new copy or changes can be added right up until the minute the issue goes to the printer. This means late-breaking news can also be included.

Lead time with the new electronic system will be cut by nearly two weeks so articles which would have come in too late for the issue can now be included. Basically this means your staff newsletter will be much more up-to-date and responsive to your needs.

Enter the mouse

The Aldus Page Maker is also a major innovation in how editors work. Previously our newsletter was sent out to a graphic designer for typesetting and layout which took considerable turnaround time. Now, with Page Maker software,

your editors are doing their own typesetting and layout on the Mac Plus with the help of a user-friendly mouse.

Ever met a computer mouse? It's supposed to fetch and carry borders, boxes, and other graphics nicely but actually it sometimes gets them mixed up, drops them or just squeaks off in the wrong direction altogether. "However, we're getting the hang of mastering the mouse and its clicks, cut and paste functions. Goodbye forever glue bottle, tape and scissors.

In addition to its speed, this

computerized system reduces our overall design and typesetting costs substantially.

Tell us what you think!

As always, your editors will be diving eagerly every morning into the in-basket to look for photos, articles and news items from the regions and NHQ branches. We'd like to hear from you -- tell us about any ideas and suggestions you may have for articles, features, whatever.

Call us at (613) 995-5356.

Deadline for copy for the next issue is Nov. 20. ■

"Secret" Service gets results for CSC staff

by Les Shand

Publishing and Editorial Services

It's such a highly specialized service that many don't know it exists. They have records of over a century of CSC activities. They're linked to some of the most up-to-date international data banks around the world. They have access to many highly specialized published and unpublished documents. Their tireless capacity in getting results has solved many mysteries of years past. These are a few of the behind-the-scenes services offered to CSC staff through the Ministry of Solicitor General Library at national headquarters, Ottawa.

Many CSC staff "do not realize the information and services that are available to them through the Solicitor General Library," says Heather Moore, Ministry librarian. "We have some 25 000 volumes, 20 000 titles and over 50 000 full text documents on microfiche, including what is probably the finest corrections collection in Canada."

Originally founded as the library for the Canadian Penitentiary

Service, it was transferred in 1969 to what was then the headquarters of the organization. "It was to provide centralized library services," says Moore. "Headquarters evolved and we're now in the Communications Group of the Secretariat. A lot of people think of us only as the Secretariat Library which isn't true. We are also the library for the CSC and the National Parole Board."

This is a highly specialized library, "shaped over the years to meet the needs of the whole department," explains Moore. "A perfect example would be unpublished reports. We don't have just books, but also microfiche, plus thousands of documents produced by the Correctional Service but never published. This is where to ask for that report you thought was done about five years ago, has suddenly become relevant again, and you can't find a copy. Everyone had it five years ago but no one has it now. So come along to our library - we should have it," says Moore.

"... corporate memory of our organization"

Moore describes her library as "part of the corporate memory of our

Secret continues on 4

Everything you need to know about **WORKING AFTER 65**

by **Helen Gooderham**
Publishing and Editorial Services

*Let's Talk asks **France Collin** about what the new superannuation regulations will mean for staff nearing retirement.*

How has the policy changed?

Basically in two ways. First, employment no longer automatically ceases at age 65. And second, if you were keen to work after 65, you used to have to seek a work extension from your branch head. This is no longer necessary.

Now, with the new regulations age doesn't count any more.

"Terminations may no longer be based on age alone. You're treated just like any other employee," says Collin.

But, that carries responsibilities as well as rights. Like all other employees, you must have at least a satisfactory level of work performance on your performance appraisal if you expect to continue working.

Most staff are glad to retire and go on to a new life — and that's OK. And, for the few who want to continue at their job, that's also OK — if their work performance and health are satisfactory.

Can I receive my pension — and still work if I am over 65?

No. Remember, you're treated the same as everyone else. You can't draw your pension while you're still working.

Can I still contribute to my pension?

Yes and no. It depends. You can continue to contribute to your superannuation — unless (1) you have already applied for your pension benefits under the Canada Pension

Plan (CPP) or the Quebec Pension Plan (QPP), or (2) you already have reached 35 years of pensionable service.

Remember this: If you're planning to work after age 65, and wish to increase your pension, don't apply for your CPP/QPP pension benefits unless you have 35 years of pensionable service.

This is the maximum point to which you can contribute at any rate. In other cases, you must indeed continue to contribute to your superannuation just like any other employee.

If I continue to work after 65, will it give me a better pension?

Yes, it will increase your pension since your benefits increase with the number of years of pensionable service you have as well as the average of your best six years of salary.

The formula is:

$2\% \times$
the number of years
of pensionable service
 \times *your average salary*
over your best six years.

For example:

You've worked 20 years and your average salary over your best six years is \$40 000.

*So: $2\% \times 20 = 40\% \times \$40\,000$
Your pension = \$16 000 a year*

If I have 35 years of pensionable service, do the new regulations mean my pension won't increase?

No, your pension will continue to increase because the salary you're making is likely to go up, and thus improve the average of your best six years of salary.

If I have less than 35 years of pensionable service, what happens to my pension if I have applied for my benefits, or have already received them from CPP/QPP?

You won't accumulate further years of pensionable service and your salary won't count towards improving your average salary over your best six years. That's because you are a non-contributor. As a result, your pension clock stops ticking. ■

A Master Shooter



Congratulations to Roger Hébert, CX-3, Cowansville Institution, who won the provincial combat shooting championship (Masters Category), held in Granby, Quebec, on Aug. 23. Winning this award means he is the best shooter among the paralegals and peace officers of the province of Quebec.

"Secret" Service gets results for CSC staff

Continued from 2

organization. We have annual reports going back to the 1870s. We have provincial reports like the 1840s Brown Commission report into the Kingston Penitentiary. We have the history of the Montreal prison going back to the 1860s. We don't have a huge historical collection," says Moore, "but we have a rather interesting one and we want to add to it."

Libraries depend on their access to a variety of information sources. The Solicitor General Library shares information with over 300 libraries in Canada as well as some 20 US and international libraries by sharing a data base with the University of Toronto. The Library also has complete holdings of the US National Criminal Justice microfiche service as well as Canadian federal and provincial publications and periodicals.

Sandie Williamson is head of reference services for the Library. Williamson, who has her Masters in Criminology, is an information specialist and one of the Library's seven staff who are at your service. "Many staff are not aware of the services that we provide and that they are entitled to," says Williamson. "Because we have access to various computer systems we have the capability for on-line information retrieval," she explains. "For example, if you're interested in developing a policy on prison overcrowding, we can do a manual search of our card catalogue, and check periodicals as well as on-line data bases to hone in on exactly what you are looking for. We can identify what has been tried and failed, tried and been successful, in Canada and the US."

In addition to its on-line information retrieval capabilities, the library also has collections of many unpublished and uncopyrighted documents such as university papers and theses. "For example," explains Williamson, "we have a student's term paper on special handling units.



"Many staff are unaware of the services we provide," says Sandie Williamson, who is head, reference services, for the library. photo: Louis Genest

There's not a lot of academic literature written about those units."

"Another example," adds Moore, "is a thesis on 'program evaluation in CSC' that was written by a university student who worked with CSC for a year. Marvelous stuff! But not published and not easily available anywhere else."

"About 30 percent of the library's reference inquiries come from outside the Solicitor General Ministry," says Moore. "They come from provincial correctional agencies, police departments and quite a wide variety of government departments."

CSC staff wanting to use the library's service are just a visit or phone call away! Users must be registered. "We do have registration cards for permanent and long-term staff. Special arrangements may also be made for short-term and contract staff," explains Williamson.

"However, if I received a phone call from a staff member in one of our regions requesting information, I would put the requested information package together and also send a registration card for them to sign and return. Registration cards are then kept on file at the library for future requests."

A library without books

Gifts are a very important part of a library's acquisitions. "CSC has

been enormously generous in the past donating books, documents and reports," says Moore. Asked whether the library would be interested in those stacks of reports or institutional studies that may be lying around collecting dust, Moore enthusiastically pleads, "please, please, send us copies. Don't think about whether we want it or not. Shovel it all into a box and we'll sort it out at this end. Literally, we get hundreds of boxes, especially with the recent reorganization with CSC. We're grateful!" exclaims Moore. "Every box is gone through, every item checked. It's a long painful process but this information is very valuable to us."

