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Let's Talk

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Inside

New directions for the Service

CSC senior management has just approved a new Corporate Direction policy for 1987 which outlines its corporate strategies and goals for management and staff and for its offender programs and its relationship with the criminal justice system. After two years of major changes in CSC, the Service is entering a period of consolidation. *Let's Talk* explains the 20-point document.

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Senior CSC executive decides to do time in Millhaven Inst.

Escape is what most people have in mind when faced with the prospect of doing time in a maximum-security institution. But not Cliff Scott, CSC's assistant commissioner, Administrative Policy and Services.

He volunteered to serve a 10-day "sentence" to get a better feel for operational life and the day-to-day concerns of our institutional staff. He recommends the experience to other managers.

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12 winners

Dick Sheppard, a Stony Mountain assistant warden, was one of 12 public servants to win Treasury Board's coveted Award of Excellence.

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The librarian is a micro!

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Gotcha!

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Correctional Service
Canada

Service correctionnel
Canada

Canada



A Message from the Commissioner

Allow me to take this opportunity to thank you for your support and assistance during the past year, a year of transition that I know has been difficult for many of you. I am grateful for and applaud your energetic response to this challenge.

Over the past two years, CSC has undergone significant changes in many areas of its operations. During the coming year, we will be making an increased effort to consolidate our plans and activities and to keep you all informed as we move forward. Accordingly I would also like to take this opportunity to briefly explain to you some of the priorities we will be pursuing in 1987.

Included in this New Year issue of Let's Talk, you will find a statement of CSC's Corporate Direction for 1987. Since the fulfillment of the Corporate Direction is everybody's business, it is important that all of you are familiar with the 20 directions. To ensure that we are all working together harmoniously, managers will be developing plans to facilitate the achievement of our goals.

The more critical priorities will undoubtedly have significant impact on our operations. Early in the new year, for example, the Minister will be embarking on a major initiative to increase the level of literacy of inmates in our institutions. The Service has been called upon to introduce innovative and effective strategies to achieve this goal. It will take strong and sustained teamwork to make this program work.

Also during 1987, we will see the introduction of part-time correctional officers in some regions and the further development of unit management to better integrate security and program elements. We will be consolidating our present privatization plans on a regional basis while maintaining the current projected levels of privatization. In all such initiatives greater emphasis will be placed on cost-benefits and the impact on staff and offenders.

All of these priorities will have to be met within the continuing framework of resource constraints, the requirement to maintain standards of quality in the delivery of programs, and the need to ensure the safety of staff and the protection of the community.

I am confident that you will join me in meeting this commitment with the professionalism for which this Service has become renowned. In closing may I extend to you and your families my very best wishes for a healthy and prosperous new year.

Corporate Direction 1987

Charting a new course for CSC

by Les Shand

CSC senior management has approved a new Corporate Direction policy for 1987. In a 20-point document the Service outlines its corporate strategies and initiatives for management, staff, offender programs and CSC's relationship with the Criminal Justice System.

Following two years of major changes, resulting from federal budget reductions and decentralization, the theme of the new direction is to begin consolidating the many initiatives introduced over the past year and implementing those new directions planned for the future.

In entering this period of consolidation, with continued resource constraints, the challenge the Service faces will be to continue to meet program objectives through efficient resource management while placing renewed emphasis on the accountability and effective management of the Service.

CSC remains firmly committed to the safety and security of its staff and the basic values of public safety and the rehabilitation of the offender.

Charting a course

"Charting a corporate course is very important in focussing expectations and strategies for the forthcoming year," says **Andrew Graham**, assistant commissioner, corporate policy and planning.

In setting these directions CSC senior management is conveying to the organization and its interested public how it intends to carry out its mandate. It also ensures efforts focus on a common purpose and conveys to everyone what is important for the Service and for what it should be held accountable.

Through periodical review, performance can be assessed in respect of specific directions.

"Effective communication of corporate direction to managers and staff is very important," explains Graham. "While these directions are often general, it will be incumbent upon the Service to develop and implement specific action plans. It is critical that senior management speaks with one voice on these directions and that that voice uses a corporate language that is mutually understood."

Resource reality

Several realities such as Government policy and resource allocation must be considered in setting corporate direction for the year.

Government remains committed to reducing the size of the federal deficit. As a result discretionary expenditures can be expected to decline over the next five years.

"CSC has done its part in overall expenditure reduction," says Graham. "We have realigned Capital and O&M (operations and maintenance) budgets. Person year (PY) reduction for 1986/87 is 111 PYs. In 1987/88, 110 PYs will be cut from the budget and, over the next three years, the budget will be reduced by an additional 162 PYs for a total reduction of 383 PYs. In addition, as a result of organizational changes, we will have to redistribute 334 PYs within CSC. This, in total, will require an adjustment to 717 positions." Most of the reductions have taken place in management and administration in national and regional headquarters.

- Decentralization
- Consolidation
- Accountability

Decentralization of the organizational structure within the Service will continue. "NHQ and RHQs have been reorganized and changes made to basic management structures of institutions. It is now time to consolidate these changes," says Graham. "SMC has now agreed upon a need to examine institutional operations in detail. However, this is to be done in a paced and consultative fashion."

Corporate accountability will move into greater focus. An integrated accountability framework, with systems to back it up, will be



Andrew Graham, assistant commissioner, corporate policy and planning

developed. "Accommodation strategies, as outlined in the Long Range Accommodation Plan (LRAP), and our resource base, as outlined in the Main Estimates, will require a more detailed accountability system in place than in the past," explains Graham.

There may be a need to expand cell capacity over the next few years. "Exchange of Service Agreements (ESAs) with provinces provided some relief from population pressures," explains Graham. "A new LRAP is being developed. Even with ESAs and an increased reliance on community resources additional CSC cell capacity may be required. If necessary, this expansion must take place as economically as possible."

The long-term effects of Bill C-67 on our offender population are not yet clear. However, an evaluation process to assess the impact of the Bill will be developed.

Finally, a number of issues addressed in the recent Speech from the Throne will impact on the Service. These include: a national drug strategy and comprehensive program dealing with impaired drivers; a Government focus to ensure all Canadians have access to literacy skills; Government resolve to defend and strengthen action against child abuse, pornography, child prostitution, the growing threat posed by the traffic in illegal drugs, and awareness of the suffering of battered women; measures to assist victims of criminal violence; reforms to the Criminal Code and amendments to the Canadian Human Rights Act.

CSC Corporate Direction 1987

Corporate Direction 1987 Highlights

Management

1- To manage the resources available to CSC in the most effective and efficient manner

- within continued resource constraints, continuing to meet program objectives.

2- To effectively maintain and improve present standards of operations and safety within our institutional and community arms

- publication of standards and guidelines for operational use.
- regular monitoring, auditing and overall evaluation of operations within the decentralized framework.
- maintenance of program standards within the operational framework, of ESAs, joint community services and use of private agencies.

3- To develop an integrated accountability framework for CSC

- revision of planning elements to link the organization structure and resource management process of the Service.

4- To develop national resource guidelines

- to establish objective guidelines by which the appropriate resource level of activities can be determined by local and regional management.

5- To institute local planning systems that will lead to a new long range accommodation plan and facilitate the Service's planning requirement

- to implement a new planning system for institutional use to facilitate operations while providing more comprehensive information for corporate planning.

6- To consolidate present privatization plans on a regional basis while maintaining the current projected levels of privatization

- regional development of a consolidated privatization plan, for approval by the Commissioner. To include a comprehensive review of costs and benefits as well as impact on staff and offenders.
- with reference to parole supervision, it is recommended that 30% of our overall caseload should be supervised by agencies other than CSC.

Criminal Justice System

7- To pursue exchange of service agreements with provinces where they currently do not exist

- continued discussion and evaluations of ESA initiatives with full cost benefit assessments.

8- To fund community agencies in order to ensure stability of the agencies and accountability for service delivery

- wherever possible, negotiate services at an agreed price to assure financial base for agencies and improved accountability mechanisms.

Staff

9- Approval of the new correctional operations group classification system

- continued management and union liaison toward this objective.

continued

Highlights

•Decentralization •Consolidation •Accountability

10- To continue to advance the early retirement proposals
■ most technical problems have been resolved and legislation is expected this fall. CSC remains strongly committed to this.

11- To phase in part-time correctional employee programs
■ through extensive consultation with USGE (union) this plan is aimed at reducing the overtime burden of full-time staff and addressing job related stress. Benefits of increased managerial flexibility in correctional facilities, expanded emergency personnel reserves and provision of a useful entry level for staff to corrections.

12- To develop institutional operations models consistent with the principles of correctional operations adopted by SMC
■ to establish better working relationships within institutions and an enhanced career environment.
■ to establish better integration between security and program elements to produce more effective interaction with offenders.

13- To place greater emphasis on job enhancement for all levels of staff
■ putting into effect the principles of correctional operations, better succession planning, improved staff communications and employee assistance programs.

Offenders

14- To increase our efforts to reduce violence and aggression within penitentiaries
■ continued emphasis upon improving the linkage between staff safety and strategies to effectively manage all offenders.
■ to improve the working environment to make correctional workers more secure with their role.

15- To develop more effective linkages between correctional programs for offenders
■ review of program objectives, linkages, standards and resourcing.

16- To improve CSC's capacity to effectively classify inmates
■ develop and implement a custody rating scale.
■ develop classification standards.

17- To identify the means by which all offenders will have the opportunity for basic literacy training
■ review of policy issues related to the linkage of this direction to other inmate related directions, the linkage of work and eligibility for privileges, the source of funds, teaching resources and standards.

18- To intensify our efforts to put in place alternative sentence management strategies
■ pursuing strategies of diversifying service delivery methods in the community.
■ to develop new strategies to reduce risk in the community.
■ continued development of liaison with the National Parole Board. A study of technical violations and the return of parolees to prison.
■ review of methods to improve closer supervision in the community.

19- To pursue means to reduce drug abuse within penitentiaries
■ SMC has considered a policy framework and is now working within Government to ensure its implementation.

20- To pursue, based on local circumstances, joint ventures with private industries to develop effective industrial work opportunities
■ review and evaluation of joint venture opportunities.

Assistant Commissioner does time in Millhaven His sentence was 10 days!

by Helen Gooderham

Doing time in Millhaven maximum-security institution is not something most people choose, let alone volunteer to do, but **Cliff Scott**, assistant commissioner, administrative policy and services, did just that last November. He was given a 10-day sentence for his efforts!

The idea arose at the July ACA meeting (American Correctional Association) in Las Vegas when he was talking to Millhaven Warden **Al Stevenson**. "He offered me," says Scott, "a little taste of the real thing — firsthand experience in a maximum."

"I'd been considering an indepth visit in a CSC institution for some time. Basically I wanted to get a better feel for operational life and a chance to observe the day-to-day concerns people have. It was much more complex than I had understood it would be. Decisions wardens have to make are far from simple or straightforward. There are just so many pressures. You begin to understand the care our people have



Assistant commissioner **Cliff Scott**

to take in order to consider all the ramifications when they make decisions about inmates. It gives you a new respect for what they go through."

"The experience brought home to me what staff face on a daily basis when they have to confront the sudden possibility of a hostage-taking or other violence."

What did he do at Millhaven? He attended a crisis management session, had meetings with the inmate committee, took part in a disciplinary board hearing, walked the ranges — alone — and talked as much as he could with inmates, and with staff at all levels.

"I can recommend the experience," he says. "There's nothing like firsthand knowledge and CSC managers who operate out of RHQs and NHQ will find it very interesting in terms of what they'll learn. Going to a prison for a few hours to attend a meeting is definitely not comparable to walking the ranges and getting a little two-way communication from inmates and staff," notes Scott who came to CSC on loan from the Treasury Board three years ago.

He remembers especially the day he was coming back from the warden's office and was passing Main Control. The controller asked him helpfully if he would like to go into the nearby segregation unit. "I could see six or eight offenders eyeing me. I hesitated, I can tell you. Luckily the door opened at the other end and I

could walk through.

"But the experience brought home to me the situations staff face on a daily basis when they have to confront the sudden possibility of a hostage-taking or other violence. You wonder if this is the day it could happen to you. It makes you a bit paranoid."

Another unforgettable experience came equally casually when Warden Stevenson suggested Scott interview some inmates who wanted to talk to the warden about problems they were having. "Find out what they want, Cliff. I'm sure you'll find it interesting."

He did. There were four inmates, two of them from the segregation unit. One wanted a transfer and the other demanded to know why his behavior had been considered bad enough to cancel his time in family visiting. The other offenders posed equally difficult questions. Scott says he didn't exactly have the answers but he took notes to pass on to the warden. He found the interviews a real eye-opener in terms of understanding what goes on in a prison.

Find time to "do time"

As a result of his Millhaven experience, he suggests that managers try to find time to "do time" because it will help them make more informed, realistic decisions. "We administrators use such words as 'environmental scanning' but that term just doesn't do justice to the powerful learning experience you have when you observe daily life in a prison for a few days."

Scott says he's planning to visit a medium and minimum facility next. "Staff made me feel very welcome and put up with all my questions patiently for which I must thank them." ■

Lets Talk

Mountain Institution's library is full of surprises

Meet the electronic librarian!

by Helen Gooderham

Walk into Mountain Institution's bright, cheerful, book-filled library with its posters advertising the latest hardcover bestsellers and you're in for a couple of surprises.

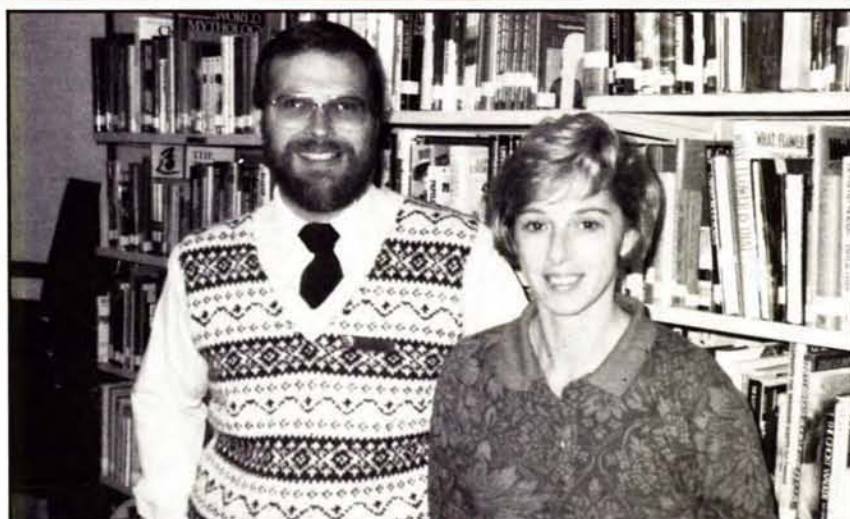
First, this is definitely not a neighborhood library – it's located in the middle of a medium-security prison compound about 60 miles from Vancouver, and it's ringed by some of BC's most magnificent scenery.

Second, it features the most advanced computerized system for small research libraries and museums anywhere in Canada.

And third, although there's an inmate sitting at the circulation desk and another one putting books back on the shelves – actually the librarian is a microcomputer in the backroom!

Mountain Institution's library is managed by a unique software system devised on a personal computer by inmate **Blane Johnson** and library technician **Barbara Weisbeck**.

Blane is something of a computer genius, says **Dave McLaren**, Mountain's assistant warden, programs. "He's performed a remarkable feat in producing a complete library management system that's now being picked up by other small libraries across the country. Librarians tell us it's a very professional, state-of-the-art system that fills a much-needed gap. In fact, no similar software package existed. Nothing came close to it in terms of cost and efficiency.



An island of sanity — Mountain Library with Dave McLaren and Barbara Weisbeck — 6,000 books, 362 inmates and a circulation of 49 books per inmate per year.

What's even more amazing is that Blane came to the prison as a grade nine drop-out with no computer knowledge and he's now a skilled and innovative programmer.

"I didn't do it alone," Blane, a slender young man in his early 30s, points out quickly. "It's been teamwork the whole way." He says the library software package is really the brainchild of Barbara Weisbeck who came to Mountain Institution on loan from Fraser Valley College in February 1984.

"My job was to assess library services and create a library to accommodate the entire institution, inmate students and staff. Computerizing the library has greatly enhanced the quality of library service," she says.



Blane Johnson

"No one said it couldn't be done," adds Blane. **Ken Peterson**, who's now deputy warden at Kent Institution, is a 'can do' person and was behind us the whole way with Dave McLaren providing a lot of push and enthusiasm."

"Our core collection was in 30 boxes in the warden's office until one April day a trailer came up the road and there was our library," says Barbara.

Trial and error

Things started out in a small way. Barbara would explain what she needed to handle the daily tasks of cataloguing, circulation, accounting and inventory control. Then Blane would work away on the computer to produce the right program. They used a system of trial-and-error over about a year's time and then, "one day, we suddenly realized we had a computer program that was managing the entire library for us. If there'd been a software program on the market, we would have bought it but the only one that looked promising would have cost more than we paid for the entire library. So we invented our own, and it works better, faster and cheaper than anything else available."

The stand-alone package, (they call it the JLMS, or Johnson Library Management System), has proved so successful other small

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"Gotcha!"

A lesson in crisis management

by June Coxon

Staff in Ontario region are learning about crisis management in a fun way. **Charlie Burton**, assistant director, Training, Regional Correctional Staff College, Ontario, has created a board game, called "Gotcha!" It is similar to Trivial Pursuit, to teach staff crisis management. It is a game, he says, that has universal applications - it could be used as a teaching aid for any subject just by creating questions and answers about that subject.

The game is played with dice and cards (the course director has the cards with the questions and answers) and a "donation" of \$3.00 a player is made

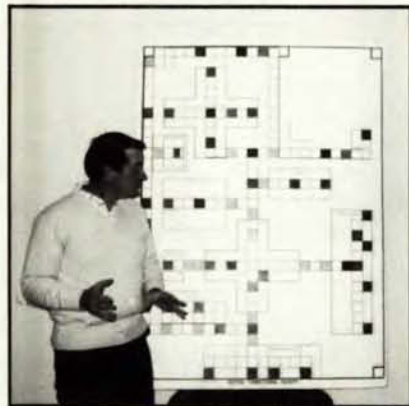


Photo: Dennis Curtis

Charlie Burton and the Gotcha game.

to a common pot that goes to the winning team. It is based on the rationale that good decisions are rewarded and bad ones penalized. Five teams of four players each take part in a decision-making process dealing with crisis management. The board design is a schematic of the fictitious "Gotcha Institution" and players must, among other things, visit 18 locations in that institution to win the game. Questions and answers are based on course textbooks given to participants.

The game was first used by Burton in September '86 and will

have been used, to teach crisis management to various institutions in the region, six times by the time this article is printed. So far the actual board the game is played on is on a classroom wall in the college. But Burton is planning to have some tabletop-size boards made of the game that will be made available to CSC trainers or supervisors. Banks of questions then could be developed on a variety of topics such as standing orders, legislation, the criminal justice system, or the history of CSC - much like the various editions of Trivial Pursuit.

For more information about the game call Charlie Burton at 1-613-545-8141.■

Ste-Anne-des-Plaines raises funds for Leucan

"Each year Ste-Anne-des-Plaines Institution staff and inmates have raised funds for Leucan, an association of parents whose children have cancer," reports **Roger Ménard**, acting assistant warden, Planning and Administration. "Until 1986 funds were raised by holding an annual ski-a-thon for adolescents attending schools in the Montreal Region and vicinity. Up to \$10 000 was collected each year. "In 1986 \$14 000 was raised by holding an eat-as-much-as-you-can lobster dinner for members of the Montreal business community. The money was used to help the cancer-stricken children go to a summer camp. **Michel Paradis**, Social Development chief, **Michel Raymond**, Living Unit supervisor and **Camille De Varennes**, Living Unit officer organized the 1986 event with the aid of 50 volunteers.■

Chaplaincy News

NHQ - Chaplaincy reports the following institutional changes for staff between July and October 1986.

Resignations

Rev. **Bill Ryan** - Dorchester,
Rev. **Ken Herfindal** - Drumheller,

Sr. **Gloria Boudreau** - Dorchester,
Rev. **Lawrence Mascarenhas** - Cowansville.

Transfers

Rev. **Murray Tipping** - to Warkworth,
Sr. **Fernande De Grace** - to LaMacaza,
Rev. **Tilman Martin** - to Archambault,
Rev. **Thomas Kurdyla** - to Leclerc.

New appointments

Rev. **Edmond Gallant** - Dorchester/Westmorland,
Rev. **Roger DeBilly** - Matsqui,
Rev. **Robert Kearney** - Kingston,
L'abbé **Donald Marcoux** - Donnacona,
Sr. **Flore Archambault** - Federal Training Centre (Laval),
Rev. **André Durant** - Archambault.

Holy Land tour

NHQ - Several CSC chaplains will be leading a tour to the Holy Land Apr. 27 - May 11, 1987, with a five-day optional visit to Greece at the end of the tour.

CSC employees and their friends are welcome to join them. CSC tour leaders are Canon **Tom James**, Chaplaincy's former consultant on training, NHQ, Pastor **Arno Bablitz**, Regional Psychiatric Centre, Prairies and Fr. **Yvon Arsenault**, Westmorland Institution. For more information contact a CSC chaplain or a tour leader.■

Award of excellence to Sheppard

Donald J. (Dick) Sheppard, assistant warden Industries, Stony Mountain Institution before he retired Oct. 18, 1986, was one of 12 federal public servants from across Canada who received an award of excellence from Treasury Board. **Robert de Cotret**, Treasury Board president, made the presentation, in Ottawa, Nov. 12.

Sheppard received the award because of his performance of an "unusually high level over an extended period of time." Since 1972 he has received several verbal and written commendations from his institutional warden and his regional deputy commissioner and last year he received an award of merit.

"This is the first year the award of excellence has been presented," explained **Yvette Brown**, national coordinator, Awards and Honors program. "The recipients were chosen from names of those who were approved for merit awards in 1985. It is the second highest award in the public service."

Farewell to RDC Clark

ATLANTIC - Approximately 200 Atlantic region staff, provincial and municipal guests from the Atlantic provinces attended a retirement party for Regional Deputy Commissioner **Bob Clark**, in Moncton Nov. 27.

In addition to many gifts and congratulatory messages for Clark and his wife, **Dorothy**, Commissioner **Rhéal LeBlanc** presented Clark with a retirement certificate and a certificate of achievement.

Clark who has had 27 years service, has been deputy commissioner since September 1979.

Clark will be succeeded by **Willie Gibbs**, formerly director general, Correctional Operations, NHQ. A farewell party, attended by friends and colleagues was held in Ottawa, Dec. 1. Gibbs assumed the position of RDC Atlantic, Jan. 1.



Photo: John Evans Photography
Dick Sheppard, left, Stony Mountain Institution, receives an award of excellence from Robert de Cotret, Treasury Board president.

Ste-Anne-des-Plaines residents community work

QUEBEC - Seven residents from Ste-Anne-des-Plaines Institution and **Michel Paradis**, chief, Social Development, have organized many community activities for mentally and physically disabled children of J.B. Primeau School in St-Jérôme, Quebec, since December 1985. The activities involved decorating a Christmas tree and gift giving by inmates to the 105 school children, a three-day carnival including a sleigh ride, dance and party, an open air day, a water security day and tombola - a form of lottery. Inmates helped collect gifts, arrange for food, conduct the activities and transport the children. Because these events have been so successful they likely will be repeated in 1987.

Kaye honored

Prairies - **Tonya Kaye**, correctional operations clerk, RHQ Prairies, received her BA in anthropology recently, from the University of Saskatchewan. She also was awarded the President's Medal which is bestowed annually on the most distinguished first-time graduate.

You Asked!

From time to time, many of us have a question about our job, our work place, or about the Service in general. To answer those questions **Let's Talk** is introducing a new column called - **You Asked!**

Send us your questions and we'll respond as soon as possible. Selected questions and answers, of general interest, will be published in **Let's Talk/Entre Nous**.

Names will be kept confidential but please sign your questions to get a reply.

Questions can be submitted through the internal mail service to:

You Asked! column
Publishing & Editorial
Services (7E)
340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9
(613) 995-5356

NEW - Submissions or editorial comments to **Let's Talk/You Asked!** can now be forwarded by electronic mail to account name: **LETS-TALK**

Fire damages Port Cartier prison

QUEBEC – As *Let's Talk* went to press, an estimate of the damage resulting from a fire, Dec. 15, at the Port Cartier prison construction site, had still not been determined. Four outside investigations are underway in addition to one being conducted by Public Works Canada. Cost of recovery is the responsibility of the contractor, reported a briefing note to the Solicitor General dated Dec. 29.

The fire apparently started while a worker was welding on overhead forms. A spark from the welding torch may have landed on a combustible tank or pipe for a temporary heating system causing the polyethene surrounding the work area to catch fire. Only portable fire extinguishers were available to combat the blaze until local firefighters arrived to help.

The schedule for building the new prison will probably not be affected but this can't be verified until the investigations are completed. ■



Investigations at Port Cartier prison are underway to determine the cause and damage costs of a recent fire.

NHQ says farewell to Canon James

Canon **Tom James**, holding his farewell gift from CSC staff, poses with newly-appointed associate chaplain **Chris Carr**. Canon James became CSC's consultant on training for Chaplaincy in 1983 and left the Service Oct. 30. Friends and colleagues at NHQ gathered Nov. 3 to present him with a gift and wish him well in future endeavours.



Canon James and Chris Carr

Five staff compete for Montreal marathon medals

QUEBEC – **Roland Leroux**, an instructor at Archambault Institution, with a time of 2 hours 59 minutes 10 seconds, won his third gold medal at the Montreal marathon. **Jean-Yves Blais**, deputy director, Correctional Operations, Archambault, reports that Leroux, who had run the marathon five times before, was accompanied by two other Archambault staff. **Gilles Dagenais** and **Luc Goyette**, senior correctional officers, who were first time marathon participants, received bronze medals. Dagenais completed the run in 3 hours 15 minutes and Goyette in 5 hours 41 minutes. Another runner and bronze medal winner was **Christian Marien**, correctional officer,

Leclerc Institution, says **Richard Roy**, chief Administrative Services, Leclerc. **David Bowes**, special assistant ACAPS, NHQ, was another first-time marathon participant. His time – 3 hours 1 minute 53 seconds – earned him a gold medal.

Bob Lusk new Mountain warden

PACIFIC- **Sonya Chupick**, information officer, Pacific Region, reports that **Robert T. (Bob) Lusk**, formerly warden, Mission Institution, has been named warden of Mountain Institution.

Let's Talk across Canada

Pacific tactical teams honor Dale Munro

"After a training session on the range, the Pacific Region Institutional Tactical Teams honored Dale Munro with an engraved mug for his years of dedication," says Harry Steins, Mission Institution.

Munro, currently acting coordinator Security Operations, Mountain Institution, has been a guiding force in the development of tactical response teams since the inception of institutional tactical teams in 1978.



Colin Marshall, security maintenance officer, Mission Institution, left, presents an engraved mug to Dale Munro on behalf of the institutional tactical teams.

Participation Day awards (NHQ)



Approximately 40 staff attended an awards ceremony to honor outstanding athletes of NHQ's 1986 Participation Meet. Commissioner LeBlanc presents awards to: (back row L-R) Joan Gibson, William Merritt, Peter Hecht, Ajuh Stratton, George Suhanic, Corrinne Peppley and Chris Power. (Front row L-R) Martin Devenport, Linda Cork, and Gerry MacGillivray. Absent from the photo: Mile Jonkheere, Dan Kane, Norm Payette and Liz Baylis.

CSC nurse presents paper at international congress

ONTARIO - Ineta Skepple, nursing staff development coordinator, Regional Treatment Centre, Kingston, presented part of her research, on "Recidivism of Schizophrenic Patients at a Provincial Psychiatric Hospital," at the International Nursing Congress, in Toronto recently for 750 nurses from North and South America, Europe, Asia and Africa.

Skepple has been invited to sit on the College of Nurses' Board of Inquiry, which is responsible for looking into registered complaints of nurses by nurses.



110 years service!

Between them they have been employed in the federal government for 110 years. Cliff Scott, left, assistant commissioner, Administrative Policy and Services, left, presented 35-year service medallions to Bernie Myles, who has 35 years service, Ann Boyce - 37 years service and Harold Allingham, right, - 38 years.

Except for Boyce, who has retired from CSC, the long service recipients are employed in the Administration Division, Materiel and Administration, NHQ. Gerry Hooper, director general, looks on.

Lets Talk

Island prison

QUEBEC – "Different" – best describes the Cayman Islands' new Northward Prison, where **Jean-Paul Lupien**, former warden, Cowansville Institution, has been seconded for the past two years. It is the only prison facility on the Cayman Islands. Before its construction the only prisons on the islands were in police stations.

Gaston Pelletier, regional manager Communications, Quebec, spoke with two Cayman Islands prison officials who spent a month in Quebec Region studying management techniques used in CSC's institutions.

Karl Lopez, senior security officer and **Eric Smith**, technical services officer, Northward Prison, say that crime – particularly drug-related offences – has increased (60 per cent of the inmates are serving sentences for drug-related crimes); that the prison houses inmates of both sexes, but there is no contact between them; that the facility can accommodate 140 inmates and currently houses 120 (there were only 30 inmates when the prison opened); that sentences range from a few weeks to life; and that a few inmates are awaiting trial for murder.

The Islands, with a population of less than 90 000 have experienced rapid development in the past 10 years, resulting in a significant increase in crime, even so, the crime rate is relatively low.

Programs are not well developed at Northward Prison – a small number of inmates are working and the process of classifying inmates has just begun.

The prison staff of 40 – all in the security group – is not armed. "Guns are assigned only to the police. Prison employees don't have the peace officers status.

If prisoners escape it's a police matter. Escapees cannot go far since they're on an island and the nearest place is Jamaica or Miami.

The officials were astonished at the freedom of movement given inmates in our institutions. "Back home, inmates are always escorted when they move within the prison

walls." Both men consider CSC "very tolerant" towards those who have violated the law. "You give them chance after chance," they say incredulously.■



Jean-Paul Lupien, former warden, Cowansville Institution, centre, on secondment for two years in the Cayman Islands, recently visited RHQ Quebec and Cowansville. He accompanied Eric Smith, on his right, and Karl Lopez, to his left, Cayman Islands prison officials, who were on a four-week working tour in Quebec region. With them are Jean-Claude Perron, regional deputy commissioner, left, and Robert Caron, newly-appointed warden, Port-Cartier, far right.

Mountain library continued from page 7

libraries are using it including the Langley Historical Museum and Pacific RHQ. The Protestant School Board of Montreal is currently looking into it and so is Mission Institution and Parks Canada Alberta. It's free to any small library with access to an ordinary business computer that's IBM compatible.

What's next for Blane? A lifer, he's in his last year of the university program at Mountain (his subject is history). He hopes to be paroled next year and to find work as a computer

programmer. He says the long hours spent on the IBM PC have changed his life, given him discipline and a new outlook. "The days suddenly aren't long enough."

Ken Peterson agrees. That's what corrections is all about, he says. "Working in the library gives Blane status as a human being, it gives him recognition and a sense of belonging. Small libraries will run better because of his efforts. And that's something to be proud of."■

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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

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Volume 12 No 2

February/March 1987

Inside

Beating "burnout" – A CX reveals how he coped with his job stress

"I'm burned out from job stress - the kind of tension you get when you lock away in your mind things you don't want to do or fear doing," a correctional officer writes

Let's Talk. He explains how it happened and what he did to cope with this sensitive problem. "Talk to someone – get help right away!" he warns.

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You asked about an AIDS update

Let's Talk's new "You Asked" column, which answers questions from staff, deals with AIDS this month – especially the concerns of staff who come into regular contact with infected inmates and worry about whether they should be wearing protective clothing.

4

Staff pioneer system

Two years ago staff at the newly-opened Drummond Institution in Quebec pioneered a staffing model called unit management. It's proved so rewarding to staff and management alike it may sweep CSC! Pacific region has already opted for it.



2

Dental care plan

A new dental care plan could help take a bite out of your dental bills. CSC employees and their families will be eligible for dental care benefits expected to be introduced later this year.

5

Are we training offenders – Or making quality products? Both!

CSC is giving new importance to developing inmates' work skills. It's as much a part of modern prison management as security or case management, says our 1984 Mission Statement. But what about producing high quality goods for the CORCAN trademark? After a year-

long reorganization, CSC's new Occupational Development Programs staff wanted to know what their mandate was – training inmates or making products? "Both," explains their new director in an interview with *Let's Talk.*

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Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

Drummond pioneers new management system

"Unit management makes us all professionals," say staff

by Gaston Pelletier,
*Regional manager, communications,
Quebec*

In the last few months CSC has seen the launching of a new system called unit management. The winds of change are gradually transforming the way we do things in our institutions and changing much of what we've come to take for granted. Unit management is a new approach that's bound to modify the creed of the 70s – the living unit system.

Most, if not all, our institutions may eventually switch to this new management system – but that decision will be made by each region.

Unit management got its start in 1984 as a pilot project at the brand-new, medium-security Drummond Institution in Quebec. This new system involves all security staff and results in more efficient case management because of the closer working relationship staff have with inmates. It's based on the living unit system but has a somewhat different approach.

Initiated by Warden Jacques Dyotte, unit management proved so rewarding that when Laval Marchand took over as warden in June 1986, he continued the new system with great enthusiasm and the backing of his staff. "It has a lot of advantages," he says.

Pacific Region chooses unit management too

Following the successful introduction of unit management at Drummond Institution, the Pacific Region opted to use this new management system in all its institutions last fall. Drummond staff were new-wave pioneers!

"Unit management works very well at Drummond," notes Richard Lamontagne, acting deputy warden, operational programs.

"The system works for several reasons – all of them good ones," points out Denis Bélanger, security coordinator; Mario Lévesque, case management coordinator and an acting block supervisor; Noël St-Amant, block supervisor; Richard Bernier, a CX-4; Chantal Arsenault, a CX-2 and Sonja Ellefsen, a CX-4 and acting case management officer.

Local USGE chairman, Paul Ménard, also said he was satisfied with this new management concept.

Why do staff like unit management?

According to Lévesque and St-Amant, it's because staff, especially security staff, have seen their duties enriched and enlarged significantly. They are now directly involved with case management which makes them part of decision-making.

Security staff, they say, are no longer stuck with static security duties. They're now closely involved with evaluating inmate performance and behavior, and whether or not offenders are on track with their case management plan. Security staff are asked for their opinions on temporary absence projects and the prison's involvement in community programs.

"We're all involved in decision-making and they listen to what we have to say!"

Noël St-Amant, a block supervisor, and Sonja Ellefsen, a CX-COF-4, discuss an inmate's case at Drummond Institution.



Let's Talk

Last October, 161 group outings of inmates involving security staff as escorts were organized – probably one of the highest rates in the entire Service," notes Lamontagne.

"Case management officers haven't 'lost' their jobs to correctional officers as some staff may fear. Far from it," says Lévesque with enthusiasm. "What happens is they are called upon to train security staff in case management, in filling out forms and in how to conduct interviews based on techniques used by case management professionals."

"Unit management has made us all professionals at Drummond," says CX-4 Bernier. "We're all involved in decision-making and they listen to what we have to say!"

"Job satisfaction is high," notes Chantal Arsenault, adding, "I wouldn't have lasted six months if I had been confined to passive security duties. I like to work in case management, and you can do that with unit management, even if you're a CX." Especially if you're a CX, others might add.

How unit management works

The unit management concept is simple: make use of everybody by creating a team of professionals – case management professionals, security professionals, correctional professionals – without giving one professional activity precedence over another."

Inmates arriving at Drummond are placed in a housing block run by a block supervisor and a staff team which includes workshop instructors, sports and recreational instructors and teachers.

In a typical work week, an officer will spend two days in the block and three days on static security. Each block is assigned certain static security duties for a set period. For example, block 7 will be responsible for mobile patrol for a few weeks, then rotate to supervising inspections and so on.

Another important aspect of unit management is that offenders usually don't meet alone with their case

management officers. They meet with their team which includes the CX-4 in charge of the case and the block's senior correctional officer. This way, inmates can't play one group of employees against another.

Under unit management, staff get to know inmates better and have better control over the institution's population since this system helps break down the inmate code and reduces the withdrawal of inmates to their own territory as happens in some institutions.

"Here there is no alternative but to talk to each other," say St-Amant and Bernier. "Communication is at the heart of the unit management system."

Promotional opportunities are increased because more staff have more experience on which to base promotion.

"Everyone is convinced unit management will also work in maximum-security – with a few minor changes," adds St-Amant whose correctional career includes several years at Archambault.

According to Drummond's experience, units should not exceed 50 inmates or the workload would be too heavy and staff would not get to know inmates as well.

Another good point is that unit management allows functions to be interchanged and thus puts an end to 'closed specialization.' Promotion opportunities are increased because more staff have more experience on which to base promotion.

Correctional officers' duties enhanced

Unit management certainly

enhances the position of correctional officers and increases the enthusiasm of staff, say the officers. Staff are more aware of the realities and requirements for security. There's no longer one group of officers who wield a stick while others hand out carrots. Everyone has to deal with both aspects of the job.

And from the beginning, Drummond made the correctional routine conform to unit management. That means no visits for inmates in work hours, no visits to the doctor, the dentist or other specialists during the day. "We work during the day, and on weekends or evenings we do other things, just like anybody on the outside!"

Praise from the Inspector General

The Inspector General's staff conducted a review in June 1986 when Warden Marchand took office. They concluded that Drummond, based on its correctional and administrative objectives, "ranks among the most effective operational units in the Service...and exceeds in most cases the Service's standards...Our review of personnel systems and inmate complaints and grievances indicates a very low rate of dissatisfaction at the institution. Only a management team and staff who are dedicated to the search for excellence, and who refuse to settle for mediocrity, could accomplish from the outset something that works so well."■

AIDS info available from library

An information package on AIDS in corrections will be available from the Ministry Library Mar.1. For information about how to obtain it contact the Ministry Library and Reference Centre, 340 Laurier Ave. west, 11th floor, Ottawa, K1A 0P8, or telephone 991-2787.

You asked!

Q:

How many cases of AIDS (Acquired immune deficiency syndrome) have been identified within CSC? Is the Service considering supplying bite-proof, protective clothing similar to that being used in some US prisons?

A:

"There is now one case of confirmed AIDS at the Saskatchewan Penitentiary, Prairie region, two cases of ARC (AIDS-related complex) at Bowden Institution in Alberta and two cases identified as sero-positive, one at Joyceville Institution and the other at Kingston Penitentiary," says Dr. Dan Craigen, director general, health care at NHQ. "When you consider our inmate population is in excess of 12,000 and we have only one case of confirmed AIDS, things could be a lot worse."

The inmate with confirmed AIDS is generally healthy and is housed in the health care centre at Sask. Pen. after being admitted in July 1986 from the Calgary Remand centre. The two ARC cases at Bowden have a milder form of the disease. Research indicates that only one in four persons with ARC develop full-blown AIDS. The Ontario region cases are both sero-positive which means they have been in contact with the AIDS virus.

Initially staff and inmates at Sask Pen were "quite concerned at the arrival of the AIDS case. At first, the inmate's meals were served to him on disposable dishes, he was given a separate trash container, and his laundry was washed separately in

disposable laundry bags.

"However, concerted educational efforts seemed to have eased people's fears and the inmate is now accepted and his meals served on regular dishes," adds Dr. Craigen. "Inmate cleaners often play cards with him and take him out to the exercise yard. The Inmate Committee also sends him the occasional care package to cheer him up." He is expected to leave the prison next July after finishing his sentence.

Bite-proof clothing?

The Service has no plans to supply protective clothing to staff or inmates in health care units because medical advice indicates this just isn't necessary. A decision was taken two years ago by the Senior Management Committee stating that there was no requirement for protective clothing.

"In over 35,000 well-documented cases not one person has been shown to have contracted AIDS through bites or contact with such body fluids as saliva, tears, urine or feces," Dr. Alastair Clayton, director general of the Lab Centre for Disease Control at Health and Welfare Canada, told *Let's Talk*.

"There is also no need for medical care staff to wear masks over

their faces," he added. AIDS cannot be 'caught' by inhaling the virus, or by having an infected person cough in your face. According to the most recent research, AIDS can only be transmitted through sexual activity, through needles infected with blood, or blood products.

If health care workers or correctional officers come into contact with infected saliva, tears, urine or feces, the best solution is still a good wash with soap and water. Spills of potentially infectious body fluids should be cleaned up promptly with a disinfectant solution (such as a 1:10 dilution of household bleach with water).■

Do you have a question for Let's Talk?

Ask away! Send your question through the internal mail service to: You Asked! column, Publishing and Editorial Services (7E), 340 Laurier Avenue West, Ottawa, Ontario, K1A 0P9 or phone us at (613) 995-5356. You can also contact us by electronic mail to account name, LETS-TALK. Let's hear from you! 

Adult cases of AIDS by risk category

	Alive	Dead	Total (%)
Homosexual-bisexual male (24 of the 683 homo/bisexual males also use I.V. drugs.)	344	339	683 (82.3)
Intravenous drug abuser	1	2	3 (0.4)
Recipient of blood or blood products	11	18	29 (3.5)
Heterosexual partner of a high-risk individual	5	13	18 (2.2)
Person from an endemic area	18	42	60 (7.2)
Other/unknown	10	10	20 (2.4)
Total	389	424	813

Reported cases which comply with the case definition published by the Laboratory Centre for Disease Control, Ottawa. Categories mutually exclusive in the order specified. (December 31, 1986)

A correctional officer writes about his experience with

Burnout!

"I am burned-out," writes a correctional officer who prefers to remain anonymous. "It is temporary, but I had to see a psychiatrist to find this out."

This is not a testimonial, but I would like to share the following with friends and colleagues," he continues.

"I am burned out from job stress. Not the type of stress we endure from daily work in an institutional environment, too much overtime, or shift changes, but the stress we possess when we lock in the back of our mind the things we do not like doing or fear doing.

"Over a period of time, we add other frustrations, anxieties and fears to the original ones. We think the old ones are gone but they are not. They build up. Our mind is like a computer storing them for future use without us realizing it. Like a computer disk, our mind can only take so much before it starts to fight back, letting us know that something is wrong.

We still fail to recognize this because it is reminding us that what

we experienced was fear, frustration etc. and we still lock it out. This happens time after time before we finally listen to our mind and body. We end up going to our doctor who diagnoses stomach problems, ulcers, high blood pressure, or says our diet is out of whack.

Talk to someone

If you have a problem — no matter *what* it is — talk to someone. Do not keep it to yourself talk to your spouse, friend or workmate. Job stress can be a killer—but it can be beaten!