Historical documents are wanted too! "Annual reports, inmate lists," she says. "Again, don't think whether we want it or not. We will go through everything. We don't destroy anything. If it's something that properly should be in CSC records we will send it to them. Or if it should be in Archives, we'll arrange that."

Heard a good book lately?

Audio-visual material also is available. "Although currently under redevelopment, the audio-visual centre is becoming very popular," says Moore. "We have cassette versions of books such as the *One Minute Manager*. We also have official material for the government's French language course. A lot of conference material is also becoming available such as the National Council of Juvenile and Family Court Judges."

"To keep up on what's new at the library, quarterly lists of new acquisitions are available from most mailrooms and institutional libraries," says Moore.

For further information about library services and information, call or write:

Ministry Library
and Reference Centre
340 Laurier Avenue W., Room 11A
OTTAWA, Ontario K1A 0P8
(613) 991-2787 ■

Staff microcomputers revolutionize CSC's way of handling information

by Helen Gooderham
Publishing and Editorial Services

Our staff "aren't afraid of automation — in fact right across the country they're very open and knowledgeable with a high level of computer literacy which has made our job of setting up a systems plan a whole lot easier," says **Oskar Anderson**, CSC's acting director general of systems.

"There's been a veritable microcomputer revolution in CSC. Personal computers have proved so successful in the institutions it's created a 360-degree turnaround in the way we handle our automated systems," notes Anderson. "What happened is that people lost faith in the centralized mainframe technology because they weren't getting the kind of information service they needed. Micros — and local information — do it better."

Oskar Anderson is in charge of CSC's new systems branch. He heads a staff of 46 whose mandate is to bring our previous automated system of data processing up to state-of-the-art level. Progress to date involves the formation of a new Corporate Systems Branch managing a centralized budget for development money, and a decentralized systems staff of three people per region. A systems advisory committee is also in place to monitor all systems development and reflect both regional and national concerns in Electronic Data Processing (EDP) plans. However, "it's the senior management committee (SMC) which has the final say," Anderson adds.

"Biggest change," says Anderson, "is the *centralization* at NHQ of all systems development money... but the *decentralization* of information storage from the

centralized mainframe computers in Toronto to computers locally placed all through our institutions. It's an interesting paradox. In the shorter term we integrate our development efforts, while providing better local service."

Previously, budgets and development were scattered and each NHQ branch and RHQ had their own systems managers and development budget. Now all planning and development money has been centralized in the new systems branch. "But we won't be running the whole show," he points out, "because the preparation of the systems development budget will be a cooperative venture between the Corporate Systems Branch, other branches and the regions when we do the Main Estimates each September. Central planning should reduce duplication and save money. It also helps managers to plan better — and plan earlier."

Looking at the old system

Before we get into explaining how the new systems work, let's look at what prompted the changes. Data processing in the Service was one of the key areas designated for review, first by the 1984 Carson Report and a year later by the Nielsen Task Force Report. There was a general dissatisfaction with existing automated systems and a need to have automated tools to deal with staff and budgetary restrictions as well as coping with the newly decentralized management process.

Senior management curtailed all software development and hardware purchases and initiated a corporate systems review in October 1985. By June 1986 a report was completed and generally accepted by the SMC. The result was a new Corporate Systems Branch with three divisions



Oskar Anderson joined the Service in October 1985 as a consultant from CACI Canada Ltd., where he is a department manager with wide experience in computer systems. He also helped start the Canadian Centre for Justice Statistics at Stats Can.

photo: Louis Genest

under **Cliff Scott**, assistant commissioner, Administrative Policy and Services Sector. The branch is assisted by a three-person systems group in each region.

As part of his review, Anderson had all CSC's software programs and computer hardware inventoried. Over 200 systems were identified of which 20 were declared priority initiatives. All hardware purchases must be standardized and come through the tendering and budget system at NHQ which is now in place, says Anderson. "We'll be reviewing all systems initiatives to make sure we maximize the use of existing hardware. We'll also be promoting multiple users on our micro-computers."

Micros continues on 6

Micros revolutionize systems

Continued from 5

Three systems initiatives are now top priority. First is the Offender Management System (OMS) with its major goals of supplying current and accurate information on all offenders, helping CSC meet its budgetary and person year cutbacks and streamlining the correctional process by speeding up the movement of low risk offenders through the system. It involves a breakthrough agreement with the National Parole Board and the RCMP to share a common automated system of information on offenders.

"This will mean a tremendous reduction of duplicate effort in data collection and storage. Sharing our information with the NPB and RCMP greatly increases efficiency — and savings — in all three organizations," Anderson points out.

Another high priority is CSC's human resource management system. "Currently we're looking at a microcomputer solution for person year management and will be doing a feasibility study this year to evaluate the performance and usefulness of our whole human resource set of systems.

Third priority is the need for asset management control which was recognized in recent audits.

Operational staff are requesting an automated system to help in the process of tracking and managing assets. "A study to find an appropriate solution is in the works now," says Anderson.

The magic of micros: why the system had to change

Before computer technology took a quantum leap and micros sprouted on every desk, most automated systems featured a central mainframe and scattered terminals which fed into it. CSC has its Toronto mainframes and information is fed into them from both the regions and NHQ by phone lines. It's an expensive way to operate systems and most users get more information than they need.

Then came the micros and a feeling of personal ownership grew up between people and their micros as they began to get excited by the possibilities. "This sense of ownership is what makes an automated system flexible, efficient — and creative," Anderson points out, "because people get to be as comfortable with their micros as they are with their phone or calculator."

Next stage

As people get turned on to their micros they want to share their

information and "that's where micro development starts to look like mainframe computer development again — but with a big difference that in fact reverses data storage." Information begins to be stored locally and is given out only as needed thus saving everyone a lot of time and fuss.

INMASS is a good example of how the new system starts working. INMASS is a very successful system used by CSC industries to keep track of costs and production. As information is collected in institutions, there's a need to roll it up to NHQ and "suddenly we need a new network totally different from the central mainframe. Information is no longer being stored centrally as it was in the heyday of the Toronto mainframe. In fact, it's being stored "out there" in micros in institutions and RHQs. And information will be rolled up to RHQs and to NHQ only as it's required — not just on principle."

What has happened is that technology has caught up with the way we actually operate, says Anderson. It's automated the old way of collecting and storing paper. Paper files always used to be stored in institutions and sent to NHQ or RHQ as needed. The new automated system does exactly that. ■

Prairies: Sharing our experience

by **Bonnie Davenport**
Regional chief, Staff Development,
RHQ, Prairies

PRAIRIES - People who work in prisons, federal or provincial, face the same problems, have the same operational goals and share the same concerns. One means of sharing and benefitting from those experiences is through training.

Fred Kolbert, regional

manager, Staff Training, Prairie Region, says, "efforts are being made in the Prairies to establish a sharing of training and experience among correctional staff."

Recently, CSC Prairies provided a hostage negotiation course to correctional employees and community workers of Yellowknife, Northwest Territories. "Jim O'Sullivan, warden at Saskatchewan Penitentiary, was a valuable resource person for

the course led by **Keith Sampson** and **Bill Peet** also from Saskatchewan Penitentiary," says Kolbert.

CSC Prairies was asked to participate in two additional conferences for Saskatchewan provincial corrections employees in October and November. CSC will provide resource persons to discuss the image of the correctional officer, stress management, health and fitness and victims of assault. ■

Quebec Marathon raises \$20 000

QUEBEC - The 1986 Marathon Courage, held in September, easily passed the \$15 000 mark, a critical threshold especially for those who put so much effort and energy into organizing this major event.

Regional and local organizers were filled with satisfaction at the end of the day. More than 200 employees from the region participated. Even Donnacona sent representatives who managed to raise a fair amount of money.

Organizers spared no effort to promote this adventure which had started in almost total indifference. "We're a long way from that Sunday in 1982 when only 12 lonely runners covered the distance between Ottawa and Laval," says **Gaston Pelletier**, Quebec regional manager, Communications. "Still, they succeeded in raising \$1 800 and established the foundations of what would, in less than two years, become the most important humanitarian event of the year in our region."

The relay race ended at Camp Papillon, in St. Alphonse-de-



The last sprint before crossing the line . . . for Marathon Courage athletes

Rodriguez. Runners, walkers, and cyclists had set out in the morning from the National Staff College (Laval), accompanied by Alderman **Lemay**, representing the mayor of Laval.

Participants finally had a chance to visit Camp Papillon for which they have spent so much effort during the past few years. All donations go to the camp, which every summer takes in more than 1 000 disabled children from all over Quebec.

The steering committee succeeded in getting Treasury Board president and federal MP for Berthier, Quebec, **Robert René de Cotret**, to act as honorary president of the 1986 marathon. Quebec Region Deputy Commissioner **Jean-Claude Perron** presented him with a plaque and T-shirt bearing the marathon's colors.

Along with other participants, Mr. de Cotret ran the last two kilometers. ■

Fun Sunday for Kingston Arthritis Society



Inmate Dennis Menzes shows off the colorful costume he wore to promote Kingston's Fun Sunday.

ONTARIO - Sept. 7 dawned chilly but sunny for the sixth annual Bluebird Fun Sunday at Frontenac Institution. This event traditionally kicks off Arthritis Month in Kingston, with all proceeds going to the city's Arthritis Society.

"This year's event was successful beyond the wildest dreams of the organizers," says **Dennis Curtis**, regional manager Communications, Ontario Region. "The largest amount raised in the past was under \$1 000. When this year's tally was counted, no less than \$5 200 had been raised."

At least 2 000 visitors attended the event, which included a giant flea market, tours of the farm on a hay wagon, crown and anchor, sky

diving, ball games, auction, and concession stands. Local merchants were more than generous with a variety of donations which were sold to add to the final tally.

Collins Bay Warden **Ken Payne**, Frontenac Superintendent **George Downing** and Frontenac Deputy Superintendent **Janis Grant** were among the volunteers to undergo the torture of the dunk tank. Although, with the cool breezes it was probably warmer in the water!

On Sept. 16 a \$5 200 cheque was presented to **Wilma Bernabie**, president of the Kingston branch of the Arthritis Society. Plans are already underway for next year's event. ■



Once a year peace officers from across the country gather on Parliament Hill, in Ottawa, to remember comrades who have been killed in the line of duty.
photo: Patterson Photographic

Memorial Service

OTTAWA - Approximately 2 000 correctional officers, police officers and invited guests gathered on Parliament Hill, Sept. 28, for the ninth annual ceremony in memory of slain correctional and police officers.

Solicitor General, **James Kelleher**, speaking at the end of the hour-long ceremony said that no amount of training can provide an "impenetrable shield" to protect officers. He told the crowd, "All Canadians owe these fallen people a great debt. I offer, on behalf of all Canadians, our heartfelt gratitude and to their families, loved ones and colleagues our deepest condolences."

Although no correctional officers have been killed in Canada since last year's Service, seven police officers lost their lives in the country. Their names were added to the Book of Remembrance in the East Block of the Parliament Buildings, which contains the names of more than 200 officers slain in the line of duty since Confederation. ■

Urinalysis decision to be appealed

CSC will appeal a recent decision by the Quebec Superior Court preventing staff at Cowansville Institution from conducting urine tests on inmates to determine whether they had used drugs.

The object of the appeal is to reverse the decision that sections 39 i.1 (creating an offence for any inmate who consumes an intoxicant) and 41.1 (the authority to require a sample whenever a member considers such a measure necessary to detect the presence of an intoxicant) of the Penitentiary Service Regulations are in conflict with section 7 of the Canadian Charter of Rights and therefore are of no force or effect.

The decision by Justice **Louis-Philippe Galipeau** on Aug. 14, 1986, affected only the program at Cowansville Institution but the CSC also stopped urinalysis testing at other federal institutions — Joyceville, the Prison for Women and Pittsburgh Institution, all in the Ontario Region. However, urinalysis testing now will resume at these Ontario Region institutions.

The federal Cabinet approved the tests May 2, 1985. The new regula-

tions, which became effective May 6, 1985, made it a disciplinary offence to consume or use an intoxicant and to refuse to provide a sample.

These provisions were modelled on those sections of the Criminal Code relating to impaired driving and, similarly, did not imply that force can be used to obtain a sample.

Cowansville and Joyceville, both medium security institutions, were selected for the first step of the project. However, the Cowansville program never was implemented because of the legal action initiated prior to the commencement date of the tests.

The Joyceville program began in November, 1985. Urinalysis testing was also begun at the Prison for Women in Kingston and at Pittsburgh Institution, in February, 1986.

The program was directed at inmates with a known history of drug abuse, inmates suspected of being under the influence of a drug, inmates participating in specified programs (unescorted temporary absences, family visiting and other socio-cultural programs) as well as inmates in the general population. ■

Drummond Institution aids folk festival



Drummond Institution and CSC Quebec Region contributed to the Drummond International Folk Festival this past summer by preparing a buffet for the festival's 1 500 guests. Several inmates prepared, among other things, a 3 ft. X 5 ft. cake for the festival's fifth anniversary. Responsible for making food for the celebration are, from left, **Michel Pitre**, inmate; **André Blais**, supervisor Food Operations; **Guy Paquin**, inmate; **André Raymond**, Food Operations officer; **Daniel Beaudoin**, inmate; **Gilles Lepage**, Food Operations officer.

Donnacona will house "regulars" as well as 119 longtermers

QUEBEC - Donnacona Institution, our ninth maximum security facility was built at a cost of \$56 million. **Gaston Pelletier**, regional manager Communications, Quebec, reports it will employ 296 employees, not including private sector employees and it will accommodate 359 inmates distributed in two groups: a regular population of 240 inmates and a long-term dissociation population of up to 119 inmates.

Equipped with the perimeter intrusion detection system (PIDS) which electronically detects any contact with its double-fenced perimeter, Donnacona's design includes three pavilion style units. The core of the institution is its central pavilion which includes a health centre, library, visitors' room, hobbycraft room, chapel, gymnasium, two industrial workshops, school, four cafeterias and meeting rooms for staff. The remaining two units will separately house a general population unit and a long-term dissociation unit.

Donnacona is also equipped with outdoor sports facilities, including a skating rink, baseball diamond, volleyball area and inner yards.

At the official opening ceremony, **Jean-Claude Perron**, deputy commissioner, Quebec Region, addressed over 500 guests. "Opening a new penal institution is proof that there are still individuals who fail to adapt to our social system. We cannot remain indifferent to this reality which threatens our society and every one of us. It is difficult to rejoice in the opening of an institution whose major purpose is to detain unwillingly those who have violated the rules established by our society."

Special guests attending the



Commissioner LeBlanc hands the scissors used for the ribbon cutting ceremony officially opening Donnacona Institution to Warden Yvon Deschênes as Federal Member of Parliament, Marc Ferland looks on.

ceremony included **Marc Ferland**, M.P., Portneuf, Quebec, **Pierre Blais**, MP, Bellechasse, Quebec, and Parliamentary Secretary for the Department of Agriculture, **Denis Denis**, mayor of Donnacona, His Eminence **Maurice Couture**, Quebec City's auxiliary Catholic Bishop and His Eminence **Allen Goodings** Quebec City's Anglican Bishop.

During the ceremony guests listened to a 40-minute concert by the 40-person **Troupe du Richelieu**.

Officially opening the institution, CSC Commissioner, **Rhéal LeBlanc**, unveiled a commemorative plaque and Public Works Canada representative, **René Fréchette** officially handed the facility over to Donnacona warden, **Yvon Deschênes**, by presenting him with a symbolic key mounted on a plaque.

The ceremony concluded a major public relations campaign begun last January. Organizers estimate that about 100 000 people have been reached through conferences, public and private visits. More than 75 000 people have visited the facility. ■

WANTED

Inmate Publications

As a project of the University of Ottawa in completing an inventory of inmate publications. Any donations of institutional inmate newsletters would be greatly appreciated.