If you do not have anyone to confide in or do not want to burden your family or friends with your problems go to your employee assistant referral agent. EAPs have been trained to listen to you, to discuss your problems or make appointments that you feel you are unable to make yourself. And, it's confidential — just between you and your agent.

I am telling you about your EAP agent because I was one. While I was an authorized EAP agent I

helped many friends and associates. While working with one person their problem sparked something in my memory but I blocked it out. I helped that person, but found myself constantly not wanting to go to work and not knowing why. Finally, I thought I was having a heart attack and went to see my doctor.

We took precautions to ensure I was OK. After much discussion about the almost six years he had been treating me for the same problem, I had to admit that something else was bothering me. I agreed to see a psychiatrist. BANG—it all came out. Because all the stored up fears and frustrations (most very minor) prevent me from working for a while, I have applied for disability insurance. I know I will be back to work, but it will take more sessions with my psychiatrist to cure all of what prevents me from working.

Take it from me, we are only human and can only push ourselves so far. If you have a problem talk to a friend. Do not keep it in. Let it out. ■

Dental Plan could take the bite out of your bills

by Les Shand

Coming soon! CSC employees will be eligible to join a new Public Service Dental Care Plan. As a result of a recent master agreement signed by the government and the Public Service Alliance of Canada (PSAC), the new self-insured plan will provide a variety of dental services to eligible employees and their families.

Eligibility

Eligible employees who must be PSAC members, will be required to join the plan on its inception date. While no target date has been set yet,

it is intended to implement the plan as soon as possible in 1987.

Families, including spouses (common-law) and children (eligible until age 21) may also be enrolled into the plan.

Benefits

The dental plan, with appropriate controls and limitations, will cover a variety of dental services including: diagnostic and preventative services, endodontic and periodontic services such as root canals and the treatment and prevention of gum disease, restorative services, prosthodontic services such as crowns, caps, fixed braces, removable dentures, oral surgery,

orthodontic services (for children only) including braces, bands, etc and adjunctive (related) general services.

Under the plan, 80% of all services, with the exception of major prosthodontics and orthodontic services will be covered. For those other services, 50% of costs will be covered.

Maximum reimbursement amounts will be \$1,000 per person per year for benefits payable with respect to eligible dental services, other than orthodontic services.

For orthodontic services (for children only) a maximum

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Sask Pen stars in AA video!

by June Coxon

Saskatchewan Penitentiary is going to be an international film star again — and it's due to the success rate of the alcohol and drug abuse program that has been in the institution since 1955. Elmer Hicks, Alcohol and Drug counsellor in charge of the programs since 1979, has modified and expanded it over the years. A total of 110 people are in the AA group at the penitentiary and about 16 meetings are held each week for them.

"Being a star is not new to Sask Pen," Hicks told *Let's Talk*. "In 1977 the General Board of Alcoholics Anonymous, in New York, commissioned Crommie and Crommie Inc. — a husband and wife team — to make a 20-minute film of various AA functions. The gateway round-up of Prince Albert was included in that film which was circulated all over the AA world."

"While I was attending a meeting in South Africa," recalls Hicks, "they showed the film. There was good old Prince Albert — it must have had three to five minutes exposure in the story."

That film was so well received that the NY Board commissioned Crommie and Crommie to do a video presentation based on an AA pamphlet called "It sure beats sitting in a cell." The pamphlet tells brief stories about some North American Indians who have problems with alcohol and are incarcerated in institutions. One page is the story of Little Chief and a portrayal of his tale was chosen for the video. It was suggested that Saskatchewan Penitentiary be part of the video because of the number of years an AA program has been prominent there.

Dave and Karen Crommie wanted to record stories of some North American Native male alcoholics who are former inmates and currently recovering in AA. "Since the video presentation is



Saskatchewan Pen's north wall and tower

targeted at alcoholics who are presently incarcerated, it would be ideal if these men had found AA (or at least attended meetings) while actually in jail. And, if we are to be faithful to the brochure character, it would be great if they had some experience living on a reservation," Crommie and Crommie wrote Hicks.

The film crew arrived at the penitentiary last summer with the blessing of Warden Jim O'Sullivan. They shot background visuals of the institution consisting

mostly of "A" ranges, showing the cells inside and out. One shows a person lying on a cot inside a cell. Others were of the dome from the third tier, silhouettes of inmates returning from work, an AA meeting and various outside shots of the east, west and north walls, the north turret and the flag. As in the 1977 presentation, no faces are shown — all personal anonymity was respected. Approximately five minutes of the video was expected to be devoted to Saskatchewan Penitentiary.

The video, completed in September 1986, will be ready for release shortly. For further information about it, contact Crommie and Crommie Inc., 1408 Chapin Ave., Burlingame, California or AA World Services Incorporated, Box 459, Grand Central Station, New York, New York 10163.■

Holiday TA success rate 98.8%

The holiday season temporary absence program was successful again, states a National Parole Board press release. A total of 1,124 federal penitentiary inmates were allowed to join families and friends over Christmas or New Year's through temporary absences granted by the NPB and CSC.

Of those released, 14 were declared unlawfully at large, but only seven have not returned to custody, five in the Quebec region, one in the Ontario region and one in the Prairie region. This represents an overall success rate of 98.8% compared with 99.49% last year, when 1,109 inmates enjoyed the same type of release.

A total of 773 inmates were granted leave for Christmas and another 351 for New Year's.

INSIDE

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New emphasis on developing inmates' work skills

Occupational Development Programs
is part of the correctional team!



Tom Townsend

by Helen Gooderham

The training of inmates is as much a part of modern prison management as security or case management. It's something we can all take pride in," says **Thomas Townsend**, director of the new Occupational Development Programs (ODP) division.

ODP has just come through a year-long reorganization involving CSC's industries, automated data processing and agricultural operations, now all located in the new division. Their new mandate has now been approved by the Senior Management Committee, and Townsend was eager to explain ODP's new set-up for *Let's Talk*.

"All during our reorganization, staff would ask us: Are we to train offenders, or are we to produce products? The answer is: 'Both!'"

ODP's mission statement as approved by the Senior Management Committee reads:

"To help offenders develop good work habits and skills through the production of saleable goods in structured work environments comparable to the private sector."

The first part of the mission statement, explains Townsend, sets program activities in the context of CSC's corporate mission statement of 1984 which stressed humane incarceration and meaningful assistance to inmates. The second part of the statement clearly establishes the "learning by doing" nature of Occupational Development Programs, and the need to create a "normal work environment" through a strong market orientation and emphasis on production.

"Our task represents a substan-

"Staff would ask us: Are we to train offenders, or are we to produce products? The answer is: 'Both!' _____"

tial challenge but we're fortunate to have a talented and energetic staff. Their commitment and creativity is clearly evident in every institution I visit, notes Townsend. I think we have got a bright future ahead of us.

Our agenda for ODP in the next few years is laid out in a program plan developed through a broad participation of program staff from across the regions. It's also been approved by the SMC."

ODP is an integral part of corrections"

Most Canadians will not have an opportunity to see our institutions but more and more, "the public is being exposed to the Corcan trademark on our office furniture, shelving and other products. And through these products, they'll infer the quality of CSC operations as a whole.

"Our program staff are very proud to be part of the Correctional Service – and we hope that all correctional staff can also derive a sense of pride from our activities," says Townsend.

"I want staff to see us as part of the correctional team. Our programs must operate as an integral part of CSC activities. We're not out there somewhere doing our own thing. We are in the mainstream and need the cooperation of the whole institution to succeed. As the Corporate Direction document for 1987 makes very clear it's a team approach to

continued page 8

Occupational Development Programs — continued from page 7

corrections — a closer working relationship between our staff and offenders — that's the way of the future."

Focus is on the institutions

ODP's program plan directs much of its attention to the institution as the centre of program activity. According to Townsend, "it's critical that institutional staff be given the tools they need to manage our programs." This is the major reason, he goes on to explain, for the rapid implementation of INMASS (a manufacturing management system for industrial operations), the decentralization of CAROL (the sales order processing and inventory control system), and work underway with CANFARM to improve the systems used by our farm managers.

"Additionally," adds Townsend, "institutional staff have to know that regional and national staff are working for them." A strong regional staff will ensure greater access to local markets. A major initiative to

Who's Who?

Occupational Development Programs team at NHQ

Thomas Townsend — director
Ron Junk — associate director, agribusiness
Carter Powis — assistant director, industrial operations
Allan Schoenherr — assistant director, marketing and sales
Tom Scrimger — assistant director, planning and control

produce a long range fiscal outlook for the program will provide a marketing focus and greater long-term stability.

Strong business orientation important

Cost effectiveness is a serious

concern. Says Townsend: "The business aspects of our program have been mostly misunderstood. Some people think you can't reconcile our training objectives with good business practice. I don't agree! Learning to produce to high quality standards while maintaining a safe workplace requires a real life situation.

"Our clients provide the sense of reality we need to build into our program operations. Production deadlines and continual effort to keep costs in line also create a sense of an outside workplace. It's no accident that the operations that look the best when you walk through the shops show up well under financial analysis as well."

Sales of CSC-produced goods and services marketed under the CORCAN trademark have increased significantly this year, notes Townsend, and the sales forecast for the program calls for an outstanding 1987-1988. At the same time, program costs have been declining — an encouraging trend!■

Storm stops scheduled institution opening

Atlantic region's newest institution the \$61 million, maximum security Atlantic Institution — scheduled to officially open in Renous, NB, Jan. 23 was snowed in.

"Although out-of-town officials had arrived, a severe snow storm in New Brunswick made it necessary to cancel the event," says **Don LeBlanc**, chief Administrative Services for the institution. "A date for the ceremony will be rescheduled."

Lack of an official opening did not halt the arrival of inmates. About 20 were expected to arrive Feb. 9. Eventually the institution will house 240.

Public tours of the Institution held on the weekends of Jan. 10-11 and Jan. 17-18 attracted a total of 8,000 visitors.



S'no business in Atlantic Institution

Dental Care Plan

continued from page 5

reimbursement of \$1,000 in total per child, will be claimable during the entire period of coverage under the plan.

Deductibles

As a self-insured dental plan calendar year deductible payments, subject to revision, will be required. For an individual, deductible payment will be \$25 per calendar year. Family deductible payments are \$50.

Cost

The cost of the plan will depend entirely on the extent to which members utilize the benefits. The contributions of individual employees and the employer shall be equal. Premiums for single employees will be \$6.20; for a couple, or employee with children, \$12.40; family, \$18.60.

Limitations

While implementation of the new dental plan continues, eligible employees are advised to fully review the variety of benefits, costs and restrictions contained in the plan when that documentation becomes available. This report is not intended to represent all conditions, terms or agreements contained in the final plan. ■

Let's Talk about People

First executive director of BC Elizabeth Fry Society dies

Ethel Allardice, first executive director of the Elizabeth Fry Society of British Columbia, was known to many CSC staff as a committed, cooperative colleague. She died Jan. 1, of cancer, after a brief illness.

Allardice was one of the first to ally herself professionally with the Elizabeth Fry Society and its clients. She enhanced the prestige of the formerly volunteer society from 1965 - 1977 when she served as executive director. During those years she played a key role in developing the society's resources for adolescents.

A volunteer herself for many

years, she affirmed and reinforced her beliefs in the community oriented volunteer philosophy of the society by her exceptional talent for developing the abilities of those around her.

CSC recognized her extraordinary contribution to women in the criminal justice system by presenting her with a Commissioner's Citation certificate for meritorious service as a strong proponent for progressive policies and programs for female offenders. She was also commended for her significant contribution to the society's constructive relationship with CSC.

25-year plaque for Pasch

Larry Pasch, staffing officer NHQ, received a 25-year long service plaque from Michel Séguin, then director general, Personnel. The presentation coincided with Pasch's last day at NHQ. He is now assistant warden, Personnel, Matsqui Institution, in the Pacific Region.

Drumheller staff presentations

John F. Klaus, warden, Drumheller Institution, presented Dennis Edwards, a CX-COF-3 who had the distinction of firing a perfect score, with the Master Shot award for the service rifle. At the same time Al Porter, former assistant warden, Technical Services, who will retire from the Service this summer, received a 25-year service plaque.

CSC response to trust fund generous

PRAIRIES - After the tragic plane crash, last June, that killed Ted Kates, area manager, Edmonton Parole, the office established a trust fund for his young children, Brian and Lisa. "CSC staff across the country responded positively to the fund," reports Jeff Christian, assistant warden, Correctional Programs, Edmonton Institution. "Over \$3,000 and many messages from Kates' friends and colleagues were presented to his widow, Julie. She extends her appreciation to Ted's CSC friends and those in associated agencies for their thoughtful generosity.

Title Change

Commissioner LeBlanc announced Dec. 29, that the title of Andrew Graham, director general Corporate Policy and Planning has been changed to assistant commissioner Corporate Policy and Planning.

More people! - page 10

New Director General Systems

Nancy Corbett joins CSC team

NHQ – Nancy Corbett, newly-appointed director general, Systems, is responsible for the development and maintenance of all national and corporate systems in the Service as well as all EDP planning, policy, procurement and support of computer and network operations. Her main objective for the branch is to have appropriate technology in place to help CSC conduct its business and to do so by using a combination of technical expertise and the human touch.

"Part of what we'll be doing," she explained, "is to recommend where automation can best be used to help CSC meet its objectives. We have a central organization, supported by the senior management committee, that is doing long-range planning to decide technical strategy – the direction in which to go regarding equipment, networks etc. and the data management strategy – for information needed by staff and management in their work."

Corbett hopes to develop a branch that will earn the respect and confidence of CSC staff. The key to this is working together. "For our part," she said, "communication skills are as important as technical ones. We must be able to communicate well with people new to computers or the formal systems development process. We must talk to them in their own language instead of using technical jargon when advising them of the technology available for their specific needs."

From past experience Corbett is



Nancy Corbett, new DG Systems

a firm believer in getting out and talking with staff in the field to find out what it is really like. "You can't deliver a good product unless you know what the situation is like at the source," she says. "It's one thing to work at NHQ in Ottawa and quite another to work in another part of the country."

Corbett is well qualified for her new role. She has held positions in the systems field in three federal government departments and with an insurance company in the private sector. The Kingston, Ontario-born woman holds a BSc in mathematics and chemistry from Queen's University and a diploma in business administration from the University of Ottawa. ■

Drumheller honors professor

PRAIRIES – Victor Grossi, an Athabasca University psychology professor who has taught three evening courses to inmates at Drumheller Institution in the past two years, was recognized by staff and students, reports Pat Mulgrew, chief, Education and Personal Development. Grossi received a certificate of appreciation from the Education and Personal Development staff and an appreciation plaque from student inmates enrolled in his "psychology as a natural science class." The plaque from the students was made in the vocational carpentry shop under the direction of Joe Mergen, carpentry instructor.

Gosselin named director (designate) for Inmate Affairs

Lucien Gosselin has been named director, Inmate Affairs, designate. He will replace Dr. Jean Garneau Apr. 4. His responsibilities include conducting extensive consultations in all regions to assess the effectiveness of the new guidelines on the inmate redress system and the national coordination of the Independent Chairperson Program.

Sass to Alberta Corrections

Ray Sass, a 22-year veteran of CSC from Prairie region, has been appointed director, Grande Cache correctional centre, Alberta Correctional Service. He joined CSC in 1964 as a correctional officer at Saskatchewan Penitentiary where he was an induction training officer. He served as a counsellor at Oskana community correctional centre, case management officer at Bowden institution, executive assistant to the deputy commissioner - Prairie region, assistant warden, employment and education, at Edmonton institution, and superintendent, Grierson community correctional centre in Edmonton.

Al Stevenson assigned to NHQ



Millhaven Warden Al Stevenson has been assigned to NHQ for five months. He will undertake a special project called "Review of Offender Employment, Productivity and Deployment in Institutions." Stevenson took over his new duties Feb. 1. See your next issue of *Let's Talk* for a detailed report!

Let's Talk across Canada

Exemplary service medal presentations held in Prairie and Pacific regions

PRAIRIES — Exemplary Service awards were presented to 16 federal and provincial recipients at an investiture ceremony in the legislative library, Regina, late last year, reports **Greg Graceffo**, A/district director Saskatchewan (Regina) Parole office.

The federal recipients were: **Dave Mills** - regional manager, Personnel; **Wendell Headrick** - acting deputy warden, Correctional Operations, Edmonton Institution; **Archie Ellis** - acting warden,

Management Services, Saskatchewan Penitentiary; **Ray Brunning**, chief Correctional Operations, Saskatchewan Penitentiary; and **Bill Ballantyne**, senior keeper, Saskatchewan Penitentiary.

Lieutenant Governor of Saskatchewan, **Frederick Johnson**, presented the medals on behalf of Governor General **Sauvé**. **Robert Andrew**, provincial attorney general and minister of justice, attended the ceremony.



PACIFIC — Eleven staff were honored at Pacific region's second Exemplary Service ceremony. Regional Deputy Commissioner **Jim Murphy** presented the medals at the event held at the staff college in Mission, BC. **Wayne Scissons**, regional director, Planning and Resource Management, gave the opening address. Recipients were: **John Nicholson** - Mountain Institution; **Bert Duncan** - Elbow Lake; **Doug Brunner** - Mountain; **Dragan Cernetic** - Staff College;

Jim Elliot - Matsqui; **Erv Berkey** - RHQ; **Robert Niklaus** - Matsqui. **Richard Pugsley** - William Head; **Jerry Strelac** - Regional Psychiatric Centre; **Doug McGregor** - RHQ; **Bob McPherson** - Victoria Parole Office. **John Lukusta** - Mountain Institution, **Don Pavlis** - RHQ and **Oscar Hoyseth** - Matsqui, who were unable to attend the ceremony received their medals on separate occasions.

André Therrien award – submit your nominations now!

QUEBEC – Individuals and organizations in the applied criminology field have until Apr. 10 to submit nominations to the Quebec association of criminologists – the Association professionnelle des criminologues du Québec – for the **André Therrien** award.

The award is given every two years to recognize the outstanding achievement of a selected criminologist and to help advance the profession itself.

Candidates for the award must work in the field of applied criminology in Québec and be distinguished by the quality of their work and achievements. They must be known for their sustained commitment on the job and their professional credibility and competence.

The **André Therrien** award has been given twice so far – to **Jean Lajoie** of the CSSMM in 1983 and to **Réjean Arsenault** of the Ministry of the Solicitor General in 1985.

Send your nominations to: Association professionnelle des criminologues du Québec, Suite 415, 1800 Dorchester Boulevard West, Montreal, Québec, H3H 2H2, or telephone (514) 931-8451.

The winner will be announced at the association's general meeting.

More! from across Canada

CORP 210 graduates

CORP 210 recruits graduated from the eight-week course at the Regional Correctional Staff College, Mission BC, late last year. **Paul Plant** received the Exemplary Officer Award and **Harold Schamhart** won the

Weapons Award.

Doug McGregor, regional director Operations, gave the keynote address to class, focussing on the reorganization in the Pacific Region.



Corp 210 - (Front row - from left) Harold Schamhart and Tannis Antonio - Matsqui, Mary Ferneyhough - William Head, Raelene Somers and Paul Plant - Matsqui. (Centre) Basil Stevens - Matsqui, Annette Eastes - Mountain, Sheila Robertson and Mary Whitney - Matsqui, Pamela Jack - Mountain, Carmen Bouman and Jim Hong - Matsqui. (Rear) Joseph Page - Matsqui, Philip Coiteux - William Head, Baljit Saran - Matsqui. (Absent), Dorothy Swain - Matsqui and Wayne Gannon - course leader.

Atlantic Region holds literacy workshop

ATLANTIC - Nearly 100 people attended Atlantic Region's literacy living skills workshop - thought to be the first of its kind in CSC - Dec. 4-5. They represented NHQ, RHQ Atlantic, educational, vocational and other interested groups in institutions, parole offices, Employment and Immigration Canada, educational and volunteer organizations throughout the region. Each of them supplied ideas, arguments, and so much enthusiasm to the workshop it was almost necessary to use force to end the small group session discussing "removing the barriers to literacy."



Vaughn Alward shared many stories of his experiences with CSC.

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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.

Highlights included a talk on generic vocational skills by **Darrel LeBlanc** from the University of New Brunswick, a wardens' hotseat and a show-stopping luncheon address by **Vaughn Alward**, from Springhill Institution. On his last day with CSC, Alward felt free to share many previously undisclosed stories of his experiences.

Art Robson, regional chief, Education and Personal Development, headed the eight-person group of planners. The workshop was held at Memramcook Institute.

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Volume 12 No 3

April 1987

Inside

New policy coming on inmate work programs

Inmate work programs have long been accepted as part of CSC's mandate. But there have been only periodic efforts at clarifying and reassessing policies related to productivity, employment and the deployment of offenders. A clear and consistent policy on inmate work productivity

should be ready by June says Millhaven institution warden **Al Stevenson**. Stevenson has been seconded to NHQ to head up a review of all existing policies relating to inmate work programs. A committee of regional operational managers will assist him.

3

Prisoners of ignorance

An all-out war against inmate illiteracy was launched by CSC educators April 1. Called ABE (Adult Basic Education), it's designed to upgrade the ABCs of about 600 functionally illiterate inmates this year. More than 50 per cent of federal offenders lack their grade nine. It now becomes compulsory for all new inmates to take a literacy test when they enter a CSC institution.

2

One of the best!

Drumheller's life skills course for Native inmates is one of the best models in correctional education say staff. More than 75 per cent of the inmate students stuck with the course until they graduated.

7

Dental plan for managers

CSC managers at EX, SM levels and 'excluded' employees are now eligible for dental coverage under a new plan introduced last month. *Let's Talk* looks at some of the questions and answers that help explain how this compulsory plan works.

4



....war declared on illiteracy

Let's Talk across Canada

- Quebec staff awarded for bravery.
- **Tom Crawford** appointed special advisor.
- CORP recruit training back in Prairies.
- **YOU ASKED** about: smoking in the workplace.

inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

Prisoners of Ignorance



“Ignorance deprives men of freedom because they do not know what alternatives there are. It is impossible to choose to do what one has never 'heard of.’” *Ralph Barton Perry*

by Shelley Prokopetz
and Les Shand

Most Canadians take reading for granted, yet roughly one in five Canadians is functionally illiterate. About 23% of Canadians over 15 years of age lack grade 9, according to figures from Statistics Canada.

In Canada's federal prisons test results indicate an illiteracy rate among inmates twice the rate of the general public. Over 50% of the approximately 12,000 federal inmate population lack grade 9. Nearly 75% lack grade 10, the prerequisite for most skilled jobs today.

CSC challenged

Acting upon the Government's priority... "to ensure that Canadians have access to the literacy skills that are prerequisite for participation in an advanced economy" (excerpt from Speech from the Throne) Solicitor General **James Kelleher** has challenged the CSC to significantly reduce the level of functional illiteracy among inmates. CSC has responded, in kind, by making basic literacy training a Corporate Direction for 1987/88 and launching its most concentrated attack on inmate illiteracy.

Our objective is to reduce the number of functionally illiterate inmates within federal penitentiaries by 5% of the total inmate

population, annually, for the period 1987-1990.

Defining illiteracy

Πεοπλε ωπο αρε υλλιτερατε σεε α φυμβλεδ μεσσ οφ συμβολσ. Ωηατ αππεαρσ το βε α περφεχτλν λογηαλ σεθυενχε οφ λεττερσ φορ μοστ, ισ ινχομπρεηενσιβλε το α περσον ωπο δοεσ νοτ ποσσεσσ τη νεχεσσαρν σκυλλσ το δεχιπηρ τη χοδε.

(Translation) People who are illiterate see a jumbled mess of symbols. What appears to be a perfectly logical sequence of letters for most, is incomprehensible to a person who does not possess the

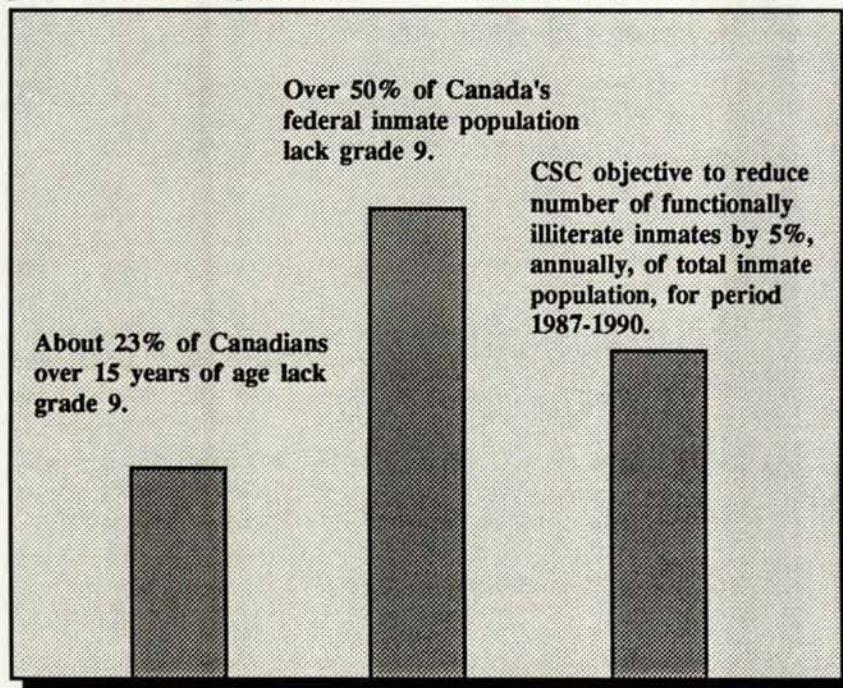
necessary skills to decipher the code.

The United Nations Education, Social and Cultural Organization (UNESCO) states that literacy is defined by the level of schooling required within a given society. Literacy has been defined by CSC as the ability to read, write, and use numbers to the level of grade 8 or equivalent. As well it incorporates a living skills component, particularly its relationship to critical thinking.

The A B C of ABE

Literacy training is referred to as **Adult Basic Education (ABE)**. Much of the formal literacy training

continued page 6



Needed: A clear, consistent policy

Inmate work programs under review

The Service has always recognized inmate work as a meaningful and rewarding activity, and expected offenders to work productively," says **Dan Kane**, director general, offender programs.

"Work programs have long been accepted as part of its mandate by the Service, but there have been only periodic efforts at clarifying and reassessing policies related to productivity, employment and deployment of offenders. That's why we feel this review is necessary," he adds.

Two recent publications that promote the importance of meaningful work for inmates are the *Statement of Values* and *CSC Corporate Direction*.

Negative impact on the work ethic

"The Service has always attempted to maintain high standards for inmate work programs but a number of issues have come into play over time that have negatively affected the work ethic in institutions," says Kane. "Some of our managers say they're concerned over the attitude of many offenders toward work, and they're frustrated by what they see as an absence of clear and consistent policy relating to inmate productivity."

How should CSC deal with these practical problems faced by operational managers? To find out, the Offender Programs and Policy Development sector is now reviewing all existing policies and practices aimed at developing initiatives to improve corporate performance.

Al Stevenson, warden of Millhaven maximum-security institution in Ontario, was seconded, Feb. 1, by NHQ to coordinate the review project. He'll be working out

Al Stevenson, warden of Millhaven, has been seconded to conduct the review. His focus will be factors that impact on work and productivity. To ensure a broad-based initiative, Stevenson will chair a committee of regional operational managers.

of RHQ Ontario and his job will include chairing a committee of operational managers. Their final report should be in Kane's hands by the end of June.

Warden Stevenson will be contacting each regional deputy commissioner to ask for the help of their experienced, high-level

managers. To ensure a broad-based initiative, Stevenson is also asking operational managers for their expertise through a series of meetings held throughout the review. What will CSC managers be looking at? According to Kane, they'll be focussing on all factors which impact on work and productivity. ■

Work and productivity focus of review

- Corporate expectations concerning the nature, deployment, intensity, and substance of inmate work activities
- Public and political perceptions and expectations for work programs
- Regulations affecting inmate employment
- Historical factors which have shaped CSC's current policies and attitudes
- Initiatives in CSC and other correctional jurisdictions which have enhanced work opportunities and productivity
- Impact of the current pay structure on inmate motivation and program participation
- Productivity standards for all inmates and the Occupational Development Mission Statement
- Impact of overdeployment of inmates in work sectors
- Impact of inmate unemployment in institutions
- Work opportunities for segregated and special needs inmates
- Relationships between security requirements and the length of the work day including counts, lock-downs and so on.
- Current policy relating to inmate labor in maintenance and construction projects
- Impact of mechanization on inmate employment such as snowblowers, riding lawnmowers, automatic floor cleaners etc.
- Operational implications of increasing work opportunities through shift work
- Impact of work policy on other major corporate initiatives such as unit management and case management strategies
- Impact of security levels on inmate employment

Dental Plan announced EX, SM levels and excluded employees eligible

Effective March 1, certain CSC employees became eligible for coverage under a National Joint Council (NJC) Dental Care Plan.

Eligible employees include management categories (EX and SM levels), employees excluded from collective bargaining and employees represented by nine other bargaining agents not related to CSC. A similar Dental Care Plan for general Public Service Alliance of Canada

members is currently under review and expected to be announced later this year.

Membership compulsory

Membership is compulsory for all those designated employees unless covered by a dental plan of their spouse with another employer. Optional coverage for dependents must be completed within a 60 day period.

The NJC Dental Plan was agreed

to by Treasury Board and the specific bargaining agent groups. The self-insured Plan will be administered by Great-West Life Insurance Company under direction of a joint employer-bargaining agent Board of Management. About 800 CSC employees will be eligible for coverage.

Further information about the NJC Dental Care Plan is available from your local Personnel office.

Dental Care Plan — Questions & Answers

PUBLIC SERVICE DENTAL CARE PLAN — QUESTIONS AND ANSWERS FOR ELIGIBLE EMPLOYEES ON STRENGTH AS OF FEBRUARY 28, 1987

1. You've said that the Public Service Dental Plan comes into effect on March 1, 1987. What do I have to do?

You will have to enrol yourself in the system, and make a careful decision as to whether or not you wish to cover your spouse or children, or both, if applicable.

2. How do I go about enrolling?

You will receive an enrolment form from your personnel office. It will be up to you to complete and return the form, within the specified time limit to show if a spouse or children, or both, are to be covered under your membership.

3. Can I opt out?

In most cases, no. You are covered as of March 1, 1987. You can opt out only if you can show

that you are covered by your spouse under the dental plan of another employer.

4. Why can't employees opt out if they wish?

The fact is that dental care is expensive and experience has shown that the best guarantee that a plan will remain financially sound and beneficial to all employees is full participation.

At the same time, the plan has been designed to be as comprehensive as possible in the range of services covered so that no employee will be contributing to a plan from which he or she would have no realistic chance of receiving benefits.

5. Does this mean I have to enrol my spouse and children too?

No. The decision to enrol or not to enrol your family is entirely your own. However, the decision you make now will be critical. If you enrol dependants now, you will not be able to drop their coverage unless they become ineligible. On the other hand, if you decide now not to enrol them, there will be no second chance,

except as indicated in Question 6 below. The objective, once again, is to make the plan beneficial for all employees. This cannot happen if employees can move their families in or out of the plan as their needs dictate.

6. (a) My children are covered for dental care by the province. Where does that leave me?

You may decide that it is worth while to enrol your children in the new plan so that you can get some reimbursement for expenses over and above those which are paid for by the province. Or you may rely on the provincial plan only so far as your children's needs are concerned.

However, if your province ceases to cover children at say, age 14, you could not then enrol them in the Public Service plan. You must decide now and take the direction you feel is in your best long-term interest.

Of course, if you decide not to enrol your children, you may still enrol only your spouse.

(b) What if I don't enrol my children because I am

Dental Plan Questions & Answers continued

satisfied with the treatment they receive from the province and then have to move to a province that doesn't have such a plan?

When you move to a province which does not provide dental care for children, you can enrol your children as long as you have been in a "dental care" province from March 1, 1987, until the time you move, providing the enrolment form with a certification of residence is received by your personnel office within 60 days of the move. However, once you have enrolled them in the plan, you may not cancel their coverage if you move again to another province which provides dental care for children. In fact, coverage for eligible children cannot be discontinued at any time when you relocate to a dental care province.

7. I'm covered by the plan which my spouse has with another employer and I am inclined to opt out of the Public Service plan. Can I opt in later if my spouse loses his or her coverage?

Yes, under certain conditions.

You might first want to consider if it is worth while to have coverage under both plans by examining closely the coverages which they provide. Depending on the coverage provided by the plan, it may be possible for you to make a claim under one plan for that portion of your dental expenses which are not payable under the other plan.

If you do opt out now, you may join later if your spouse's coverage ceases involuntarily. For example, if your spouse's coverage ceases because he or she ceased employment, or moved to employment where there was no dental plan, you could then join the Public Service plan, but you would have to do so within 60 days

following the date on which your coverage terminates under the other employer's group dental plan, with proof of the circumstances.

Furthermore, to enable you to enrol your dependents at a later date, you should ask now to defer spousal or children's coverage, or both.

THESE QUESTIONS AND ANSWERS HAVE BEEN DEVELOPED TO ANSWER SOME OF THE QUESTIONS WHICH MAY BE OF IMMEDIATE INTEREST TO YOU. THE DETAILED RULES OF THE PLAN ARE SET OUT IN A FORMAL PLAN DOCUMENT AND, IN CASE OF ANY CONFLICT, THOSE RULES TAKE PRECEDENCE OVER THIS DOCUMENT.

ANY OTHER QUESTIONS YOU MAY HAVE SHOULD BE REFERRED TO YOUR PERSONNEL OFFICER.

Reprinted from Treasury Board Secretariat
February 1987

Deschênes appointed to Donnacona

QUEBEC - Yvon Deschênes officially became the warden of Donnacona Institution, Feb. 20. In a special ceremony at the prison Jean-Claude Perron, Quebec regional deputy commissioner, handed Deschênes a symbolic key to the institution. The transfer of the key symbolizes the delegation of authority from the deputy commissioner to the new warden.

Deschênes is the first warden of the maximum-security institution which officially opened Sept. 1986. Prior to his appointment Deschênes was assistant warden, Socialization, at the medium security Federal Training Centre, St-Vincent-de-Paul complex, Laval. He joined CSC in 1963.

Those attending the ceremony included Marc Ferland, MP for Portneuf and Denis Denis, mayor of Donnacona.



Donnacona's first warden
Yvon Deschênes

Exemplary medals to new warden & staff

Deputy Commissioner Perron presented Exemplary Service medals to three Donnacona staff, Yvon Deschênes, Michel Lemieux and Edgar Robitaille, on behalf of Governor General Jeanne Sauvé.

The medal, created in June 1964, is given to staff who have worked with CSC for at least 20 years, 10 of which must have been in an institution or parole office. It acknowledges the work of employees who frequently have to work under dangerous conditions.

A recipient of this medal is entitled to receive a bar for every additional 10 years they are a CSC employee.

Prisoners of Ignorance

the fight against illiteracy
continued from page 2

will take place in penitentiary school classrooms. Classrooms, however, should not be the only area for providing ABE. Basic education training at work sites, such as industries and food services, must also be exploited to the fullest.

New incentives

"Many inmates who lack basic education often have had bad experiences related to school and may find it difficult to admit their lack of skills in this area," says Earl Fox, director, Education and Personal Development. "As a result, innovations and incentives are being considered which will make basic education training more accessible and attractive to students. CSC is preparing to introduce a number of program and policy changes which may in-

clude mandatory literacy testing and incentives toward parole, pay, work and institutional privileges."

Part-time ABE will be encouraged to enable students working in other work sectors, such as the kitchen, to participate. Inmate, staff and community tutors will be utilized more extensively to provide individualized assistance. "ABE participation could become a prerequisite for many institutional inmate jobs, not unlike the reality of work in the community," says Fox.

The National Parole Board has also been asked to consider the feasibility of including literacy competency and ABE participation as a factor in its decision-making process.

Challenging task

The problem of illiteracy is very complex. There is no simple solution. But, a strengthened ABE (literacy) program in CSC will:

- Improve the offender's ability to find and keep a job;

- Improve the self-image and self-confidence of offenders;
- Increase levels of employee productivity;
- Support a positive institutional environment;
- Increase an inmate's ability to participate in further training programs while in the institution or upon release.

Improving inmate literacy skills has always been part of CSC's education program. This renewed priority is now focussing CSC's efforts toward this problem. Ensuring no offender is released from a federal penitentiary while still illiterate, is a difficult task. It will be up to CSC staff to work together to meet this challenge. ■

Shelley Prokopetz is ABE Coordinator, Education and Personal Development, Offender Program and Policy Development, NHQ.

Les Shand is Editor/Writer for *Let's Talk*.

Watch your ABEs!

CSC educators plan basic literacy training for inmates

NHQ-Solicitor General James Kelleher announced an ambitious Adult Basic Education program (ABE) to be implemented immediately by CSC, at a meeting at Queen's University, Mar. 3. The goal of the program is to upgrade the literacy level of 750 inmates in 1987-88 and 1,350 during the next fiscal year. CSC educators hope to achieve a level of literacy for inmates comparable to that of the Canadian population in general.

To reach this goal inmates will be strongly encouraged to participate in basic education programs. Effective Apr. 1 it became compulsory for all new inmates to take a literacy test when they enter an institution. The ABE program became a prerequisite for inmate jobs and a consideration before granting privileges like tem-

porary absences, family visits and parole.

"We need leadership and staff commitment to make this program a success. "

Education chiefs meet

CSC staff who helped design this program and regional chiefs, Education and Personal Development met at NHQ Mar. 4-5 to review regional plans established to meet ABE initiatives and to discuss how they should monitor the program.

Commissioner LeBlanc and Gord Pinder, deputy commissioner, Offender Policy and

Program Development, met with the group Mar. 4 after they had watched a video tape of the Solicitor General's speech at Queen's. "We need leadership and staff commitment to make this program a success," the Commissioner told the group. "You have to get excited about what you're doing, and if you are, you can inspire others."

According to the Solicitor General, the professionalism of CSC staff will play a large part in the success of this initiative. "I am delighted with the enthusiastic response from all levels of CSC to improving inmate education programs, and I trust this enthusiasm and support will continue, making inmate literacy a priority in every federal institution," he told the audience at Queen's. ■

Drumheller commended for Native life skills course

by June Coxon

A Native culture and life skills course for inmates, that some staff describe as one of the best models in correctional education, was offered to inmates at Drumheller Institution late last year. "It was so successful that 75 per cent of the inmates who took the course graduated and 70 per cent of the graduates rated the course and its instructors as excellent," says **Pat Mulgrew**, chief, Education and Personal Development, at Drumheller.

"The program owes its success to the competence of instructional staff, enthusiasm and openness of the students and support of case management living unit officers and instructors who have shown such an interest in it," says Mulgrew.

He went on to explain that inmates at Drumheller took part in four 12-week programs on Native culture and life readiness training between September and December 1986. It is anticipated that similar courses will be offered in the 1987-88 fiscal year. By that time, graduates may be able to receive a community college credit for their efforts. Negotiations are underway with Grant McEwan Community College regarding certification of the course.

The program

The program, offered by Four Skies Training and Development Services Ltd., uses an experimental learning technique with life readiness training by blending three distinct components: life skills, Native culture, alcohol and drug abuse education. Inmates who took the course were selected by the instructor, in consultation with a case management officer.

William Bellegarde, the life skills instructor, required each student to examine assumptions about himself, determine strengths and weaknesses, set personal improvement goals and learn effective problem solving processes in order to deal with their individual situations. The skills learned are transferable from the individual to the family and to the community.

Eddy Belrose, a Native elder, taught the Native culture components of the course by visiting each class twice for a total of six days instruction. The alcohol and drug abuse component consisted of a three-day seminar with course leader **Penelope Thrasher**.

Only 25 per cent of the students failed to complete the course. Of those students, 14 per cent left for reasons unrelated to the course such as being transferred to another institution or being parolled; 8 per cent were not ready to make the commitment the course would have required of them and 3 per cent left because the curriculum failed to meet their

expectations.

Bob Wilson, regional chief, Education and Personal Development, Prairie Region, says Drumheller institution should be commended for providing Native culture and life skills courses for inmates at the institution and thereby meeting corporate objectives.

Other institutions have expressed an interest in the course being given at Drumheller and **Bob McGuire**, regional manager, Correctional Programs, is confident that Native culture and life skills training can be used elsewhere in the region.

Follow-up

Inmates who took the course last year can now follow it up with two university courses in Native studies. Since mid-January the University of Calgary has offered inmates at Drumheller a credit course in conversational Cree and Anthropology 255 - an ethnographic study of the American Indian. Native elders from the area are assisting with the course. ■

Let's get it straight!

Union says LUs excluded from part-time program

Further to our *Let's Talk* December 1986 issue article on the **part-time correctional officer program** (Vol. 11, No. 14). As a result of a signing of a memorandum of agreement between

the Union of Solicitor General Employees, USGE, and CSC subsequent to this article, living-unit officers, CX LU-1s, will not be included in the part-time program.

You asked!

Smoking in the workplace

Q- I like the way *Let's Talk* covers issues that concern our health: i.e. participation month, physical awareness. Why is nothing being done about smoking in the workplace? I find it very difficult to work effectively in a smoke filled office. Having an allergy to smoke is a burden on me but not being able to find an area at the workplace that is smoke-free is more of a burden. This is the first time in all my years of employment that smoking is permitted in a general office. (I work as a CR-03).

When will there be a law restricting smoking to coffee and lunch breaks (as it once was), so that all of us can produce effectively? By the end of the day my nose and throat are burning, my eyes watering. I have approached my supervisor but he does not want to make waves. Why is there not a directive from CSC that sets out specific guidelines in this area.

Several government departments, e.g. Health and Welfare Canada have initiated a smoke-free workplace. What is CSC doing about this?

A- The Treasury Board Secretariat issued guidelines on the subject of smoking in the workplace in January, 1986 (Reference: Personnel Management Manual, Bulletin 3-86, Volume 12). CSC has accepted these guidelines. They have received wide distribution throughout the Service at the national, regional and institutional levels. Each facility has been delegated the responsibility to develop policy for their own area within the framework of the TB guidelines which contain the following essential points:

- managers should consult with their employees in order to designate, where desirable and possible, non-smoking areas in the working place;
 - areas where smoking is permitted should, if possible, be located near return air vents;
 - the following should be designated as non-smoking areas: elevators, stairwells, change rooms, computer rooms, clinics, health units, service wickets, service counters, and any other location where the public is served;
 - departments may also designate as non-smoking areas: all or part of cafeterias, waiting rooms, lounges, hospitals and theatres;
 - smoking should not be permitted during meetings unless there is consensus by the participants to allow smoking;
 - persons occupying private offices or having workplaces in smoking areas may designate their offices or workplaces as non-smoking areas;
 - NO SMOKING signs or symbols should be made available for installation in all designated non-smoking areas.
- The TB guidelines are available in the Personnel office of your institution.
- Robert Watkins,**
Director, Staff Relations
NHQ

Upcoming events

Q- I am writing to enquire about the possibility of a column in *Let's Talk* that would advise anyone of upcoming conferences.