Material may be forwarded to the Ministry Library and Reference Centre.



Port Cartier's new warden, **Robert Caron**, is a CSC success story.

Warden named for Port-Cartier

by **Gaston Pelletier**, Regional Manager Communications, Quebec

QUEBEC - Port Cartier's warden is a CSC success story — a guard who rose through the ranks to become warden of Canada's newest maximum security penitentiary expected to open in the fall of 1988. He is **Robert Caron**, regional executive officer, Quebec Region.

Caron joined CSC in 1961 as a guard at Leclerc Institution. He successively assumed duties as CX-COF-04 and coordinator of inmate reception programs at St-Vincent-de-Paul Institution. In 1969 Caron became a CX-COF-06 at Archambault Institution and later transferred to the Quebec Regional Reception Centre. In 1973 he became assistant warden — Security, at Laval Institution.

In 1977 Caron occupied positions of assistant warden — Security, at the Correctional Development Centre (CDC) and later acting warden. He then was appointed assistant warden — Security, at the new special handling unit of the Regional Reception Centre and later became regional manager — Security, Quebec region. ■

Riel Rebellion survivor

PRAIRIES - Over 100 years old, one of the oldest survivors of the 1885 Riel Rebellion is being released from the Stony Mountain Penitentiary in Manitoba.

It's an historical artifact. It's a pool table, which may have belonged to **Gabriel Dumont**, Riel's adjutant-general or **José Vandale**, a trader who fought at the battle of Batoche, reports **Bonnie Davenport**, RHQ Prairies. And it's being returned from Rockwood/Stony Mountain Institutions to the Batoche National Historic Site in Northern Saskatchewan.

"Documentary evidence suggests almost without a doubt that the billiard table is from Batoche," says **Diane Payment**, a Parks Canada historian. "It had a distinguished owner and should be conserved as a Métis artifact."

The solid mahogany table had apparently been appropriated at Batoche by Col. **Sam Bedson**, chief transport officer, Northwest Field Force. Bedson later had the table shipped to the Manitoba Penitentiary (to be renamed Stony Mountain Institution) where, as the first warden, he kept the table in the warden's house. It stayed there until the house was demolished in 1976.

The table was stored for a number of years in the Rockwood Farm Institution, adjacent to Stony Mountain. Rockwood inmates refurbished the table for their own use.

"The table is still being used and is kept in good repair," says **Doug Spiers**, Rockwood's deputy superintendent. "Parks Canada has been contacted," he adds, "and they are arranging its shipment back to the Batoche site."

Ironically, two other survivors of the Riel Rebellion saw the walls of the Stony Mountain Institution. Chiefs **Big Bear** and **Poundmaker** were each sentenced to three years there for their part in the rebellion. ■

United Way

NHQ — "It was a huge success!," says **Bob Osterhout**, treasurer of NHQ's United Way campaign. As Let's Talk goes to press NHQ staff have generously donated **106.5%** of this year's goal. Instead of collecting just the target of \$31 779, staff have given \$33 840 to the United Way cause. Thank you staff, United Way committee and canvassers.

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The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

Let's Talk

Volume 11 No. 14



December 1986

Inside

Part-time CX program coming soon

CSC's new part-time correctional officer program is expected to reduce fatigue and long hours as well as CSC's steep overtime bill, by about one third. It will be imple-

mented over three years. Although it will reduce the take-home pay of some staff in the Correctional Officer Group, about half the overtime will still be available.

3

Direct pay deposit

Direct pay deposit service for CSC staff has been introduced in some regions already and is coming to other regions next fiscal year. Let's Talk explains the services.

5

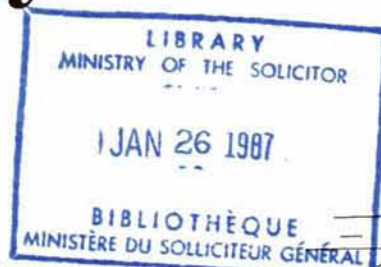
New role for CX staff

A lot of changes are coming down the pike for correctional and living unit officers. A new staffing model called Unit Management integrates security and program functions, and creates a new "correctional officer generalist" category for CX staff.

6

Special insert

NHQ Organization Chart
*Who's Who
and Who's Where
at NHQ*



New wardens

Two new wardens have been named to two Ontario institutions. Yvonne Latta is Joyceville's warden — Bob Hall, Warkworth's warden.

4

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HAPPY HOLIDAY SEASON!



Correctional Service
Canada

Service correctionnel
Canada

Canada

Three years' notice for CXs

New part-time CX policy to reduce overtime costs

by Helen Gooderham

CX2 John B works in one of CSC's maximum security penitentiaries. He does a lot of overtime shifts, and over the years he's come to depend on the extra money it gives him.

CSC's new part-time program for the Correctional Officer Group is going to make a difference to the take-home pay of officers like John B, but the policy will take three years to fully implement. Also, only about half the overtime (57 per cent) will be absorbed by the approximately 738 new part-time CXs coming on stream in the next three years. That leaves 43 per cent of overtime shifts still available for full-time staff like John B.

How will the new part-time system work, and why were the changes made? *Lets Talk* asked Gerry Tessier, director, Personnel Planning and Services.

"CSC has been concerned for a long time about our huge overtime bill and the effect excessive overtime was having on our employees' health and well-being. Last year it hit \$26 million and the new policy is expected to shave that by around \$8 million when the program is fully implemented three years down the line."

One of the reasons overtime is so steep is because a lot of it is computed at double time, rather than at time-and-a-half rates. Under the new system, part-time CXs would work straight time – that is the ordinary hourly rate with no premium attached.

CSC has had to go the route of part-time CX because its previous system of using substitute officers

wasn't working. There aren't enough substitute posts to meet operational needs so "we had to ask full-time CXs to work the extra shifts required because of illness, annual leave or emergency situations – and the part-time CX program was the result."

!! CSC has been concerned for a long time about our huge overtime bill and the effect that excessive overtime was having on our employees' health and well-being. !!

More job satisfaction, says Commissioner

"I'm very excited about the part-time program because of its opportunities to increase job satisfaction and reduce fatigue, tension and burnout for our staff. It also provides part-time employees with free time for their personal needs," notes Commissioner LeBlanc.

Tessier points out that the program was designed to maximize the benefits for everyone involved. It's a mixture of guaranteed hours and additional hours. For example, every part-time correctional officer is hired to do a guaranteed 16 hours or two shifts a week on average, and will be "on call" for two more shifts a week, or a weekly average of 32 hours.

Part-time correctional and living unit officers will be "indeterminate employees with virtually all the benefits of full-time staff including

pro-rated annual and sick leave. Pro-rated means benefits are earned in the same proportion as the guaranteed hours of work compared to the normal weekly hours of work of a full-time employee," says Tessier.

The part-time program will be available to all CSC employees as well as the public. "By increasing the workforce available to a warden or superintendent, the program will give managers greater flexibility and bring more, and varied, skills into our institutions."

Same training for part-timers

"Part-time correctional and living unit officers won't be "second class" employees as some of our staff fear," says Tessier. "They will get the same training for the functions they'll be performing as would a full-time officer. They'll be expected to perform all the duties of the posts they have been assigned to."

The part-time labor pool will eventually be a prime source for filling full-time positions.

For those who want to know exactly how the formula has been worked out, Tessier says: The new program will be implemented through attrition by converting full-time positions as they become vacant to part-time. This will occur at the rate of 2.34 part-time positions for every full-time position which is converted (using 16 hours or two shifts for each part-time position.) Peak efficiency will be reached when 314 full-time positions are converted to 738 part-time positions across the country. At the current turnover rate of five per cent, it is expected that implementation will take three years.

Union approval

The union (USGE) is expected to agree to the new part-time CX program for implementation by Jan. 1, 1987. ■

Let's Talk across Canada

Police and corrections women form association

PRAIRIES — Women peace officers in Prince Albert, Saskatchewan have a new support group. On Sept. 25 the newly-formed Women in Police and Corrections Association held its first meeting at the Saskatchewan Penitentiary Officers' Mess, attracting 40 participants.

"It was formed by about 75 women employed in the fields of policing and corrections to ensure that social justice and equality exist in their chosen professions," explained Jan Fox, executive assistant to the warden at Saskatchewan Penitentiary. "We believe proactive attitudes must be promoted constantly to provide awareness, resources, networking contacts, fellowship, socialization, stress management and public relations."

She told *Let's Talk* that although the association has met only a few times, its members are exploring the possibility of being part of orientation sessions at the local level that already exists for women entering the field of corrections or policing and participating in school career days. We want to be there to let new women know we exist — that there is another form of support for those who want it. Wardens and senior management are being very supportive, she added.

"With more and more women employed in policing and corrections, this group is meeting a very important need," said Jim O'Sullivan, warden, Saskatchewan Penitentiary. "I'm pleased to support the group — the only one of its kind, we understand — in every possible way." ■

William Head wins Pacific Participation trophies



Glen Cross Ferndale, Standing Jump

PACIFIC — William Head Institution was a two-time winner at the Regional Fitness Participation Meet, Oct. 10, winning the "A" and the "B" Division trophies, reports Sonya Chupick, information officer, Pacific Region.

Other winners at the 14th semi-annual meet, held at Canadian Forces Base, Chilliwack, were: Mike Michaloski - top senior; Rachel Cantin - top female; Dave Price - open category winner; Howard Olson - top male pushups and Cathy Bourque - top female pushups. ■



QUEBEC - The newly-formed Institutional Emergency Response Team, Donnacona Institution posed for their first group photo. Richard Beaudry, assistant warden, Correctional Operations, (standing right) poses with the group. They are from left: Francis Brisson, Jacquelin Brière, Pierre Larivière, Pierre Paré, Mario Goulet, Daniel Blais, Guy Rochette, Richard Barabé, Jean Paquet, Alain Guérette, Jacques Blouin, Christian Gamache, Jean-Claude L'Abbé, Pierre Jobin, Rémi Rhéaume and Jacques Gagnon. Other members of the IERT not shown: André Leclerc, Claude Lizotte, Alain Rainville and Jean Simard. photo: courtesy Monique Marullo-Morin

Let's get it straight!

In the November issue we identified Oskar Anderson as acting director of systems. He is actually working under contract for CSC.

Direct deposit makes life easier!

by June Coxon

Standing in long bank lines waiting to get your pay cheque cashed could be a thing of the past for CSC staff at national headquarters and in the Ontario region. They can now take advantage of a direct pay deposit service that soon will be offered to other regions.

Commissioner **LeBlanc** announced recently, in a memorandum to staff, that direct pay deposit was being introduced on a voluntary basis to all CSC staff at NHQ. To answer questions about the new system, *Lets Talk* contacted **France Collin**, chief, Compensation Services.

How will direct pay deposit work?

Your regular pay cheque will be deposited into your bank account automatically. You will be able to access your pay when the bank opens on Friday each pay week. If you used to be paid on a Wednesday or Thursday, initially you will have to wait extra days for pay day, but after that you'll have the same number of days between pay days as you did before. You will continue to receive your cheque stubs in the same manner as when you got your pay cheque handed to you, telling you exactly how much money will be deposited in to your account.

Would all of my pay be deposited?

Only your regular net pay will be deposited. Other payments such as back pay, overtime or travel expenses will still be paid by cheque.

What if I have deductions from my pay cheque to a credit society such as the Civil Service Co-op?

You can still take advantage of direct pay deposit. Your co-op

deductions will continue to be deposited on Wednesday or Thursday as usual. The same is true for other deductions because with direct pay deposit only the net amount of the regular pay is deposited.

How long will it take before direct deposit starts?

The Supply and Services Canada pay office guarantees that, once they have received an application form from the Personnel Office, it will not take more than 45 days before the deposit is made. In fact, one should read the conditions printed on the back of the application form. All the delays required to action any changes related to a direct deposit are clearly specified.

What if I am having my cheque deposited directly to one financial institution and I want to change to another?

To have your pay deposited to another financial institution the same application process and waiting period applies. You must fill out a new application form to redirect your pay to the new bank account. It will take from 30 to 45 days before the transaction takes place, so don't close your current bank account before your pay has been redirected to your new one.

What are other advantages of direct deposit?

If you are absent from work for an extended period, it will eliminate deposit delays and you won't have to make arrangements to pick up your cheque. It's also a safeguard against possible loss or mishandling of your pay cheque.

Will direct pay deposit be available in other regions?

Within the next fiscal year, starting in the Atlantic and Quebec regions either this month or next.

Has direct pay deposit been tried anywhere else? Do we know it works?

In Canada, the private sector and other levels of government have been participating in direct pay deposit for about 30 years. The federal government has offered the service since 1983 to employees of the Department of External Affairs, the National Research Council and the Atomic Energy Control Board. It's because the pilot project with those federal agencies was so successful that Treasury Board agreed to expand the service to all other federal government departments.

Do you know of any problems encountered with direct pay deposit?

Departments that have had experience with the service report that their employees are very satisfied with it. One problem that comes to mind is that some employees complained to Personnel because their pay had not been deposited. It was discovered that those employees had used an automatic teller machine early in the morning prior to the opening of business. Of course as soon as the bank opened the money had been deposited into their account.

For more information about direct pay deposit see your Personnel officer. ■

New associate director chaplaincy named

NHQ — Newly appointed associate director, Chaplaincy, **Chris Carr**, comes to us from the Quebec provincial penitentiary system where he served as chaplain of Montreal's Bordeaux Jail for nine years. For the past three years he was also president of the chaplaincy coordination committee for Quebec prisons. Before becoming a prison chaplain he was involved in parish work in Quebec. ■

Finding the right correctional model for CSC. . .

Unit Management may be IT!

To find a better correctional model for its institutions, the Service must confront an old dilemma: how to integrate its security and program functions and bring the related staff together to work toward the same goals.

It's not a new problem — in fact, it's as old as prisons, says **Willie Gibbs**, director general, Correctional Operations.

Currently, in some institutions, correctional officers are divided into two groups. This creates a split between security and programs officers based on the difference in their duties. Let's look at two typical officers, **Mike M.**, a correctional officer, and **Bill H.**, a living unit officer.

Mike wears the beige and green uniform of the Service proudly. His job is to make sure the prison is secure, that no one escapes, causes a disturbance or brings in contraband and that inmates move about the prison according to the rules.

On the other hand, Living Unit Officer Bill H doesn't wear a uniform. He deals directly every day with inmates. He makes sure they attend their work or education programs. In fact, one of his main objectives is to get inmates more involved in programs. He is also responsible for counting inmates and for ensuring the security of the housing unit. He gives encouragement and advice if needed.

Because of Mike's security duties, he doesn't come in contact with inmates as often as Bill does, but he can observe their behavior from the various security posts around the institution. This enables him to gain valuable information about an inmate.

Bill can observe inmates closely as they go about their daily activities so he's usually aware of the

circumstances that can bring about a change in an inmate's behavior or attitude. But Bill's duties don't permit him to see inmates in all areas of their activities. Consequently he can't make a complete and accurate assessment of inmates without input from other staff members like Mike.

uses its team approach, but expands on the concept of the "correctional generalist," and therefore allows for combining security and programs functions.

Guards have been called correctional officers since the mid-1960s, notes Gibbs. But why? What

✓ New unit management model integrates security & program functions

✓ New correctional generalist role for CXs & LUs

Under the present system there's no formal way to ensure that all the information Mike and Bill possess is exchanged and used. Clearly, if their observations could be shared, it would go a long way towards contributing to the overall security of the institution as well as providing more effective case management.

The Service has, in the past, built up the distinction between security and programs. Increasingly this has been seen as an artificial distinction. As the *Carson Report* of 1984 put it: "good programs are good security."

Why a new correctional model?

In the early 1980s the Evaluation and Special Projects Division studied four correctional models — the living unit system currently in wide use since the 70s, the team concept, the squad system, and functional unit management.

Says Willie Gibbs: "Unit management builds on the best points of the living unit system and

are they correcting if they are not working routinely with inmates?