I try to attend a conference each year, if possible. This would probably be of interest to others in the Service who like to keep abreast of current issues. There are a lot of educational institutions within commuting distance that would be sponsoring conferences of one type or another in the upcoming year. Specifically, would there be one relating to corrections?

Hoping to see news of any conferences in the upcoming editions..

A- CSC's Public Affairs branch at National Headquarters produces a list of regional, national and international coming events, including conferences, every two months. This list is distributed to national and regional headquarters, Wardens and District Directors. Check with your institution or office to see if a copy is available.

Further information can be obtained through either your regional manager, Communications, executive assistant to the Regional Deputy Commissioner or the Public Affairs branch (Secretariat), NHQ.

In response to your interest, *Let's Talk* begins a column highlighting upcoming events in this issue.

Editor,
Let's Talk

Coming up

April 1-4 - CSC hockey tournament, Cowansville institution
April 26-29 - North Carolina Department of Corrections, Second Annual Workshop on Female Offenders.

May 10-13 - West Central Wardens and Superintendents Association conference. Coeur d'Alene, Idaho.

June 9-11 - CSC Administrators' conference. Mont Ste-Marie, Quebec.

Let us know if you are planning or hear of an upcoming correctional conference of interest to CSC staff. Submissions to *Let's Talk* must be received at least one month prior to the month of the scheduled event.

Do you have a question?

Send your questions to: **You Asked!**
Publishing & Editorial Services (7E),
340 Laurier Avenue West,
Ottawa, Ontario, K1A 0P9.
Phone (613) 995-5356.
Electronic mail account: LETS-TALK.

Food won't go to waste

PRAIRIES - Surplus food produced at Rockwood Institution is no longer going to waste. Thanks to an agreement between Rockwood Institution and Winnipeg Harvest - a non-profit, incorporated and registered charitable organization located in Winnipeg - all such food from the institution will go to the organization, reports **J.W. Keane**, superintendent of Rockwood. The decision to provide the agency with surplus food was made last Fall after a meeting between **Doug Spiers**

representing the institution and **Bill Lucio** of Winnipeg Harvest.

Rockwood provided the agency with 34,555 kilograms of potatoes, 45 kilograms of beets, 2,175 kilograms of carrots, 35 kilograms of onions, five kilograms of rhubarb, 25 dozen greenhouse cucumbers and 320 dozen field cucumbers in 1986. Winnipeg Harvest gathers surplus food from producers, retailers and wholesalers and distributes it to a network of agencies involved in food programs for needy people.

Atlantic prison a prize winner



Peter Twyman, CX-COF-6, in uniform, and **Don LeBlanc**, chief, Administrative Services, back right corner of the booth, were two of many employees who staffed the exhibit.

ATLANTIC - Atlantic Institution was a prize winner before it even opened. It won a trophy for the best institutional display at the Miramichi Exhibition. The booth, which attracted its share of the exhibition's

75,000 visitors, featured a table-top model, an audio visual presentation and still photo display of various stages in the prison's construction as well as featuring a **CORCAN** furniture display.

Letters Letters Letters

Dear Editor:

I enjoy receiving your publication. It helps me keep up to date on what is happening in Canada. Since I am originally from Vancouver, BC, any news is indeed welcome. It is always interesting to compare the two systems especially as the US system moves toward a major overhaul with the onset of sentencing guidelines. My position as a US Probation Officer will be challenged even more as we approach the implementation date.

Thank you for a stimulating publication. Keep up the good work.

J. A. Philcox
Orlando, Florida

Dear Editor:

Re: *Let's Talk* C-67/68 issue.

I "stole" a copy from your reception area the other day. It is just an excellent "story behind the Bills C-67/68."

Lou Drouillard
Executive Director
St. Leonard's Society of
Canada

Dear Editor:

I've just had the chance to see a copy of your fine publication. Would you please add me to the list of people who regularly get a copy of *Let's Talk*.

Edwina Arlington
Shawnee Correctional Centre
Illinois Department of
Corrections

Can you solve this mystery?

ONTARIO – Do you recognize this statue? If so, **Dennis Curtis**, Communications, Ontario Region, would like to hear from you. The statue is a mystery he would like to solve. He wonders if it is a statue of a specific correctional officer, what happened to the statue, when did it disappear and where it is now? Of course he also would appreciate any other information about it.

This photo was taken in 1926, just inside the main gate at Kingston Penitentiary. The low wall in the background surrounded the Prison for Women at the time. The statue stood inside the walls of KP for many years and rumor has it that it was



destroyed when a truck backed into it.

The woman beside the statue is **Vera Cherry** who worked at Prison for Women when it was located inside the walls of KP in what, today, is the Administration building. Now well into her 80s, Mrs. Cherry is an active member of the Retired Officers' Association. When this photo was taken Prison for Women housed about 40 inmates and had three staff members who lived in the prison.

If you can solve this statue mystery, call **Dennis Curtis** at 613-545-8300.

Staff support kidney foundation

QUEBEC – The Notre Dame Hospital chapter of the Kidney Foundation of Canada is \$348 richer thanks to **Leclerc Institution** staff.

The money, collected in a fund drive organized by **Jacques Girard** – an instructor at the institution – was presented by **Warden Marc-André Lafleur** to the chairperson of the foundation. It went into a fund to purchase wheelchairs and portable equipment that will enable users to lead a more normal life.

Girard initiated the fundraising for the benefit of his colleague, **Marcel Lévesque** who has been dealing with this illness for years, and as a way to make others aware of kidney disease.

According to **Richard Roy**, chief, Administrative Services at **Leclerc**, **Lévesque** has been a mason at the institution for 26 years. In 1979 he learned that his kidneys were not functioning normally and that he would have to use dialysis to purify

his blood until a transplant operation could be performed.

"For the past seven years **Lévesque** has been undergoing three-hour dialysis treatment three times a week," says **Roy**. "Yet he has never thought of quitting his job. In spite of the battle he is waging with this illness he continues to be an exemplary employee. In fact he is one of our most hard-working and cheerful staff."

Crawford appointed special adviser

NHQ – Commissioner **LeBlanc** announced, Feb. 5, the appointment of **Tom Crawford** as special adviser to **Cliff Scott**, Assistant Commissioner Administrative Policy and Services, (ACAPS). His appointment was effective immediately.

"In the fall of 1986, new initiatives were announced to manage the acquisition of lands and buildings, and other related matters on behalf of the Government of Canada. These initiatives will

significantly alter the roles and responsibilities of the Treasury Board, Public Works Canada, and client departments such as the Correctional Service," says the Commissioner in a memo.

"Recently I met with **Robert Giroux**, deputy commissioner of Public Works to discuss the principles surrounding their takeover of certain responsibilities and the impact this will have on the Service.

"It's critical, at this stage, that

the interests and needs of the Service be clearly understood by the parties charged with the transfer of functions. **Crawford** will be working jointly with Public Works Canada to draft plans of action. He will then oversee the establishment of the necessary mechanisms to implement the plans."

Before his assignment, **Crawford** was director general, accommodation and inmate services.

Prairies have CORP again

PRAIRIES – CORP training, not offered in Prairie Region since Sept. 1984, has become a reality again, reports **Ed Palibroda**, regional chief, Training Delivery, RHQ. "Training for the newest CORP class was held at Edmonton Institution and Grierson Centre while administered through the Training Centre in Saskatoon," he said.

A graduation ceremony was held at Grierson Centre for the 28 recruits. Presentations were made by **Jim Phelps**, Regional Deputy Commissioner, **Dev Dhillon**, regional director, Operations, **Paul Oleniuk**, regional director, Planning and Resource Management and **Fred Kolbert**, regional manager, Staff College, Prairies.



Prairies newest CORP recruits

(Back Row L-R) **G. Dickinson, D. Johnson, D. Hood, J. Hogue, D. Kerich, B. Kucek, G. Caton, H. Williams, T. Hardy, L. Smytaniuk, M. Gour, C. Brown.** (Centre Row L-R) **A. Kalika, A. McGregor, A. Rose, M. Ferrier, R. Parenteau, D. Vickers, J. Grams, J. Olinieri, L. Federation, P. Edwards, B. Petrie.** (Front Row L-R) **E. Gamble, J. Phillips, F. Kolbert, J. Younge, J. Phelps, G. Rose, S. Sullivan, E. Walker**

Bowl for Millions

ONTARIO - The 'Bowl for Millions' fundraiser for the Kingston chapter of the Ontario Big Brothers organization was held Feb. 7 in Kingston.

Kicking off the annual celebrity day event, CSC's team, "The Slammers," represented by Joyceville Warden, **Yvonne Latta**; Prison for Women Warden, **George**

Caron; Regional Director, Planning and Resource Management, **Mary Cassidy** and Regional Manager, Communications, **Dennis Curtis**, raised \$500. Local politicians including Communications Minister **Flora MacDonald** and Ontario Solicitor General **Ken Keyes** also joined in the fun.

Feline Felon

ONTARIO – Rabies was a problem for the adjacent counties of Frontenac and Leeds, near Pittsburgh institution, late last year. It eventually reached the institution. The incident was reported in the news media but **Jim Caird**, the institution's superintendent, recalls for anyone who missed it, what happened and the measures taken to prevent a similar situation from developing again.

"A living unit officer making his outside rounds was attacked on the back of the leg by a large stray cat. While trying to dislodge the cat, he received three punctures on his leg and one on his hand. After the officer received medical attention," Caird continued, "he identified the cat for nearby Joyceville staff, and they shot it. The carcass was sent to Agriculture Canada, Health of Animals Branch, where a biopsy proved the cat had been rabid. As a result, all 22 stray cats at the institution were rounded up and taken to Agriculture Canada's veterinarian where they had to be destroyed and analyzed. Only one cat was found rabid, but because of it two officers and four inmates have undergone rabies shots as a precautionary measure. No livestock were harmed."

To avoid future problems of this kind, the institution has implemented a control program that will allow a maximum of only four tame cats to accumulate in the barn areas and those cats will be neutered and immunized. "We'll have to trap and dispose of all other strays," Caird concluded.

Quebec staff earn cash awards

QUEBEC - Three Quebec Region staff received a total of \$2,350 recently, reports **Gaston Pelletier**, Quebec regional manager, Communications. **Claude Ferland**, now a CX-2 at Drummond Institution, earned a merit award of \$1,500; **Jean Girard**, currently a CX-2 at Donnacona Institution, received a merit award of \$750 and **Jacques Pelletier**, an electrical instructor at La Macaza, was presented with a suggestion award of \$100. They also received a certificate attesting to their merit or suggestion.

Bravery award for Ferland

Ferland was a correctional officer at Laval Institution when he bravely confronted 10 armed inmates

attempting to escape from the maximum-security institution on Aug. 25, 1980. As they tried to take over the institution's control and armory, the inmates took a number of employees hostage. When Ferland threatened to explode nearby gas tanks the inmates had to cease their action in order to stay alive. The courage Ferland demonstrated in putting his own life in danger - he would have been caught in the explosion along with the inmates and hostages - stopped the inmates' momentum and saved the hostages. It earned him a merit award for bravery.

Girard rescues two from fire

Girard, a Regional Reception Centre correctional officer, was on

holidays at his parents' home in Trois-Rivières when he helped save an 86-year-old man and his son from certain death in their flame-engulfed home.

Girard and another person broke down the door of the burning house and, despite thick smoke and flames, dragged the occupants outside.

LaMacaza's first award winner

Pelletier, an electrical instructor at La Macaza since 1978, became the institution's first employee to receive a suggestion award. He devised an electrical panel that enables the technical service's clerk to tell institutional drivers where they are needed, without them having to enter the building.

Carracetto moves to Fisheries and Oceans

NHQ—John Carracetto, former director, Classification, NHQ Personnel, has left CSC to join Fisheries and Oceans Canada. He joined CSC in 1982 from Canada Post.

Less stress a success

PRAIRIES—Stress awareness was the topic of two weekend workshops attended by 64 Bowden institution staff and their families recently, reports **Wes Kells**, acting assistant warden, Management Services. This second of such workshops, was held at Kananaski Guest Ranch, a few miles from the 1988 Winter Olympic site. Another workshop is being planned for late August.

Long service award

ONTARIO—Congratulations to **Gerald Maloney**, CX-2 and member of Ontario's regional escort team who recently received his 35-year long service medallion. Presentation made by Ontario Region Deputy Commissioner **Art Trono**.

Welcome New Westminster parole

PACIFIC—Let's Talk welcomes new readers at New Westminster parole office in BC. A sub-office of Vancouver District Parole office, under District Director **Rolly Bishop**, the New Westminster office headed by **Ron Johnson**, section supervisor, opened its doors Feb. 16.

Along with parole officers **Cliff Lau**, **Terry Raffan**, **Dave Stephen** and support staff **Mary Carswell**, **Penny Kanigan** and **Florence Higgs**, the office provides supervision services to the areas of Port Moody, Port Coquitlam, Coquitlam, Burnaby, New Westminster and North Delta.

Officers of the Year Award

ONTARIO—Prison for Women staffers, **Gerry Rebec** and **Ruth Nugent** received honors as the institution's 'Officers of the Year' presented by Warden **George**

Caron, Feb. 3. In the annual award, Rebec, a vocational instructor, received the non-CX award while Nugent, a CX-4, received the CX award.

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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

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C. NUTTALL

Volume 12 No 4

May 1987

Inside

The Big Picture - 1987/88 federal spending

Doing more with less is the theme for government and CSC spending this year as Treasury Board announced its Main Estimates for 1987/88. Tabling government's anticipated budgetary spending in Parliament, Mar. 2, Treasury Board President Robert De Cotret indicated that reduc-

ing federal spending including more cuts to the Public Service continues to be a government priority. *Let's Talk* looks at the federal Main Estimates and its impact on CSC in reduced person-years and tighter spending controls.

2

Bilingual Bonus bucks

If you're worried about losing your \$800-a-year bilingual bonus, help may be on the way! Treasury Board has just announced a major change to its bilingual bonus policy for federal employees. Effective Apr. 1, the revised policy on confirming eligibility for the bonus will be implemented. *Let's Talk* looks at the new policy with questions and answers that may affect you.

3

New case management interview technique

A recently-introduced new, 45-minute, case management interview technique should make a big difference in how fast and how effectively case management officers can get to know and help offenders.

4

How to cope with a paperwork nightmare

The ultimate civil servant's nightmare... a huge and growing backlog of paperwork with increasing pressures to make it disappear. *Let's Talk* looks at how the staff in CSC's Access to Information and Privacy division have coped with the paper blizzard of requests.

7

Rick Hansen (man-in-motion) visits Bowden

A cheering crowd of inmates and staff greeted wheelchair-athlete Rick Hansen as he wheeled into Bowden Institution's gym. It was his first visit to a penitentiary during his Man-in-Motion world tour. Hansen, who received about \$2,000 in inmate and staff donations, challenged his listeners to focus on their abilities.



8

Let's Talk across Canada

- Solicitor General transfers 45 person-years to Justice
- AIDS update: no confirmed AIDS in CSC institutions
- Cowansville says farewell to Warden Deslauriers
- National conference on offender literacy

inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

MAY 22 1987

1987/88
federal \$pending:

The Big Picture

by Les Shand

Doing more with less is the theme for government and CSC spending this year as Treasury Board announced its Main Estimates for 1987/88. Reducing federal spending and the size of the Public Service continues to be government's priority. Its impact on CSC will be reduced person-years and tighter spending controls.

Tabling government's Main Estimates in Parliament, Mar. 2, Treasury Board President Robert De Cotret announced an estimated \$110.1 billion in 1987/88 budgetary spending, up from \$107 billion last year. While this is a 3.8 per cent spending increase, De Cotret states "this is the third consecutive year that the growth rate in Main Estimates has declined, the lowest increase in a quarter century."

Doing more with less

Managing the Public Service with restraint yet without reduced

productivity will mean government managers and employees will have to "do more with less," says De Cotret.

Referring to government's restraint efforts, De Cotret said, "the basic operating costs of government will be approximately the same in 1987/88 as they were in 1984/85, a reduction in real operating levels of about 12 per cent."

Achieving cost reductions with-

Since announcing plans, last year, to cut 15,000 Public Service jobs over the next five years, 8,563 PY cuts have been estimated to the end of 1987/88.

More cuts

Main Estimates for 87/88 indicate 233,454 PYs in the federal Public Service. "This is a reduction of 3,072 person-years, or 1.3 per cent from last year (86/87), says a Treasury Board report. "On a comparable basis, this represents the lowest level of person-years since 1980/81 and by 1990/91 will have declined to pre-

CSC budget estimates for 87/88 indicate a net spending increase of \$38.5 million and an additional net decrease of 236 PYs bringing CSC's authorized 87/88 PY level to 10,758.

out reducing essential government services De Cotret says has resulted from:

- reducing the size of the Public Service;
- negotiating responsible wage settlements with Public Service unions;
- streamlining the delivery of services;
- encouraging efficient reallocation of human and financial resources;
- promoting real productivity improvements.

1975 levels." About \$500 million savings per year are expected once target levels are reached.

"As of Feb. 20, 1987, 86/87 (federal government) reductions resulted in the lay off of 348 employees, 265 of whom still had priority for reappointment back into the Public Service to fill new job openings," says De Cotret.

"The vast majority of surplus employees have been placed in vacant jobs in their own departments, or in

continued page 6

Worried about losing your bilingual bonus? *New policy has good news about training!*



by Helen Gooderham

If you're worried about losing your \$800-a-year bilingual bonus, help may be on the way! Treasury Board has just announced a major change—access to up to a maximum 200 hours of language training—to its bilingual bonus policy for federal employees.

"Effective Apr. 1, the revised policy on confirming the eligibility for the bonus will be implemented over a three-year period," says Michel Scott, acting chief, Official Languages. The first phase of the confirmation cycle will be completed in 1987-88.

How will the new policy affect CSC employees?

"Basically there is only one really major change," Scott says. Previously, if you failed your Second Language Examination (SLE), you couldn't expect further training at government expense. But now, under this new policy, if you fail your test, Treasury Board will authorize up to a maximum of 200 hours of language training if you've already been trained at government expense for a similar level.

Can I take this training in working hours?

Yes, or if you prefer you can arrange to take your training at night. "But," points out Scott, "you can only take this special training once in your career for the same linguistic level. You will be responsible for maintaining your required linguistic level thereafter."

If you fail your test you won't lose your job, only your bonus. You won't have to change your job. But if you apply for a promotion you may need your previous linguistic level so it pays to keep your second language ability up-to-date.

Will the special training hours be deducted from my allotment?

No, they won't be calculated against the maximum number of hours you are entitled to during your career.

Who will have to be retested?

During the first phase of the new policy, 1987-88, all employees who receive the bonus, and whose second language results were outdated before

Jan. 1, 1985, will have to take the SLE again to confirm that they can meet the language requirements of their positions. Otherwise they can't continue to receive the bonus.

What happens if I fail my test?

If your results show that you can't meet the language requirements of your position, you will be informed in writing that your bonus will cease two months after the date on your notice. You will get your notice 10 working days following your test. It will then be up to you to decide, with the approval of your manager, what is the best way to regain your fluency in your second language.

What are my options?

You can decide to make the commitment to regain your language level and take the language training offered of up to a maximum of 200 hours at government expense. You will be responsible for arranging your language training with the approval of your manager. You can also just accept the loss of your bonus.

**more on bilingual bonus
continued page 5**

New interview technique introduced

HOW do you get to know inmates well enough to help them?

by Helen Gooderham

A new 45-minute interview technique recently introduced by CSC should help case management officers to predict offender behavior more effectively.

It's always been a problem. You have a full caseload of offenders needing attention and assistance and not much time to deal with them individually and effectively. The question is: How do you get to know offenders as people so you can help them make important decisions affecting their future?

The new case management interview technique should make a big difference in how fast and how effectively a case management officer can get to know an offender, agrees **Dru Allen**, director, community release, and **Liz Baylis**, senior project management officer.

The interview strategy was approved by the Senior Management Committee last Spring to provide consistent and effective case management services across the country. Training in how to conduct the interview has just been completed in all regions for all case management officers, including WP-3s, notes Baylis.

"Case management officers should now be using the interview for all new offenders on their caseload in both institutions and the community," says Allen.

What the interview does

1. It allows you to begin working effectively with an offender from the first contact. It gives you a total picture

2. It provides an objective second opinion about the offender

3. It helps you develop good case plans in line with the offender's identified needs

4. It helps you to adapt your casework to a wide variety of offenders and channel energy more effectively

offender's criminal history, past problem areas, strengths and weaknesses so it need only be done once during an offender's sentence.

The interview puts offenders into such categories as primarily stable and normally pro-social; generally

New case management

Interview technique should make a big difference in how fast and how effectively a case management officer can get to know an offender.

Here's how it works

First step is conducting the semi-structured interview and interpreting the results. This identifies the offender as belonging to one of several personality groups, each with its own case management strategies. These strategies will have a "high probability of being effective with a particular offender," points out Baylis.

Guidelines are provided which explain each group of strategies and the behavior and attitude officers are likely to encounter in dealing with a particular offender.

Finding a method of change

This allows an officer not only to assist but also, when necessary, to control the inmate and help him or her find a method of change. "Each offender is different and must be treated as an individual with special needs," says Baylis.

The interview is based on an

unstable and often irresponsible; generally disadvantaged in life skills and work training, or criminal in general life orientation and values – and offers positive strategies for dealing with each offender group.

The various strategies help staff focus an offender's energy in the right direction. Some offenders need to be pushed to see their limits and the consequences of their acts, while with others suggestions might do very well.

The interview should be given as early as possible so the case management officer can deal with the offender in a meaningful way right from the beginning – as can anyone else who will be involved with the offender's file.

"It's important to note," says Baylis, "that the strategy be explained to other staff who work on a regular basis with the offender so

continued next page

New case management interview technique cont'd from page 4

that all staff can be united and consistent in their approach." Consistency is what the new strategy is all about.

The interview is designed to reduce paperwork, not add to it, says Allen. "In fact, it focuses attention on spending more time with the offender and less on the paper process."

The interview is new and needs to be given time to prove itself as a sound and valuable diagnostic tool," notes Allen.

"The new case management interview technique should make a big difference in how fast and how effectively a case management officer can get to know an offender." ■

Bilingual Bonus

Worried about losing your bilingual bonus?

continued from page 3

Will I lose my job if I fail my test?

You won't lose your job, and you won't have to change your job either. But you will lose your bonus. If you apply for a promotion, or change your job, you may not have the language requirement you need. So, it's certainly wiser to keep your language training up-to-date.

What happens if I refuse to take the test?

Refusal to take the test will be treated the same as failing the test: you will stop receiving your bonus two months after you receive notice.

What happens if I fail the SLE while applying for a new job?

All SLE test results, taken for any purpose, will automatically apply to eligibility for the bonus. If your SLE results show you no longer meet the requirements of your position, payment of the bonus stops two months after written notice. You will be eligible to take the special training if you wish, and if you pass the SLE you will regain your bonus.

Is anyone exempt from retesting?

Yes. If you occupy a position with a "P" (Professional) language requirement, or if you have attained an exemption at your last language evaluation, you won't be retested during 1987-88.

Can I apply for training if my position is not classed as bilingual?

No. If you no longer receive your bonus, and your present position isn't bilingual, you won't be

eligible. However, if your position becomes bilingual, you will again be eligible.

What happens if I take the SLE for another reason and pass it after previously failing it?

Your bonus will be reinstated from the date you passed your SLE.

How long do I have to wait to take another test?

If you failed your SLE and continue in your position, you won't be allowed to take the SLE test for your bonus for one year following your unsuccessful test.

What happens if I am exempted from testing because of a hearing or other health problem.

These cases are dealt with on a case-by-case basis, says Scott, so your best bet is to contact your Official Languages officer for more information. ■

National conference on offender literacy

OTTAWA - A national conference on offender literacy will be held in Ottawa, May 19-21, at the Chateau Laurier Hotel. The conference will focus on issues related to improving literacy programming in CSC institutions including attention to volunteers, the needs of adult

illiterates and problems of the learning disabled. The opening address will be given by Solicitor General **James Kelleher**. Advanced registration is required. For further information call (613) 996-7624 /996-7745.

Coming up

May 1-13 - West Central Wardens' and Superintendents' Association conference. Coeur d'Alene, Idaho.

June 9-11 - CSC Administrators' conference. Mont Ste-Marie, Quebec.

June 15-18 - Prairie Correctional Educators' Association conference. Emma Lake, Saskatchewan.

August 2-6 - ACA Congress, New Orleans, La.

1987/88 federal \$pending The Big Picture continued from page 2

other departments. Some have moved to the private sector, along with their jobs. Others have decided to resign or retire, or are no longer interested in Public Service employment."

CSC budget up, PYs down

A review of 87/88 Main Estimates for the Ministry of the Solicitor General indicates a net spending decrease of \$163.4 million as well as a net decrease of 37 person-years.

CSC budget estimates for 87/88 indicate a net spending increase of \$38.5 million, attributed to higher inmate populations and higher salary costs. An additional net decrease is planned this year of 236 PYs bringing CSC's authorized 87/88 PY level to 10,758.

Major government initiatives

Supporting government's cost reduction objectives, a number of strategies are being adopted, "to minimize constraints, encourage productive management, and manage government-wide activities more effectively," says De Cotret. Some of those initiatives include:

- **Increased Ministerial authority and accountability**

Treasury Board is moving away from detailed control of departmental activities. Greater flexibility will be given to ministers and departments to manage resources within an accountability framework.

- **Human resource management**

Improved labor relations, including: wage settlements, a dental plan, master collective bargaining agreements, updating and streamlining of the Public Service Staff

Relations Act.

Continued application of Treasury Board's Work Force Adjustment policy to assist the redeployment of employees affected by restraint.

Proposed changes to the Public Service Superannuation Act to ensure sound financial basis of pension plans.

Productivity bonuses for senior managers and outstanding achievement awards (maximum value doubled to \$10,000), given that restraint targets have been fully met, in addition to other program and policy goals.

- **Asset and financial management**

Improved cash management, including greater use of travelers cheques and credit cards, reducing debts owed to the Crown, consolidating bank accounts, electronic fund transfers, reduced Crown corporation cash surplus.

Improved financial control systems. Improved real property management, including disposal of surplus or under-utilized property.

- **Expenditure management**

Includes a new government service cost recovery policy. Future government growth limitations. Reducing the size of the Public Service. Improved resource allocation.

- **Ministerial task force on program review**

A review of all major government programs to tighten departmental mandates, streamline operations, avoid duplication of activities and reduce costs. ■

Sask. Pen's new program for treating mentally ill offenders

PRAIRIES- "The program unit at Saskatchewan Penitentiary is a 25-bed facility developed to accommodate chronically mentally ill offenders and to provide outpatient services to the 400 inmates in the general population," reports Eugene Stevens. "It has been a huge success since it began in March 1985."

The unit's objective, to provide a humane and safe environment for the chronically mentally ill, has expanded to provide a wide range of psychiatric services to the general population including assessments, counselling, crisis intervention and follow-up services.

Staffing of the unit is unique Stevens explained. There are six registered nurses and eight selected and trained non-uniformed correctional officers who provide treatment and programming. As part of the Health Care Services Department, it comes under the direction of Robert Tuck, chief of Health Care Services. The program coordinator is Blake Peters. The unit operates in conjunction with the Regional Psychiatric Centre, Prairies.

New Senior Counsel for CSC's Legal Services

NHQ- Theodore K. Tax has been named Senior Counsel for CSC's Legal Services. A member of the Manitoba Bar since 1978, he has six years experience in the Winnipeg office of the Department of Justice. Tax who served as a civil litigation practitioner until this appointment, frequently dealt with matters under the jurisdiction of the CSC and National Parole Board. He assumed his new position Mar. 30.

Tax replaces Mario Dion who has assumed new duties as Senior Counsel for the National Parole Board.

Let's Talk

It was the ultimate civil servant's nightmare – a huge and growing backlog of paperwork and increasing pressures to make it disappear. But last August, staff of Access to Information and Privacy (ATIP) coped with the paper blizzard in what turned out to be a "minor miracle."

Georges Pinatel, acting coordinator of ATIP says the division's job is to process requests made to the Service under the Privacy and the Access to Information Acts. The Privacy Act gives individuals the right to view personal information about themselves held by the federal government while the Access to Information Act provides for public access to records of federal departments and institutions.

The vast majority of requests come from inmates interested in their personal files. They are entitled to see everything except information exempt under law for reasons of security or protecting the privacy of other individuals. Inmates may apply to view virtually any records that concern them personally, including medical, psychological, case management and preventive security files. Pinatel estimates the division receives requests from about 700 inmates a year for 10 files each, 7,187 requests this year.

Why the backlog?

Because of several departmental reorganizations and a steady increase in the number of inmate requests for files, ATIP fell far behind in its work several years ago. By last summer, desks were piled high with a backlog of almost 2,000 requests for inmate files. And although, by law, replies must be given within a maximum of 60 days, it was sometimes taking up to six months.

By the end of January however, ATIP's 21 employees were all smiles and sighs of relief. Within six months, the entire accumulation of unanswered requests had been duly processed and a backlog-free new year was beginning. This minor miracle was the result of "an efficient work plan, support from senior managers,

hundreds of hours of overtime and the dedication of the entire ATIP staff," says Pinatel.

"They worked incredible hours of overtime, on weekends and at night," says **Gerry Hooper**, director general, Materiel and Administration.

"I'm extremely proud of what they did. It's a pleasure to supervise an organization that takes on a challenge like that and deals with it."

Hooper is grateful not only for the cooperation of the staff, but also

Coping with a nightmare

The ultimate civil servant's nightmare... a huge and growing backlog of paperwork and increasing pressures to make it disappear.

for the backing of senior management which approved a considerable amount of overtime pay and some additional person-years to enable the division to tackle its workload. New streamlined procedures and the use of a computer to handle some of the number-crunching and more repetitive tasks also helped speed up the flow.

If any information is removed from a file, the inmate must be informed of the omission and the

section of the Privacy Act which calls for it. Inmates have the right to complain to the Privacy Commissioner about such omissions, but few do so, Pinatel says.

Much of the information made accessible to inmates through this process will already have been provided to them at some earlier date by case management officers or other staff. Nevertheless, reviewing these records can be reassuring to the inmate who has concerns about what might be on his or her file.

In addition to inmate requests the division must respond to applications for CSC documents, about 50 to 60 annually and 71 this fiscal year – made under the Access to Information Act. These include requests from journalists or other members of the public for reports on spectacular incidents such as hostage-takings, riots, escapes or murders. There has also been increased public interest during the last year in other Correctional Service activities such as penitentiary construction, human resource development and privatization of services. Here again, analysts must review the documents carefully and remove any details deemed sensitive for security reasons or other considerations, in keeping with the provisions of the Act.

The ATIP division is now completely caught up with the backlog and is processing the stream of new applications in the course of normal working hours and with its regular staff. With efficient new procedures, increased automation and a fresh start, the division is confident it can avoid future backlogs.

Georges Pinatel is acting for **Fernand Dumaine**, ATIP's coordinator and is responsible for day-to-day operations while Dumaine takes over special projects. ■

"It's a pleasure to supervise an organization that takes on a challenge like that and deals with it."

Sol. Gen. transfers 45 person years to Justice

Responsibility for certain federal criminal justice policy, and 45 person-years, are being transferred from the Solicitor General of Canada to the Minister of Justice.

Responsibility for programs and policies pertaining to young offenders, firearms and general leadership in areas of victims of crime, crime prevention, women and Natives and the criminal justice system as well as international criminal justice issues will now be under the Department of Justice.

In announcing these changes, Deputy Minister of Justice, **Frank Iacobucci** says, the mandates of the Minister of Justice and the Solicitor General in relation to criminal justice policy have been clarified and as a result it has been

decided to transfer certain responsibilities. The decision recognizes that the Minister of Justice has the overall lead role in criminal justice policy issues including the *Criminal Code*, the *Young Offenders Act*, the administration of justice at the federal level as well as the criminal prosecution functions not statutorily assigned to provincial attorneys general.

"In exercising this lead role," says Iacobucci, "the Minister of Justice will consult with the Solicitor General on issues of concern to his Ministry. The Solicitor General will continue to undertake initiatives in these areas, in consultation and coordination with the Minister of Justice, insofar as these initiatives are related to policing, corrections or parole."

"To support the realignment and clarification of responsibilities between the two departments, 45 person-years will be transferred from the Ministry Secretariat of the Solicitor General to the Department of Justice," says the announcement. "Agreement has also been reached with respect to most financial resources to be transferred to the Department of Justice."

"Transfers are to be effected as early as possible in the 1987/88 fiscal year. Consultations between the two departments and interested unions are continuing in an effort to ensure the transfer respects all applicable laws and policies, and takes the interests of employees fully into account."

Man-in-Motion wheels into Bowden

PRAIRIES—A cheering crowd of inmates and staff hailed wheelchair-athlete **Rick Hansen** as he wheeled into Bowden Institution's gym Mar. 2. This was Hansen's first visit to a penitentiary during his Man-in-Motion world tour, reports **Bob Hanna**, Bowden's AW, management services.

Hansen emphasized as he has throughout his journey, that his mission is to create public awareness of the potential of disabled persons, spinal cord research and rehabilitation, and wheelchair sports. He challenged his listeners to focus on the abilities we each have rather than accepting defeat for our handicaps.

"Rick Hansen's courage in overcoming his handicap has served as an inspiration to all Canadians," said an inmate spokesman. "Building dreams and striving toward those dreams can be useful in overcoming other handicaps besides physical ones."

About \$2,000 in inmate and staff donations was presented to Hansen. He also received a "ball and

chain" from an inmate who explained it would be useful in slowing Hansen down thereby allowing him to collect more money.

"It might slow me down going uphill," agreed Hansen, "but it would certainly increase my speed going

down the other side!"

Hansen talked briefly with members of the population, then departed from the gymnasium through the strains of his now-famous theme song, "Man in motion, St. Elmo's fire."

Rick Hansen arrives at Bowden accompanied by Bob Hanna (L) and Warden Michael Gallagher (R)



AIDS update

No confirmed AIDS in CSC institutions

Since many staff are concerned about AIDS in our institutions, *Let's Talk* will be printing news updates regularly, and will pass along any information on health questions of interest to staff.

As of Apr. 2, there were no confirmed AIDS cases identified in CSC institutions, says Dr. **Dan Craigen**, director general, Health Care. A Sask. Pen. inmate, who was housed in the health care centre there, has been on parole since Dec. 29 of last year.

Two inmates have been diagnosed as having ARC (AIDS Related Complex, a milder form of immune system depression which results from infection with the AIDS virus). One inmate is currently at Bowden Institution in the Prairie Region while the other, who was previously at Bowden, has recently been transferred to a halfway house in

the Pacific Region.

Five inmates have come in contact with the AIDS virus and have been identified as **sero-positive** which means they may, or may not, some day develop the disease. Two are at Millhaven Institution, one at Kingston Penitentiary in Ontario, one is at Cowansville in Quebec, and the fifth is at Saskatchewan Penitentiary.

Screening for AIDS?

CSC doesn't routinely screen inmates for AIDS when they are admitted, and does not at this time intend to begin doing so.

Isolation not necessary

"There is no medical need to segregate inmates with AIDS, ARC, or those identified as sero-positive," says Dr. Craigen. Transmission of the disease has not been observed to occur through casual contact, through

spitting, coughing, touching, biting, using the same dishes, or coming into accidental contact with such body fluids as saliva, tears, urine or feces. According to the most recent research, AIDS can only be transmitted through sexual contact, needles contaminated with infected blood or infected blood products.

However, wardens and superintendents may wish to segregate inmates identified as having some form of AIDS, in order to maintain institutional order, or to prevent the transmission of the virus by inmates who may be contagious but continue to engage in homosexual activity, or drug abuse, while in the general population.

Since homosexual activity is not condoned in penitentiaries, condoms will not be issued, according to a Senior Management Committee decision in September 1985. ■

CSC launches massive effort to help inmates read and write

Joe, a relatively new inmate at Institution X, has just been asked to fill out a routine form by his case management officer. Instead, Joe launches into a rambling story about the hard luck he's been having. The case management officer makes some helpful suggestions, then reminds Joe about the form. Joe accuses the CMO of not listening and explodes into a fit of rage.

Most people think Joe just has a short fuse but few realize that a fundamental reason for it is his crippling lack of education. His reading level is about at grade 4, shutting him off from most sources

*A 400 % increase
this year...and*

of information, making every questionnaire and notice a frustrating obstacle, and making his eventual job prospects virtually nil. His vocabulary is so limited that he often takes innocuous statements the wrong way, and since he can't express himself well verbally, he'll often rely on his fists. Joe's been covering up behind a tough guy act most of his life.

Joe is not an exceptional case.

At least 6,000 federal inmates, 50 per cent of the population, have less than grade 9 education — a factor that severely limits their ability to adjust to regular society.

A 400 % increase

A massive effort, spearheaded by Solicitor General **James Kelleher**, is now underway. The Correctional Service is aiming for a 400 per cent increase in the first year in the number of inmates achieving functional literacy, now defined as grade 8-level competency, with additional increases over the following two years. The budget for Adult Basic Education (ABE), as

Let's Talk

literacy training continued

literacy training is called, has been doubled from \$2.5 million to \$5 million for 1987-88. More teachers and tutors are being allocated to ABE in institutions across the country. Various incentives, such as flexible programs and special privileges, are also being considered in order to encourage many more inmates to enrol in ABE.

All these measures, however, will not be enough to ensure that CSC meets its target of bringing 3,600 more inmates to the grade 8 level by 1990, says Earl Fox, director, Education and Personal Development. What is needed is the cooperation of all staff, inmate committees, volunteer organizations and the general inmate population.

Staff in virtually all positions can help by keeping an eye out for the inmate who can barely read and encouraging him or her, in a positive way, to take some upgrading.

"If you see a guy who keeps asking others to read and write letters for him, tell him, 'Hey, there's a really good school program here. Why not give it a try,'" Fox suggests.

Fox expects to see ABE taught

not only in classrooms, but also at the workplace. Tutors might come into a shop for an hour or so and work with individuals in a secluded area. This would give inmates who are intimidated by the classroom

"Teachers can't do it alone. The greatest hurdle is getting inmates to admit they need the training and be willing to try it. The stigma of illiteracy and the memory of past failures in school prevent many from seeking help. In this, inmates are no different from the rest of the estimated five million Canadian adults who are functionally illiterate."

routine the option of learning while holding a job. Shop instructors could also help inmates with reading and writing skills during the course of the work day. Such instruction would be in keeping with CSC's two-fold mandate of helping offenders develop good work habits and skills while producing quality products.

Awareness sessions needed

Some major awareness sessions and workshops will be needed, says Fox, to involve all categories of staff in the battle against functional illiteracy.

Peer support can play an especially important role in the battle against illiteracy, various CSC staff

agree. The better educated inmates can help their fellows by acting as paid or volunteer tutors. Encouragement from other inmates can help remove the stigma associated with illiteracy and word-of-mouth is probably the way most inmates find out about the school program.

Many inmates are already helping their buddies in an informal way with reading and writing instruction, says Shelley Prokopetz, a member of the team working on the ABE project. Wardens and superintendents of education are now approaching inmate committees to see how

the population as a whole can become more formally involved.

"We're hoping inmate committees will take this up as their own cause — as inmates helping inmates," says Dave Sandhu, regional manager, Correctional Programs, Ontario. "The advantages to individuals in gaining literacy are pretty clear."

Sandhu lists the boost in self-esteem that comes when someone can, for the first time, read a newspaper story, write a letter or achieve some other personal goal. This self-esteem, along with concrete skills, can give people like Joe from Institution X, a chance to finally make it on the "outside." ■

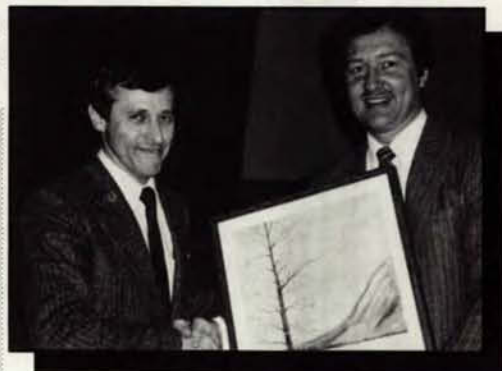
Cowansville says farewell to Warden Deslauriers

QUEBEC- Cowansville staff held a small party recently to say farewell to Michel Deslauriers, warden from Mar. 1, 1986 to Jan. 31 this year. Deslauriers has been named warden of the maximum-security Archambault Institution.

"Most employees were just getting to know the warden," says Roger Benoit, chief, administration, "and they felt his 11-month stay at Cowansville was too short."

Michel Gilbert has been acting warden of the institution since Feb. 1.

Before leaving Cowansville Institution where he was warden for 11 months, staff gave Michel Deslauriers, right, a painting of the Eastern Townships countryside. The artist, Régis Charron, acting security coordinator, presents him with the gift.



CORP 218 Grads placed in Pacific institutions

PACIFIC- Twenty-one recruits graduated from the Regional Correctional Staff College, Mission, Mar. 12. Among the CORP 218 graduates were **Michael Boileau** whose father, **Jean-Guy Boileau**, chief, Security Operations, Regional Psychiatric Centre, graduated with his CORP class on the same date 22 years ago and **Donald Smith** whose wife, **Joanne Smith**, works in Personnel at Mountain Institution. Graduates **Robert Bandura**, **Margaret Berry**, **Douglas Elias**, **Evelyn Friessen**, **Marc Gagne**, **Robert McIsaac**, **Janis Reid**, **Lolita Rochelea**, **James Ten Hoeve**, **John Knighton** and **James Walker** were posted to Kent Institution; **Lesley Bruce**, **Jeane Koetz** and **Lynn O'Brien** to RPC, Pacific; **John Montie** and **Donald Smith** to Mountain Institution and **Michael Boileau**, **Dorothy Paull**, **Norman Taylor** and **Gwen Mulder**, to Mission Institution.