What's a correctional generalist?

With the unit management system, correctional officers like Mike will be taking on a new and broader "correctional officer generalist" role. Training will be offered if necessary and so will the possibility of more interesting work — and career advancement. Duties will include security functions and also daily interaction with inmates. For many long-time security officers, this amounts to a big change in image — and much less specialized duties.

New thrust for 80s, 90s

Times are changing and so must the Service. For CSC planners the thrust of the late 80s and 90s lies clearly in the direction of integrating security and program functions.

Unit continues on 6

Unit management

Continued from 5

How it works:

Institutions can be divided geographically into units (A-block, B-block etc., rather than by functions such as security or case management.) For each unit or sector, there will be a team of staff members covering most of the security and program functions. Some team members will rotate posts from outside to inside the housing block or living unit so that "a correctional officer isn't stuck in strictly static security posts for years doing the same thing all the time." He or she, in fact, will still have those duties, but will also move into other posts in a housing block, as well as work and recreation areas, where daily interaction with inmates is required. This means correctional officers will perform more varied duties, expand their understanding of corrections and become more flexible in filling their role.

"We think the unit management model will make the work much more interesting," says Gibbs. "It will also increase chances of promotion by qualifying correctional officers for a much wider range of jobs. Previously, correctional officers in living unit institutions were not integrated into the system and found it difficult to acquire the experience necessary for promotion."

What do the regions think of unit management?

"First of all," says Gibbs, "it's their choice." Each regional deputy commissioner decides which correctional model or models he wants for his region. Commissioner LeBlanc has asked each RDC to come up with an organizational strategy by the end of this year.

"So far, the Pacific region is very positive about unit

management. They think it can be applied to all their institutions with good effect and have reorganized the whole region in that direction."

A Pacific region staffer told *Let's Talk* that the turn around in morale was "just amazing. People knew changes had to come and they weren't very happy about them. But they accepted unit management very well because they could see it was going to provide better career opportunities for everybody."

The new Atlantic Institution at Renous will be a unit management institution as well as Westmorland and perhaps in the long range so will Dorchester and Springhill, adds Gibbs.

Quebec is already involved with unit management. They pioneered a similar model at Drummond Institution, and are testing its application to an established institution with a pilot at Leclerc Institution. Ontario has decided to do a pilot at Collins Bay. The Prairie region is also considering its application to specific institutions.

NHQ changes

"Usually new projects are tried out in the regions first," explains Gibbs, "but we decided to provide leadership by integrating the security branch people and some of the program staff into a new branch called Correctional Operations. We wanted to give the right signals to the field from the beginning."

"There is, of course, a vital need for the security functions – it's a most important part of our mandate. But we don't need a separate security force. Integrating security and programs will give us better security and fewer surprises in the way of disturbances because we'll know our inmates better. Some of the best intelligence information comes from parole officers — not just security staff."

"With unit management, we're moving in the direction of a generalist role for correctional officers which includes not only control posts and towers but daily

interaction with inmates. This will mean an upgrading in classification for a great many CX COF staff when it is implemented. But, they'll have to meet the competency profile for their new role." Refresher training will be offered to help correctional officers to brush up on the duties of housing block posts while living unit officers will take refreshers on security post duties.

Some of the security staff have not worked with inmates since they were hired many years ago and "a few don't like the idea much." Gibbs wonders: "If one is a *correctional officer* and does not want to work with inmates, what is he or she doing in CSC? It's like someone who hates auto mechanics working in a garage. Corrections – dealing with inmates, and where possible, assisting those who want to improve themselves – is our business and you have to have a feeling for it." ■

By *Helen Gooderham*, with *Willie Gibbs*, *Mike Hale*, senior project officer, *Offender Management* and *Don Head*, project manager, *Correctional Operations* and a former custodial officer in the *Pacific region*.

Montreal marathon winner



Christian Marien was one of four Quebec correctional officers to win a medal in the Montreal Marathon. Watch for story next issue.

Officer Custeddy wins hearts

by June Coxon

PRAIRIES - Thanks to an enterprising young correctional officer at Edmonton Institution cuddly bears dressed like correctional officers are winning the hearts of CSC staff across the country. One may even end up under your Christmas tree this year.

Mike Rogiani, an admissions and discharge officer, Edmonton Institution, is the bear's creator. Rogiani is more than your average CX-2. He has been employed with CSC for six years, three-and-a-half with Security and two and-a-half with Admissions and Discharge. This ambitious 26-year-old also owns and operates two ice cream shops - one at the famous West Edmonton Mall - and operates a vending machine business.

His latest CSC-inspired venture is **Officer Custeddy** - a bear he hopes will be a morale booster for staff and a fund raiser for a yet-to-be-determined charity. "I had the first sample bear made at the Teddy Bear Factory in Edmonton," says Rogiani. "The response was fantastic! I showed the bear to 10 officers at the institution and they each wanted one!

Rogiani toyed with the bear idea for more than a year and in August ordered 100 made in two sizes - three-foot high bears and 16-inch bears.

Officer Custeddy comes complete with a uniform the same color as those worn by correctional officers. Each bear also wears a regulation-type cap and shoulder flashes, a green tie, has brass colored buttons and a black belt with a holster and miniature handcuffs that actually work.

Hopes to sell 8 000

Rogiani's idea is to sell the bears to CSC staff across the country - \$20 for a small bear and \$50 for a large one, plus \$1.50 delivery charges. He hopes to sell at least 8 000 bears and

already has orders at Edmonton Institution for over 200 and at least 150 from institutions across the country. Twelve orders from Edmonton Institution came from the Union of the Solicitor General Employees (USGE) to be used as officer-of-the-month awards and an institution in Pacific Region has also placed an order for bears that will be put to the same use.

Rogiani will not keep the profits from the sales. Instead he suggests



Custeddys and their creator Rogiani

the money go towards a bereavement fund for CSC staff, as an education fund for children whose CSC parent has died in the line of duty, or donated to a charity. The decision of what to do with the money will be made nationally by CSC staff once all the bears have been sold. Meanwhile, under the authorization of **Sepp Tschierschwitz**, Edmonton Institution warden, a committee has been set up at the institution to oversee the bear project.

Rogiani is appreciative of the support he has received from Warden Tschierschwitz. "Without it there wouldn't be a project," he admits.

A bear was first introduced at the administrators' conference last May,

before the bear even had a name.

Ann Holmans' suggestion, Officer Custeddy, was selected from 150 other suggestions, winning her a three-foot bear.

Volunteers?

Rogiani has volunteers from 15 institutions handling the order taking at their institutions for him. But he could still use more help for this task. Mike Rogiani may be reached by writing to him care of Edmonton Institution, Admissions and Discharge, Box 2290, Edmonton, Alberta, T5Y 3H7. He cautions staff who have already ordered a bear to be patient. "Your order will be sent, but because the bears are so popular it may take from six to eight weeks before you receive your bear." ■

Named: *Let's Talk* has just learned that Edmonton Institution named **Mike Rogiani** Officer-of-the-Month for November for the creation of Custeddy as a morale booster for the Service. He was presented with a CSC mug, a parking space beside the warden's for November, and ironically - a Custeddy bear! ■

Gerry Kennedy earns long service medal

PRAIRIES - **Germaine (Gerry) Kennedy**, an ornamental groundskeeper, Regional Psychiatric Centre, Prairies, received a 35-year long service medal, Sept. 10, reports **Glenn Beatty**, executive assistant to the director, RPC. The presentation was made by **Ron Untereiner**, acting executive director at the centre.

Kennedy has worked at RPC since he joined CSC in 1978. Prior to that he served primarily in the transport division of the Royal Canadian Air Force for 27 1/2 years. He plans to work a few more years before retiring in Saskatoon with his wife. ■

Two new wardens in Ontario



Yvonne Latta



Bob Hall

ONTARIO — Two new wardens were appointed to two institutions in Ontario region, Oct. 14.

Yvonne Latta, deputy warden Correctional Operations, Collins Bay Institution was named warden of medium security Joyceville Institution, replacing **Remi Gobeil**, new warden of Kingston Penitentiary. **Bob Hall** was appointed warden of medium security Warkworth Institution. He replaces **Dan Kane**, now director general Corrections Policy and Programs at NHQ.

Warden Latta, 39, who holds an Honors BA in Psychology and Sociology from the University of Guelph, joined CSC in 1974 as a parole officer in Toronto. She served as area manager for the National Parole Service, Toronto, from 1974 to 1976, followed by three years as director, National Parole Service, Guelph.

From 1980 to 1984 Latta was regional manager, Case Supervision,

National Parole Board, Kingston. For the next two years she held the position of executive assistant to the deputy commissioner, Ontario Region. From June to September, 1984, she was named assistant warden, Inmate Programs, Prison for Women. At that time she assumed the position of assistant warden, Socialization, Collins Bay.

Warden Hall, 37, began his career in corrections as a security officer in 1974, becoming living unit officer at William Head Institution in 1977.

Between 1979 and 1982 he held the positions of living unit supervisor, head Social Development and acting head Living Unit at Kent Institution. In 1982 he was promoted to assistant warden Socialization at Warkworth Institution.

Hall was seconded to the position of assistant warden Security as a developmental assignment and promoted to deputy warden Correctional Operations before being appointed as Warkworth Institution's seventh warden. ■

DG Personnel joins Touraine faculty

NHQ — **Michel Séguin**, director general Personnel since October 1984, has joined the teaching staff at the Centre for Executive Development in Touraine. The announcement of his appointment was made to staff by Commissioner **LeBlanc** Nov. 17. Séguin came to CSC from the RCMP where he served as Personnel director. He leaves the Service Dec. 4 and will assume his new duties in Touraine four days later. ■

Willie Gibbs is new Atlantic DG

Willie Gibbs, formerly director-general, Correctional Operations, has been named deputy commissioner, Atlantic region. He replaces **Bob Clark**, who retired this month. ■

A Sand River success story

ATLANTIC — Day parolee **Blair Munro** thinks the literacy program at Sand River Community Correctional Centre (CCC) is great, reports **Art Robson**, regional chief, Education and Personal Development. Munro should know. The first graduate from Sand River's literacy course, he was honored on Oct. 8 for his academic achievement.

Ten at a time

Up to 10 day parolees can attend school at the CCC on a half-day basis and work around the centre for the rest of the day because Sand River has expanded, adding 10 more beds. Candidates are day paroled for four months from Springhill or Westmorland institutions after being identified as illiterate or low in literacy skills. The program, says

Robson, is the first of its kind in the Atlantic provinces, perhaps the country. The continuous intake school program is taught in a one-room log cabin by contract employee **Paula Williams** who teaches literacy and basic academic upgrading.

A small group, including two Citizens' Advisory Committee members; representatives from two local newspapers; **Thelma Blinn**, from Laubach Literacy Canada; **Maud Hody**, parole officer; **Paula Williams**, literacy instructor; and **Art Robson** gathered for the ceremony organized by **Dave Matthews**, superintendent at Sand River.

Munro received a Laubach certificate and a congratulatory message from **Vince MacDonald**, district parole director for Nova Scotia. ■

Let's Talk across Canada

Pacific region institutions benefit from Ferndale's crop surplus

PACIFIC — "Fine summer weather meant a surplus of garden vegetables at Ferndale Institution", reports **Sharon Thompkins**, Ferndale's social and cultural development (S&CDO) officer. "Under the direction of agribusiness instructor, **Gilbert Neufeld**, inmate farm workers grew more than 50 tons of potatoes and three tons of cabbages and onions", she said. "In mid-August Neufeld and a group of inmates donated and delivered cabbages and onions to Mission, Abbotsford and Maple Ridge food banks. The Salvation Army hostel at Miracle Valley received some of the vegetables too and in turn they donated a portion of them to the Harbour Lights facility in Vancouver.

The rest of the harvest will be divided between all Pacific Region's institutions except William Head because shipping costs are too expensive to make it worth while.

With a total production of three tons of cabbage, 1 000 pounds of onions and more than three tons of potatoes already harvested, Ferndale's agribusiness is well on its way to meeting the projected forecast of vegetable production.

Neufeld says Ferndale plans to expand the farm training program to meet the needs of a larger inmate population and to increase vegetable, greenhouse and nursery production. "I anticipate being able to meet the seasonal requirements for vegetables in all institutions in the region," he said. ■



The winning team from Edmonton Institution (from left) CX-2 D. Cole, LU-1 S. Ellenburg, CX-4 S. Schiweck, CX-2 L. Mainville, CX-4 N. Gerl and CX-4 J.P. Thompson. Presenting the trophy is an Airborne Major hosting the shoot.

A five-time sharpshooting winner

PRAIRIES — For the fifth consecutive year Edmonton Institution's weapons team has won the annual Inter-Service Weapons Competition, reports **D.J. Mills**, regional manager, Personnel.

The competition was hot. Calgary City Police sent its Emergency

Response Team, Edmonton's RCMP (K Division) sent its SWAT team and the host team — The Airborne Regiment — had six competent airborne troopers doing their shooting.

"The competition consisted of a rifle shoot, a SMG course and three different hand-gun shoots. ■



Lucien Brière, an inmate at William Head delighted staff and inmates last Christmas with his highly decorated cart.

"Fantastical" Christmas cart delights staff and inmates

PACIFIC — Staff, inmates and inmate families at William Head Institution have something special to look forward to each Christmas - inmate **Lucien Brière**, also known as **Frenchy**, who delights them with magic acts, a **Santa Claus** performance and his "fantastical" cart.

"Frenchy's cart's the most interesting thing around," says **Georges Gignac**, former assistant warden Administration at the institution, who has left CSC and is living in Montreal. "His mystery cart is outfitted with accessories built from scrap and scrounged parts. Once an ordinary clean-up cart, it's now painted bright red, runs on air-filled tires, comes fully equipped with ghetto blaster, a television set, a Quebec licence plate, a range of printed slogans and most of the nations' flags. Last Christmas he added a Santa Claus sign, Christmas ornaments and tinsel." ■

Let's Talk across Canada

CSC exhibits at Woman's World

CSC was one of more than 100 exhibitors at Woman's World, a three-day event for the general public, in Ottawa, featuring issues, answers, displays and career opportunities for women. Sept. 26-28 participants took part in seminars, workshops and special events and visited an exhibit hall.

CSC's booth in the exhibit area was staffed by correctional officers from three regions. Suzanne Léger, Affirmative Action Division, NHQ and Alain Aubé, National Recruitment coordinator, NHQ, were also on hand, drawing on past institutional experiences - one was a case management officer, the other a correctional supervisor - when the public asked questions.

The correctional officers were surprised at the public's lack of knowledge about the Service. The most common observation made by visitors to the CSC booth was amazement that the female officers staffing it work in male institutions.

"Exhibit booths are now being designed in the regions so that this

type of communications/recruitment with the public can be done regionally," John LeMay, director of Staffing said. "Since the public appears to be unaware of career possibilities with CSC, it's important that this type of communication be continued." ■



Correctional officers who staffed CSC's booth at Woman's World pose in front of the exhibit. From left, Carole Andrée Lepage from Kingston Penitentiary; Sylvia Boselli — Leclerc Institution; Lynne Bergeron — Bowden Institution; and Dianel Larivière — Leclerc Institution.

photo: Suzanne Léger

Edmonton Institution Sponsors Special Olympics

PRAIRIES — Twenty-five special children, with about 80 con brother inmates assisting them, took part in

Kingston's key showcase has 80 exhibitors



These colorful crafts, made by Prison for Women staffer Gayla Liebau, filled only one of 80 tables at Kingston's fifth annual craft fair, Oct. 25. Other crafts at Key Showcase, all by CSC staff and families, included stained glass and ceramic items, photographs, paintings, chocolates, Christmas decorations, wooden toys, leather work, knitted crafts and a display of railroad memorabilia. Some crafts even came from Vancouver — made by Roberta Siugurdson, sister of Charlie Burton, assistant director, Region Correctional Staff College, Ontario. Karl Ekhert, regional escort officer, Kingston, organized the one-day event.