From left - As Jean-Guy Boileau proudly poses with his son, Michael who graduated with CORP 218, he recalled when he graduated with his CORP class on the same date 22 years ago. Another CORP 218 graduate, Donald Smith, poses with his wife, Joanne who works in Personnel at Mountain Institution.

Interpersonal communications workshop attracts Sask. Pen. staff

PRAIRIES-"About 30 Saskatchewan Penitentiary staff and their spouses took part in a weekend workshop focusing on interpersonal communications and development skills, Mar. 21-22, reports Rev. **Dave Hildeman**, institutional chaplain. "The Myers-Briggs workshop was a personal temperament indicator, presented by Chaplain **Ron Evans**, from University Hospital, Saskatoon," he stated. It gave participants an idea of how to make decisions, how they perceive them and how they relate to them. Sask. Pen.'s Employee Assistance Program members sponsored this workshop as well as one on stress management held earlier in the year.

Richards celebrates 25 years service

NHQ- **Gerry Richards**, project coordinator, Staff Training and Development, was guest of honor at a wine and cheese party in the commissioner's boardroom recently. Held in conjunction with the Occupational Development Program Management team's quarterly workshop the occasion marked Richards' 25th year of service in the federal government. Many of his friends and colleagues from the regions and NHQ were on hand as **Dan Kane**, representing Commissioner **LeBlanc** presented Richards with his 25-year-service plaque.

Richards' CSC career began at NHQ in 1971. In 1973 he was named regional manager industries, Ontario Region and remained there until 1976 when he returned to NHQ to be part of CSC Industries Marketing Task Force. Since then he has worked in a number of senior program positions.

His work experience prior to joining CSC includes a number of years service in the Armed Forces as well as in private industry with such companies as RCA Victor, Canadair and Litton Industries.



photo: Patterson photographic

Leclerc welcomes 1,000th visitor

QUEBEC- Straight Talk, a program, offered at Leclerc Institution to students 15 to 18 years of age, welcomed its thousandth visitor Mar. 3. It was **Robert Giguère**, a pastoral school teacher and coordinator of the visiting program for seven schools under the Chomedey School Board, Laval.

To mark the event, warden **Marc-André Lafleur** and Jean-

Paul Lehoux, Social and Cultural Development officer and head of the program, presented a certificate to Giguère.

The Straight Talk program started at the institution five years ago. It introduces students who may be potential law-breakers to inmates so they can hear their stories and benefit from them.

Murder at Beaver Creek

ONTARIO- Friday the 13th lived up to its reputation in March. Remains of inmate **Robert Brown**, who was declared unlawfully at large from Beaver Creek Institution Aug. 10, 1986 were found on the institution's property. *Sintrep* reports that inmate **T. Flyingeagle**, who is serving a life sentence, was arrested by Bracebridge OPP Apr. 2 and charged in connection with Brown's death.

Dick Sheppard retires from Stony

PRAIRIES- Stony Mountain staff held a farewell party for **Donald (Dick) Sheppard** who retired from CSC after 37 years service, reports **Pat Newton**, executive assistant to the warden.

Sheppard joined CSC in 1959 as an assistant instructor and retired as assistant warden, Industries at Stony.

Over the years he received many commendations and awards including the Exemplary Service medal in 1984, the Award of Excellence, and a cash merit award in 1986.

"Sheppard's quiet, positive approach to problems had a decided calming effect on management and line staff," says Newton. "He is affectionately known as 'paper Dick' to his staff."



Affectionately known as "paper Dick" to his staff, **Dick Sheppard** retires after 37 years of service.

CSC staff are pig bowl champs

ATLANTIC- "After three years of winning consolation trophies a CSC team won the precious Pig Bowl trophy, and we plan to keep it," reports **Laura Vautour**, case management officer, Westmorland Institution.

The CSC football team - staff from Westmorland Institution and Dorchester Penitentiary - girded its loins, added extra beef to its offence and defence, and tackled its way through every team in the tournament. In the final match they took on the defending champs - the Moncton City Police (Westmont Esso). With tremendous group effort and skillful maneuvering they emerged victorious, carrying off the Pig Bowl trophy as well as the most valuable player trophies for offence and defence.

Bonhomme greets Donnacona staff and inmates

QUEBEC- The first "outside" group to visit Donnacona institution was **Bonhomme**, the jolly snowman--mascot of Quebec city's carnival. "It was a unique experience in the

history of the carnival," reports **Monique Marullo-Morin** "The carnival representatives, Bonhomme, the duchesses and their courts - had never visited a federal institution."

Sask. Pen. gives cash to eye bank

PRAIRIES - **Lloyd Slonski**, a CX-2 at Saskatchewan Penitentiary, recently helped raise \$5,019 for the Saskatchewan eye bank by competing in the Saskatchewan 100 snowmobile rally at Candle Lake. Slonski made the 100-km run in 3.5 hours. The money, donated by staff and inmates at the penitentiary, was presented to officials at the rally.

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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.

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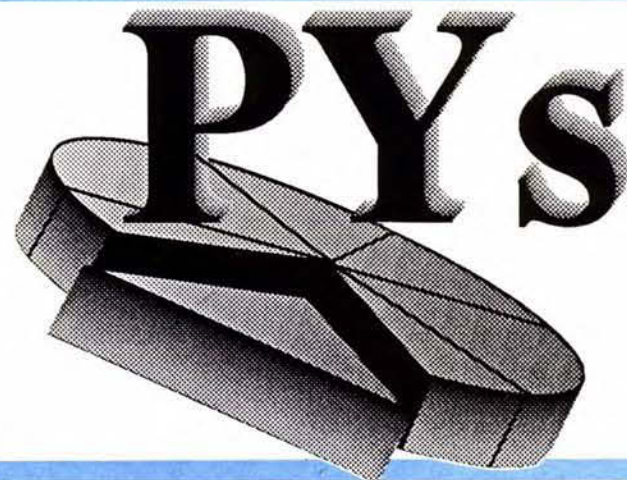


Inside

Sharing the PY pie across the regions

Are CSC institutions across Canada getting their fair share of available personnel? What should staff levels be at any given institution or parole office? What has to be taken into account in determining these levels? Who should make decisions about resource allocations? These are some of the questions that **Doug Borrowman**, assistant director, Corporate Planning, has been asking himself and many other CSC staff.

2



Inmate tutors – a new approach to combatting illiteracy catches on

The idea of inmates tutoring inmates, as a supplement to professional teaching, is catching on because it has advantages for everyone involved. In the Pacific Region, a 13-week pilot course for training inmate tutors, designed by Simon Fraser University, was recently introduced at Mountain Institution.

Pay is not the only reward, say inmates. Teaching others can also be a highly satisfying process.

5

Marathon Courage

Quebec Region staff are hoping to collect \$25,000 in the annual Marathon Courage, Jun. 7, supporting Camp Papillon for disabled children. It's the second year participants ran from Laval Correctional Staff College to Camp Papillon.

9

New publication on Corrections

How can CSC managers keep up with the literally thousands of articles, reports and studies on corrections? It's not easy - but now Corporate Policy and Strategic Planning have inaugurated a bi-monthly bulletin called *Articles Impacting on Corrections*.

8

More bilingual jobs

CSC is well on its way to rectifying shortcomings outlined in the 1986 Annual Report of the Commissioner of Official Languages. CSC is committed to improving the status of French in the workplace and bilingual service for inmates.

7

Let's Talk across Canada

- Alberta CCCs close
- **Sandra Davis** new DG Personnel
- Disabled children honor Quebec staff
- **J.C. Ouellet** receives certificate of appreciation
- Doing time for Big Sisters

inside



New

Guidelines for PYs

"Who gets 'em and why!"

Are Correctional Service institutions across Canada getting their fair share of available CSC personnel? What should the staff levels be at any given institution or parole office? What has to be taken into account in determining these levels? Who should make decisions about resource allocations?

These are some of the questions that **Doug Borrowman**, assistant director, Corporate Planning, has been asking himself and many other CSC employees during the past year. Borrowman heads a project designed to draft Service-wide guidelines for human resource allocation. He emphasizes that the project's mandate is not to determine ideal numbers of staff for each location, but rather to lay down some principles for dividing up available person years.

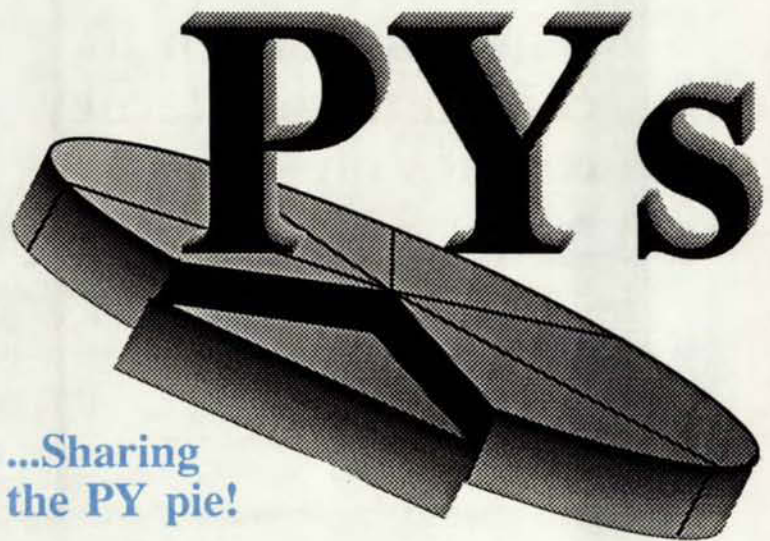
Such guidelines are important, says Borrowman, in a climate of government restraint and cost-cutting to ensure that all regions and institutions receive an equitable share of resources and to help managers make decisions about their best use.

Last fall, Borrowman and small teams of researchers criss-crossed the country, interviewing managers in every institution, regional office and key parole office to get a picture of how human resources are currently allocated. With the help of additional information on each region's resource distribution plans for the coming

year, they will soon put together some proposed guidelines. The proposals will then be sent to regional headquarters for discussion and, once agreement has been reached at the regional level, to the Senior Management Committee for approval.

Until now, allocation of re-

Although some standards already exist, these are, for the most part, too rigidly based on such criteria as the number of inmates in an institution's or parole office's caseload. Factors such as the geographical location of an institution, its physical design, its programs and the



sources has been based largely on rough rules of thumb and on factors such as precedent - i.e. if an institution used X number of staff the previous year, this would be the basis for staff allocation in the current year. Any inequities in the system - an institution receiving more or less of its fair share of staff - would be likely repeated year after year.

availability of community volunteers must also be considered in any equation for determining personnel needs, Borrowman explains.

He cautions that, even when these factors are taken into account, there is "no magic formula," no purely scientific way of drafting resource standards because every situation is different and most correctional work is difficult to quantify.

"It's not like an office, where a certain amount is produced every day and you can determine how many people are needed to produce a day's work."

There are also no ideal models of personnel use in correctional systems

Because of this complexity, the object is to devise flexible guidelines, rather than fixed standards. The guidelines will specify a range of total person years - minimum to maximum numbers - needed for responsibility centres (institutions,

staff to a certain task.

Once the guidelines are set, Borrowman says, it will be possible to determine whether human resources are equitably shared across the Service and, if imbalances exist, to rectify them. So far, he says, the

"When people realize that they've got a fair share of the PY pie, they'll be able to concentrate better on using the resources at hand."

that CSC can consult. And, even if there were a magic formula, Borrowman says, it could not be rigidly applied. Managers need the flexibility to respond to changing needs and new situations.

"What we want is to give managers good criteria on which to base often difficult resource allocation decisions. We want to ensure that resources are equitably shared. At the same time we want to allow local managers some autonomy in making resource decisions. It's a very complex task."

parole offices, regional offices) in different circumstances. For example, an institution of a certain size, security level, physical design and so on should be designated a minimum of X and a maximum of Y person years.

A range of person year levels will also be suggested for different activities - custody and control, occupational programs, administration, and so on. These suggested resource ranges will give managers some idea of whether they are designating a reasonable number of

research suggests that CSC's human resources are generally well-distributed already and that only minor adjustments will be needed. More importantly, Borrowman says, the publication of national guidelines will help allay any unfounded fears among staff that there are inequities in the system.

"When people realize that they've got a fair share of the pie, they'll be able to concentrate better on how to use the resources at hand."

How to deal with an employee surplus!

Weight Watchers comes to the workplace

Twenty-four employees at NHQ were delighted to learn that a collective weight had dropped from their shoulders - and others parts of their bodies!

The employees had lost about 243 pounds as a group, an average 7.4 pounds per person, through an eight-week Weight Watchers program run right at the workplace. Weight Watchers is an international company with franchises across Canada.

The program involved lunch hour sessions, held once a week for

the eight weeks, during which participants learned how to juggle calories while eating balanced meals. They also bonded into a strong network of support that helped encourage each individual to stick to the program. It's a Weight Watchers' formula that seems successful for a lot of people.

Bringing the Weight Watchers "At Work" program, as it's called, to CSC offices was a personal initiative of **Hélène Miner**, chief, language training, Official Languages and Affirmative Action. Miner had

already been attending evening Weight Watchers sessions for a year, but thought it would be easier and more pleasant to take the program at work with her colleagues. She soon found some other staff who were enthusiastic about the idea, and with the support of **Gerry Tessier**, acting director general, Personnel, got group and instructor together.

Participants paid for the sessions themselves (\$65 per person). CSC provided meeting space and use of a scale for the confidential

"weigh-ins."

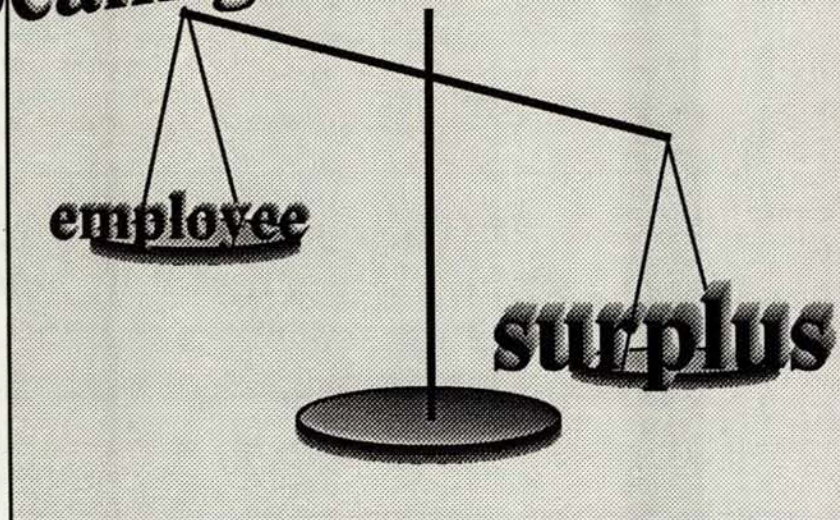
The advantage of the At Work program, says Miner, is partly convenience. No need for participants to drag themselves downtown in the evening for meetings. It's also helpful that the sessions focus on the dieting problems of working people - what to order at restaurants, how to pack low-calorie lunches, how to deal with stress, and so on. At meetings, members exchange tips on matters such as controlling appetite and eating habits. One idea, for example, is buying very thinly-sliced bread so that it seems as if it's not a diet of deprivation. It is based on balanced meals, a sensible intake of calories and even the occasional treat.

Group members support one another throughout the working day, sometimes going for lunch or breaks together, helping shield the individual from cafeteria temptations.

"It's good to see progress in the group and feel the support around you," Miner says. "It's hard to do it alone."

Miner agrees that job performance and quality of life, in general,

Dealing with an



can improve as a result of shedding excess weight.

"I'm feeling so much better physically, as well as emotionally now. I've got more confidence. I'm more outgoing, more active. Being overweight is a vicious circle. It's hard to move around because you're heavy. So you're tired and sluggish and you eat more."

Miner and most of the members

of her group are so enthusiastic about their progress that they've decided to take another eight-week session together, and may even continue after that. They highly recommend the At Work method to other employees. All that's needed is a group of 20 to 40 participants and a Weight Watchers' franchise in the area. ■

Epidemic strikes Atlantic Institution

crisis
exercise

ATLANTIC - "Atlantic Institution struck by major flu epidemic" - that headline appeared in a fictitious newspaper in February, as Atlantic Institution, in Renous, NB, prepared to embark on a CSC first," reports **John Harris**, regional chief, Preventive Security, Atlantic. "The epidemic was part of a major 4 1/2 day exercise involving CSC, the Department of National Defence (DND), and the RCMP held at Atlantic Institution Feb. 2 - 6,


immediately prior to the arrival of the first inmates.

Objectives

The main objectives of the exercise were to: test the contingency plans for the RCMP and military assistance; test the communications and operations of the three forces while they were acting together as one; provide extensive training opportunities for staff; help the RCMP and DND become familiar

with the institution and establish stronger liaison with the RCMP and DND, paving the way for future liaison with them.

Patrias Securitas

The exercise, named *Patrias Securitas*, had been in the planning stage since October 1986, when Harris first met with Captain Evoy, Major Palmer and Major Bassarat of DND, members of the RCMP and Atlantic Institution staff. 

"Initial reports on Friday, Jan 30, said a flu epidemic was depleting staff resources at the institution. Forces personnel and 11 CSC staff volunteers were admitted to the institution to act the part of inmates. By 1500 hours, the institution was in full operation with 51 'inmates,' " recalls Harris.

'Inmate' incidents

The exercise enabled CSC staff who played the roles of inmates to learn firsthand what it's like to be one. For five days and nights they were locked up, counted, exercised and locked in for the night.

'Inmates' inside the institution responded with a series of incidents that were activated throughout the day, evening and on into the morning. Arguments, an inmate who hid in his cell during count and attempts to move contraband were augmented by the odd major problem. There were also many hours of routine so staff could evaluate and time actual inmate movement and procedures.

Staff on shift gained valuable experience in counting, moving and controlling an inmate population on all shifts.

Military needed

Outside the institution, a series of situations was developed to test the perimeter security and procedures. The simulated flu epidemic meant DND support was needed on the perimeter of the institution. By 1300 hours the military had assumed control of the perimeter. In addition to static posts and mobile patrols, DND used special all-terrain equipment, snowmobiles and a helicopter with 'fire-fly' throughout the exercise.

Back to normal

Atlantic Institution returned to normal by morning Feb. 6, in time to make final preparations for the first real inmates.

After the exercise was over a senior correctional officer said that he

felt staff who participated in the exercise "dealt with as much diversity in that week as most of them will ever face throughout their careers with CSC. For that alone it was most beneficial."

Atlantic Institution's warden, **Dan Ferguson**, opened the facility fully for this major undertaking, says Harris. In addition to responding to the various needs of the exercise he also dealt with the institution's ongoing preparation for the reception of the real inmates.

"We believe this is the first time that all three services have been involved in such a detailed simulation over such a long period," says Harris. "Because the exercise was highly successful and beneficial, plans are being made to repeat an extensive simulation exercise annually. In addition, there is discussion about holding exercises for educating and training line staff in routine operations." ■

Mountain Institution ... Inmate tutors New approach to fight illiteracy

PACIFIC – Most of our institutions house educated inmates who are willing to act as tutors to other offenders. Increasingly, CSC is making use of this resource in its stepped-up fight against illiteracy in the prison population. The idea of inmates tutoring inmates, as a supplement to professional teachers, is catching on because it has advantages for everyone involved.

In the Pacific Region, a 13-week pilot course for training inmate tutors, designed by Simon Fraser University, was recently introduced at Mountain Institution. Federal inmates committed themselves to tutoring another inmate for at least the duration of the semester, took classes on teaching strategies and

discussed the day-to-day practical problems they encountered. Teacher **Joan Cassidy**, an M.A. in instructional psychology specializing in early reading skills says her class of 15 inmate university students is considered the "cream of the population by many of their mates."

Teaching for the first time in a prison environment, Cassidy wasn't sure what to expect from her students and was aware of the doubts that sceptics might have about inmate tutors. Wouldn't they tend to exploit or bully their students? Could they be relied on? Would they be patient and supportive enough? She was pleasantly surprised when her class of tutors themselves brought up and addressed these issues. And, far from

being arrogant about their elite status in the institution, the men were often uncertain about their ability to help others.

Early in the semester, they talked about their motives for taking the course. The tutors were aware that they must not "play psychologist," yet must be good listeners so students could air frustrations blocking their ability to learn. They discussed the importance of confidentiality for those inmates who were embarrassed about their inability to read and write. They wanted to establish a peer, rather than hierarchy, relationship between student and tutor. Tutors should not be put on a pedestal, the class agreed.

They talked about the

Let's Talk

need for continuity in tutoring and the importance of finding a replacement if one no longer wished to be a tutor. Virtually all of Cassidy's tutors, however, decided to keep on with their students on a volunteer basis, she says.

Noting the sincerity and commitment of her 15 students, Cassidy says she is convinced the idea of inmate tutors is workable.

Laubach method, a technique for teaching basic literacy (up to grade 5) through simple steps and symbols. During the past four years that he's offered the workshops at institutions, he has seen dozens of inmate tutors help other offenders take those first crucial steps towards academic achievement.

Many basic education students, he says, respond particularly well to

Some lack confidence in other inmates and prefer to work with volunteers from the outside.

The graduates of Hicks' workshops become full-time paid tutors under the institution's work program. There are usually six to eight tutors working with teachers in the various New Brunswick institutions. Over the past year, tutor-pay has gone up significantly, as a result of the new

Inmate tutors often become excited about accomplishments of their students. To be able to say 'I helped someone learn to read,' can really help turn your own life around.

"I was very touched by the number of men who said how good it felt to be helping others. There were a lot of comments about how important literacy was in maintaining some control over your life. They wanted to help their fellow inmates gain some of this control."

Across the country, Gerry Hicks, literacy coordinator for New Brunswick Community College, is equally enthusiastic about inmate tutors. Hicks runs two-day workshops at various institutions on the

coaching from their peers, who can be seen as buddies rather than authority figures, and who have time to work with them on a one-to-one basis.

Hicks stresses that tutors should work under the supervision of professional teachers and should be carefully hand-picked for academic qualification, at least grade 9 or 10, and for the right personality traits - "patience, compassion and understanding."

Not all inmates, however, do well with peer tutoring, Hicks says.

Service-wide emphasis on literacy training, Hicks says.

But pay is not the only reward inmate tutors are seeking. Hicks points out that the coaching process can be a highly satisfying, self-affirming experience.

"Tutors often come to me all excited about the accomplishments of their students. They're genuinely pleased for them. To be able to say 'I helped someone learn to read,' - that can really help turn your own life around." ■

Quebec conference on literacy

...paving the way for CSC's literacy program

QUEBEC - What's daily life like for people who are illiterate? It's seeing street signs and written messages all around them that they don't understand because they lack the key for decoding and comprehending them. They're in the same position as people visiting foreign countries if they don't know the language.

"These realities were brought home recently to staff who attended a two-day literacy conference at Donnacona Institution, says Gaston Pelletier, regional manager, Communications, Quebec region.

The conference brought together 60 people working in Quebec's federal institutions, NHQ, the community, Quebec Department of Education, National Parole Board and

school boards.

Opened by Warden Yvon Deschênes, the conference dealt with CSC's literacy mandate, what is required to increase literacy levels, the possibilities and limitations of the literacy program and how such an objective - which has already stumped more than one expert - can be introduced into penitentiary routine.

Participants discussed whether basic education was necessary at any cost, if reality therapy could turn out to be a wonder tool, the best way to screen for literacy and positive reinforcement and incentives that could be used to encourage inmates to take advantage of literacy training.

The conference enabled those

working in the field to better define literacy and ways to make the project succeed. It also paved the way to consensus regarding one essential concept: that CSC's literacy project will aim at bringing inmate literacy levels to the completion of secondary 1, (Quebec) so that they acquire basic reading, writing and arithmetic skills.

The conference organizing committee consisted of Marcel Parent, (Donnacona), Gilles Lacasse (Cowansville), Laurier Rousseau (Drummond), Roland D'Amours (Donnacona) and Gérard Morin (Cowansville) and was coordinated by Jean Beckers, regional employment and training division. ■

CSC committed to more bilingual jobs

by June Coxon

There was little praise for CSC in the 1986 Annual Report of the Commissioner of Official Languages. But Michel Scott, acting chief, Official Languages for CSC, told *Let's Talk* that the Service is well on its way to rectifying its shortcomings in this area.

Official Languages Commissioner, D'Iberville Fortier, says that "much of the federal performance in advancing bilingualism in 1986 was so low key that a couple of provinces practically stole Ottawa's linguistic thunder."

Specific reference to CSC's performance states that even though the Service underwent major organizational changes in 1986 no significant improvements resulted in offering services to inmates in both

official languages or in improving the status of French in the workplace. According to the report, overall participation of the two linguistic groups remains quite well balanced except in the regions, where there are serious imbalances. It suggests that CSC needs to review its official languages management system to improve efficiency in the imple-

... Staff won't lose their jobs if their positions become bilingual

mentation process.

The report continues, saying that Francophone participation in the regions is still inadequate. Anglophones represent two-thirds of the some 10,500 CSC staff while Francophones represent one-third.

Scott explained that soon after the report came out the Commissioner met with the Standing Joint Committee of the Senate and the House of Commons and made a

twofold commitment - that the Service will improve bilingual service for inmates and the language of work in bilingual regions.

"CSC serves the general public," says Scott, "but we also serve inmates and they have the same language rights as other Canadians."

The Commissioner will discuss how to meet CSC's linguistic commitments with the Senior Management Committee when they meet this month.

Scott reassures CSC staff, "If you're in a unilingual job and it's made bilingual, you won't lose your job because you're not bilingual. Positions declared bilingual will be filled with a bilingual person only when you vacate the position." He admitted that in spite of specific efforts CSC still needs to recruit bilingual staff such as doctors, psychiatrists and teachers. ■

NHQ organization changes

Here's more news from NHQ on who's who! and who's where! Commissioner LeBlanc has announced three changes, effective Apr. 23, in the NHQ organization structure.

1. The Construction Policy and Services division will now report to Gord Pinder, deputy commissioner, Offender Program and Policy Development (DCOPPD) - with the exception of the real property management function which will continue to be the responsibility of Cliff Scott, assistant commissioner, Administrative Policy and Services (ACAPS).

2. The Electronics Engineering Policy and Services division will stay as the responsibility of

ACAPS. However, one position will be provided from this division to DCOPPD in order to provide program and policy support and advice. The Engineering and Maintenance Policy and Services division will remain within ACAPS.

3. The interjurisdictional relations function will now be the responsibility of Andrew Graham, assistant commissioner, Corporate Policy and Planning (ACPP) but responsibility for private sector relations will remain with DCOPPD.

"These realignments have been made to improve linkages between functions at the NHQ level," says the Commissioner. ■

ACA Conference Aug. 2-6, 1987

The American Correctional Association's (ACA) 117th Congress will be held in New Orleans, Louisiana, Aug. 2-6, reports Jim O'Sullivan, warden, Saskatchewan Penitentiary.

The Congress theme, "Strategies for Today's Emerging Correctional Agenda," pinpoints exactly what's needed most in our profession now - plans of action to effectively and cost-efficiently deal with major issues facing the correctional world," he says.

All aspects of Corrections will be covered at the Congress. The topics include: Increasing Public Support: Ways and Means; Institutions: the Changing Environment, and Needs of Special Groups: Creativity in programming. ■

New publication focuses on correctional trends

How can CSC management keep up with the literally thousands of articles, reports and studies published around the world each year on the subject of corrections? With great difficulty, to say the least.

But now the Corporate Policy and Strategic Planning Branch is trying to help.

They have inaugurated a bi-monthly bulletin, *"Articles Impacting on Corrections,"* which presents in succinct form a selection of key articles and reports, covering strategic planning issues to provide easier reading for busy managers.

"We consider it part of our educational role," says **Gerry Homan**, assistant director, Strategic Planning.

"We're trying to bring new ideas, concepts and solutions to our managers. We want to stimulate thinking and broaden people's views."

The bulletin, inaugurated last October, is distributed to the Senior Management Committee, sector heads and directors at NHQ, to deputy commissioners, wardens, superintendents and district directors and to provincial heads of corrections.

Early feedback has been very positive. Managers find the format helps them digest a lot of useful information in a relatively short time.

Later this year, according to Homan, the branch will be conducting a more formal readership survey to determine how the bulletin is being used and how it might be improved.

To put each issue of *"Articles Impacting on Corrections"* together, research officer **Lynn Cuddington** of Strategic Planning, working in conjunction with Library Services staff, culls through scores of publications obtained through public libraries, the Ministry library and other sources.

She's looking for a good mix of sound, well-researched articles that reflect both current and future prob-

Crim

High Tech
Prison
of To

Electro
monitor

Computers in Prison

Potential problems with
computer use by inmates
in institutions.

lems and needs in the correctional field.

Each issue covers about six topics and each article is preceded by a brief one or two-page highlight summary to facilitate quick and easy digesting of information.

Topics covered to date have ranged from such current and pressing problems as overcrowding and violence in our institutions to more future-oriented studies, examining criminal justice and correctional needs for the 21st century.

Although circulation of the bulletin has been relatively limited to date, the Strategic Planning Division will consider expanding distribution to other CSC employees with a serious interest in keeping abreast of corrections developments.

For information, contact the office of the Director, Corporate Policy and Strategic Planning NHQ, Correctional Service of Canada, Ottawa, Ontario.

Let's get it straight!

Robert Watkins, director Staff Training

Further to our *Let's Talk* Apr. 1987 issue, You asked! (Vol. 12 No. 3) on **Smoking in the workplace**. **Robert Watkins'** correct title is director, Staff Training. Bob kindly responded to this question as part of his additional responsibility for occupational safety and health programs.

Staff honoured

•**Claude Ferland**, correctional officer, Drummond Institution, was presented with a Merit Award Certificate and cheque (\$1,275) for heroic action during the hostage-taking at Laval Institution in 1980.

•**Wayne Graham**, a correctional officer at Regional Psychiatric Centre, Prairies, received 25-year Long Service Award.

Quebec region

Marathon Courage

by Gaston Pelletier,
Regional manager, Communications,
Quebec

QUEBEC - On June 7 Quebec Region staff took part in the annual Marathon Courage supporting Camp Papillon for disabled children from Quebec.

Located some 90 kilometres from Laval Correctional Staff College, the camp, run by the Société pour les enfants handicapés du Québec (Society for Disabled Children in Quebec) sponsors more than 1,000 disabled children from all corners of Quebec who spend two weeks there every year.

It is the second year that participants ran from the College to Camp Papillon. "This year runners and employees will see the camp in full swing," camp director **Raymond Bourque**, told *Let's Talk*. By the time the marathon is held, about 100 disabled children already will have been there for several days.

Since the beginning, Marathon Courage has turned over all donations received to Camp Papillon. So far, it has raised over \$50,000 for the Camp. During the 1986 fund drive alone, employees collected more than \$22,000. This year's objective is to exceed \$25,000.

Honorary chairperson for the 1987 marathon, Commissioner **Rhéal LeBlanc** joined local dignitaries in a variety of fund-raising activities. The day-long event ended at Camp Papillon, where a ball game pitted the mayors' team, camp management, the board of directors of the Société pour les enfants handicapés and the board of directors of Camp Papillon against the CSC team of the Commissioner, the Deputy Commissioner, wardens and district directors.

Another first

Another first for 1987 - a team of retirees volunteered their time to assist participants collect money.

Credit for the excellent organization of this year's event goes to the regional committee made up of **André Dupont**, chairperson (West District); **Marcel Poirier**, vice-chairperson (Cowansville Institution); **Raymond Racine** (La Macaza); **Madelaine LeMay** (St-Vincent-de-Paul); **Diane Trudeau** (Donnacona); **Mario Paré** (Drummond); **Martine Savar**, (West District); **Pierre Bonneau**, (Regional Headquarters); **Réjean Viola**, (St-Anne-des-Plaines); and **Pierre Perreault** (Metro Montreal District).

Letters Letters Letters



Dear Editor,

...Let me congratulate you and your colleagues on your newsletter. It is one of the finest anywhere, let alone among those produced by government departments.

Thank you for letting us borrow from it.

Andy Rapoch
Writer/Editor
Public Affairs Directorate
Public Service Commission
of Canada

Dear Editor,

I am surprised that in an article concerning literacy (*Let's Talk/Entre Nous* Vol. 12 No. 3 Apr. 1987), you would perpetrate such an illiterate insult to the Greek alphabet. To equate the letter 'omega' with a 'w,' the letter 'eta' with an 'h' and even more peculiar, the letter 'psi' with a 'y' was bad enough; however to take the 'ph' from a word of Greek origin and replace with a 'pi' and on 'eta' instead of the Greek letter 'phi' was truly a masterpiece of illiteracy.

G.V. Hughes, M.A.
Psychologist or Cyclologist
K.P.

It's all Greek to us!

Your attention to detail is interesting. The text referred to was printed in the 'symbol' font from our Apple computer. While 'symbol' is not a true Greek alphabet, as you noticed, it did serve the intent to show how to some people the written word can be a confusing mess of symbols.

P.S. We noticed in your letter that you misspelled 'masterpiece'. Such is the life of an editor.

Coming Up

- Aug. 2-6** - American Correctional Association (ACA) Congress, New Orleans, Louisiana
- Aug. 23-25** - American Probation and Parole Association (APPA '87), Salt Lake City, Utah
- Sept. 27** - Memorial Service for Peace Officers on Parliament Hill, Ottawa, Ontario
- Sept. 27 - Oct. 1** - Canadian Criminal Justice Association Congress, Toronto, Ontario
- Sept. 30 - Oct. 4** - International Society of Crime Prevention Practitioners, Montreal, Quebec
- Oct. 27-30** - Critical Risk - Quality Care: Adolescents in Secure Settings (International Conference sponsored by Thistlethorn Regional Centre, Syl Apps Campus, 51 Panorama Court, Rodale, Ontario M9V 4L8, (416) 741-1210), Toronto, Ontario

Alberta CCCs close

PRAIRIES - CSC has closed the doors of three Alberta community correctional centres - Altadore Centre, Portal House and Grierson Centre. **Jim Boswell**, coordinator, federal-provincial relations, Prairies, explained that although they are no longer CSC facilities, Altadore and Grierson are still operating.

"The 64-bed Grierson Centre has been leased by the Alberta Solicitor General," says Boswell, "and houses 54 day parolees and 10 inmates - all federal offenders. Altadore, a 20-bed facility, closed but was reopened by a private agency under contract with the Alberta Solicitor General. Portal House has closed."

He told *Let's Talk* that changes have been slight for the residents, but staff and management are new. Seventy-six of the 124 CSC staff in the northwestern Alberta district have been affected. They have either been reassigned to other positions within CSC, or have accepted positions with other federal government departments or the Alberta Solicitor General.

Cowansville takes the Solicitor General Cup

QUEBEC - The home team won hands down at the Solicitor General's Cup hockey tournament held Apr. 1-4 and sponsored by Cowansville Institution. Not only did they show solid organization and a truly welcoming spirit, the Cowansville team took over the finals, Category A, thereby keeping the famous Cup that brought 17 teams from all CSC regions to the city.

In Category B, the Renous team captured the Cup.

The tournament wound up with a sugar-bush-style supper at Collège Massey-Vanier, Cowansville.

Congratulations for a successful tournament go to all those involved, especially **Michel Gilbert**, Cowansville warden; **Gilles Tremblay** and **Guy Leroux**, tournament organizers.

Sandra Davis new DG personnel

NHQ - **Sandra Davis**, CSC's new director general, Personnel, assumed her new duties May 4. She comes to the Service from Treasury Board's Office of the Comptroller General, where she was chief liaison officer in the Management Practices Branch. Many CSC staff will remember Sandra when she was with the National Recruitment Program from 1984 to 1985. Watch the next issue of *Let's Talk* when she discusses her new role.



Sandra Davis

Agassiz firefighters praise Mountain staff

PACIFIC - "A number of Mountain Institution staff played an important role in helping Agassiz firefighters recently and are credited with possibly saving lives," reports **Sonya Chupick**, information officer RHQ.

On Apr. 15 **Pam Jack**, a correctional officer staffing a tower at Mountain Institution spotted a small fire at a nearby farm. She notified the keeper, **Kevin Connolly**, who was in charge of the institution that night. Because his office had no outside phone connection he called **Al Miller** at the control centre. Miller phoned the farm house and awakened the family sleeping inside. Meanwhile, **Bob Jewel** had summoned the Agassiz firefighters who were

able to put out the fire before it spread to the main part of the building.

Shortly after the fire **Robert Lusk**, warden of Mountain Institution, received a letter of appreciation from the Agassiz volunteer fire department. In part it said, "Please convey our appreciation to the officers responsible for reporting the fire... Due to the alertness of these officers we were able to respond quickly and contain the fire to a trailer and garage area. I understand that the family was asleep and unaware of the fire until aroused by the telephone call from Mountain Control. This could very well have saved one or more lives."

CSC staff always on the alert

Ouellet receives certificate of appreciation

ATLANTIC- "For **J.C. (Charles) Ouellet**, a CX-2 at Dorchester Penitentiary, the responsibility of protecting society does not cease when his work hours are over. "The region awarded him with a certificate of appreciation for the diligence and alertness he showed while he was enjoying his leisure time last summer.

The incident happened July 11, 1986 when he was riding his motorcycle in Moncton, and saw a familiar figure walking in the same direction, an inmate who had been in Dorchester Penitentiary. Ouellet stopped and talked with the fellow who told him he was on a day pass from

Westmorland Institution. Ouellet was suspicious about his story because the man appeared tired and was wearing wet clothing.

Ouellet telephoned Westmorland and learned that the inmate had walked away from the institution the previous night. While the institution called the city police Ouellet kept an eye on the man. During the waiting period Ouellet asked him if he was hungry and if he wanted anything to eat. The inmate said he'd like an ice cream and Ouellet bought him one. When a city police arrived Ouellet helped the officer take the inmate into custody.

Stony Mountain to produce health care equipment

PRAIRIES - "Stony Mountain Institution is breaking new ground in the health care equipment area," reports **Corinne Hagerman**, chief, Marketing, CORCAN, NHQ. She explained that on Apr. 28, CORCAN's newly-formed product review and development committee met at the institution to review a hospital bed prototype that Industries staff and inmates developed and will manufacture for Manitoba's Department of Health.

CORCAN staff from NHQ, RHQ Prairies and the institution met with provincial representatives to assess the market potential and production feasibility of adding the bed and a number of other health care products to the CORCAN line.

The bed was **Dick Sheppard's** idea. The former assistant warden Industries, first met Department of Health officials at a provincially-sponsored manufacturing development show in Winnipeg and discovered the need for a locally manu-

factured bed that would meet the special design requirements of their sick room equipment loan program.

The project was undertaken by **Bill White**, chief, production, **Duncan McCauley**, senior metal products instructor and **Karl Buchart**, metal products instructor, who saw it through from initial design to final product. They relied heavily on the support and cooperation of other staff and inmates at the institution throughout production.

"The initiative, effort and customer responsiveness shown by the Industries staff at Stony Mountain in developing this bed impressed everyone at the meeting," says Hagerman. "Their professionalism in taking this initiative is an excellent example of the potential of the program. We're justifiably proud of their work."

The health care market is of particular interest to CORCAN because it is growing and it is largely supplied by imported products. In addition, staff feel that if CORCAN

products can help a segment of society like health care, then the work being done is doubly beneficial.

Stony Mountain Institution has a proven history of innovation and production. During the meeting the committee was shown several other Stony Mountain products. **Bill Smith**, senior tailor instructor, displayed the prototype of a first aid bag being developed in the tailor shop for the Canadian Ski Patrol and **Ray Paluc**, senior carpentry instructor, brought in a sample coin box being manufactured in large quantities in the carpentry shop for the Royal Canadian Mint.

The Product Review and Development committee meets every two weeks to review product ideas and existing CORCAN products.

Committee members are looking forward to the same level of enthusiasm and participation as experienced at Stony Mountain when it meets in other institutions. ■

Disabled children honor Quebec staff

Plaque honors fund-raising efforts

QUEBEC - Regional staff were honored by the Society for Disabled Children in Québec with a plaque which has been added to the society's honor roll. Groups and organizations that have been especially generous to the Society and Camp Papillon have their names placed in the society's entrance hall on Dorchester Street, downtown Montreal. In the past five years, regional employees have turned more than \$50,000 over to Camp Papillon, a summer camp for disabled children. They expect to raise nearly \$30,000 in the June 7 Marathon Courage.

The chairperson of the society's Board of Directors and the director of Camp Papillon welcomed the Regional Deputy Commissioner and Marathon Courage representatives at the unveiling of the plaque. ■



(L-R) **Jean Beaudry**, chairman, Board of Directors, Society for Disabled Children in Quebec; **André Dupont**, case management officer, Granby, and chairperson of the 1987 Committee; **Jean-Claude Perron**, Regional Deputy Commissioner, **Claude Bourque**, Director, Camp

Papillon; **Raymond Racine**, admissions and release clerk at La Macaza and chairperson 1986 marathon committee; **Alain Lepage**, Staff College instructor and chairperson of the first three Marathons and **Gaston Pelletier**, regional manager, Communications.

Doing time for Big Sisters

PRAIRIES - It was jail for two RHQ, Prairies staff on Apr. 1.

Ivan Moxness, acting regional chief, Staffing, and **Marlene Armstrong**, regional chief, Administration, each had a ball and chain attached to their legs and were whisked away from their respective offices to "do time for Big Sisters."

The jailbirds were driven downtown to "jail" in a van. There they were fingerprinted, had mug shots taken and were brought before the judge for sentencing. They received 20 minutes in jail and then were released.

When their crimes were revealed, fellow staffers were not surprised to hear that Moxness was arrested for

"cheating at cards" and Armstrong for alleged "staff abuse."

This is the second year the Saskatoon Big Sisters' Association has staged their "Doing Time for Big Sisters" event on April Fool's day.

Over 420 citizens were jailed. At one dollar a minute, with a heavy-handed judge delivering minimum sentences of 20 minutes, approximately \$13,000 was raised to support programs and services for the Big Sisters' Association. It is so popular it may become an annual function.

As far as rehabilitation goes, we have heard through the "grapevine" that Armstrong is treating her staff much better but Moxness is still cheating at cards.



Marlene Armstrong (R), and Ivan Moxness (C).

Chaplain Brown's Christian dedication will be missed

PRAIRIES-Don Brown, Protestant chaplain, Edmonton Institution, died Apr. 30.

Chaplain Brown developed his calling to correctional ministry while serving as a volunteer at Stony Mountain Institution from 1980-1985. During that time he was pastor to Assiniboine Pentacostal Church, and a student in Religious studies, University of Winnipeg.

With his wife **Ruth** and three teen-age children he moved to Kingston in September 1985, to participate in Chaplaincy's nine-month Residency Training program at Kingston Penitentiary. At the same time he served as part-time chaplain, Millhaven Institution.

When he was appointed to Edmonton Institution in June 1986, Chaplain Brown learned that he had terminal cancer, but supported by his family, his church, his fellow chaplains and the institution, he was determined to fulfill his vocation to the end. His Christian dedication was felt and will be remembered by all with whom he came in contact.

Dorchester Institution's 11th annual Easter fast

ATLANTIC - Approximately 140 staff, volunteers and inmates from Dorchester, Atlantic and Westmorland institutions took part in Dorchester Institution's 11th annual Easter fast to raise money for needy children through World Vision of Canada. Under the direction of Dr. **Pierre Allard**, regional chaplain, Atlantic and **Alf Bell**, Dorchester Institution's chaplain, the 30-hour event, held Apr. 16-17, raised \$5,300.

Chaplaincy news: News and Views

CSC Chaplaincy Division's quarterly newsletter, *News & Views*, features regional activities, personnel moves, and developments in the ministry of the chaplains as well as articles that promote reflection and advanced thinking on correctional ministry.

It is sent to CSC institutions and RHQs as well as various church organizations. If you'd like to receive a copy, contact Rev. **Chris Carr**, acting director, Chaplaincy, at NHQ. Call him at (613) 996-7749.

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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.*

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Let's Talk

Volume 12 No 6



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July 1987

Inside

Commissioner outlines issues facing CSC

After several years of almost continuous change it's time for the Service to focus on the future and consolidate our initiatives, Commissioner **LeBlanc** told CSC management at the Administrators' Conference, Jun. 9-11. He outlined concerns facing the Service in the coming

year including: population growth, inmate classification, lifers, health care, Native offenders, literacy, community corrections, decentralization, offender productivity and new staff uniforms. *Let's Talk* takes a closer look at these issues - inside.

2

No smoking in Public Service

Treasury Board intends to develop a policy banning tobacco-smoking in all Public Service workplaces by January 1989. Because of our inmate population, CSC is in a unique position. How will the ban affect staff - and inmates?

4

CSC shaping up!

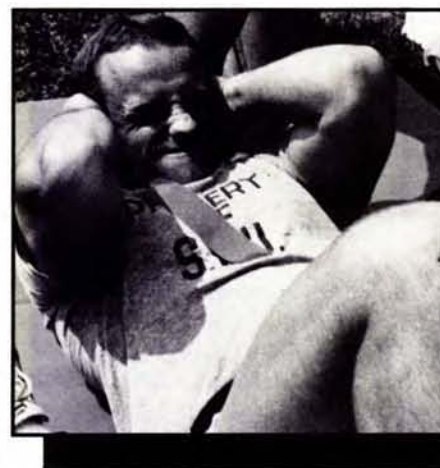
It's that time again. CSC staff across Canada are shaping up for local participation meets. Eighteen teams participated in Pacific region's 15th annual participation meet. **Mark Townsend** from William Head institution grinds out a sit-up.

12

CSC reclassified 'CG'

CSC is streamlining its personnel classification system by creating a comprehensive new employee group that will encompass some 6,900 positions. The new Correctional Officers Group, or 'CG', will replace a wide range of current designations including: correctional officer (CXs), welfare program officers (WPs), some administrative service officers (ASs) and some program management officers (PMs).

3



DC shuffle

The biggest shuffle of regional deputy commissioners in years takes place this month. *Let's Talk* introduces some already familiar faces in CSC to the Pacific and Ontario regions as well as a look at a newcomer to CSC, **John Duggan**, RDC Prairies.

5

Let's Talk across Canada

- National conference on offender literacy
- New look for recruit training - CORP
- You Asked! about international job exchanges
- Equal pay for work of equal value

inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

Where is CSC headed in 87-88?

Commissioner's remarks to CSC Administrators' Conference

After several years of almost continuous change it's now time for the Service to "focus on the future and consolidate our initiatives," Commissioner LeBlanc told CSC management at the Administrators' Conference, held June 9-11 at Mont Ste. Marie, Quebec.

"I commend you for your efforts. It hasn't been easy. We are continually asked to do more with less. Some of you may be weary of hearing that! As US newsman Walter Cronkite used to say, 'That's the way it is.'"

The Commissioner outlined concerns facing the Service in the coming year.

Population growth

First, we can anticipate a steady growth in the offender population – but discretionary spending will remain at a minimum. There is a need for some increase in cell space but since few resources are available we will have to find the most cost-effective solutions. That leaves little room for new, stand-alone institutions.

Community corrections

We are under increasing pressure from government to improve our efforts to support offenders in the community – especially since the death of a worker at the Kirkpatrick House in Ottawa. It's still too soon to know how these changes will affect the number of parolees outside in the community under supervision. Nevertheless, we must actively implement the National Parole Board's initiatives for day parolees and pay careful attention to case preparation for inmates to be sure the community is protected and that all goes well. These parole initiatives will involve close collaboration between the private sector and provincial authorities to find places



CSC Commissioner Rhéal LeBlanc

for as many as 700 new offenders who will be under community supervision.

Inmate classification

There is going to be a major effort to improve the way we classify inmates. I am not sure the present institutional security mix reflects real inmate needs.

Lifers

I am not convinced we have creatively dealt with our growing number of lifers. By the 1990s, it is projected we will have 2,000 lifers. We will need appropriate policies and programs and increased opportunities for lifers to work with community support groups.

Offender productivity

One of the most difficult challenges we face is increasing offender productivity and motivation. I will be considering very seriously the conclusions of the Stevenson report on offender productivity when the SMC has had a look at it.

The increase in output from our industrial shops is very encouraging. Consistent production and timely delivery helps us immensely in seeking a larger share of the public sector market.

Fighting illiteracy

You are all aware of the

Minister's priority for Adult Basic Education. This effort to combat illiteracy has my fullest support. It's not some passing fancy. Literacy is a growing issue in Canada as a whole and will occupy our attention for years to come. It is a problem which is solvable and needs your utmost attention to ensure targets are met.

Health care review

We will soon be launching a major review of our health care delivery services. Recently I became concerned about the vast expenditures we commit to our health services for inmates. While mental health problems in our institutions are growing, most of our resources are still being directed to basic medical care. We have been instructed by Cabinet to review the question of mental health service for offenders.

Native offenders

The chairman of the National Parole Board has provided personal leadership in addressing the needs of Native offenders. I intend to support the chairman in this and look to you for support.

New staff uniform?

I am interested in doing as much as we can to build staff identification with CSC. That's why I hope to see the staff uniform changed to reflect a less militaristic design.

Decentralization- here to stay

As for the management of the Service, I am fully committed to a decentralized organization. The Service is too large and too complex to pretend it can be managed centrally from Ottawa. In the first part of this process, we emphasized the organizational structure. Now we must face the issues of accountability and national standards of operation. ■

CSC staff reclassified to 'CG'

CSC is streamlining its personnel classification system by creating a comprehensive new employee group that will encompass some 6,900 positions - everyone from security and socialization staff to wardens.

The new Correctional Officers Group, or CG, will replace a wide range of current designations including: correctional officers (CXs), welfare program officers (WPs), some administrative service officers (ASs) and some program management officers (PMs).

The common thread running through the new "correctional family," as the CG group is being called, is that everyone in it is in some way involved with the security and socialization of offenders, as opposed to people in trades or purely administrative positions. The CG group would exist only in the Correctional Service, whereas positions such as WP, PM and AS exist also in other departments.



jurisdiction to be converted to the new group and recommended level allocations (CG-1 to CG-6) for each position. The national committee has further fine tuned this process as well as the standard itself. The

Senior Management Committee has reviewed all this information and the costs involved in the conversion. The next step is to bring the proposed plan to Treasury Board.

Treasury Board will review the standard and ask the Public Service Staff Relations Board to do the same to determine whether the proposed CG group is a viable bargaining unit. If so, negotiations can begin for a comprehensive benefits package. A formal announcement of the new group is not likely to occur before

One of the advantages of a "CG" group is that the Service can negotiate with Treasury Board for a common benefits package tailor-made for CSC staff.

The advantage of one comprehensive group is that it is easier to administer. It also enables the Service to negotiate with Treasury Board for a common benefits package tailor-made for CSC employees. In this case Treasury Board might find it easier to agree to items such as early retirement plans for CSC staff, because it does not have to worry about setting government-wide precedents.

"The conversion doesn't affect job content," says Vic Dearman, Personnel, NHQ who is coordinating

the conversion process. Each employee's duties and title will remain the same; the job will simply come under a new overall heading," he says.

A number of steps have already been taken in setting up the new system. A special national committee has developed a proposed classification standard, that is, descriptions of the typical duties and responsibilities, for each of the six levels under the plan.

Regional committees have identified all the positions under their

September 1987, although employees may be told of their new classification before that. After the official announcement of the conversion, staff dissatisfied with their designations will be able to present classification grievances. There will probably be a second opportunity to grieve during the implementation process.

If you have any questions about the reclassification process, Vic Dearman, is the staff member at NHQ you should consult. ■

No smoking in the Public Service workplace!

Many of our staff who smoke have reacted with nervousness, anxiety, even anger, and a great deal of curiosity, about Treasury Board's intention, announced Apr. 22, to develop a policy banning tobacco-smoking in all Public Service workplaces by Jan. 1, 1989.

The ban restricting smoking throughout the Public Service to specially designated areas could be in place as early as October, says a Treasury Board announcement. It also makes it clear that these specially designated areas are temporary and will be phased out.

How will this affect staff – and inmates – in institutions where tobacco use by inmates is greater than in the community?

CSC in a unique position

Because of our inmate population, CSC is in a unique position regarding Treasury Board's proposed ban on tobacco use.

"The policy must be assessed in relation to the operational realities of our institutions and parole offices," says **Karen Wiseman**, director, Corporate Policy and Strategic Planning at NHQ.

A working group, headed by **Linda McLaren** of the same division, is tasked with developing a CSC policy concerning the Treasury Board smoking ban proposed for all public service workplaces by late 1988.

*Inmate
smoking is a
significant
complication...*

**How will
CSC implement
Treasury Board's
proposed ban on
smoking in the
Public Service
workplace?**

"The Commissioner recognizes we may have serious difficulties in conforming to the Treasury Board proposed ban on smoking, and may not be able to follow it precisely because of our special circumstances."

Right now the working group is reviewing tobacco use in all CSC facilities to ensure that all issues are taken into account. "We are looking at extensive consultation with the regions at all levels including correctional operations, as well as input from such key NHQ branches as Medical Services, Finance and Personnel.

The working group is tasked with identifying implications of the Treasury Board policy on our institutions, outlining resources, and developing options for a policy on tobacco use in designated areas.

In a letter to Secretary of the Treasury Board, **Gérard Veilleux**, Commissioner **LeBlanc** pointed out that although CSC may not be able to ban smoking totally in institutions, we will attempt to conform to Treasury Board policy by confining smoking to certain areas such as cells, ranges and living units in institutions.

"The use of tobacco is considered to be almost a necessity by offenders. What's more, in areas where offenders are permitted to smoke, it will be difficult to forbid staff, resource persons, volunteers and visitors to smoke." ■

DC shuffle

In the biggest shuffle of regional deputy commissioners (RDCs) ever, Commissioner LeBlanc announced changes affecting three CSC regions.

Pacific



Art Trono

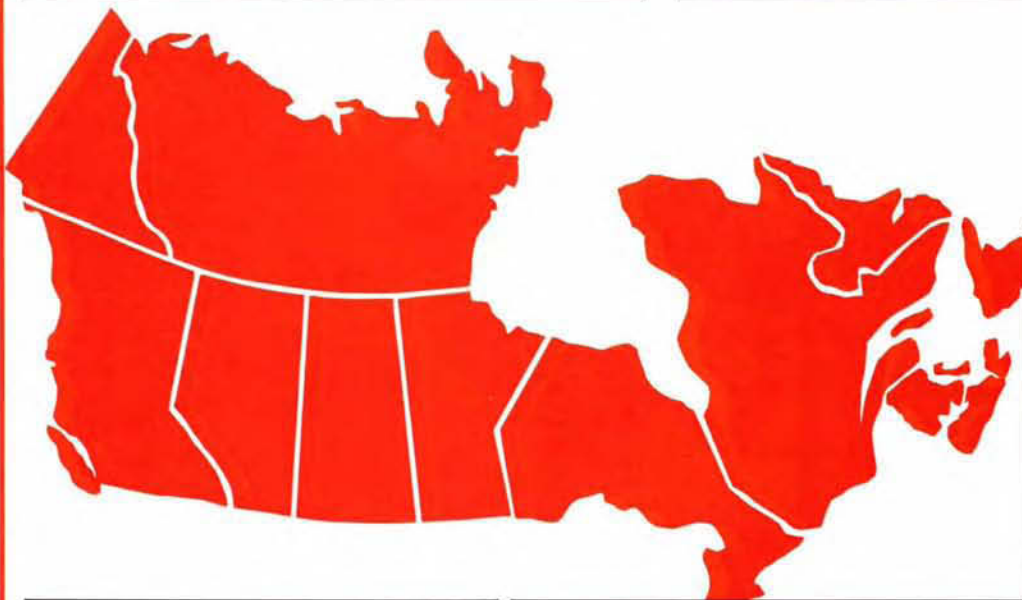
Trono, 57, RDC Ontario since 1974 takes over Pacific region. In 31 years of corrections experience he has held positions including superintendent, Matsqui Institution; assistant regional director, Western Region; deputy regional director, inmate programs, Ontario and warden, Joyceville Institution.

Ontario



Jim Phelps

Phelps, 45, RDC Prairies since 1976 takes over Ontario region. In 20 years of corrections experience he has held positions including psychologist; director of policy, Ministry of Solicitor General, warden, Matsqui Institution, warden, Kingston Penitentiary and district director, Kingston Parole office.



Prairies



John Duggan



Jim Murphy

Murphy, 53, RDC Pacific since 1977 has been appointed special advisor to the Commissioner to work with provincial governments in developing new policies on interjurisdictional training and education.

In 27 years with CSC he has held positions including; supervisor of Education, Kingston Penitentiary; warden, Matsqui Institution; deputy regional director, Western Region in 1972 and regional director in 1973.

A newcomer to CSC Duggan, 51, comes to CSC from the Ontario Ministry of Corrections where he has been assistant deputy commissioner since 1984. He was responsible for the development, delivery and evaluation of a full continuum of correctional services for both adult and young offenders across the province.

He began his career in England in 1959 as a prison officer at London's Brixton Prison. Before emigrating to Canada in 1972 he served as deputy governor, Her Majesty's Borstal Gaynes Hall, Great Staughton; deputy governor, Her Majesty's Prison Strangeways, Manchester and governor, Wakefield Prison, Department of the Home Office, London.

Duggan's first position in Canada was deputy superintendent, Burtch Correctional Centre, Brantford, Ontario. In 1978, following a series of promotions, he was appointed regional director, Adult Institutions (Western) Ontario Ministry of Correctional Services. That same year he became executive director, Institutions Division, a position he held until he was named assistant deputy minister in 1984.

New look in recruit training for the 90s!

CORP

Decentralization, the arrival of part-time correctional officers, the unit management concept and other recent developments are all part of a wave of innovation that's been hitting many areas of CSC lately.

The Personnel Branch's Staff Training Division at NHQ is no exception.

The division, headed by Director **Bob Watkins**, has had to ask itself some tough questions: "Is our current basic training program in tune with the new CSC environment? Are we preparing our recruits as best we can for the future of the Service?"

Staff Training and Operations managers decided last December on an extensive review of the CORP curriculum and a working committee was set up to tackle the job.

Its mandate:

- to validate correctional officer profiles
- to review and revise the CORP curriculum
- to plan for changes in refresher training in line with changes to CORP.

The first step was feedback from people on the frontline - regional and institutional management and staff. During January and February, five teams went all across the country to get ideas and suggestions.

In all, 11 representative institutions were covered and more than 100 CX, many of them recent recruits, were canvassed. Senior managers in the institutions and all five regional headquarters were also interviewed.

An agenda for change

A key player in the review was **Peter Pain**, the Division's chief, Curriculum Design and Evaluation.

"One message we got loud and clear from all sections of the country," says Pain, "was the desire

to maintain national standards for both recruitment and basic training, even though the CORP training is delivered regionally."

As a result of its findings, the committee is recommending that the scope of the CORP curriculum be broadened to provide new recruits with a greater understanding of CSC's overall mission, the case management process, communications, interpersonal skills, team building and leadership. That means a basic grounding in interviewing and counselling skills to operate in the new environment that is evolving throughout the Service."

The committee also recommen-

The committee recommended CORP include CSC's overall mission, case management, interviewing/counselling, team building/leadership plus on-the-job training

ded that some on-the-job training be introduced into the basic CORP curriculum. They feel this would help reinforce the classroom element of the course and make it more meaningful to the day-to-day operational environment in which correctional officers must work.

The format would include three phases:

- approximately one week orientation in the home institution
- basic induction training at the college
- two to three weeks on-the-job training at the home institution

They recognize that there will have to be some flexibility from institution to institution. But the basic idea of expanding the course to

include an element of home institution training was strongly supported all across the country by both management and the correctional officers themselves.

The Committee also recommended that the CORP curriculum take a more integrated (as opposed to modular) approach. That is, the course would start with the basics and move to more specific elements, each new piece of knowledge building on what was previously learned.

The proposed approach would focus on four general themes:

1. The overall mission, objectives and goals of CSC
2. The correctional environment and its characteristics
3. How to function effectively in this environment
4. How to maintain and control this environment

The idea is to give each recruit a better understanding of what goes into making a successful correctional institution.

Staff Training presented these recommendations to senior management in June and received the green light to proceed with the redevelopment.

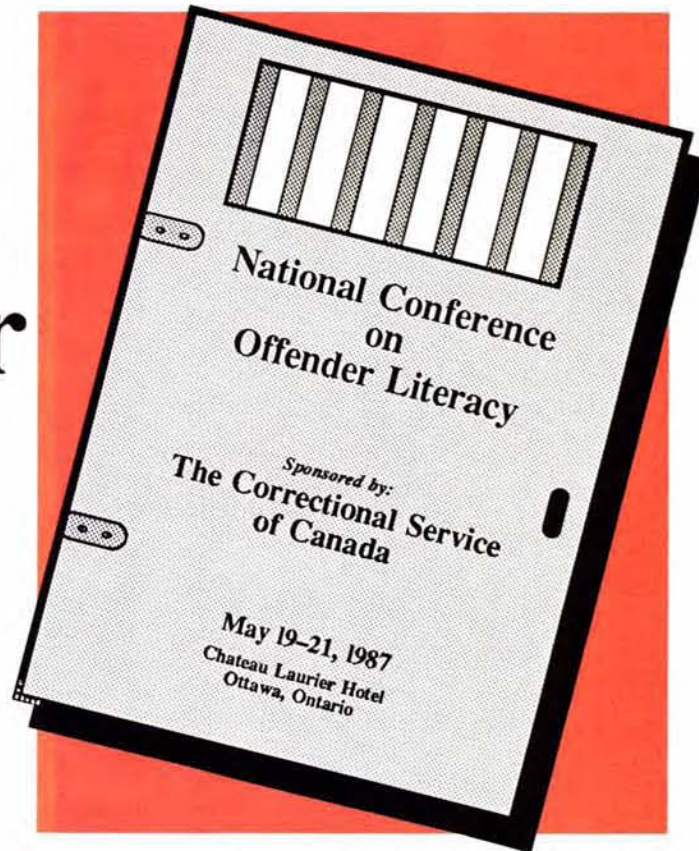
Revisions to the curriculum and new course materials will be prepared during the summer months and the new approach to CORP training will start to be phased in later this year.

Staff Training Director **Bob Watkins** is confident that the modifications now planned will help produce better informed, better prepared correctional officers.

"In training, we've got to look well down the road," he says. "The new approaches we're preparing now are designed to improve the quality of our institutional management in the 1990s and beyond into the next century." ■

National Conference on Offender Literacy

"The time has come to tackle the problem of offender literacy head-on!" says Sol. Gen.



About 145 correctional educators, educational programmers, scholars and volunteers from provincial governments, CSC, education, volunteer and private sector groups met in Ottawa, May 19-21, to discuss the problem of illiteracy in Canadian prisons through a National Conference on Offender Literacy sponsored by the Correctional Service of Canada.

In welcoming participants, Solicitor General James Kelleher, quickly set the tone for the conference emphasising that illiteracy in our prisons has been a long standing problem. He stressed that, "the time has come for us to concentrate our efforts and tackle the problem of inmate illiteracy head-on."

Participants were challenged to lend their wisdom, expertise and experience both individually and collectively to solving this problem. "We want to remove the shackles of illiteracy that, even after release, keep offenders in a prison that can be as isolating as the one they have left, and to which they will again be consigned if they return to criminal activity," Kelleher said.

"Today, in Canada, there is a one-in-five chance that even an adult cannot understand reasonably difficult words that are spelled out. If the adult is one of our inmates, there is a fifty per cent chance that such words would not be understood. Fifty per cent of tested inmates fail to meet the grade 8 completion level of education." Solicitor General James Kelleher

In outlining CSC's commitment to this initiative Kelleher cautioned, "our goal of preparing offenders for release into society is not attainable unless they are prepared with skills to cope with the demands of every day life, the ability to earn an honest day's wages and tools to compete in a highly complex and competitive labor market."

Kelleher elaborated on plans for the Correctional Service of Canada to help 600 (400 per cent) more inmates, above and beyond current

levels, achieve functional literacy in 1987-88 with that number increasing to 1,200 in the second year and 1,800 in the third year of the program. "Our ultimate target is to achieve a level of literacy among inmates comparable to that of the Canadian public in general," he said.

Among changes being undertaken by CSC's education program will be the upgrading of acceptable competency levels in reading, writing and numerical skills from a grade 5 to grade 8 equivalency level. "This new standard is consistent with that established by the United Nations, and is more appropriate for normal living in Canadian Society," Kelleher explained.

Throughout his address Kelleher outlined other changes to programs that will be implemented to support this literacy initiative. These include:

- Compulsory, standardized testing upon reception of all inmates entering the federal penitentiary system.

- Formal educational needs assessment to be completed at the start of the offender's

Let's Talk

sentence, to be accompanied by regular follow-up assessments to evaluate progress.

- More efforts to encourage inmates to participate in Adult Basic Education (ABE) programs by making:

ABE program involvement a prerequisite for jobs within the institution, "just as they are a condition for employment for the majority of jobs in society," Kelleher stated.

"I am determined to remove any barriers that might prevent offenders from reaching their full potential,"

Solicitor General James Kelleher

As well, participation in ABE programs will become a consideration for the granting of privileges such as temporary absence or special visits.

- More effort will also be made to identify individual perceptual and learning deficiencies which if undetected, can inhibit an inmate's capacity to be taught.

- Special programs will be instituted to meet the unique needs of Native inmates.

- All basic education programs will be available in both official languages.

Kelleher also stated that:

- ABE curricula will be standardized within each region so that inmates can have continuity in their education should they be transferred between institutions. "In the development of these standardized curricula we will work with the individual provinces, which are responsible for education and education standards, to maintain accepted provincial accreditation," Kelleher explained.

- To encourage a greater number of inmates to participate in ABE, CSC will allow more inmates who will have jobs in the institutions to attend school part-time. After-hour programming will also be increased with the assistance of community and inmate volunteer tutors.

- Recently revised schedules of inmate pay no longer penalize inmate

students as they did in the past.

- CSC will continue to fund university programs for inmates but these inmates will be asked to contribute more fully to the ABE program by becoming individual tutors.

- Correctional staff will be required to pay particular attention to the problem of literacy in developing appropriate training plans for individual inmates. They will also

continue to work closely with each inmate so that the required basic education level is met before release.

- To ensure the quality of ABE programs and staff's awareness of the importance of this project a training

"Satisfactory performance by inmates in ABE programs will be a major consideration in determining parole release"

Solicitor General James Kelleher

program for correctional staff will be developed, says Kelleher. "As a result, case management will be able to offer better counselling and greater involvement to inmates interested in becoming functionally literate."

- Modern teaching methods such as computer-assisted learning and television programming will also be introduced as they are often perceived by inmates as more attractive and less threatening than the conventional classroom setting.

- "And perhaps most important," Kelleher said, "the National Parole Board will give participation in ABE programs more prominence when considering parole. I have asked the National Parole Board to work with the Correctional Service to build effectively on these literacy initiatives. The Chairman of the National Parole Board has agreed that satisfactory performance by

inmates in ABE programs will be a major consideration in determining parole release."

Budget doubled using existing resources

Kelleher stressed that, "Resources required for this initiative will be found through reallocation of existing resources within the Correctional Service, such as travel reduction and cutbacks in research and consulting fees."

The budget for Adult Basic Education programs has been more than doubled from \$2.5M to over \$5M for 1987-88.

Kelleher also indicated that, "other education programs now available to inmates in federal penitentiaries, such as secondary school and university courses, will continue to be maintained by the Correctional Service."

"With the implementation of these and other initiatives and by working with the provinces, the

private sector and voluntary organizations, I am confident that we can achieve our goal," Kelleher said. ■

"We must be quite clear that in helping offenders become law-abiding citizens through literacy training, we are taking the best possible approach in our task of protecting the general public from crime and the effects of crime."

Solicitor General James Kelleher

Matsqui program 'powerful medicine' for Native inmates

PACIFIC — When Native people end up in prison, a cluster of factors is usually involved - alcohol and drug abuse, lack of job skills, early introduction to street life. But these are often symptoms of a more deep-seated problem - the devastating loss of identity and self-worth that comes when people have lost, or are ashamed of their culture.

Contact with their heritage can be the key to a new life for many Native offenders, a fact that has prompted experimental programs with a cultural focus in a number of CSC institutions with significant Native populations. One of the most interesting and successful of these is a pilot educational project at Matsqui Institution in British Columbia.

The Matsqui program, according to coordinator **Alicia Lawrence**, is a unique combination of academic, cultural and spiritual elements. The idea is to give Native offenders the practical skills, inner resources and community ties to break out of a self-defeating lifestyle. Run under the auspices of the Native Education Centre, a community college in Vancouver, the program brings in Native experts who teach crafts, history, culture, spirituality and contemporary issues such as land claims. Academic subjects are also made relevant to Native people. For example, reading and writing exercises may focus on Native authors.

There are 16 students, at various levels of education. The program is jointly funded by CSC and Employment and Immigration Canada. Other Native inmates at the institution, however, are welcome to participate in some of the special events and workshops offered.

Few dropouts in this class

Since the launching of the program in October 1986 (it's slated to run until June), there have been few dropouts. In fact, there is a waiting list of inmates who want to get in,

and as soon as someone leaves because of a transfer or similar reason, someone else takes his place. Inmates from lower as well as higher security-level institutions have even requested transfers to Matsqui because of its educational program for Native people, a strong testimony to the project's success.

R There is a devastating loss of identity and self-worth when people lose or are ashamed of their culture.

The program allows Native inmates to work together as a team and to develop a positive self-image.

"Native people learn better when they're with their own peer group. They're more comfortable and communicate better. They can look at their options and start rebuilding."

Students are at different levels but that's no drawback, Lawrence says. Actually, it's a plus because it fosters cooperation and support among students; those with strengths in one area coach others. Peer group support also gives students the confidence to try other educational courses at Matsqui. Two students, have just signed up for basic literacy training through the regular school.

Inmates were involved in the program's design from the very start. Members of Matsqui's Native Four Winds group had a say in the curriculum content and course structure. There was inmate representation on the hiring board for the program coordinator. Two Native student assistants were assigned to help out.

"They feel a real ownership in this program," says **Peter Merrett**, chief, Education and Training at Matsqui. "They're very protective of it and feel a responsibility for it to

succeed and continue."

Traditional crafts such as wood-carving, beadwork and drum-making are major elements and enable students to acquire marketable skills. Many West Coast Native people earn a living through arts and crafts, Lawrence points out. More importantly, she says, craftmaking teaches spiritual values and can be a vehicle for personal growth. One inmate, learning the ancient art of drum-making found his outlook changed to one of respect for life.

"That's saying a lot for someone in here with a history of violence," Lawrence comments.

There have been other important breakthroughs. Three students have been elected to the institution's five-man inmate committee, giving Native people an unprecedented leadership role at the institution. Some of the program's students have become high school graduates and a number have enrolled in the institution's self-help program for alcohol and drug abuses. One student is even participating in a training session on Native spirituality for Matsqui staff.

The Native program has flourished thanks to the cooperation from the rest of the institution, Lawrence says, chuckling about the day that 100 feet of rope was brought in for tying up moosehides. The event raised a few eyebrows among security staff, but after due investigation, the rope came in.

The program's teachers and resource people, most of whom are Native themselves, serve as inspiration and role models. One of the craft teachers, a well-known West Coast artist, has himself done time at Matsqui.

"When the guys talk to him," Lawrence says, "and see how his life has changed, it gives them hope that they too can get out and not come back in." ■

You Asked!

International job exchanges

Question:

I would like to have more information on working abroad as a correctional officer. According to *Let's Talk*, former Cowansville Warden Paul Lupien was seconded to the Cayman Islands for two years. I would like to share in this type of experience or in a two-year exchange. I have two years experience in corrections. Is that enough to participate in such international exchanges?

Answer:

The "exchanges" you refer to in your question fall under the auspices of the Interchange Canada Program of the Public Service Commission.

This program is designed to promote, plan and administer exchange assignments between the Public Service of Canada and other sectors

of Canadian and international economies.

As in Warden Lupien's case, a number of these exchanges are initiated by the host organization requiring specific skills.

To be selected for an Interchange Canada Program assignment, you must meet the following criteria:

- be a member of the Management category or be performing duties in a managerial, scientific or professional capacity.
- have five years employment with the Public Service, two of which must be with CSC.
- have demonstrated consistently high performance in areas most relevant to management positions and have demonstrated potential for advancement.

CSC has been studying the possibility of establishing an Exchange Program with the US Federal Bureau of Prisons for which employees at all levels would be eligible. At this time, however, an agreement is yet to be concluded.

If you have further questions please contact your regional chief of Staff Development.

Equal pay for work of equal value!

Treasury Board President Robert de Cotret has announced a plan for implementing equal pay for work of equal value in the federal Public Service that could affect the wages of as many as 81,000 employees working in female-dominated occupational groups.

The plan, proposed by a joint union-management committee, calls for a two-phase study expected to take 18 months to complete. During Phase One, job data gathered from a sample of 4,300 Public Service positions, selected at random, will be analyzed on the basis of a common evaluation plan adapted for application to the Public Service. During Phase Two, joint union-management evaluation teams will review the data collected. Their findings will determine wage adjustments required to rectify any identified disparities.

Section 11 of the *Canadian Human Rights Act* makes it "a discriminatory practice for an employer to establish or maintain differences in wages between male and female employees, employed in the same establishment, who are performing work of equal value."

In 1985, Public Service unions accepted an invitation to participate in a joint committee to investigate equal pay for work of equal value in the federal Public Service and to make recommendations on the implementation of the process. De Cotret said he is "encouraged by the progress made towards the achievement of equal pay for work of equal value in the federal Public Service" and is pleased that "it is being made in a cooperative way, with the full participation of employee representatives."

Fewer smokers hold top jobs

Non-smokers are much more likely to hold the top jobs in companies according to a survey sponsored by Robert Half International Inc.

The smoking rate is 71 per cent higher for staff personnel and 36 per cent higher for middle managers than for those at the top executive level.

A previous Robert Half survey finding: When asked to choose between two equally qualified job candidates, a non-smoker and a smoker, decision-makers chose the non-smoker by a ratio of 15-1.

Source: Industry Week, 1100 Superior Avenue, Cleveland, OH 44114.

Ontario Corrections moving - North

ONTARIO- The main office of the Ontario Ministry of Correctional Services is moving to North Bay. A small nucleus of staff will remain in Toronto to provide support services to the minister, deputy minister and central agencies, but they will be transferred to a new location. The rest of the staff will be relocated within the next two-and-a-half years.

Coming up

Aug.2-6 American Correctional Assoc. Congress, New Orleans, Louisiana.

Aug.23-25 American Probation & Parole Association (APPA '87) Salt Lake City, Utah.

Sept.27 Memorial Service for Peace Officers on Parliament Hill, Ottawa, Ontario

Sept.27-Oct.1 Canadian Criminal Justice Association Congress, Toronto, Ontario

Sept.30-Oct.4 International Society of Crime Prevention Practitioners, Montreal, Quebec

Elbow Lake ready for fire season

PACIFIC - "Elbow Lake Institution's helicopter firefighting (heli-tac) team is ready for the 1987 fire season," reports **Tom Crozier**, superintendent of the institution. "In cooperation with the BC Forest Service, Elbow Lake provides first response to fires in the Vancouver District - an area of approximately 40,000 square miles."

In preparation for fighting forest fires, 50 inmates and supervising staff have been trained in basic firefighting and 12 inmates completed advanced training in helicopter-borne fire suppression, known as heli-tac.

Some 20 inmates took two weeks advanced training that tested their physical stamina, team and leadership skills and familiarity with specialized light-weight equipment. Twelve men successfully completed the training and took part in a helicopter exercise, May 16.

"The exercise was vitally important,



because when fighting an actual fire the three-man team and the team boss must know the capability of the helicopter and pilot and be fully aware of all safety requirements, explained **Greg Gibbons**, staff supervisor.

A crew dinner followed the exercise and Crozier invested helicopter pilot, **Gerry Freeman**, of Agassiz, with the "Order of the Beaver," (the beaver is Elbow lake's symbol) and a special shoulder patch for the heli-tac group.

CSC says farewell to Jean Garneau

NHQ - Friends and colleagues gave **Dr. Jean Garneau**, director, Inmate Affairs, a warm retirement farewell, in Ottawa, Jun. 11.

Three former CSC commissioners - **Don Yeomans**, **Allen MacLeod** and **Paul Faguy** were among those on hand as current Commissioner **LeBlanc** presented him with a 32-year service plaque.

Garneau, who officially retired Apr. 3, served in the federal government for 32 years. He joined CSC in 1960 to take on the then newly-established task of directing Classification and Psychological Services. "It was a ridiculous workload in terms of effectiveness," he recalled in a 1981 interview in *Let's Talk*. "In 1962 there were 28 classification officers and seven or eight psychologists for an inmate population of 6,400."

Perhaps Garneau is best known



Dr. Jean Garneau - retired

in CSC for his work in helping to set up Springhill Institution's Therapeutic Unit, a self-governing living unit.

He took charge of the Inmate Affairs Division, in 1979, at a time when it had been given a broader role centering on the responsibility to treat inmates fairly and humanely.

Prairie farewell for Dan Rooney

PRAIRIES - Regional managers said farewell to Special Advisor, **Daniel Rooney** at a recent regional management committee meeting in Banff.



A CSC employee for 35 years - 25 of them at Saskatchewan Penitentiary - Rooney has retired. Living in Saskatoon he plans to enjoy the company of his 25 grandchildren. Prior to being appointed special advisor, Rooney was regional manager, Security, for the Prairie Region.

Sun shines on participation meet

PACIFIC - "Eighteen teams participated in the region's 15th annual Participation Meet at Canadian Forces Base Chilliwack," reports **Sonya Chupick**, information officer, RHQ. "That's an increase of four teams since the previous meet last October! Unlike the last several meets that were plagued with rain, the sun shone this time."

This year a new award was presented in memory of **Charlie McGraw**, a staff training instructor who was employed at the Regional Correctional Staff College when he died, Oct. 14, 1986. The **Charlie McGraw Memorial Award** for the fastest runner was won by **Jacques Bertrand**, of Matsqui Institution. It was presented by McGraw's widow.

Quebec Region badminton tournament

QUEBEC - "Forty players from 14 institutions took part in CSC's first badminton tournament in the Quebec Region," reports **Roland Deshaies**, organizer-in-chief, of the Montée St-François Institution. Held in Drummondville, Apr. 25, under the honorary chairmanship of **Laval Marchand**, warden, Drummond Institution, it was organized to give federal and provincial institution staff in the region a chance to get together socially.

Competition in several categories gave rise to exciting, high-quality play. The most outstanding player of the day was **Denis Nadeau**, of

Cowansville who won the men's 'A' singles, the mixed and men's doubles. At the end of the day, prizes were awarded to winners in each category, and Marchand encouraged players to participate in next year's tournament. Organizers, already planning the 1987 tournament, hope it will attract an even greater number of players than this year. It appears to be off to a good start - many staff have already signed up. Organizers are looking ahead also to the day they can put together a 'National Badminton Tournament' for CSC staff. "Keep it in mind," says Deshaies. "We'll keep you posted!"

Kent wins Pacific region shoot

PACIFIC - Kent Institution won the annual James M. Murphy trophy for the highest aggregate score at the regional weapons competition May 29. Kent's team, which included best rifle and the two best revolver scores,

finished with a total of 1,860 points. Second place went to William Head Institution, with 1,806 points, while the Regional Psychiatric Centre placed third with a score of 1,635 points.

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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.

Atlantic CORP graduates recruits

ATLANTIC - Although the Atlantic Region does not have its own Correctional College, 62 recruits have graduated from three separate correctional officer recruit programs between Nov. 24 and Apr. 2, says **Oswald (Ozzie) LeBlanc**, Staff Training Officer, RHQ, Atlantic.

Classes were held in facilities rented from the Memramcook Institute, Saint Joseph, New Brunswick.

Staff from nearby institutions provided instruction for the courses.

"Staff who participated in the CORP sessions were highly motivated and qualified to deliver top quality presentations," said LeBlanc. "It was a pleasure working with such a competent group of people."

Tessier goes to Transport

Friends and co-workers held a mini-roast for **Gerry Tessier**, Apr. 30, before he left CSC to embark on a new career with Transport Canada. Tessier, who has been with the Service about 12 years, was acting director general, Personnel when he left. Other positions he held included director, Planning and Services and director of Classification, both at NHQ. Tessier assumed his new duties May 4.

Prairie staffer 25-year service

• **Don Terris**, sheet metal instructor, at the Edmonton Institution, received his 25-year plaque. Terris has held the same position at the institution since April 1983. Before joining CSC he served with the Royal Canadian Air Force from 1959 when he joined as an aircraft sheet metal technician until he retired in 1981.

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Inside

A new combo

"Close collaboration" best describes today's relationship between the National Parole Board and the Correctional Service of Canada. The Parole Board has also just completed a new mission statement defining its role as a member of the correctional family.

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Trend of the future?

Community corrections may be an idea whose time has come. In Quebec's West Parole District office, cooperation between prison and outside communities has resulted in an 85% success rate for parolees who work in the community.

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New staff guide on information sharing

As *Let's Talk* goes to press, copies of *Information Sharing - A Guide For Staff*, are being distributed to parole and institutional staff to help them decide what information is proper to disclose to inmates. Read about it inside this issue.

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Portrait of a KP inmate literacy class

Kingston Penitentiary students receive certificates for each grade they complete and pay increases at each major milestone. These perks help keep them motivated but the main reward is learning to read and write!

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CSC's new Policy and Planning sector

How it all fits together

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Leclerc goes for office automation

Leclerc Institution in Quebec is going in for office automation in a big way. Three years from now they expect to be fully automated and ready to extend the results of their work to all institutions in the region.

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Let's Talk across Canada

- Solicitor General opens Atlantic Institution
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- Bloopers and Jam Tarts
- Volunteer recognition - Ontario, Pacific and Prairies

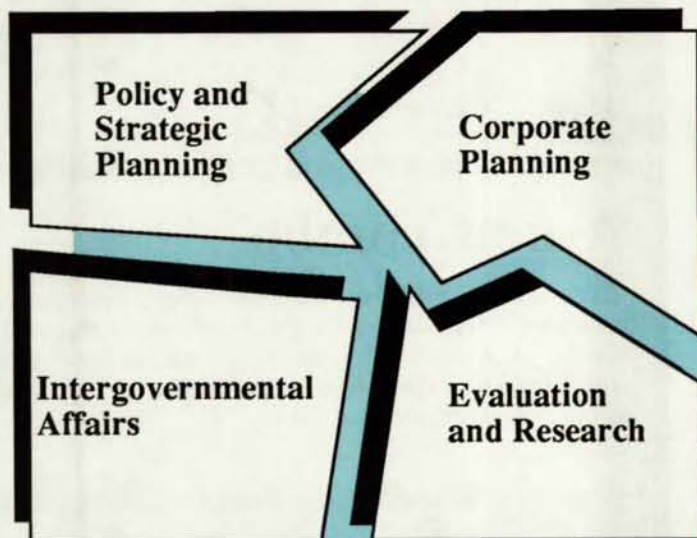
inside



Corporate Policy and Planning

**A major role
for new sector**

Good planning is the essence of good management. Improving the effectiveness and efficiency of our management is a key goal in CSC's corporate direction.



To help meet the challenge of changing times, CSC set up last year a whole new sector called Corporate Policy and Planning.

It reports directly to the Commissioner, and is headed by Assistant Commissioner, **Andrew Graham**, previously director general, Corrections in the Ministry Secretariat, and earlier a warden of Kingston Penitentiary.

Previously, planning and evaluation had been carried out as an adjunct of the Administration area. Today it is a full-scale, separate operation providing a high level, integrated approach to policy development, strategic and operational planning, evaluation and research.

The Carson Report of 1984, as well as internal CSC studies, foresaw a need for an improved corporate planning capacity if we were to continue to achieve improved long-term performance.

"Form a single unit," they recommended, "to advise the Commissioner and senior management on these matters."

The new sector isn't large - only some 37 people - but it's playing an increasingly important role in implementing the many changes that are taking place in CSC now and over the next few years.

Its work is divided among four

functional branches: Corporate Policy and Strategic Planning; Corporate Planning; Evaluation and Research; and Intergovernmental Affairs.

Corporate policy and strategic planning

The Corporate Policy and Strategic Planning Branch is headed by **Karen Wiseman**, who joined CSC last year from Treasury Board.



Karen Wiseman
Policy and strategic planning

Hers is essentially a future-oriented role - examining current and future trends in corrections, in government and in society, and advising on

policies and long-range plans.

"We're in a period of substantial change in CSC," says Wiseman. "Our job is to help see that everything CSC does is pulled together into an integrated approach that meets the requirements of the Service's mandate."

One main job is to ensure that policies and plans are in line with overall government policy. Many external forces affect CSC's mandate: changes in sentencing and other laws, the Charter of Rights and Freedoms, government spending restraint, public attitudes towards parole, and criminal justice generally - these and other factors must be taken into account when corrections policy and plans are being developed.