photo: H.G.Coxon

Let's Talk

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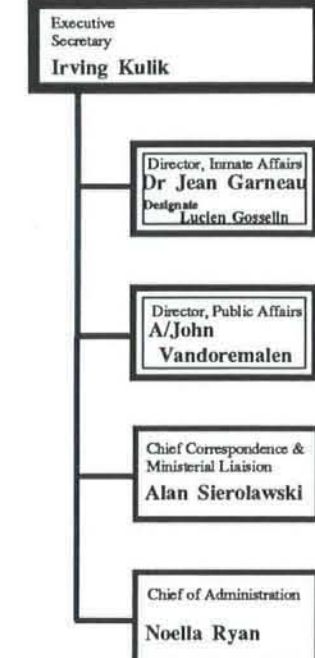
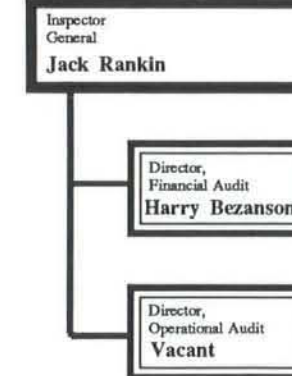
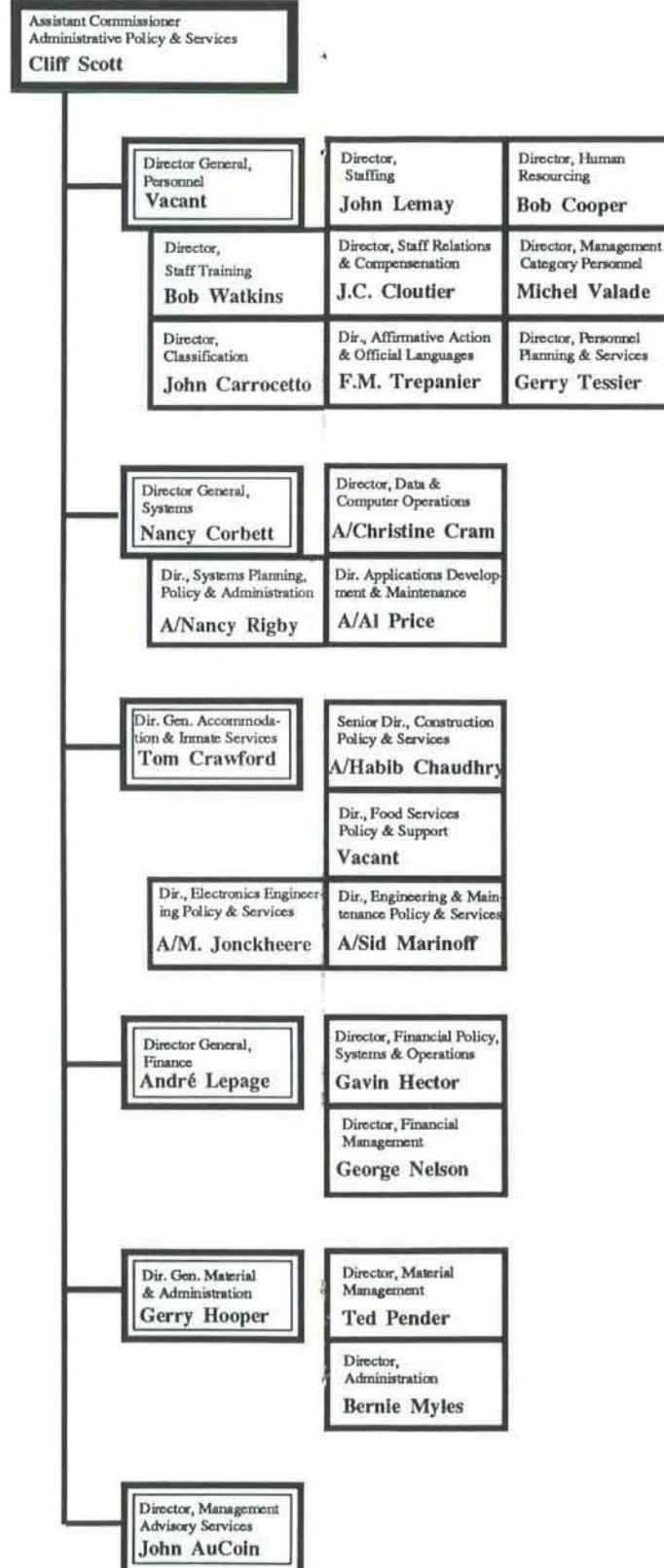
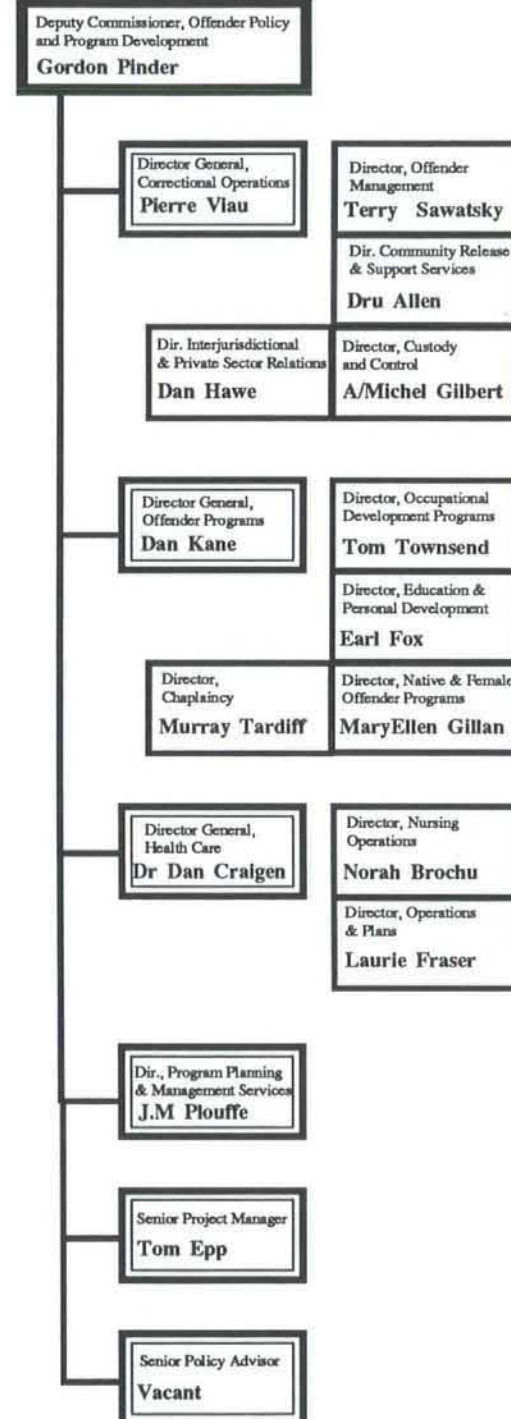
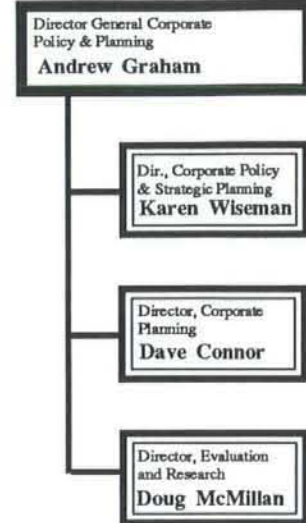
The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

Edmonton Institution's third annual Special Olympiad for mentally disabled children.

Held Oct. 5, it was primarily organized by two lifers — Rick McWhinney and John Schimmens. They were aided by Edmonton businesses and media — donors of food, prizes and gifts. As a result of the successful olympiad, the Alberta Special Olympics and institutional staff are organizing a winter olympiad for next February or March, reports Marlene Young, secretary to Edmonton Warden Sepp Tschierschwitz. ■

**Commissioner of Corrections
Rhéal LeBlanc**

**Deputy Commissioners, Atlantic, Quebec,
Ontario, Prairies, Pacific regions**



**Correctional Service of Canada
NHQ
Organization Chart
January 1987**