The Policy and Strategic Planning Branch also plays a key role in putting forward CSC's views on legislative changes that affect corrections. It's important that CSC's views and ideas be put forward forcefully and clearly.

Corporate planning

The second branch of the new sector, Corporate Planning, deals more with the year-by-year

Let's Talk

operational plans that flow from the policy framework and overall strategic plan.

Under Director **Dave Connor**, Corporate Planning advises the Commissioner and senior manage-



Dave Connor
Corporate Planning

ment on all resourcing proposals and is an important liaison between management, the programs branches and Treasury Board in the development of operational plans.

Another key job now being tackled by the branch is developing a new accountability framework for CSC - one that will more accurately reflect CSC's current, more decentralized structure.

As Connor points out, the current accountability framework is now some six or seven years old and CSC's Corporate Direction for 1987 places a high priority on developing a new framework, linked to the new structure and designed to ensure effective management throughout the Service.

A new accountability plan has been developed and, with the expected approval of Treasury Board this summer, should be ready to go into effect as operational plans for 1988-89 being developed this fall.

Evaluation and research

The third element of the new planning sector is the Evaluation and Research Branch.

Program evaluation at CSC has, of course, been an on-going function for some time. But, under Director **Doug McMillan**, new emphasis

is being given to both evaluating existing programs and developing evaluation frameworks for new programs.

It is important, says McMillan that for new CSC initiatives, such as the inmate literacy program, there's an effective evaluation plan at the outset so that the program can be monitored effectively and changes made quickly where evaluation studies suggest change is needed.

The new branch is also adding a research arm, an area in which CSC had been somewhat lacking in the past.

This new area will coordinate research done within CSC, as well as collect and analyse outside corrections research that might be applicable to CSC's needs. Currently research studies are underway into



Doug McMillan
Evaluation and Research

subjects as diverse, but important, as reduction of violence in institutions and the effective use of computers in basic adult education.

Intergovernmental Affairs

Under Director **Daniel Hawe**, this branch is accountable for successful negotiation and maintenance of all intergovernmental relations. This includes everything from Exchange of Service Agreements (ESA) with the provinces for institutional accommodation and community supervision of federal offenders to transfer treaties with foreign governments to enable the repatriation of Canadian citizens imprisoned abroad and the return to their homeland of those non-

nationals incarcerated in Canadian institutions.

Says Hawe: "This is a sensitive arena to negotiate and manage. We have to mesh CSC's corporate needs with the interests and capabilities of



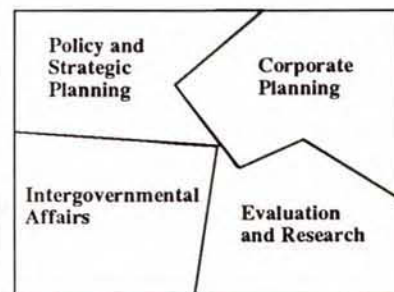
Daniel Hawe
Intergovernmental Affairs

both domestic and international governments if we are to provide the best service possible to federal offenders."

Integrated operation

Although divided into four functional branches, the new Corporate Policy and Planning sector is very much an integrated operation.

Corporate Policy and Strategic Planning staff provide the long-range strategic base on which effective corporate operational plans can be built. Evaluation and Research and Intergovernmental Affairs complete the circle by providing the data on which new policy and planning decisions can be made.



Certainly, the new sector will play a major role in the years ahead in helping us look into the future, anticipate change, and develop sound long-range plans and policies. ■

ABE in action Portrait of a

KP literacy class

ONTARIO – "When I was 15, I dropped out of school. I was in grade 10 then, but really I was at a grade 4 level. In those days, about 20 years ago, they just pushed you through. The teachers didn't have much time for you. Now, I'm trying to upgrade myself, so I can go to trade school and get certified as an electrician. I've got a lot of experience in electrical work and I can do just about anything with my hands, but I can't put it down on paper."

That's Jim,

a student in Evelyn Campbell's basic English class at Kingston Penitentiary, talking. Jim is a shining example of what can be accomplished when strong motivation and inmate ability meet up with patience, encouragement and teaching skill. When he came to Campbell's class in June 1986, Jim could barely read a simple sentence. In less than a year, he's managed to jump from grade 4 to a grade 10. He's reading simplified versions of Sherlock Holmes mysteries, writing synopses of the stories and studying books on electricity back in his cell.

"It wasn't lack of brainpower that kept him back before," says Campbell. "It was lack of knowledge of how to go about unlocking things. Once he'd acquired some learning strategies, he learned very quickly."

Another student, Bill, who has just recently joined Campbell's class, is a somewhat different story. Bill

has to struggle with the handicap of hyperactivity, which makes it difficult for him to sit still or concentrate for any length of time. He may not progress as quickly as Jim, but even if he just learns to read a letter from his lawyer, he will gain a lot more

tion – life skills. These include how to interact with others, how to communicate, how to listen – skills that are as important for success in the world at large as academic achievement.

Her teaching methods are varied.

One student may take to the phonetic method

of sounding out words. An

other, may do better with a more visual approach.

She freely uses

prison jargon, words

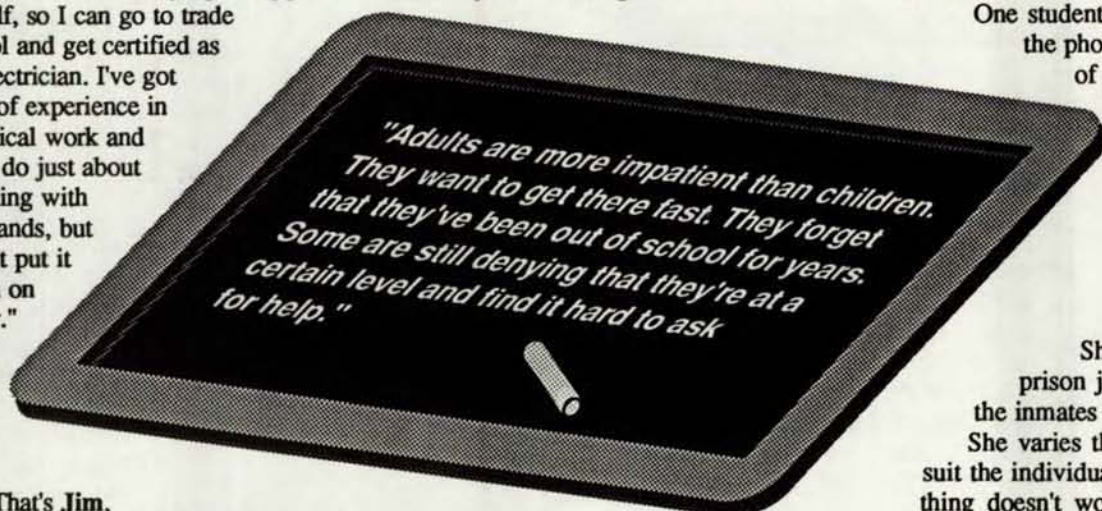
the inmates can relate to.

She varies the method to suit the individual, and if one thing doesn't work, she'll try

something else.

To overcome these psychological barriers there are concrete rewards and proofs of achievement. Kingston Penitentiary students receive certificates for each grade level they complete and pay raises at each major milestone. These perks help keep students motivated, but the main reward is the intrinsic one – learning to read and write.

Campbell says teaching inmate students is not all that different from teaching in adult literacy classes elsewhere. It's true, inmates often face the stress of impending parole or court cases or disappointing letters from home. But they have time to learn during the day, unlike many adult students "outside" who must cram their upgrading in evening classes after a long day's work. It's true there are bars on the windows, but there are also bright posters and inspiring sayings on the walls. Prison teachers are used to adapting. ■

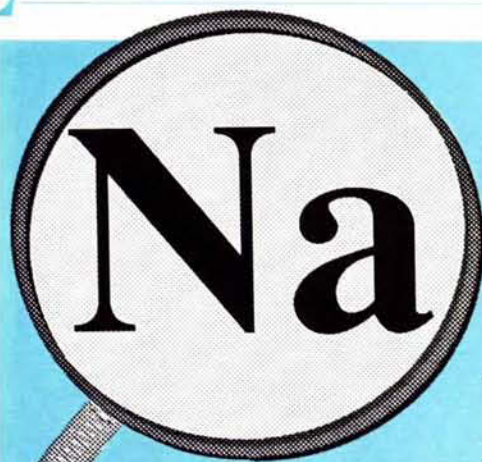


control over his life. And Campbell is convinced that he can make progress.

"I've worked in segregation through the bars and seen someone who could hardly write his name go to a grade 4 or 5 level in just a few months....I've been a teacher for the profoundly mentally retarded and seen them respond to their environment. I believe everybody can learn," she says.

Over the past 20 years, she has taught everything from kindergarten to junior college and, now, adult literacy. Cheerful, unflappable, kind, yet firm, she draws on her wide experience of human nature and on a seemingly endless store of patience and compassion to lead her students step by step into the empowering world of knowledge.

In addition to reading and writing, Campbell teaches that all-important component of Adult Basic Educa-



Working together with CSC

National Parole Board (NPB)

Correctional agencies everywhere have been going through a painstaking self-examination process as they meet new demands from the public for better protection of society, greater accountability and cost-efficiency.

The National Parole Board is no exception when it comes to facing change, said board chairman **Ole Ingstrup** at CSC's Administrators' Conference in June. Ingstrup took over the agency in the spring of 1986 after completing a new mission statement and overhaul of policies for the Correctional Service.

provides us with overall direction and a framework for planning and policy development.

"An important result of our self-inquiry was the realization that we must see ourselves as an integral and active part of the criminal justice system. We're not an independent agency - not a privately-run grocery

to the community cold turkey, without any supervision or assistance."

Close collaboration with CSC

CSC and NPB have just signed a Statement of Understanding (April), recognizing their close interrelation-

NPB's new mission statement

The National Parole Board, as part of the Criminal Justice System, makes independent, quality, conditional release decisions and clemency recommendations. The Board, by facilitating the timely reintegration of offenders as law-abiding citizens, contributes to the protection of society.

"We at the National Parole Board began to ask some hard questions about our role and our responsibility to the public, to inmates and to CSC. It was a natural first step to develop a mission statement explaining our work and setting guidelines for the future."

The board's Mission Task Force produced a comprehensive review, examining criticisms from both inside and outside the board. The result is a "management tool to be taken seriously - not a report to shelve. It

store," he explained. "We belong to the same family as CSC and we're working with you every step of the way towards a safer society."

"Parole is part of a safer society. There are 27,000 inmates in the federal and provincial systems, and all of them (except lifers) will someday return to the community. The NPB's mission is to manage this transition as safely and as effectively as possible. Current correctional thinking suggests that this approach is better than sending inmates back

ship and shared responsibilities, he said.

"We talk together, we share our knowledge, and we don't disagree on the important things. It's like a marriage - there are some disagreements but we're on the same wave length."

The NPB chairman noted CSC's increased commitment to institutional programs, especially the new literacy program and to a growing concern for Native offenders. He also stressed the importance of the automatic review of an inmate's

Let's Talk

case at one-sixth of sentence that resulted from last year's amendment to the Parole Act.

He commended CSC on its expert handling of detention referral cases (inmates referred by CSC case management officers to the NPB because of the possibility that they will cause injury to others if re-

jects increases." For CSC this means ensuring there will be bed space and resources provided in the community.

The board is also working hard on "identifying the decision criteria to be applied in making judgments on conditional release. We hope to have this completed by the end of the year. We have an obligation to

justice system, and members of the public have a clear picture of the basis for parole decisions.

"We're a releasing agency"

We're a releasing agency - not a detention board," says the chairman, "and we're pushing hard to get people

"I believe the time is right for community corrections. It's so much more cost-efficient. If CSC and NPB work together we can slowdown the steady increase in the inmate population and provide more funds for community corrections."

Ole Ingstrup, Chairman, National Parole Board



(Photo) Gord Pinder, Deputy Commissioner, Offender Policy and Program Development (L) and Ole Ingstrup, Chairman, National Parole Board at CSC's Administrators' Conference, June 1987.

leased). "CSC has responded quickly and very positively to our concerns."

Community corrections is "incredibly important." Real support has to be provided and that means "a commitment from both CSC and NPB to see that the number of parolees working on community pro-

offenders to provide clearly-defined criteria to help them understand what we require of them and how they can prepare themselves for a successful parole.

It is also very important that correctional and case management staff, other agencies of the criminal

back into the community because we have a commitment to prison only as a last resort. We have to be sure before we detain people that the money and human resources wouldn't be better spent in the community working with parolees in a real environment." ■

Stevenson committee recommends

- *National inmate work policy*
- *'Quality' work programs*

CSC should minimize inmate unemployment and provide substantial, meaningful jobs for all offenders capable of working says the Inmate Employment/Productivity Development Review (IEPD) committee's report discussed at the CSC Administrators' conference, Jun.10.

Committee head, Al Stevenson, explained that present employment programming problems such as unemployment in some over-populated institutions, can't be addressed

in isolation and can't be resolved in the absence of a defined employment philosophy reinforced by a national policy.

The report also suggests that full recognition and support be given to inmate employment as part of the correctional management process.

"Quality inmate employment programs address CSC's major responsibilities by diminishing the potential for violence," he said. "Such programs will help protect the

public, develop skills and activities that are transferable to the community and assist motivated inmates to become stable citizens."

When the Stevenson committee was formed last fall, it had four months to prepare a report. The report has now been presented to the Offender Policy Development sector for presentation to senior management committee. Once SMC has approved the report, *Let's Talk* will provide you with the final details. ■



Gilles Thibault, District Director, West Quebec Parole

Community Corrections

trend for the future

QUEBEC—Corrections in the community. It's an idea whose time has come — perhaps because it benefits both offenders and the communities which receive their help. Incarceration is now considered to be the last resort. It's the most expensive solution — and the least likely to provide the social and work skills needed by day parolees who will soon be returning to the community.

In Quebec's West Parole district, close collaboration between prisons and their outside communities has resulted in an 85 per cent success rate, and in a little more than 10 years, almost a 100,000 work days provided by parolees to the community free of charge, says West Quebec Parole District Director Gilles Thibault.

Community projects

Community projects for day parolees began in a concentrated way in 1976, "on a \$3,000 budget, summers

only and most of the projects were for the elderly and the mentally handicapped," Thibault told his colleagues at the CSC Administrators' Conference in June.

By 1980 there was a \$26,000 budget, enough projects to create 4,000 work days and the work went on all

85%
success rate

**Risk to the
community is
carefully calculated.**

year. Because of the distances, a 12-seat van was bought to carry parolees from their institutions to the communities where they were to work.

Five years later, says Thibault, the correctional community program had grown into a 16-seat van, a \$50,000 budget and 6,000 parolee work days annually.

"This year projects are growing quickly - the community employs a daily average of 70 day parolees and we're close to 10,000 work days annually. Next year, we're aiming to find work for 80 day parolees per day on 45 different community work projects."

A study conducted between 1982 and 1986 in the Duvernay area showed an 85 per cent success rate and results were similar elsewhere in the West District, Thibault pointed out.

"The study showed that involving parolees in community work projects is one of the most successful ways to release an inmate. The 15 per cent who didn't complete their community work program were returned to their institutions, not because they committed a second offence, but because they were uncooperative and couldn't handle their projects."

Risk to the community is carefully calculated and there is constant supervision in the community by parole officers and community volunteers, says Thibault. ■

Coming events

Sept.9-11 National Association of Justice Planning Conference, San Diego, California

Sept.11 20th Anniversary of the opening of Warkworth Institution, Campbellford, Ontario

Sept.27 Memorial Service for Peace Officers on Parliament Hill, Ottawa, Ontario

Sept.27-Oct.1 Canadian Criminal Justice Association Congress, Toronto, Ontario

Sept.30-Oct.4 International Society of Crime Preven-

tion Practitioners, Montreal, Québec

Oct.24-29 International Association of Chiefs of Police Conference, Toronto, Ontario

Oct.27-30 Critical Risk - Quality Care: Adolescents in Secure Settings (International Conference) sponsored by Thistletown Regional Centre, Syl Apps Campus, 51 Panorama Court, Rodale, Ontario M9V 4L8, (416) (741-1210), Toronto, Ontario

Nov.1-4 Working for Justice - 1987 National Community Symposium, Boston, Massachusetts

Nov.11-14 Annual Meeting of American Society of Criminology, Montreal, Québec.

Leclerc goes automated

QUEBEC - "For more than a year Leclerc Institution and Quebec region's Administrative Services have been developing an integrated model for all data processing operations," reports **Roger Ménard**, chief, Administration Services. After months of innovation, imagination and work - so far 10,000 hours of work have been spent on the project - they know the investment was worth it. Already it's saving time, space and supplies. In addition, staff are no longer thinking of their needs along functional lines. Instead, they recognize that they have common needs that can be combined and simplified by automation.

Madeleine LeMay, formerly at Leclerc and now chief, Administrative Services, Laval Institution, started the program, with the enthusiastic encouragement of **Danyel Richer**, regional manager, Planning and Administrative Services. **Richard Roy** picked it up from there, then the project was expanded to all areas of the institution. Soon they will be able to extend the results of their work to all institutions in the region.

Automation committee

Ménard and **Jacques Lalancette**, a Staff Training officer at Leclerc, who were named to oversee the

smooth operation of an automation committee, explained that the committee's first role was to examine the paperwork being generated, identify work being duplicated and decide what was really necessary. For example, they found that although the prime responsibility for person years falls under one particular branch every branch deals with person years to some extent. Certain functions regarding person years were being performed by every branch - a clear case of duplication. They cut out unnecessary paperwork and looked at what remained to see what could be automated, then they examined space, equipment and supplies in the same way.

The committee has been working at an accelerated pace since January, coordinating the project and informing staff of its work.

Staff help

Nearly 90 staff have devoted 40 hours each to the project so far. Coordination, staff training and quality control in the institution were the responsibility of **Lalancette** and **Luc Parent** - a Staff Training officer at the Federal Training Centre. **Benoît Julien**, a living unit officer, handled the quality control and computerized support. **Marielle Thibault**, Computer Systems monitor and **Gaetan**

Caldarola, Regional Systems officer, both from regional Planning and Administrative Services, assisted.

With the support and assistance of NHQ and RHQ, an outside firm was hired to conduct a study and produce a report suggesting how to implement an integrated approach to providing an automated system. Once the approach has been agreed upon plans will be made for staff training on software that will either be developed inhouse or purchased.

Benefits outweigh costs

The cost of this undertaking will be determined soon. When it is, the benefits will outweigh the costs, say the project workers. In addition to significantly lowering the operational costs committee members expect that the quality of the information will improve and that it will take less time to deliver information.

The Leclerc project will be extended to other Quebec institutions. All they will have to do is purchase and install the equipment, train staff and enter data into the system. A similar project is being worked out for the parole district office and a pilot project will be conducted in metro Montreal.

"If an institution wants assistance setting up such a project we'd be happy to help," offers **Ménard**.

Atlantic Institution opens

ATLANTIC - Atlantic Institution, plagued with a severe winter storm causing the cancellation of its scheduled official opening Jan. 23, held the long-awaited-for ceremony Jun. 18 before 200 guests. Declaring the institution officially open, Solicitor General **James Kelleher**, accepted the symbolic key from **Mike Hardtop**, a Public Works Canada representa-

tive. He also assisted CSC Commissioner **Rhéal LeBlanc** and **Dan Ferguson**, Atlantic Institution warden, unveil a special plaque commemorating the occasion.

Warden **Ferguson**, told the audience he is "convinced that this facility...represents society's best efforts to date in coping with the issue of incarceration"...and that "it will

set new models and standards for efficiency of operation and for the fair and humane treatment of the inmates who will come here."

The \$61-million, maximum-security institution has 215 staff and will hire an additional 52 people through contracts. It can accommodate 240 inmates. ■

Coming : guide to staff on

Information disclosure

NHQ- If you're finding it difficult to make decisions on what information is proper to disclose to inmates, help is on the way.

Because the handling and disclosure of information pertaining to inmates has become increasingly subject to legislative and regulatory controls as well as to scrutiny by the courts, CSC has prepared a 20-page handbook to advise staff on the types of information that may be shared with offenders. Copies of *Information Sharing - A Guide For Staff*, are being distributed to parole and institu-

tion staff as *Let's Talk* goes to press.

"It should be particularly helpful in cases where an offender's rights to privacy are at issue or where an administrative decision is being made that affects an offender's liberty," explained **Peter Maitland**, project manager, Community Release Program, who coordinated production of the handbook in consultation with the National Parole Board, CSC's Legal Services, Correctional Operations Branch and Privacy Division.

The handbook, designed as a guide for field practitioners, covers

daily case management contacts with offenders, preparation and presentation of cases for decision by the National Parole Board, the Privacy Act and sharing information with people who are not offenders.

"It is important that all employees involved in conditional release know and understand the operating requirements which derive from the interplay between offenders' rights to privacy and due process and the execution of our responsibilities within the correctional domain," states Commissioner **LeBlanc**. ■

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Bill \$aves pension income — closes payout loophole

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A new bill allowing workers receiving pensions to claim unemployment insurance without penalizing their pension income and changes regulations closing a loophole in separation pay and unemployment insurance benefits has been announced by Employment and Immigration Minister, **Benoît Bouchard**.

Under new regulations, effective Apr. 5, 1987, pensioners who are UI claimants may avoid having their pension income deducted from their UI benefits if their UI claim is based on employment obtained after the start of their pension.

As an example, subject to specific regulations, a worker who leaves their job in March 1986 is eligible for a pension of \$900 a month. If that worker applies for UI immediately, he or she is entitled to \$200 a week. Under previous regulations this worker would have their pension income deducted from their UI.

Under new regulations a worker who starts a new job in November 1986, and is laid off from that job in May 1987, would not have the pension income from the previous job

deducted from UI benefits.

Bill C-50 is retroactive to claims begun or filed since Jan. 5, 1986. A review of those claims for possible refunds is underway. "People who did not file a claim and feel they may benefit from the provisions of this Bill should contact their local Canada Employment Centre," says CEIC.

Loophole closed!

A loophole allowing some workers to receive separation pay and UI benefits at the same time, will no longer be open after the changes.

Under previous regulations advantage was often taken by making large amounts of separation payments in one- or two-week periods, thereby minimizing its effect on UI benefits. Regulations on separation payments (which are not insurable) delay the start of a claim and reduced the number of weeks of insurable employment in the qualifying period.

Under new regulations, only one method of separation payment is allowed, that being at the rate of normal weekly earnings based upon the last week of work. "Any lump sum

payment would be divided by the claimant's normal weekly earnings to determine the number of weeks the claim is delayed," according to Employment and Immigration Canada.

"To ensure consistency and fairness," says Bouchard, "the UI Act will be amended to permit the extension of both the qualifying and benefit periods when an allocation of separation payments has prevented the payment of UI benefit or has delayed the start of a UI claim."

For example, "If a separation payment is equal to 26 weeks of normal earning, the qualifying period for UI would be extended by 26 weeks (i.e. the normal 52-week qualifying period would become a 78-week qualifying period)," says Employment and Immigration. "This would mean that the separation payment would not reduce the number of weeks of insurable employment. However, if during the same 26-week period a person works a certain number of weeks in insurable employment, the extension of the qualifying period would be reduced by that number of weeks." ■

Bloopers and Jam Tarts

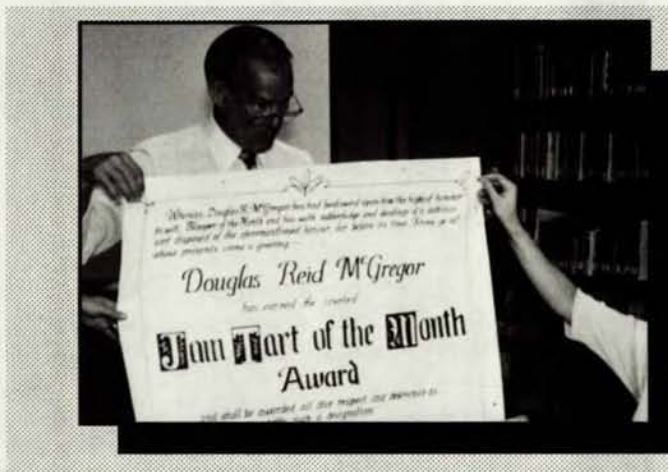
PACIFIC-To err may be human but in the Pacific region they don't let you forget!

At RHQ, Abbotsford, after committing one of those "memorable faux pas," you could end up being presented with an award for your efforts, just to rub a little salt in the wound.

Presented monthly, in good humor, there are two awards, the "Blooper of the Month award" for Operations staff and the "Buddha Blooper" for Planning and Resource Management.

Where's the party?

"The award was given to a person who dropped keys down the elevator shaft. This drove public works people crazy," says Sonya Chupick, information officer, Pacific region. "In another instance a 'going away' dinner was being held for a departing staffer. Everybody was there. They quickly realized, however, that someone forgot to tell the 'special guest' where the dinner was being held!"

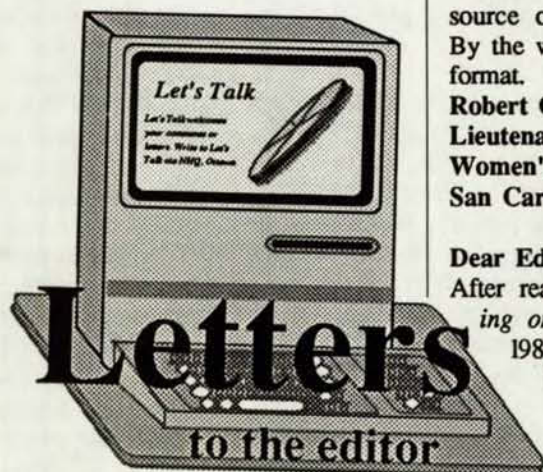


Doug McGregor, regional director, Operations and the 'Jam Tart' award.

"Jam Tart" award

"Blooper" recipients are required to display the award in a prominent location in their office for the month. Justice is swift. Doug McGregor, regional director, Operations, who received the coveted "Blooper" managed to wheel and deal with Paul Jacks, district director, Abbotsford parole, to

take the hideous "Blooper" from his office after only a few hours. Following this notable achievement, Operations staff decided further recognition was in order. Doug was presented with the "Jam Tart" of the month award to repay his deviousness. Nice try Doug! ■



Dear Editor:

As chairperson of the Publications Committee for the California Peace Officers' Association, I have been reviewing copies of your outstanding publication *Let's Talk* for approxi-

mately two years. I have always found it to be a very impressive source of correctional information. By the way, I really like the "new" format.

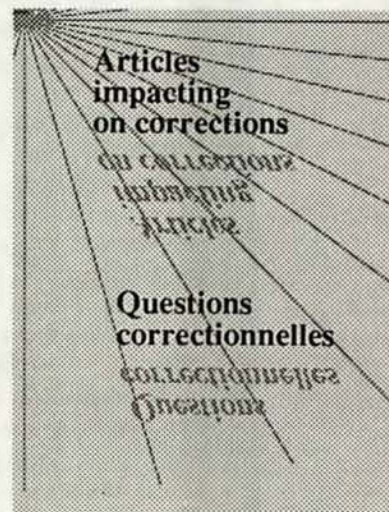
Robert C. Cancilla,
Lieutenant Commander
Women's Correctional Center
San Carlos, California

Dear Editor:

After reading about *Articles Impacting on Corrections* in the June 1987 issue of *Let's Talk*, I have become very interested in it.

I am involved with staff training and feel that the publication would be beneficial in preparing lesson plans with better insight into what might be expected in the future from our staff.

W.G. (Macx) MacNichol,
CX2, Dorchester Penitentiary



Let's Talk welcomes your comments or signed letters. Write to *Let's Talk* c/o National Headquarters, 340 Laurier Ave. West, Ottawa, Ontario, K1A 0P9. ■

Crawford on loan to Bermuda

NHQ- **Tom Crawford**, CSC's former DG, Accommodation and Inmate Services, is on loan to the Bermuda Government for a three-year management consulting assignment.

He was hired through the International Exchange program of the Public Service Commission.

"My first assignment will be management consulting projects for the Public Works and Immigration

departments." After the Bermuda posting, Crawford expects to be assigned to CSC or another department in the Canadian government.

Crawford came to CSC in 1980 to head Technical Services. Previously he was an assistant director with the Bureau of Management Consulting, an engineer with Canada Post and before that an engineer with the Ford Motor Company.

More staff running marathons

It was a "dream come true" for **Fred Melanson**, a CX-3 at Springhill Institution and president of the institution's USGE local, when he took part in the annual Boston Marathon. For running the 26-mile, 385-yard distance, in five hours, two minutes, he received two medals and a certificate. "I had no desire to compete - just to participate," he told a local newspaper. Next run? He would like to try the Johnny Miles marathon in New Glasgow.

In Ottawa, at least three NHQ staff were among the 1,200 people who ran in the National Capital Marathon. **David Bowes**, special assistant to the assistant commissioner, Administrative Policy and Services, who ran in the Montreal marathon

last year, completed the run in two hours, 54 minutes. Unofficially, he finished about 75th overall! **Lee McMillan**, senior education officer, Education and Personal Development, who took part in the event for the first time, finished in three hours, 53 minutes, while **Peter Maitland**, project manager, Correctional Operations, also a first time participant, ran the marathon in four hours, two minutes. **Robert Ball**, a summer student working as a research assistant for the Literacy program at Collins Bay Institution, competed in Ottawa's marathon for the second time, finishing around 76th!

Are any other CSC staff across the country running in marathons?

Lunch theatre at Leclerc makes big hit with staff

There was an interesting item on the staff lunch hour menu at Leclerc Institution to celebrate Stress Month last May. It was called "improvisation theatre."

Created by two Québécois and part of an International Francophone competition, improvisation theatre is well known for its humor, drama and fast pace.

For a week, four staff teams met at lunch to compete for the best skit improvised from the same themes.

A card chosen from a hat indicated the theme, time, type and number of players.

After each match spectators voted for their favorite team. The winner accumulated the most points.

Special thanks to **Carole Turcotte**, **Dany Létourneau**, **Michel Trépanier**, organizer **François Dupuis** and all the carpenters of Leclerc Institution who contributed to the entertainment and success of the competition.

Edgett's boxers pick up gold

ATLANTIC - One of the region's better known CXs, **Bob Edgett**, says he's walking a bit taller these days.

Two more of the young amateur boxers who are members of his Sackville, NB, Boys' Club - where he has coached for more than 34 years - picked up gold medals at the Canadian Junior Boxing Championships, in Ottawa, recently. **Barry Wood** won the 85-pound title for the second consecutive year while **Jody Wheaton** won the 90 pound championship that has been held annually for 15- and 16 - year - olds since 1973.

Edgett, who has been actively involved in amateur boxing since 1944, has won his own share of honors. A CX-2 at Dorchester Penitentiary and a CSC employee for more than 32 years, his outstanding leadership and dedication as a coach to two generations of boys has earned him entry into the Canadian Boxing Hall of Fame and resulted in his name being added to Moncton's Hall of Fame. But he is especially proud of his young boxers.

"My club," explains Edgett, "tries to develop champion citizens of tomorrow rather than champion boxers." Still, boxers from his club have won their share of championships. Boxers from the Bob Edgett Boys' Club have won amateur contests in every Canadian province and many American states. Edgett, now boasts of having 14 national champions from his active club.

Prison visits

Edgett regularly takes his young boxers to various prisons in the Maritimes and Maine to put on entertainment cards for inmates.

In July the Canadian Amateur Boxing Association sent this year's 13 junior champions to Miami, Florida, for a 10-day training session. They capped their stay with a card of bouts with their US counterparts. Edgett was the team's head coach.

Solicitor General attends Stony Mountain banquet

PRAIRIES - "Solicitor General **James Kelleher** attended the volunteer appreciation banquet for volunteers associated with Stony Mountain Institution," reports **Pat Newton**, executive assistant to the warden.

Close to 150 volunteers were on hand as the Solicitor General presented a special award to **Jerry Marcoux** for his work as a volunteer for the past 19 years.

Leclerc thanks AA sponsors

QUEBEC-Leclerc Institution thanked Alcoholics Anonymous chapter organizers at a special meeting held to stress the importance of AA groups within the correctional system, reports **Gaston Pelletier**, Quebec Communications.

The meeting brought together sponsors from Montée St-François, the Federal Training Centre, Archambault, Ste-Anne-des-Plaines, Regional Reception Centre and Leclerc's Special Handling Unit, as well as

those in charge of AA work at the St-Jérôme parole office and Tanguay Detention Centre.

Robert Paquin, deputy warden, Correctional Programs and heads of Social Development praised AA's excellent work in the Quebec region. AA representatives who appreciated CSC's interest in their work, asked if similar meetings could be held twice a year. The meeting was organized by **Jean-Paul Lehoux**, Social and Cultural Affairs officer at Leclerc.

Prison for Women volunteer night

ONTARIO-More than 90 volunteers, staff and residents attended Prison for Women's volunteer recognition social.

A variety of services were represented by volunteers from agencies such as Elizabeth Fry Kingston, Frontier College, the Salvation Army, M2W2 and Bridge House.

Earl Stratton, who has given 14 years service as Alcoholics Anonymous

group service representative, was named volunteer of the year.

Special awards were presented in absentia to **Dorothy "Klassy" Klassen**, a retired recreation officer and **Owen Rowe**, retired head of Social Development. They were recognized for their strong commitment to volunteers and the social development of offenders.

Let's Talk is still a winner!

NHQ - For the fifth consecutive year your staff newspaper has been selected as a prize winner! *Let's Talk/Entre Nous* was recognized for its "outstanding achievement in the pursuit of excellence in business communications" at the annual awards banquet of the International Association of Business Communicators (IABC Capitale), Ottawa chapter. The winning entries were selected by a panel of judges in the association's Vancouver chapter. *Let's Talk* won second prize in the tabloid newspaper category for the June 1986 issue. It was presented to editors **June Coxon** and **Louis Genest**.

Drumheller donates to Rick Hansen

PRAIRIES - CX-1 **Cathy Butt**, CX-1 **Ken Meller** and CX - 3 **Jim Spiers**, of Drumheller Institution met wheelchair athlete **Rick Hansen** during his Canadian tour when he arrived at Crossfield, Alta., reports **Barry Forhan**, assistant warden, Management Services.

They presented Hansen with a cheque for nearly \$1,000 (collected from community residents by Drumheller Institution staff), an *Officer Custedy* bear, a CSC ball cap and a Blue Knights, Alberta 11 chapter pin. Major organizers of the fund raising were CX - 3 **Jim Rollo** and CX - 1 **Fred Minor**.

Let's Talk/Entre Nous

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The Correctional Service of Canada,
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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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25-year service award to Ménard

QUEBEC-A 25-year-service plaque was presented recently to **Paul-Emile Ménard**, shipping and receiving instructor, Drummond Institution. Ménard joined CSC in 1962 as a boiler man at Laval.

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Volume 12 No 8

September 1987

Inside

A new look in prison architecture

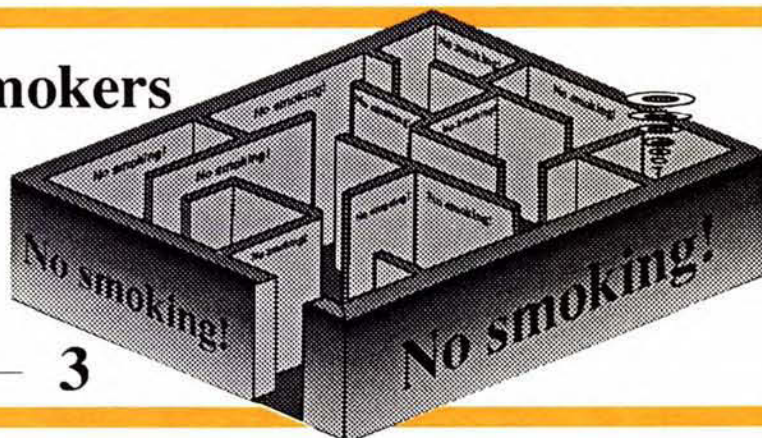
Many changes have been taking place in prison architecture in the last two decades. The large cell ranges are giving way to brighter, smaller units that are easier to manage and are more secure as a result. This new

architectural concept, which will be phased in as budgetary restraints allow, is in harmony with CSC's new unit management approach that stresses more direct communication between staff and inmates.

2

Special areas for smokers begin in October

Beginning in October, as a result of Treasury Board's ban on smoking in the public service workplace, there will be special, temporary areas, set up for smokers in every CSC facility across the country.



3

Stiff competition at national shoot

Mark Whyman, Frontenac Institution, placed first in the national rifle postal match, breaking the record he set last year. Competition was stiff this year reports Wayne Kelly, the shoot coordinator. *Let's Talk* looks at the winners of the 1987 National Shoot.

4

Drumheller tutors support ABE students

Drumheller's Hilltop Education Centre has been increasing the quality and quantity of Adult Basic Education programs for inmates since April. The program's working so well that seven inmates have already completed it and at least 30 are expected to graduate this fiscal year.

7

Major reorganization for Quebec parole

Quebec parole will undergo a major reorganization Oct. 1. That's when the East and West Parole Districts officially amalgamate into one. On that date, instead of the traditional three districts, there will be two.

5

Let's Talk across Canada

- Tracking down a murder suspect
- Quebec Research Bureau on Organized Crime honors CSC's Frank Conabree
- Atlantic conference for correctional nurses a first

inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

Innovations reflect changing philosophy

A new look in

prison architecture



Bowden Institution, Prairie region

While security must be maintained, harsh conditions are more often than not, counter productive. New designs stress natural light and brighter, more lively colors and interior design. And, most of the innovations do not involve additional costs.

Many changes have been taking place in prison architecture in the last two decades, says **Chris Posner**, an architect with NHQ's Construction Policy and Services. The large cell ranges of the past are giving way to brighter, smaller units that are easier to manage – and more secure as a result.

From old prison movies, many of us have a picture of the traditional institution – a long central corridor with a series of wings running off, each containing row on row of cells or program areas.

And indeed, until the late 1960s, this traditional, or "telephone pole" type of institution was pretty much the norm throughout most of North America, notes Posner.

But the 70s saw a period of dynamic change in correctional facilities in the United States, and later in

Canada, reflecting the changes in correctional philosophy and practices which had evolved in the 1960s and 70s.

Smaller units - greater security

The trend is now towards creating a manageable cluster of cells housing between 20 and 60 inmates depending on their security level. This cluster contains a common central area and more private common rooms all provided with daylight.

This creates a greater opportunity for surveillance of inmate movement and activity and also provides a feeling of community to enhance conversation and interaction between inmates, and between inmates and staff.

A number of these clusters make up a stand-alone building which has easy access to the program areas

through an outdoor walk.

This new concept reflects current thinking that, while security must be maintained, harsh conditions in the physical environment are more often than not, counter productive.

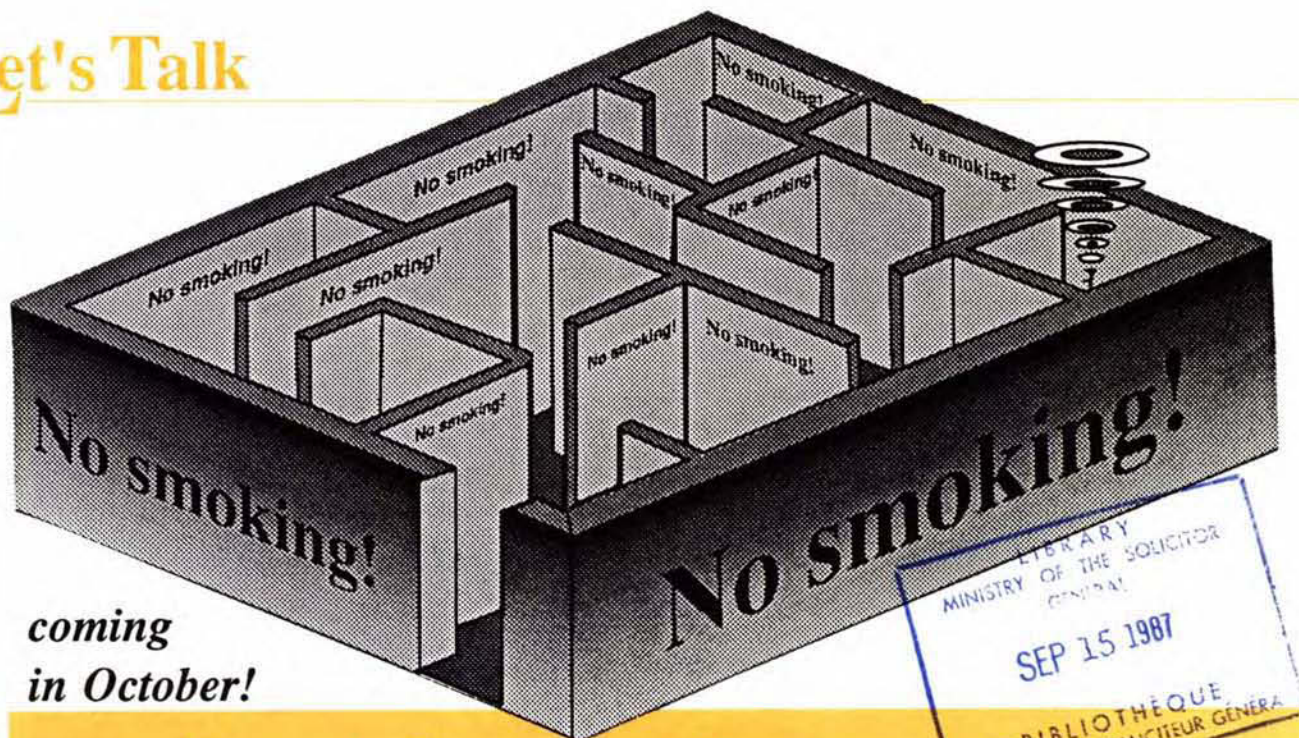
They make regulation of institutions more difficult. And they reduce the chance for inmates to successfully re-integrate into the community following release.

A normal atmosphere

Central to the new concept, says Posner, is the idea that the institutional atmosphere be as normal as possible for the welfare of both inmates and staff.

This new architectural concept is in harmony with CSC's new unit management approach which stresses

continued on page 9



*coming
in October!*

Special areas for smokers

Has CSC made any progress yet on Treasury Board's proposal for a ban on smoking in the public service workplace? The answer is yes. Beginning in October, there will be special, temporary areas set up for smokers in every CSC facility across the country.

Developing policy for the ban, which will prohibit staff from smoking at work by January 1989, is the responsibility of NHQ's Corporate Policy and Planning Branch.

The Working Group on Smok-

permitted will be only temporary until the full smoking ban is in force Jan. 1, 1989, she reminded.

In each operational and administrative unit across the country, senior managers and the safety and health committees will have to agree on appropriate places for the smoking areas. The local unions must also be brought into the picture.

According to Treasury Board policy, the designated smoking areas must be separated from the no smoking areas by physical barriers or vent-

smoking areas by Oct. 1, the Treasury Board deadline? "Our solution was to set up the smoking areas on an interim basis and review them again in six months.

"Our next problem was how to ensure adequate consultation on overall policy. We felt the solution to this was to allow extra time by extending the October deadline to discuss such important operational issues as inmate smoking, and what to do about non-smoking inmates as well as outside visitors - inmates'

In each operational and administrative unit across the country, senior managers and the safety and health committees will have to agree on appropriate places for the smoking areas. Local unions must also be brought into the picture.

ing "is well underway," says Linda McLaren, Corporate Policy and Planning Branch. "CSC faces special problems with the ban because of the long-held tradition of inmate smoking. However, we've been looking at the problems - and possible solutions.

"Our first step was to begin, in August, with the process of designating special smoking areas as requested by Commissioner LeBlanc and the regional deputy commissioners. Areas where smoking is

ilation systems. Smoking areas cannot be located in private offices, washrooms, meeting rooms, general work areas, vehicles or places where smoking is prohibited by fire or safety regulations.

Special arrangements will be needed for the staff colleges, says McLaren, since they are both workplaces and residences for recruits.

The Working Group's number one concern, reports McLaren, is: how do you develop a sound, fair policy for setting up the special

families, volunteers, lawyers etc."

The Working Group also decided to circulate a questionnaire to staff across the country asking them to identify issues, problems and solutions.

Want to quit smoking?

For CSC smokers who want to kick the habit, help is coming. The Working Group is investigating the availability and cost of courses across the country which staff can take to learn how to stop smoking. ■

Custeddy raises \$8,500 for CX fund

PRAIRIES-The correctional officers' bereavement fund is \$8,500 richer because a lovable, cuddly officer has won the hearts of all who have met him.

Officer **Custeddy** first made his debut at CSC a year ago, as a fundraising bear for the then newly-established fund. **Mike Rogiani**, an admissions and discharge officer at Edmonton Institution, is the proud father of Officer Custeddy and originator of the fundraising effort. He says sales are booming. "So far 2,493 regular-sized, 16-inch bears and 61 large, three-foot ones have been sold to CSC staff across the country and to correctional counterparts in the United States," he told *Let's Talk*.

Custeddy was an instant hit. Last year when *Let's Talk* first spoke with Rogiani about his special project it was just getting off the ground. He had shown the bear, who

is dressed in a CX uniform complete with working handcuffs, to 10 officers and each of them had wanted one. At \$20 for a small Custeddy and \$50 for a large one (plus \$1.50 for



Mike Rogiani (L), presents Commissioner Rhéal LeBlanc with an Officer Custeddy.

delivery charges) the price is bearable. Since then Custeddy bears have been presented to numerous staff as farewell or retirement gifts, as officer-

of-the-month awards and presented to many guests visiting institutions.

News of Rogiani's successful money-making venture at CSC is spreading to other government departments. Coming soon is Custeddy's cousin who belongs to Customs and Excise Canada. Customs staff heard about Rogiani's project and "after 'meeting' Custeddy, decided they'd like their department to have a similar one," said Rogiani. "So I helped them design a bear and start a fundraising project. Like CSC, they will hold a competition to find their blue bear a name.

Spinoff items

You can now purchase Custeddy mugs, tee shirts, caps, key chains and pens. At the same time you'll have the satisfaction of knowing the money you spend is going to a good cause. ■

Stiff competition at national shoot

"Competition was stiff at the national shoot this year," reports **Wayne Kelly**, staff training officer, Kingston Penitentiary and national shoot coordinator. "Mark Whyman, Frontenac Institution, placed first in the national rifle postal match, breaking the National Rifle record of 391 he set last year, with a score of 392. Second and third places went to **George Girling**, Kent Institution, with a score of 383 and **Dwayne Dickie**, Drumheller Institution, whose score was 382."

This year the scores were close in the National Revolver match - the top four competitors were within three points of each other. **Wayne Langeville**, Springhill Institution, and **Dave Blue**, Kent Institution, tied for first place. Although each scored 557, after a count of the 'Xs' Langeville was declared the national champion, scoring one 'X' (20-19) more than Blue. Other top competitors were **John Thompson**, Ed-



(Top L-R) Dave Blue, Pacific; John Thompson, Prairies; Wayne Kelly, Ontario, (National Coordinator); Roger Hébert, Quebec; Wayne Langeville, Atlantic; (Bottom L-R) Dennis Bally, Ontario, (Assistant Coordinator); Charlie Dunlop, Prairies, (Weapons Instructor).

monton, who scored 554, **Wayne Kelly**, Kingston Pen., 553 and **Roger Hébert**, Cowansville, 539.

The **Tom Hall** trophy was won for the fourth consecutive year by Ontario region, with a score of 945. The top three regions - Ontario, Pacific and Atlantic - were separated by

only six points out of a possible 1,000. First place was a combined score of 945/1,000 from Ontario region's Mark Whyman and Wayne Kelly.

CSC lost the Solicitor General's Challenge cup to the RCMP by just 46 points out of a possible 1,800. ■

East and West Parole Districts to merge

Major reorganization for Quebec parole

QUEBEC - "Quebec parole is about to undergo a major reorganization, Oct. 1, when the East and West Parole Districts officially amalgamate into a single operation," says Gilles Thibault, West District director.

Instead of the traditional three districts, East, West and Metro Montreal, Quebec Parole will now have two: Metro Montreal and the new district which has not yet been named. Only the Granby office of the former East District will remain under the jurisdiction of Metro Montreal.

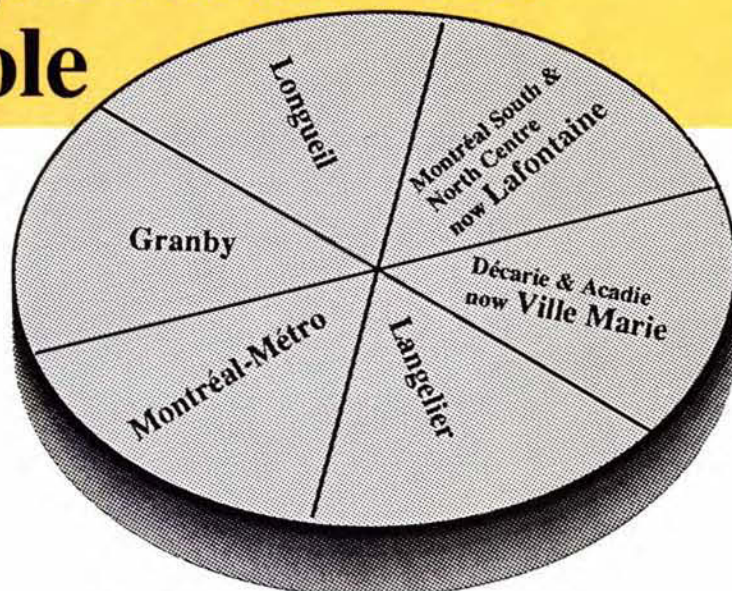
Thibault heads the new district which will be joined by four new parole offices - Quebec, Trois-Rivières, Rimouski and Chicoutimi. Louise Bellefeuille will be district director at Montreal Metro. Marcel Caron, East District director, is retiring after 32- years service.

"The merger is a good idea and the changeover is expected to go smoothly without major layoffs," notes Thibault who says he's confident none of the 140 employees affected will suffer as a result of the reorganization. "I've asked management to make recommendations about jobs and I plan to see them frequently over the next few months to work things out."

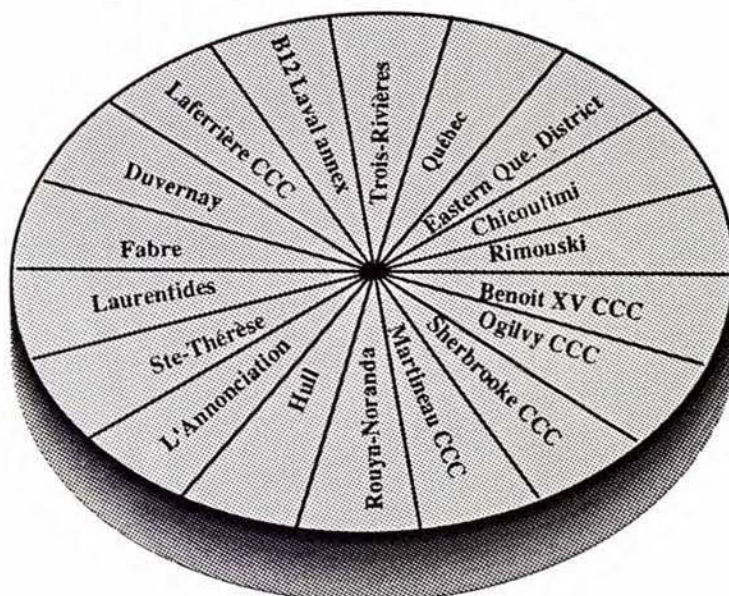
Emphasis on community corrections

Thibault's reputation as a community corrections activist precedes him into his new job as director of the new East/West District. He has worked long and hard to broaden community programs to help inmates regain contact with the community even before they're eligible for full parole. Now he has the chance to apply his ideas on a larger scale.

He worked closely with mini-



Metro Montreal District



New District

mum security prisons when he headed the St-Jérôme district office in 1976. This sparked the idea of launching community-service projects to put inmates to work helping senior citizens and the handicapped, refurbishing summer camps for handicapped children, and doing repairs at schools. What was originally in-

tended to be just a summer program for a handful of inmates grew into a year-round effort involving more than 70 offenders on a daily basis.

"We have an 85 per cent success rate. I'm very proud of that. It would be difficult not to be because so many inmates who are now law-abiding citizens say they

Let's Talk

were the better for working on our community programs."

As he explains it, Thibault is obsessed with finding ways for inmates to make themselves useful while serving their sentences.

The team is important

Our success in working with parolees, says Thibault, is due to the

have some pretty good reasons. Working with a team makes you want to give your all."

Community input essential

Citizens' Advisory Committees also play a prominent role. "A citizens' committee keeps you tuned into the community. You can't afford to

contact. It's a question of building communication skills.

Thibault is a firm believer in communication. His one major regret is that he's not always out in the field, working side by side with his team and their parolees.

Thibault, who has a Master's degree in social work from the University of Montreal, began his

"Offenders who can't fit into our community projects can no longer use the correctional system as an excuse. Offenders have to learn to give of themselves to the people they're helping. They aren't transformed automatically into angels, of course, but they end up appreciating what they have."

team. "I'm not going to take credit — that goes to my outstanding team. To keep track of over 70 inmates in more than 40 community organizations, our four team members have to have a strong sense of solidarity and to be aware that they must make the kind of decisions which everyone will approve.

"The team, whose role is becoming more and more important, give me their suggestions. I always have the final word but if I don't accept a recommendation, I better

lock yourself in an ivory tower and ignore such a valuable aid. The help offered by the West District committee was simply extraordinary.

"Experience has taught me the need to be very selective in choosing community-service projects. The objective is to find work projects which encourage the offender's resocialization, so human contact is essential. For example, if an inmate is working alone refurbishing a camp for three months, he won't be much further ahead because of the lack of human

corrections career with the National Parole Board as a parole officer in Montreal in 1967. In 1970, he went to the newly-opened St-Jérôme parole office where he was given responsibility for case preparation for Archambault Institution. Later the Hull, Rouyn-Noranda, Ste-Thérèse, L'Annonciation and Laval offices came in under the St-Jérôme office. "I never expected the job to take on such scope," he admits. ■

Frontenac Institution helps with project for disabled kids

ONTARIO - Disabled kids got a boost from Frontenac Institution, the Aluminum Company of Canada and Muttart Building Supplies in Kingston recently, when they collaborated in a project to aid disabled children to get on and off horses," reports Dennis Curtis, Communications officer, RHQ.

"The Child Development Centre at Hotel Dieu Hospital, Kingston, has operated a horseback riding program at Wilmaray Farm near Kingston, for four years," he explained. "It's designed to help disabled children improve their coordination, balance and strength. A major problem, however, has been lifting the riders on and off of the



horses."

In December 1986, \$2,500 worth of aluminum and plywood was donated to build a 24-foot by 7-foot ramp for the farm. It was cut and assembled at Frontenac Institution by Social and Cultural Development officer Bernie Aucoin and two

Thanks to a special ramp, assembled at Frontenac Institution, it was easier to lift this youngster on the horse.

inmates. The ramp was shipped to the farm and officially presented to the Centre and the happy, grateful kids, Jun. 13. Now wheelchair users can be wheeled to the platform at the top of the ramp and easily lifted on to a horse. ■

Drumheller tutors offer support to ABE students

More than ever before inmates at Drumheller Institution are being encouraged and helped to upgrade their academic skills.

"Since April, staff at the institution's Hilltop Education Centre have been increasing the quality and quantity of Adult Basic Education (ABE) programs for inmates," reports **Pat Mulgrew**, chief, Education and Personal Development.

Drumheller's ABE program is working so well that between April and June seven people completed it and Mulgrew predicts that at least 30 inmates will graduate from the program this fiscal year. About 75 students currently are enrolled in the various types of ABE courses being offered.

"The program's success is due primarily to the volunteer tutors and work supervisors who have discussed the program with the inmates and convinced them to take advantage of the opportunities," says Mulgrew. "In addition, **Laughlin Eddy**, an ABE teacher at the centre, has generated the necessary enthusiasm and energy to motivate and guide tutors and students. Librarian **Dan Beckett** has added his support to the programs as well, ensuring that the institution's library is stocked with an abundance of program material for the inmates' use."

Learning more from ABE

One of the inmate tutors explained that he feels the program is working well because "it's getting inmates, who realize they need help but don't want to attend a structured school program, out of the workshops. They're learning more from the ABE program than they would in a classroom because it's flexible. Also, because it's one-to-one tutoring, their specific needs are being addressed. A number of students have

already decided that if they haven't completed their ABE training before they leave the institution they will pursue it 'on the street.' "

Course choices

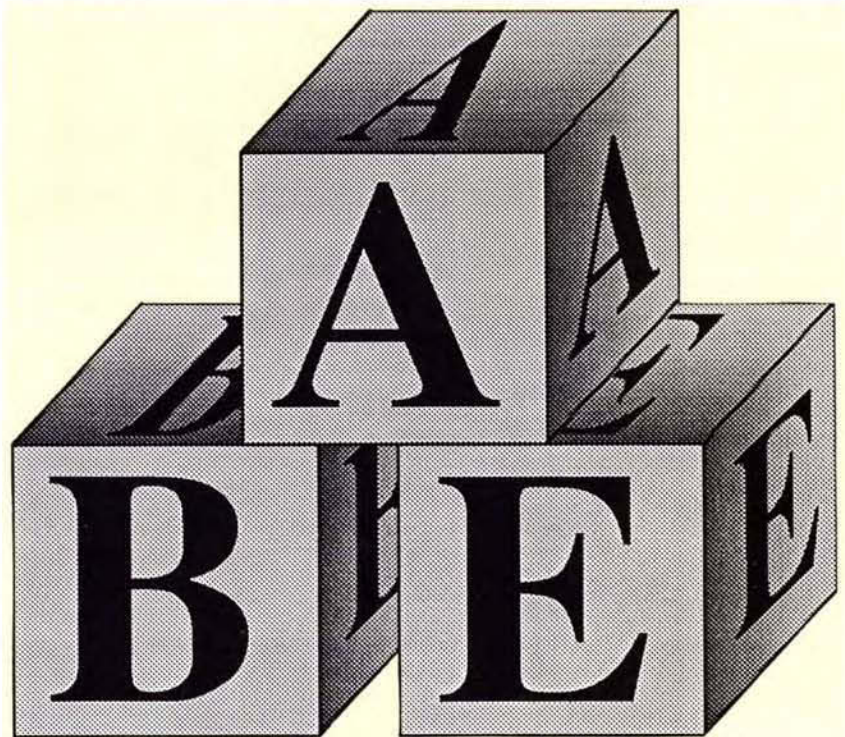
An inmate student may choose one of three routes. He can become a full-time student attending ABE classes all day Monday to Friday; a part-time student attending school half days and working the other half, or take part in the Outreach program. The latter is where a tutor works with an inmate on a one-to-one basis for one half day a week while the inmate remains in the institution's workforce. The first two options are conducted in a regular classroom setting while the Outreach program may take place in the library, living unit or the workplace - whatever is more

comfortable and productive for the student.

Tutoring option

This month another option opened up. A community volunteer tutoring program, run in conjunction with the John Howard Society, offers ABE tutoring two evenings a week. As *Let's Talk* goes to press, the society is expecting to recruit and train 12 to 15 community volunteers to help tutor 15 students.

"The evening tutoring sessions will do more than strengthen the ABE program at Hilltop Centre," Mulgrew noted. "It will provide inmates with an opportunity to continue studying in the John Howard Society's ABE program in Calgary when they leave the institution."



Since the Service began its major thrust to increase Adult Basic Education programs, staff, inmate tutors and community volunteers have been working together to assist inmates to attain a basic level of education.

Let's Talk

Workshop

Prior to the beginning of ABE programs at Drumheller, Hilltop Centre staff and Jack Roome, institutional psychologist, held a workshop to orient the then prospective inmate and community volunteer tutors. Patricia Kaye, an Edmonton Public School ABE coordinator, conducted a follow-up workshop Jun. 18, dealing with more in-depth ABE topics. "She told us about voluntary tutoring opportunities on the street," said an inmate tutor who's close to parole. "Since then many of us have decided to continue tutoring people after we're released."

Hilltop Centre's programs are certified by the Province of Alberta Department of Education. The centre employs two-and-a-half teachers, in the ABE program through Drumheller Valley School Division 62. They are assisted by a part time educational counsellor and numerous inmate and community volunteer tutors.

"Since many students completing the ABE program have had unsuccessful experiences associated with their school years in the past,



Classrooms like these can intimidate some inmates. Drumheller's ABE program offers alternative learning places like the library, living units or the work area where inmates are more comfortable.

their graduation from Drumheller's ABE program is a positive measure of success for them," Mulgrew concluded.

The Prairie region is becoming well-known for its leadership and commitment to ABE programming.

"Drumheller has exemplary programs but similar ones are being offered in other institutions across the region," added Bob Wilson, regional chief, Education and Personal Development. ■

Sign language services offered for hearing-impaired employees

Sign language is now recognized by the federal government as an independent language and interpretation services are provided through the Secretary of State, usually free of charge, to hearing-impaired civil servants, to disabled applicants seeking public service employment, and to the public as well, according to Sandra Davis, director general, Personnel.

The Official Languages and Translation Branch (OLTB) of the Secretary of State, which has offered sign language interpretation services since 1982, engages interpreters on a free lance contract basis.

Who can use this service?

The service is intended for any hearing-impaired person in Canada

who must deal in person with a representative of the federal government. This includes job interviews, meetings, federal commissions, etc. As well, public service employees who require sign language interpretation may use interpreters from the OLTB for interviews, staff meetings, job training, special courses and other job-related activities.

How do you arrange for an interpreter?

A request for an interpreter must come from within the government and all arrangements are handled by the Official Languages Conference Section in Ottawa. Interpreters can usually be provided on short notice.

CSC staff who would like to use

this service, should talk to Personnel in the regions, or at NHQ.

Who pays?

The interpreter is paid by the OLTB according to a fee schedule that is the same for interpreters in all languages. This cost is not billed back to the department using the service unless an interpreter can't be found locally, in which case, the department requesting the service must pay the interpreter's travel expenses.

To ensure the interpretation service is of the highest quality, interpreters are required to pass a videotaped evaluation before being placed on the OLTB's list of free lance interpreters. ■

Prison architecture cont'd from page 2

more direct communication between staff and inmates. It provides offenders with both privacy and the opportunity to communicate out in the open. And, by limiting the number of inmates in each living area, staff have a more manageable job in ensuring security, peace and order.

Other features besides basic design have contributed to a more humane environment in newer institutions.

New locking systems which do

not conjure up "detention" allow inmates more freedom to move in and out of their cells on their own during certain hours of the day. New designs also stress natural light where possible and brighter, more lively colors and interior design.

Not costly

Most of the innovations do not involve any additional costs. By downgrading the security hardware and materials, costs are actually reduced and a new environment created which is both easier to manage and more conducive to normal behavior.

New architectural concepts must be phased in as budgetary constraints allow and as CSC's expansion plans go forward.

Currently the new approach is in evidence at La Macaza, Bowden and Frontenac institutions and the Regional Psychiatric Centre, Prairies. After an evaluation of the experience in these facilities, CSC will determine their appropriateness for higher security prisons and begin to phase in the new approach in the long range construction plan, notes Posner. ■

Spring House: *taking the loneliness out of prison visits*

ATLANTIC - Mary's husband is in Springhill Institution. Bringing their two children to visit costs more than she can afford because taxis and hotels are expensive and the prison is relatively isolated. The worst part is that she has no one to share her loneliness and anxiety.

Until recently this situation was accepted as the way things are - prison "widows" and their families are expected to fend for themselves.

"Spring House," Springhill's

hopeful answer, was pioneered by Atlantic region chaplain, **Pierre Allard**. For a contribution of \$5 from the visiting family, \$4,000 from the Service and the rest of the funds from community sources, Spring House was rented 18 months ago to meet the needs of prison visitors and their families.

A small, three-bedroom bungalow, the hostel has room for eight people, **Gary Mills**, Springhill's warden, told CSC management at the

Administrators' Conference in June. "The idea has exceeded all our expectations, and has been well received by everyone - staff, inmates and the community.

"We're trying to raise \$25,000 for a down payment now to build a house in the \$75,000 range. However, the proposal depends on our success in pledging sufficient funds from church and community groups, staff and inmates. It's exciting to see a community effort like this," he says.

New Federal Identity Program coming

The government-wide Federal Identity Program (FIP), introduced in the early 1970s and coordinated by Treasury Board, is about to change.

"Soon you should be seeing the complete Canadian flag linked with CSC's name on letterhead, calling cards, vehicles and publications," says **Don Davis**, CSC's head of Real Property Management and FIP coordinator, at NHQ. "It's part of the revisions to the program's policy. These changes will include replacing the current federal symbol - a single bar and leaf - with the Canadian flag

symbol that consists of the entire Canadian flag; providing greater flexibility in the choice of colors for federal project signs and standardizing federal identification projects funded jointly with other levels of government."

The new Canadian flag identifier will be used also on audio-visual material, advertising, exhibits, signs and uniforms. "The changes will take place gradually over the next few years, as current stocks of materiel and equipment are depleted or need refurbishing," he explained.

Drummond recognized for excellence in communication

QUEBEC - Drummond Institution received Quebec Region's annual award for excellence in communications with staff for 1987. In a special ceremony Jun. 17, Regional Deputy Commissioner, **Jean-Claude Perron** presented Warden **Laval Marchand** with a trophy and certificate that will be displayed at the institution. The Western Quebec District Parole Office and St-Anne-des-Plaines Institution received the honor in past years.

Prairie staff become 'mini-managers' in 'Quest for Best'

PRAIRIES-Who wouldn't like to improve productivity and simplify their work routines? Staff at RHQ are doing just that after taking part in a three-month pilot project designed to help staff get work done more easily and quickly and to create an atmosphere for participative management.

"Positive results are already being felt in Central Registry," reports **Doreen Lundberg**, Staff Development, RHQ, who took part in the course. "Recommendations made by participants, after they studied the organization of Central Registry during the course, have been implemented and now everyone's benefitting," she says.

The "Quest for Best," course was held at the Staff College in Saskatoon and at RHQ Prairies, from December 1986 to March 1987. It showed how to initiate and use short and long term planning techniques involving staff, to increase staff involvement through team work, to evaluate and simplify work and how to increase productivity and morale.

Participants included clerical staff and management from Personnel, Finance, Staff Training and Planning and Administration at RHQ Prairies.

The first such course held in the Prairie region for CSC staff, it was the result of recommendations made last September by Woods Gordon Consulting firm. **Dave Mills**, regional manager Personnel, **William Shrubsole**, regional manager, Planning and Administration and **Fred**

**Short term pain
for long term
gain !**

Kolbert, regional manager, Staff College, worked with I and M Consultants of Regina, to develop the course.

It began Jan. 27, after on-site consultation to create a climate of openness and trust between staff and management. Managers learned that their role was to create a positive environment with open communication. They were to see themselves as coaches - to make things happen, ask for participation, get it, then do something about it.

One concern of managers was

that they would lose all support staff for eight days. To that, one anonymous source responded, "short term pain for long term gain."

Clerical staff were selected and trained for three days. "Real work" situations were planned to reinforce the learning process and each clerical resource person left the course with a selected project, agreed upon by management, and the skills and tools to do the job.

Towards the end of the course four teams were formed and participants returned to the office to apply the skills they had learned to "real work" problems. With their newly-acquired skills the teams worked together on problems such as computer utilization, training delivery requirements, review of purchasing procedures and the organization of the Records office at RHQ. The "mini-managers" went to work interviewing, visiting other federal government departments for ideas, making flow charts, analyzing, evaluating, reviewing, presenting and preparing reports.

A second Quest for Best course was held recently for another group of staff. *Let's Talk* will report on it at a later date. ■

Laval staff celebrate summer

Laval Institution celebrated the arrival of summer and St-Jean-Baptiste day, June 23, with a country-style dinner. Some staff acted as chefs-for-a-day and other less fortunate ones were assigned to the dishwashing brigade.

(L-R) **Brigitte Dubé**, **Gilbert Robitaille**, **Normand Duchaine**, **Henri-Paul Beaulieu**, **Mariette Latour**, **Daniel Denis**, **Armand Durand**, **Gilles Gauthier**, **France Bergeron**, **France Drolet**, **Lyse Racine**, **Michel Huard** and **Marcel Lecours**.



Leclerc arts and crafts expand

QUEBEC - "At Leclerc Institution inmate crafts have grown up. Inmates are no longer making toothpick or popsicle-stick gadgets. These days they're creating more sophisticated crafts," reports **Roger Ménard**, chief, Administrative Services at the institution.

In 1980 only 70 inmates pursued arts and crafts. Today there's such an interest that 240 inmates are hobby enthusiasts.

Ménard says that the change came about primarily because **Lucie Chicoine**, Leclerc's artwork monitor, decided to expand the range of materials for inmates so they could begin producing fine quality art.

"Our main goal is to provide a broad enough selection of crafts to satisfy each individual's potential. That's why we include both simple and complex techniques - there's

something for everyone."

Crafts offered

Since 1982 Leclerc has offered courses on stained glass - a medium that fascinated the inmates. Sketching, painting, copper enamelling, pottery, sand blast engraving and even knitting are offered and ceramics is rising in popularity. Three ceramic kilns are in operation and, with the help of two inmate ceramic technicians, the demand is still growing.

Exhibitions

When Leclerc held its first in-house exhibition in 1981 staff as well as inmates were surprised at the quality of the crafts. Each year since, the quality of work exhibited has surpassed the previous year's displays. These days everyone is working towards the institution's big event - the Christmas exhibition.

Montée-St-François wins peace officers' softball match

QUEBEC-Montée-St-François Institution won a 7-3 victory in the final game of the fourth annual peace officers' softball tournament," reports **Gaston Pelletier**, regional Communications officer, Quebec.

The July 18-19 tournament brought together 15 teams representing municipal and military police, Customs and CSC officers. It ended in a close competition between two minimum security institutions Montée-St-François and Ste-Anne-des-Plaines.

Coming events

Oct.1 Senior Management Committee Meeting, Toronto

Oct.6-8 Meeting of the Heads of Staff Training in Federal/Provincial Corrections, Laval, Quebec

Oct.24-29 International Association of Chiefs of Police Conference, Toronto

Nov.1-4 "Working for Justice" - 1987 National Committee Symposium, Boston, Massachusetts

Nov.4-5 Heads of Corrections Meeting, St. John's, Newfoundland

Nov.11-14 Annual Meeting of American Society of Criminology Montreal, Quebec

Nov.24-25 Senior Management Committee Meeting, Ottawa

Jan.11-14, 1988 American Correctional Association Winter Meeting, Phoenix, Arizona

Tracking down murder suspect



Audrey McDonnell, (R) proudly shows her boss, R.L. Belcourt, the certificate she was awarded for tracking down a murder suspect. The award was presented to her August 14, before a small gathering, by Gord Pinder, deputy commissioner, Offender Policy and Program Development.

NHQ-Audrey McDonnell, NHQ Management Information Services, found herself the centre of attention recently when she was highly praised by the Winnipeg City Police Department for tracking down, through her computer files, a murder suspect nicknamed "R.J."

After a beating-murder in the early morning hours of June 12, Winnipeg Police requested a check of

CSC's computer files for a suspect using the nickname "R.J.". Audrey McDonnell agreed to do a search and phoned Winnipeg a short time later with a list of six possible suspects. With her information, and a brief description supplied by other sources, an arrest was made in less than 24 hours and a charge of second-degree murder laid.

518 years in penitentiary

PACIFIC - "If you want experience in corrections, you should have been with the Retired Officers' Association members on a recent outing," says **Tony Martin**, regional manager, Industries and Food Services, Pacific. Twenty-one retired correctional officers, who between them have a total of 518 years of federal

corrections service, and their spouses recently took a bus and ferry trip to Saltspring - one of the Gulf Islands - for an island tour, lunch and a couple of thirst quenchers at the Canadian Legion. The successful event was organized by **Charley Basely**, **Bill Pike**, **Sandy Taylor** and **Jimmy Johnson**.

Quebec Research Bureau on Organized Crime honors CSC

QUEBEC- **Frank Conabree**, regional chief, Preventive Security, recently received a certificate of appreciation from the Quebec Research Bureau on Organized Crime (QRBOC) for the outstanding work he has done in the past 10 years to further the cause of the Bureau. Conabree was

the first member of CSC to join the QRBOC. He has served on several committees and worked on a number of joint CSC/QRBOC projects such as the temporary absences register, helping to obtain systematic reports on our clientele from the police and many information functions.

Library offers CX stress kits

OTTAWA-Information kits on correctional officer stress are available to staff from the Ministry Library. Similar to the AIDS information package the library offered in February, the kits contain articles about stress and a bibliography of

books in the library that deal with stress. To obtain your copy, write: The Ministry Library and Reference Centre, 340 Laurier Avenue West, 11th floor, Ottawa, Ontario, K1A 0P8 - or call (613) 991-2787.

Conference for correctional nurses a first

ATLANTIC- "New Brunswick's provincial correctional nurses sponsored a two-day national conference for federal and provincial correctional nurses recently," reports **Marena McLaughlin**, executive assistant to the regional deputy commissioner. The conference, held in Moncton, met its objectives - it provided a forum for professional development and in-service training geared to the needs of correctional nurses and for sharing information, problems and solutions. The nurses developed communications among themselves and they discussed the feasibility of forming a correctional nurses' interest group.

About 25 CSC nurses attended segments of the conference of particular interest to them and **Odette Pellerin**, head regional nurse, CSC, represented the Service on the conference planning committee.

Atlantic federal correctional nurses hope to sponsor a similar conference next spring.

Pacific staff have spirit

PACIFIC-A number of past and present CSC staff attended the sixth annual volunteer recognition banquet sponsored by the Matsqui/Abbotsford Recreation Commission. At the banquet were volunteers representing such community service groups as Big Brothers, Kiwanis and minor softball. Representing CSC and showing how heavily involved our staff are in the community were **Ron Wiebe** and **Tony Martin**, RHQ (Pacific); **Larry Alexander**, Mission Institution; **Bob Lusk**, Mountain Institution; **George Elmes**, retired; **Greg Lee**, Parole; **Ralph Houston** and **D. Burzuk**, Matsqui Institution.

Let's Talk/Entre Nous

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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.

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Let's Talk

Volume 12 No 9



October 1987

Inside

Parole supervision standards under review

There's been a need for high quality supervision standards acceptable to both CSC and the National Parole Board for a long time, says John Lawrence, standards project team leader and former Central Parole District director for Ontario. It's becoming increasingly important that federal

correctional agencies be clear about their expectations regarding community supervision. It is expected to take three years to develop the standards which will involve extensive consultation with the federal, provincial and private sectors.

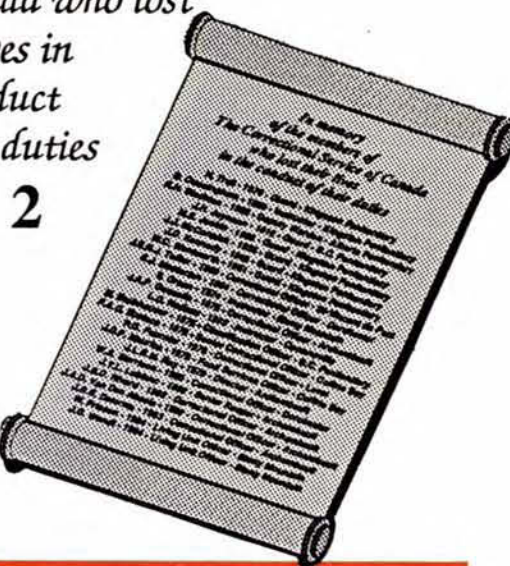
5

Unit Management on hold pending review

In an announcement to all CSC staff Oct. 13, Commissioner LeBlanc has placed the implementation of Unit Management on hold, including all classification actions and appointments, until a review requested by Treasury Board has been completed Dec. 31, 1987.

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*In memory of the members
of The Correctional Service
of Canada who lost
their lives in
the conduct
of their duties*



2

Facts and figures about federal female offenders

About 284 female offenders compared to 12,175 male inmates are in Canada's federal correctional system. *Let's Talk* looks at some of the programs and profiles of CSC's federal female population.

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Ontario reassigns senior administrators

Eight senior administrators in Ontario region have new jobs. Those affected are: Al Stevenson, Remi Gobeil, Ken Payne, Yvonne Latta, Tom Epp, George Caron, Mary Cassidy and Bram Deurloo. The reassignments take effect this month.

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Let's Talk across Canada

- Native spirituality camp-out at Sask. Farm
- CSC's work injuries second highest in government
- 250 inmate students complete ABE
- Beaver Creek cleans up in wake of tornado

inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

On September 27, peace officers from across Canada remembered those comrades who had lost their lives in the conduct of their duty. In a special ceremony held on Parliament Hill, correctional officers from CSC joined peace officers from the RCMP and other police forces in a memorial service.



In memory of the members of The Correctional Service of Canada who lost their lives in the conduct of their duties

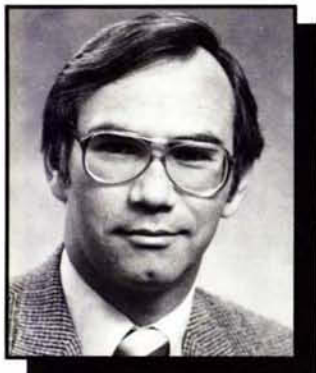
H. Trail - 1870 - Guard - Kingston Penitentiary
D. Cunningham - 1890 - Instructor - Kingston Penitentiary
R.H. Stedman - 1909 - Deputy Warden - Alberta Penitentiary
J.H. Joynson - 1912 - Guard - B.C. Penitentiary
M.E. Jenkin - 1926 - Guard - Kingston Penitentiary
J.J. McCormick - 1936 - Guard - Kingston Penitentiary
J.D. Kennedy - 1948 - Guard - Kingston Penitentiary
W.C. Wentworth - 1961 - Guard - Kingston Penitentiary
J.E.R.J. Teller - 1963 - Correctional Officer - St-Vincent de Paul
E.J. Masterton - 1964 - Correctional Officer - Dorchester
S. Green - 1974 - Instructor - Stony Mountain
J.A.P. Gosselin - 1975 - Correctional Officer - Archambault
L.G. Nadeau - 1975 - Instructor - Cowansville
M. Steinhäuser - 1975 - Classification Officer - B.C. Penitentiary
F.A.G. Eustace - 1978 - Senior Correctional Officer - Collins Bay
P.G. Fournier - 1978 - Correctional Officer - Laval
J.D.P. Maurice - 1978 - Food Services Officer - Collins Bay
J.L.R.M. Roy - 1978 - Director - Archambault
W.A. Morrison - 1980 - Correctional Officer - Dorchester
J.Y.L. Leblanc - 1982 - Senior Keeper - Archambault
J.B.D. Rivard - 1982 - Correctional Officer - Archambault
J.A.D. Van Den Abele - 1982 - Correctional Officer - Archambault
J.R.S. Delorme - 1983 - Correctional Officer - Archambault
W. Friesen - 1984 - Living Unit Officer - Stony Mountain
J.G. Wendl - 1984 - Living Unit Officer - Stony Mountain



Ontario administrators reassigned *effective October!*

The reassignment of eight senior CSC administrators in Ontario, announced by Ontario Regional Deputy Commissioner, **Jim Phelps**, in August, takes effect this month.

Al Stevenson, Millhaven Institution warden, has accepted an assignment at National Headquarters to work on a variety of special projects.



Al Stevenson
Special assignment, NHQ

Remi Gobeil, Kingston Penitentiary warden will become Millhaven's new warden. Gobeil began his career with CSC at Millhaven Institution in 1974. Ten years later he was named warden of Joyceville



Remi Gobeil
Warden, Millhaven Institution

Institution. He moved to Kingston Penitentiary in 1986.

Ken Payne, warden of Collins Bay since 1983, will become warden of Kingston Penitentiary. He was assistant warden, Vocational Education and Development at KP for five years



Ken Payne
Warden, Kingston Penitentiary

before becoming warden of Joyceville Institution in 1979.

Joyceville Institution warden, **Yvonne Latta**, has been named warden of Collins Bay Institution and will be replaced at Joyceville Institution by **Tom Epp**, senior projects manager at NHQ.



Yvonne Latta
Warden, Collins Bay Institution




Jim Phelps
*Regional Deputy Commissioner,
Ontario Region*

Latta was appointed warden at Joyceville in 1986. She joined CSC in 1974 as a parole officer in Toronto and subsequently held a variety of positions, including area manager and director of the National Parole Service in Toronto and Guelph and assistant warden, Socialization, at Collins Bay Institution.

Epp spent nine years with the Canadian Armed Forces before joining CSC in 1976 as assistant warden, Administration, Dorchester Penitentiary. Since 1979 he has held



Tom Epp
Warden, Joyceville Institution

a variety of positions at NHQ, including executive assistant to the Commissioner and director of Administration. 

Ontario reassigns administrators continued from page 3



George Caron
District Director, Parole
Eastern Ontario Region

Prison for Women warden **George Caron** will become district parole director for the Eastern Ontario Region, replacing **Bram**



Mary Cassidy
Warden, Prison for Women

Deurloo who is going on French language training.

Caron began his career in corrections as a parole officer in Edmonton and went to the Prison for Women in 1975 as assistant warden, Inmate Programs. He was appointed warden in 1981.

Mary Cassidy, regional director, Planning and Resource Management, will assume the position of warden, Prison for Women. Since joining CSC in 1967, she has served as warden of Warkworth and Joyceville institutions and Kingston Penitentiary. ■

Read about . . .
Female offenders
page 8

First quarter results:

250 inmates complete ABE

A massive campaign to reduce inmate illiteracy has had excellent results to date, says **Earl Fox**, director, Education and Personal Development at NHQ. Fox told a *Globe and Mail* reporter recently that "CSC's Adult Basic Education (ABE) graduation rate in the first quarter (250 students)

decreasing the 50 per cent illiteracy rate among offenders. The courses are all conducted by provincially accredited teachers using provincial curriculums. Some of the better educated offenders are being trained to assist as tutors.

There's a system of incentives and deterrents to get offenders into

Offenders who resist entering a literacy course may be blocked from getting a good-paying job in the institutions. They will also not qualify for some vocational training courses which now require a grade 10 level.

"It's important to break through their traditional macho contempt for education programs. Another prob-

"We're trying to give offenders a better start when they return to the community. A person without a high school education doesn't have much chance of getting a job. A person with grade 8 has even less. And if ex-offenders can't find a job, it is very difficult for them to straighten out their lives."

exceeded that of all 1986. We have a three-year planning target that calls for 750 completions by the end of this year, 1,350 completions next year and about 2,000 in 1989."

One of Solicitor General **James Kelleher's** strongest initiatives, the literacy campaign is aimed at

the program, says Fox. Inmate students now receive the same wages, about \$6 a day, as those with other responsible prison jobs. This ends what inmates saw as a penalty for people who chose to upgrade their education at the expense of lower wages.

lem we face is that people who are functionally illiterate tend to hide it because they're ashamed."

The budget for CSC's ABE program, which includes building classrooms and purchasing computers and software, is \$6 million, double the budget for 1986-87. ■

Parole supervision: standards under review

"Supervision of conditionally released offenders is vital to an effective corrections program, and ultimately the risk to society is best reduced through the parole programs and supervision service provided by CSC and the National Parole Board,"

says a joint statement prepared by Commissioner LeBlanc and NPB chairman Ole Ingstrup for a workshop on parole standards last March.

I'm excited – I think it's the most important step in parole supervision we've undertaken in the last 25 years, says **John Lawrence**. He was talking of Commissioner **LeBlanc's** decision to begin the long process of defining supervision standards for dealing with offenders on conditional release. Lawrence is the standards project team leader and former Central Parole District director for Ontario.

"Standards provide an ongoing monitoring and control system and offer the assistance and support so necessary to the successful reintegration of offenders into the community. The development of standards for the supervision of offenders released by the National Parole Board is an "extremely important undertaking," said the Commissioner.

Partners in a major review of standards

Last January, Commissioner LeBlanc and Parole Board chairman **Ole Ingstrup** decided to become joint partners in a major review of parole supervision standards. They got together in March with an eight-person project team (five from CSC, two from NPB and one from the Ministry Secretariat) to lay the groundwork for the project. It won't be a rush job, says Lawrence. It's expected to take three years and involve an

Key issues and options

The project team considered many questions and came up with a number of preferred options for further discussion by federal, provincial and private sector correctional people. Some of the more important include:

- **How can we strike a balance between CSC's and NPB's need to be assured of quality supervision while preserving the independence of correctional agencies?** The project team feels that there's no need to have every jurisdiction and private agency agree to a single set of standards. The Ministry's only need is to identify clearly standards which should govern the supervision of offenders released by the National Parole Board.
- **Should there be special standards for special offender groups like women, Natives, rural offenders?** Not necessarily. The standards to be developed should cover needs areas which must be addressed when each offender is being assessed and the plan of supervision is being prepared.
- **Should standards establish minimum mandatory requirements?** Yes, standards should articulate objectives and principles and provide explicit guidelines.
- **What about the frequency-of-contact (FOC) standards?** The project team's preferred option is to retain the FOC standards. However, offenders should be assessed as to their risk level and needs and be classified according to the frequency of contact they require.
- **What should standards say about:** • Home and community visits? • The gathering and sharing of information? • 24-hour availability? • Police liaison? • The use of volunteers in supervision? • The selection and training of supervisors? • The parole officer's brokerage role? • Case conferencing and quarterly reports? • Criteria for suspension? These are some of the many topics still requiring answers. "We have a long way to go yet," concedes Lawrence, "but we've made a strong beginning."

Let's Talk

extensive process of consultation with federal, provincial and private sector correctional agencies.

Development of parole supervision standards is expected to take three years and involve extensive consultation with the federal, provincial and private sectors. Final standards are due December 1990.

First step, says Lawrence, will be an exploratory phase in which issues and options in the March 1987 workshop are presented to various groups. They will have up to the end of the year to respond. The project team will then draft standards which will form the basis for in-person consultations in the spring of 1988. The draft standards will be field tested and final standards are expected in December 1990.

Why new standards?

First, says Lawrence, the existing standards in the Commissioner's Directives, the Case Management Manual and the Administrative Agreement between CSC and NPB, don't give much direction as to the content or quality of supervision expected.



It's becoming increasingly important that federal correctional agencies be clear about their expectations regarding community supervision.

They concentrate mainly on procedures. And second, more and more private sector and provincial workers have become involved in community supervision.

All groups benefit from standards

Standards are essential for CSC because they are a statement of the goals and essential requirements of its supervision service. For the NPB, standards indicate the prescribed level of supervision which will be consistently applied across the country. For parole supervisors, standards are a description of their professional mission.



For offenders, standards clearly articulate what is expected from them, and what they are required to do to qualify for parole. For the public, standards offer a measure of reassurance about the quality of supervision provided offenders.

Minimum standards - or excellence?

There's been a need for high quality supervision standards acceptable to both the Service and the National Parole Board for a long time, notes Lawrence. "Previously we used a system of what we defined as 'minimum' standards, plus a large helping of intuition in dealing with parolees' problems." Today, however, that's no longer enough.

There's an urgent perception that the time has come for excellence in supervision through development of standards - not just a minimum level to aim for.

"We're interested in the *quality* of our community supervision not just in the number of clients we can see in a week. There's a need also for individuality in approach so there can be a concentration of effort for offenders who require tight control. Other offenders, who are managing well, may require very little supervision," says Lawrence.

What standards should do

According to the project team, standards should be precise, concrete, consistent, measurable and realistic. They should set the level of service expected. Some standards should set out approaches for dealing with individual needs. Standards should also reflect the community level of professional service delivery. Standards can also set expected outcomes.

Re-thinking the classification matrix

"Another initiative is a re-thinking of our whole classification matrix in institutions," Commissioner LeBlanc told the March workshop.

"What we found is a natural tendency to overclassify because of a fear of escapes. We need to be more realistic in how we peg inmates on the security scale."

"Some inmates aren't as dangerous as we believed, but there's a group, probably about five per cent, which must be approached in the proper way, without taking unnecessary risks or endangering public safety." ■

Unit Management on hold pending review, says Commissioner

In an announcement to all CSC staff Oct. 13, Commissioner LeBlanc has placed the implementation of Unit Management on hold, including all classification actions and appointments, until a review requested by Treasury Board has been completed Dec. 31, 1987.

"As most regional staff are aware, the Service is in the process of implementing the Unit Management system in each of our major institutions. However, this implementation has brought to light several classification and operational issues of concern to Treasury Board. They have asked us to deal with these issues *before* we can proceed with finalizing the Unit Management models for each institution.

tions Viau will be meeting with each regional deputy commissioner in the

before Treasury Board will proceed with the Correctional Group.

Discussions will focus on such topics as:

- Areas where **national consistency**, (standards), is either required or desirable in terms of the application of Unit Management in each CSC facility.
- **Justifications for variations** in application or flexibility in implementing Unit Management.
- **How to balance** both areas where consistent application is required, and **flexibility** is desired, in implementing Unit Management.

next month to obtain their perspectives on the issues and options.

Although the Correctional Group and Unit Management projects aren't directly related, classification concerns pertaining to Unit Management must be addressed by CSC before Treasury Board will proceed with the Correctional Group.

"I have decided, therefore, to declare a moratorium on Unit Management implementation until the Director General, Personnel, **Sandra Davis** and Director General, Correctional Operations, **Pierre Viau**, have completed their review of the issues and prepared their response for Treasury Board Dec. 31," the Commissioner said.

To explore the concerns raised by Treasury Board, DG/Personnel Davis and DG/Correctional Opera-

Correctional Officers' Group affected by review

Another CSC project of concern to Treasury Board is the Correctional Officers' Group (CG), a new CSC employee group unifying 6,900 positions into a bargaining unit for negotiation with Treasury Board.

Although the Correctional Group and Unit Management projects aren't directly related, classification concerns pertaining to Unit Management must be addressed by CSC

NHQ/regional meetings

Once the information has been collected at the regional level, there will be a meeting of senior regional and NHQ management to finalize a national stance on implementing Unit Management which is consistent with CSC, Treasury Board and Public Service Commission requirements for continuing the approval process for creating the Correctional Group.

"To accomplish this task, it is imperative that all CSC staff assist both line and functional managers when requested to define the needs of each institution. I am positive that with your cooperation we will be able to develop a management system that will not only assist the Service in meeting its goals and objectives but also develop an environment in which professional development is possible." Commissioner ■

Dr. Jim Millar appointed acting DG Health Care **Dr. Craigen named special adviser**

NHQ - On Sept. 1 Dr. Dan Craigen, director general, Health Care since 1969, was named special adviser to the deputy commissioner, Offender Programs and Policy Development, on health care and psychiatric services. He will also be a member of the Mandate Working Group formed to determine CSC's role in relation to health care and psychiatric services.

Shortly before Dr. Craigen moved to the Pacific region to take up his new duties, friends and colleagues gathered in Ottawa to wish him well. The Sept. 21 luncheon included Acting Commissioner Andrew Graham, Ontario Regional Deputy Commissioner Jim Phelps, Don Yeomans, former CSC commissioner, Dr. Bill Davis, former Prairie regional manager, Health Care and Dr. John

Callingham, former Health Care Advisory Committee member, Dr. George Scott, Kingston and Dr. Harry Botterell, who chaired one of the first advisory committees on health care. They recalled both serious and lighter moments shared with Dr. Craigen.

Dr. Craigen joined the Service in 1963 as a psychiatrist at Saskatchewan Penitentiary. Later he moved to Matsqui Institution where

he ran a pilot treatment program for heroin addicts.

DG Health Care named

Dr. Jim Millar, acting director general, Health Care Services since Sept. 1, joined CSC 1 1/2 years ago as regional manager, Health Care, Prairie region. While in private practice in Nova Scotia, he was a member of the National Medical Advisory Committee for two years.



Dr. Craigen at farewell luncheon



Dr. Jim Millar heads CSC Health Care

Facts and figures about female federal offenders

Less than two per cent of CSC's offender population are women, says an 1987 statistical report compiled by Christina Power, female offender coordinator at NHQ.

Compared to 12,175 male inmates, there are about 284 female inmates in the federal correctional system. Approximately half of these women are incarcerated in CSC's only female prison, the

multi-level security Prison for Women in Kingston, Ontario. About 130 female inmates are housed in provincial prisons through Exchange

are about 145 female offenders on full parole and mandatory supervision.

"Accommodating federal female inmates in provincial institutions enables them to serve their sentence closer to their homes and families, something not possible a few years ago when

Compared to 12,175 male inmates, there are about 284 female inmates in the federal correctional system.

of Services Agreements (ESAs) and the remainder are on day parole, working or attending school. There

most female offenders had no choice but to be incarcerated at the Prison for Women," notes Power. —

A profile of the typical federal female offender indicates she is young, unmarried, serving her first federal term in prison, sentenced from two to five years, and in for such crimes as murder, manslaughter, narcotics offences and robbery. Less than a fifth of the women are "lifers."

What programs or work opportunities are offered?

A wide variety of programs are available for female offenders from Adult Basic Education upgrading to courses up to the university level, vocational training, social development programs and individual program plans to assist their return to the community. Social/cultural, self-help, religious and arts and crafts courses are also offered. Program standards, says Power, are "on a par with those offered in other institutions."

Two new programs

Because of the unique needs of female offenders, there's a requirement for individualized programs, says Power. Two new programs address sexual assault and drug addiction. To cope with the trauma of sexual assault which affects many female offenders, an additional psychologist has been hired two days a week to provide specialist services in that area. A drug addiction program, now being developed, is tailored specifically for women addicts and will be handled through a contract with the Elizabeth Fry Society.

What are their crimes?

Sentences being served by federal female offenders are for such crimes as: murder 19.2%, manslaughter 17.6%, narcotics 16.1% or robbery 13.0%, compared to sentences generally served by women in provincial institutions, for crimes against property (shoplifting and other forms of theft), and fraud (bad cheques, stolen credit cards).

Work opportunities

Female offenders, like their male counterparts, may earn anywhere from \$4.15 to \$6.90 per day, depending on their performance on the job and the security level of the institution. Women who are willing to work, but can't because of job shortages, medical reasons or lack of supervision, receive a base rate of \$1.60 per day.

Health care services

The Prison for Women provides comprehensive health care services that include

medical, surgical, gynecological, psychiatric, nursing and dental care.

Who are they?

Over half of female offenders are single, 51.7%, while 14.4% are legally married and 13.7% have common-law partners. Over half are in the 20-34 age group, and 84% are serving their first federal term. About 146 female offenders or 51.3% are serving sentences of two to five years, 4.2% are in for two years, 19.4% have sentences of five to 10 years, 6.6%, 10 to 12 years, 17.9% have life sentences.

What outside assistance is available to female offenders?

The Elizabeth Fry Society is the oldest volunteer group to work with women in the criminal justice system but other volunteer groups are also actively involved. These include the Citizens' Advisory Committee, HELP which focuses on job search, and the Women to Women group which offers one-on-one counsellors. Other volunteer groups address the specific needs of Native female offenders.

Visits from family and friends are also permitted and there's no limit on the number, provided they don't interfere with the inmate's work. The women, like their male counterparts, can also participate in Private Family Visiting Programs of overnight visits in a separate bungalow on the grounds.

Future objectives

And for the future, says Power, "our aim is closer liaison with community organizations working with female offenders, as well as the establishment of federal/provincial/private sector corrections committees to advise us on programming." ■

Frontenac raises \$5,000 for MD



George Downing, Frontenac Institution's superintendent (kneeling left), and Kurt Jespersen, a wheelchair user with muscular dystrophy and the inmates' inspiration, pose with some of the eight Frontenac inmates whose con walk raised money for muscular dystrophy.

ONTARIO - A lot of concern was evident on Parliament Hill Sept. 3 as eight Frontenac inmates, dressed in 19th century prison garb, started a four-day walk to Kingston to raise money for muscular dystrophy.

This was the first time inmates from a federal institution in Ontario have made such a walk. The inmates' efforts raised \$5,000 in cash and they will receive more from pledges made by citizens along the way.

Two Frontenac staff accompanied the inmates along the way.

The "con walk" coincided with Frontenac's 7th annual open house. A steady stream of people toured the institution and took part in a variety of events.

NHQ's smoking questionnaire

A questionnaire on smoking habits circulated recently at NHQ produced 253 replies out of 419 questionnaires distributed. Of these, 162 were from non-smokers and 91 from smokers. The results indicate that non-smokers are generally bothered by second-hand smoke, 90 per cent to varying degrees, 48 per cent consider it a

serious health hazard and several reported severe reactions which affected their work. Of the smokers, 85 per cent acknowledge an awareness that their smoking bothers other people.

Half of the smokers report they're heavy smokers and many, 85 per cent, were interested in smoke cessation programs.

Participation Day



NHQ Some of Participation Day's "Nth" team members from the Ministry Secretariat.

Individual winners were: Outstanding female: JoAnn West (NPB), outstanding male: Gerry MacGillivray (CSC) and outstanding mature athlete - Chris Carr (CSC).

Team winners: Winning team members were: Christina Power, manager, Norm Payette, Gerry MacGillivray, Martin Davenport, Linda Cork and Jacques Sorokas. Enthusiastic Participation organizers were Désirée Zalatan, Jean-Marc Plouffe, Al MacDonald and JoAnn West.

NHQ - For a while it looked as if CSC had lost the "action" in Participation. But, eventually, the Offender Policy and Program Development sector got things, and people, moving.

Fourteen teams assembled Sept. 3, for the first joint CSC/National Parole Board/Ministry Secretariat, afternoon of sporting events with the emphasis on fun, not competition.

New Chaplaincy director

NHQ - Chaplaincy has a new director but the director is not new to chaplaincy. The Rev. Pierre Allard assumed the post Sept. 8, after serving as CSC's Atlantic regional chaplain for the past 10 years. While



there he pioneered the community aspect of chaplaincy. He was instrumental through the Christian Council for Reconciliation Community chaplaincies in involving the Moncton, St. John and Fredericton Christian communities with inmates and parolees.

Coming events

Oct.24-29 International Association of Chiefs of Police Conference, Toronto

Oct.27-30 Critical Risk - Quality Care Adolescents in Secure Settings, (International Conference sponsored by Thistedown Regional Centre, Syl Apps Campus), 51 Panorama Court, Rodale, Ontario M9V 4L8, (416) 741-1210, Toronto, Ontario

Nov.1-4 "Working for Justice" 1987 National Committee Symposium, Boston, Massachusetts

Nov.4-5 Heads of Corrections Meeting, St. John's, Newfoundland

Nov.11-14 Annual meeting of American society of Criminology, Montreal, Quebec

Jan.11-14, 1988 American Correctional Association Winter Meeting, Phoenix, Arizona

Peace officers compete

QUEBEC - Donnacona Institution and Montreal's Parthenais Prevention Centre were the winners of the 10th annual peace officers' softball tournament hosted by Drummond Institution Aug. 21-23, reports Thérèse

Gascon, Communications, Quebec. Donnacona won in the final "A" division against Montée St-François while Parthenais won in the final "B" division against the Regional Reception Centre.

CSC injuries rate second highest in government

Labour Canada figures for 1981-84 show that CSC has the second highest rate of disabling injuries (almost 10 %) of all government departments! That's 83 work days lost annually per 100 employees.

Because the rate and severity of accidents within CSC, renewed efforts are underway to provide a safer

and healthier work environment.

October 19-24 is Occupational Safety and Health Week. Watch for information from your Safety and Health Committee (OSH). For further information call Gary Balcombe, CSC's national coordinator, Occupational Safety and Health at 996-1323.

Fun run attracts CSC staff

NHQ - A number of headquarters staff took part in the United Way's fun run Sept. 15, drawing attention to the start of the annual campaign. Some of our seasoned marathoners ran while others walked along the route to show their support for the campaign.

With kick off celebrations over, campaign coordinators are now down to the serious business of raising money for the many agencies that come under the wing of the United Way.

NHQ's United Way coordinator, Earl Fox, says the target for the 1987 federal service campaign is \$4,825,000. CSC's target is \$32,000. He reminds us that last year agencies funded by the United Way helped approximately 200,000 people in Ottawa-Carleton and Western Quebec alone.

"Our goal this year is not to ask for great sums of money, but for everyone to donate one dollar a month more than they did last year," he said.

Beaver Creek cleans up in wake of Ontario tornado

ONTARIO - Bracebridge, Ontario was glad it had a CSC institution nearby when a tornado struck the town at the end of June, reports Ted van Petegem, superintendent, Beaver Creek Institution. Although the storm caused limited damage to private property, it uprooted many trees in parks and cemeteries. Beaver

Creek's inmate forestry crew was asked to help clean up the debris because of the good reputation they have earned in the past. Senior forestry officer, Don Thur and a crew of 20 inmates pitched in to help. The cemetery board acknowledged its appreciation for the institution's help in a letter to the local newspaper.

Hiesinger retires

PACIFIC - Colleagues and Food Services associates from Elbow Lake Institution, Pacific region, recently held a retirement dinner for Karl Hiesinger, Food Services supervisor, who retired after 32-years service, reports Tom Crozier, Elbow Lake superintendent.



Karl Hiesinger, Elbow Lake's Food Services superintendent (left), accepts 32-year service plaque, signed by the Prime Minister, from Tom Crozier, superintendent, Elbow Lake Institution, while the kitchen crew look on.

Hiesinger and his wife emigrated to Canada from Germany after World War II. He joined the Canadian Armed Forces and served in Korea and various postings in Canada before joining CSC as a Food Services officer. "He was Food Services supervisor at Elbow Lake for 12 years," says Crozier, "and during that time compiled an enviable record for a quality operation."



BC Native inmates donate art

PACIFIC - Native inmates at Kent, Mountain, Matsqui and Elbow Lake institutions donated art and crafts to an auction, Sept. 11, to raise funds for Ka 'wa', formerly called the Friendship Centre Society of Chilliwack, BC.

"Although the friendship centre is on the 'outside', Native Brotherhood groups in the institutions recognize the value of such a centre," says spokesperson Heather Stewart,

who works on contract for CSC. "They wanted to contribute to the well-being of their brothers and sisters on the outside. There's always been a strong interest in Native art in the brotherhoods and the auction gave them the opportunity to show the quality of their work." Isadore Charters, art instructor at Kent and Mountain institutions, contributed his painting, "Muskrat Hunting," to the event.

Native spirituality camp-out offered at Sask. farm

PRAIRIES - "It's the first time I've been in complete darkness in 10 years," noted a long-time inmate who took part in an experimental spirituality camp-out for Native inmates at Saskatchewan Farm Institution this summer. Dennis Thorne, the institution's elder and driving force behind the program explained that twice during the summer he and six inmates camped out overnight in the bush, on institutional property by the bank of the North Saskatchewan River. They returned to the institution next day and ended the outing with a Sweat ceremony.

"It's part of the overall Native

Spirituality program that includes regular Sweat ceremonies for inmates at Sask. Pen., the Farm and the SHU," says Thorne. "Spirituality and nature go hand in hand and inmate interest in this program is high. Next year I hope the program will enable an inmate to fast alone in the bush with only limited supervision." Cliff Moore, deputy superintendent, Programs, added that CSC and the National Parole Board now recognize that Native spirituality is as beneficial as other more traditional help programs. Thorne hopes there will be one more outing before the cold weather sets in.

Beaver Creek donates cash

ONTARIO - A \$1,000 cheque was presented to the Muskoka Family and Children's Services to assist in their summer camp program, reports Ted van Petegem, superintendent, Beaver Creek Institution.



"The money collected by the Inmate Committee, came from the majority of inmates and most of the money came straight out of their pockets," he said. "I thought it was a very generous gesture on their behalf." The chairman of the Inmate Committee, left, presents the cheque to Sidney Rosenblatt, representative of the Family and Children's Services.

25 years service



Elbow Lake superintendent, Tom Crozier, (centre), recently presented 25-year service plaques to Bert Duncan, supervisor, Industrial Training Programs, (left) and Jack Little, supervisor, Forestry Programs.

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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.

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Inside

Sex offenders: myths and realities

About 1,300 sex offenders are housed in CSC institutions today, and myths to the contrary, a variety of treatment programs are available for them across the country. In a three-part series, *Let's Talk* looks at treatment programs

offered by CSC's regional psychiatric centres as well as institutional and community programs. Part one in this issue looks at what kind of people become sex offenders and treatment programs in Ontario.

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Contract Review Board: working with managers

The Contract Review Board, established in 1986, sees its role as one of assistance and advice rather than a restraint or control mechanism. They've been asked to take a greater role in challenging managers to find out if their request for a contract is really the best solution.

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Metro-Montreal's new parole director

Metro-Montreal, CSC's largest parole district, has a new director. A seasoned correctional veteran, Louise Bellefeuille is a woman who likes challenges, hard work, new ideas and working with people in conflict. Bellefeuille replaces Lily Tronche as acting director.

7

New beginnings for young offenders

Nearly 30 young offenders got a second chance this year because of a unique project started by NHQ's Rob Tripp. His dream to combine a love of sailing and a desire to help young offenders was realized this summer.

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next issue!



Let's Talk across Canada

- Warkworth is 20 years old!
- What's cooking at Bowden?
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inside



Correctional Service
Canada

Service correctionnel
Canada

Canada

Contract Review Board

A catalyst for change



CRB members (L-R) Gerry Hooper, Dir. Gen. Materiel and Administration; André Lepage, Dir. Gen. Finance and Vie Dearman Senior policy advisor, Personnel

The Contract Review Board (CRB) was established March 1986 at the request of Commissioner LeBlanc, in response to Treasury Board's concern about adequate contract administration and lack of control mechanisms in federal government departments.

Like NHQ, each of the five regions has its own contract review board mandated to review, advise and challenge contract proposals. The CRB at NHQ provides functional direction to the regions by advising the regional boards on all aspects of the contracting process.

"I think the Contract Review Board's year-and-half record has shown we're not inflexible bureaucrats bent on delaying the contract process, as some managers have feared," says André Lepage, director general, Finance and CRB chairperson. "Our aim has been, and continues to be, to work with managers, not against them.

"Change was required - and the CRB was the mechanism established to make it happen," says Lepage.

"Our practice of working with managers to facilitate all aspects of the contracting process, whether it's identifying prospective suppliers, procurement strategies, contract regulations,

"What's more, internal auditors in a recent audit of Contracting Services in CSC, reported *positive changes* in our contracting process, particularly in the area of clearer defi-

"Change was required - and the CRB was the mechanism established to make it happen! Working with managers to facilitate all aspects of the contracting process has produced substantial benefits for CSC."

or contract tendering and evaluation, has produced substantial benefits."

Lepage concedes that the first year was a learning period for both the board members and CSC managers. "However, the results have been most encouraging. To a considerable extent we have eliminated the appearance of contract-splitting and employer/employee relationships as well as significantly reduced "automatic" sole-source contracts.

inition of the work required, a more comprehensive scope to the contract, and better identification of expected results."

Lepage attributes the success of the CRB as a catalyst for change to the strong support the board has received, and not only from senior management. There's been a willingness to change by managers and Contracting Services' staff have worked hard to explain the

new approaches to managers.

If it's Thursday, CRB must be meeting

The three-person board consists of three director generals - Finance, Materiel and Administration, and Personnel, and meets Thursdays to review contract requests. The Finance DG acts as chairperson and a legal adviser attends if required. The CRB is supported by a secretariat consisting of the chief, Financial Operations and the director, Materiel Management. Review of contract requests, advice and procurement are their responsibilities.

Lepage suggests managers plan to have their contract requests ready for the board as early as possible, but no later than Wednesday noon. This allows time for review and to prepare an agenda for senior management before CRB meets to discuss each individual request the next day.

Planning is essential

Planning is a word Lepage uses often. It's the essence of a successful contract, he feels. He advises managers to allow sufficient time to address adequately the specifications of the work, its scope and the results expected. "If this is done well, a dependence on sole-sourcing can be avoided. A total package can often be contracted covering the whole area of work, rather than resorting to several phases of the contract and the appearance of contract-splitting. This can lead to questions from the auditors later."

Trend to tendering

"Where sole-sourcing was the usual practice in the past, tendering is the trend today," notes Lepage. Sole-sourcing is allowed under certain conditions: where it is uneconomical to tender, or it's clear there is only one suitably qualified supplier, or the contract value is under \$30,000.

However, "too often in the past sole-sourcing was used to the point where it was considered an abuse of the contracting process."

Tendering contracts can bring substantial benefits to the manager as

well as to the organization. It's clear evidence of "prudence and probity" in the spending of public funds since it ensures a "least cost" for the services. Tendering also ensures equality of opportunity and fair treatment of bidding firms. It may also result in new ideas and a review of certain basic facts which previously might have been taken for granted. "All things considered, this move toward tendering is definitely to CSC's advantage."

being planned for the other regions this fiscal year.

Contracting Services at NHQ has recently developed guidelines for contracting for services in CSC. It's for managers and contracting staff and should be available in the next six to eight weeks.

If you're interested in further information about the CRB, Lepage suggests you refer to the Commissioner's memo on *Contracting in CSC* dated 87-07-24. It outlines the

Where sole-sourcing was the usual practice in the past, tendering today is the trend. Too often sole-sourcing was used to the point where it was considered an abuse of the contracting process.

Working with the regions

According to Lepage, NHQ board members are committed to helping regional CRBs and managers with effective implementation of their contract review process. Board members recently gave a presentation to Pacific region managers and CRB members and attended one of their regional CRB meetings. Visits are

Commissioner's views on this important subject and explains the respective responsibilities of managers, and service and control groups including contract review boards.

In a final word to managers, Lepage adds, "let's continue to work together and improve on change already realized." ■

Contract planning: Suggestions for managers

- **Identify your requirements:** a thorough description of the work is required. Identify processes and clients. Describe the final product and the nature of its contents.
- **Analyze your contract:** determine if the work must, in fact, be done by an outside person. Or can the work be done in-house using our own resources? Ensure that there is no unreasonable risk of an employer/employee relationship.
- **Consider the need for a cost-benefit analysis,** even if it is a renewal of a previous contract.
- **Is another sector doing a similar contract?** Could managers pool resources? The CRB will refer managers to a branch doing similar work since it becomes aware of contracting activity throughout the Service.
- **Keep at arms' length from contractors.** Don't negotiate. Leave negotiation of terms and conditions to Contracting Services - it's their job. Otherwise the independent process which should exist, could be jeopardized.
- **If in doubt, talk over your contract plans** with Contracting Services before the request for contract is submitted since this may catch problems early and save valuable time.

Coping with

Sex Offenders

CSC offers a variety of treatment programs

Identifying the exact number of these offenders is often difficult, says Dr. Dan Craigen, former director general, Health Care at NHQ who is now a policy adviser on health care and psychiatric services in the Pacific region. For example, a sex offender could also be a murderer and be charged for the greater crime and therefore not show up as a sex offender statistic.

month treatment program for sex offenders. The Kingston Treatment Centre with 13 beds, offers group and individual therapy for up to five months, and takes offenders from the Atlantic region as well as Ontario. Quebec sex offenders are served by a 21-bed unit in Montreal's Pinel Institute where the program runs for a two-year minimum.

Each region, notes Dr. Craigen,

victim has suffered; and social skills training.

No female sex offenders

No female offenders are being treated at the moment, Dr. Craigen says, although two women have been classified as sex offenders. If they want to enter the treatment program, it will be done on an individualized,

About 1,300 sex offenders are housed in CSC institutions today, and myths to the contrary, a variety of treatment programs are available for them across the country.

Treatment programs of from three months to two years are offered at three regional psychiatric centres across Canada. In some locations, institutional and community treatment programs are also available, says Dr. Craigen.

The 30-bed sex offender unit at the Regional Psychiatric Centre in Abbotsford, BC offers a two-year treatment program that takes sex offenders mainly from the west. The Saskatoon Psychiatric Centre with 24 beds, also offers a five to six-

is responsible for treatment of its own offenders but inmates are sometimes sent to the psychiatric centre best suited to their needs. Although treatment methods and clientele may differ from region to region, the objectives are similar. Specific treatment approaches include: insight therapy to teach offenders to recognize and cope with deviant sexual arousal patterns before they can become a crime cycle; sex education; self-esteem enhancement; sensitizing offenders' response to what the

one-to-one basis since the present programs have been designed for men.

In a three-part series, Let's Talk will look at the treatment programs offered by the regional psychiatric centres as well as institutional and community programs.

Part One ————— ➔

What kind of people become sex offenders?

Who are sex offenders? Do they have a recognizable profile? Basically, yes, says Dr. Sharon Williams who heads the program at Kingston Treatment Centre in Ontario. Although in her experience, sex offenders come from all sections of society, generally they suffer from some form of alienation such as:

- low self-esteem
- poor social skills (which means they may be frustrated in their efforts to have normal relations with women)
- inability to control anger which can then explode into violence, even murder
- inadequate knowledge about sex
- poor social and sexual attitudes to women
- deprivation of affection as children, or having abusive parents

What is a sexual offence? Tests have shown, Dr. Williams says, that many, including so-called "normal" individuals, may respond to what psychologists call deviant sexual arousal situations – violent acts against women, inappropriate stimuli such as children, underage females or incest. But that doesn't mean they will act out and commit an offence, probably because they recognize their fantasies are unacceptable and can control them. A sexual offender seems unable to control or even, sometimes, to recognize that the behavior is defined as criminal.

He asks them if they would like to be assessed. If the answer is yes, the offender is brought into the Kingston Penitentiary Treatment Centre for about a week's assessment and following a battery of tests, treatment may be recommended.



Bruce Malcolm
Coordinator of Assessment
Kingston Penitentiary, Ontario

If the offender refuses assessment, Malcolm will try again later. In fact, he says he checks sex offenders right up until they are released in the hope of persuading them to be assessed. They are then "prioritized" – those with the shortest sentences get treatment first. Long-term offenders who want treatment sooner and who are housed in Kingston Penitentiary can apply to take sessions of up to four months at Kingston Penitentiary's Protective Custody psychiatric unit. Psychologist Mike Young, who runs this unit, counsels offenders in office visits.

If an offender is identified as needing treatment, programs and methods are discussed, and an appointment made to come to the centre to take part in group or individual treatment programs provided by Dr. Williams and her staff of one psychologist and six nurses.

"Very few refuse treatment once they've agreed to it, but maybe 10 per cent have difficulties with the program and drop out. Some years we have no drop-outs. Last year there were four."

Offenders must be motivated

If treatment is to be successful, offenders must want —

A look at Ontario's sex offender programs

Not all offenders want help

Although all sex offenders in the Ontario region will be offered assessment and treatment if they need it, not all of them want help, notes Dr. Williams. And the programs are voluntary, she stresses. No sex offender can be forced to take treatment although the National Parole Board sometimes makes it a condition of parole that the offender be assessed to see if treatment is necessary. "Sex offenders who refuse assessment open themselves to being considered more dangerous and could be gated (detained)," she explains.

Many offenders are convinced they don't really have a problem. Some believe they have reformed because they forget that there are few temptations in prison compared to the outside world, and still others refuse treatment completely and sit out their time.



Dr. Sharon Williams
Kingston Treatment Centre, Ontario

90% agree to assessment

In Ontario region, only about 10 per cent of sex offenders refuse to be assessed to see if they need treatment, says **Bruce Malcolm**, coordinator of assessment at Kingston Penitentiary. His job is to identify sex offenders through computer codes, usually when they have served two-thirds of their sentence, or shortly before their mandatory supervision date.

Let's Talk

to be helped and to work actively with treatment staff, says Dr. Williams. "It's not like having an appendicitis operation where the surgeon does all the work. You can't do much if the offender doesn't actively want to change his behavior."

What treatment is offered?

At the 13-bed Treatment Centre, there are two programs – one is an 18-20 week group therapy program and the other an individual program which is shorter, about 12 weeks.

ment program, is a good start towards reconstructing behavior," she feels.

First they try to build trust between the psychologist and the patient, then they attempt to reconstruct deviant sexual fantasies by showing patients the ways in which their arousal patterns are unacceptable. To do this aversion therapy (smelling a foul odor) is used along with videos of inappropriate stimuli. She uses her own mixture of "extract of rotten potato" which she discovered

social skills and self control, courses in sex education and group discussion.

How do you measure success?

After treatment is finished, the patient is assessed at least once again to see how much of it "took." Basically, says Dr. Williams, the treatment is found to be successful in 85 per cent of those who stay with the treatment. These offenders are much more likely not to return to

No sex offender can be forced to change. All treatment is voluntary and the offender must actively want to change.

Of the 150 sex offenders assessed each year, about 40 are recommended for treatment. Patients are received on a continuous basis with a waiting list of 20. As soon as a patient is discharged, another comes in. "Our groups are mixed," she says. "We take people with low intelligence and those on medication for psychotic disorders, if they are stabilized, as well as average and high IQ clients."

Dr. Williams describes the treatment as "behavior therapy of a very intensive nature – 15 hours a week. Five months, the length of our treat-

in her fridge and found to be highly effective and completely safe!

Mild electric shocks (the size of the jolt is agreed upon with the patient) are also used as aversive conditioning. Drugs, such as CPA (Cyp-rotone Acetate), are available to those whose fantasies appear to be uncontrollable but Dr. Williams personally favors self-control over drugs since "it's better for patients to learn to recognize inappropriate arousal patterns themselves and control them."

The group therapy program consists of teaching patients to develop

prison, especially for the offence for which they were treated.

"We sometimes find offenders back in prison for another, non-sex-related, offence. It's difficult to get good statistics because once an offender is released, there are no follow-up programs. Only if offenders commit another crime and return to prison do they come to our attention. Then it's possible to see if the crime is sexual, violent, or property-related. Those who don't return to prison for committing the same crime are felt to be successful cases," she notes. ■

Let's get it straight:

Quebec Parole reorganization update

Further to *Let's Talk* September (Vol.12 No.8), on reorganization in Quebec parole, Jean-Claude Perron, regional deputy commissioner, informed *Let's Talk* he has decided to "proceed with the reorganization by giving a greater role to the community sector. The largest districts will have greater representation on the Regional Management Committee. This will facilitate promotions, mobility and career advancement. As well, in this period of cost restraint,

the new structure will permit the Service to save \$200,000 and three person years annually," he said. The correct distribution of parole offices and community correctional centres in the two reorganized districts is:

Metro-Montreal, headed by acting Director Louise Bellefeuille, now comprises five parole offices: Longueuil, Lafontaine (formerly Montreal South and North Centre), Ville Marie (formerly Décarie and Acadie), Langelier,

Granby and three community correctional centres, Ogilvie, Sherbrooke and Martineau.

The New District, under Director Gilles Thibault, comprises 12 parole districts: Chicoutimi, Rimouski, Rouyn Noranda, Hull, L'Annonciation, Ste-Thérèse, Laurentides, Fabre, Duvernay, B12 Laval Annex, Trois Rivières, Quebec and two community correctional centres, Benoit XV and Laferrière. ■

Metro-Montreal parole: New parole director: A woman who welcomes challenge

Metro-Montreal, the largest parole district in Canada, has a new director.

Louise Bellefeuille, regional manager, programs and security, in Quebec has replaced Lily Tronche as (acting) director. Montreal Metro's three community correctional centres, 10 community residential centres and 109 person-years are in her capable hands. Tronche is now warden, Federal Training Centre.

Bellefeuille, 41, a seasoned vet-

of women. "I was never afraid. I suppose some of the inmates thought that as a woman I'd be a soft touch. But eventually they ended up accepting us when they saw we were doing the same job as the men. "Anyway," she says, "I don't come across as a mother, or someone with a soft shoulder to cry on. That's not my idea of helping inmates cope."

Her managerial responsibilities began in 1974 at Quebec's RHQ where she was classification and psy-

not helpful and effectively prevented everyone from working well together."

In 1986, Bellefeuille was appointed regional manager, programs and security. She then accepted the position as Metro-Montreal director. It wasn't an easy move, she reports. "I landed right in the middle of the transition to privatization where it had been decided to privatize, or contract out, certain services including case supervision to private sector

"The most important goal is to provide offenders with the means to make a successful return to the community. When all's said and done, that's what we're here for."

eran in corrections, admits to enjoying challenges, hard work, new ideas and "direct contact with people in conflict." That's what led her into criminology in the first place, she says, after deciding that a career in psychology was not what she wanted after all. She interned first in the psychiatric ward at Bordeaux in 1969 and later at Montreal's Phillippe Pinel Institute where she finished her MA and developed a strong interest in helping ex-inmates make a successful return to the community.

An incredible education

Working at Pinel as a criminologist in 1971 was "an incredible education." She says she was "no cream puff, but it took all my energy just tackling the challenges."

Archambault, one of Canada's toughest maximum-security institutions was her next step. She went there as a case management officer at a time when there was only a handful

of women. "I was never afraid. I suppose some of the inmates thought that as a woman I'd be a soft touch. But eventually they ended up accepting us when they saw we were doing the same job as the men. "Anyway," she says, "I don't come across as a mother, or someone with a soft shoulder to cry on. That's not my idea of helping inmates cope."

Three years later she moved to the Regional Reception Centre, next door to Archambault, where she was assistant director of the living unit program. She arrived at a time when the unit management concept, where programs and security staff work more closely together, was taking over from the previous living unit structure. "We're experimenting with unit management there now with the focus on establishing effective control mechanisms."

"Most of us felt the previous dual management system of lining up the program staff on one side and the security people on the other was

agencies. I would add, though, that my task was greatly facilitated by the experience and professionalism of District staff. Many of the employees had more than ten years' experience and a thorough knowledge of the resources available in the field."

Privatization offers "more personal approach"

She approves of privatization. "Small agencies already working within the system can offer a more personalized approach." However, she is quick to add that she wouldn't want to see the entire parole system privatized. She points out that the four private agencies responsible for about 400 cases has so far proved efficient.

She emphasizes that for her "the most important goal in the long run is to provide inmates with the means to make a successful return to the community. We must all keep that in mind because when all's said and done, that's what we're here for." ■

Sailing a dream

Young offender project

Nearly 30 young offenders got a second chance this year because of a project started by **Rob Tripp**, senior analyst, Access to Information section, NHQ.

His dream to combine his love of sailing and a desire to help young offenders was realized this summer when a 16-metre cutter, *The Loyalist 200*, sailed the Great Lakes five times for three-week periods. Each time it carried a new crew of young offenders from the Ottawa Carleton

Training

"Before sailing, the young people received two days intensive training on land, including lectures on the theory of sailing, navigation and safety. They practised water safety in a pool and received a first aid course from St. John's Ambulance staff," Tripp explained.


On board

Once on board, they soon learned

Unit Management, Warkworth Institution.

The end is the beginning

After docking in Kingston at the end of each three-week trip, **Ken Keyes**, Ontario Minister of Corrections, presented each youth with a certificate of completion.

But that's not where it ends. The Ontario Ministry of Skills Development has guaranteed a year's salary for each of the 30 kids who passed through the program, providing local business people are willing to give them a chance. "This step is very important," Tripp explained. "It links them with someone in the business community who —" 

offers new beginnings for young offenders

area who had little or no sailing experience. They were taking part in "Ottawa Carleton New Beginnings for Youth," a unique Canadian sailing program patterned after a successful Danish project that works on the premise that troubled youths - who often end up on the streets - can be helped by counselling in a foreign environment.

The program is open to male or female teenagers between 16 and 19, who are referred by probation officers, social agencies, Crown attorneys, even parents. They do not need to have criminal records, but may be teens who are in danger of getting in trouble with the law.

Few of the 16 to 18-year-old youths who took part in the project this year have graduated from high school - all have been in trouble with the law.

that working as a team was essential. Everyone pitched in to keep the boat sailing continuously - one crew sleeping four hours while another took over. While the teenagers learned a great deal about sailing they also learned about life. "The program gave them self-esteem and confidence because they soon realized they could learn new things and handle responsibility," Tripp said. "They began to see that in spite of their past failures in school, what they learned in the classroom does apply to real life situations. If they can learn to read a navigation chart they can learn to read English."

In addition to an administrative assistant and Tripp, "New Beginnings for Youth" has four full-time and 12 part-time counsellors. One of the counsellors was another CSC employee - **David Craig**, chief,



This 16-metre cutter, docked at Kingston, sailed the Great Lakes five times this summer. Each time it carried a new crew of young offenders with little or no sailing experience.

Let's Talk

will provide up to a year of training which will be followed up by the Youth Services Bureau."

He went on to say that everyone who took part in the sailing adventure who wanted a job has been offered one in the field of his choice. Some have decided to return to school and others are doing a combination of both.

How it began

The venture began in 1986 when

Tripp took a leave of absence from CSC to devote all of his time to the project. He realized if he could get his idea off the ground it could help change the lives of numerous troubled young people. What he did not count on was that once it started eighteen-and-a-half hour days would be the norm rather than the exception. But he thinks it's all worth it.

"Support for the project has been excellent," he says. It's come from the local business community,

churches, federal and provincial governments and private citizens."

Where's it going?

What about next year? Tripp says that in addition to continuing the program, they hope to establish an international link that will tie "New Beginnings for Youth" in with similar programs in Denmark and the United States. "That way we can share experiences and learn from each other." ■

What's cooking at Bowden?

PRAIRIES - "Staff employed in the Food Services section at Bowden Institution often toil beyond their normal work day to teach offenders new skills and qualifications in the competitive work of cooking," reports **Bob Hanna**, assistant warden, Management Services.

Enrolment in Bowden's three-year cooks' apprenticeship program consists of on-the-job training provided by Food Services staff. Inmates who want to attend on their own time after hours may also receive specialized training and study theory. After completing the apprenticeship training they may attain journeyman status which opens the door to a variety of chef jobs.

Apprenticeship training

"It has been difficult to keep track of course graduates as most are not at the institution long enough to complete their apprenticeship training - they are either transferred to another institution or are paroled," says Hanna. "But that doesn't necessarily mean their training's been wasted. If they can't complete their training in another institution, they can pick it up once released.

The program was established in cooperation with the Alberta Apprenticeship Board which does all the



Food Services supervisor, **Bob Wong**, (above) centre, is flanked by two students enrolled in a three-year cooks' apprenticeship program. They are showing off some of the creations the course teaches them to prepare.

testing, issues apprenticeship documentation and journeyman certificates for those who pass the exams. So a former offender just has to make arrangements with the board to complete his training." ■

Coming events

Nov. 11-14 Annual meeting of American Society of Criminology, Montreal, Quebec

Jan. 11-14, 1988 American Correctional Association Winter Meeting, Phoenix, Arizona

Jan. 24-28, 1988 Australian Bicentenary International Congress on Corrective Services, Sydney, Australia

Leclerc honors Industries staff

QUEBEC - It was a big blowout at Leclerc Institution, and what a party it was for Industries employees. A dinner was held at the Laval Staff College to honor all the instructors and to celebrate the excellent work accomplished in Industries over the past year.

Accompanied by their spouses, Industries Division employees received plaques in recognition of their special efforts. Plaques were awarded to Marc-André Lafleur, Leclerc Institution warden, Robert Paquin, assistant warden, Correctional Programs, Gilles Pelland, chief, Industries, Raymond Guimond, production supervisor, Suzanne

Goyer, Industries clerk, Edgar Carrier, newly-retired cabinet instructor, Daniel Danis, cabinet instructor, Paul-Emile Goyer and Rénald Paré, upholstery instructors, Jean-Marc Rossignol, Claude Michaud, and Robert Lupien, metal-working instructors, Quintino Giagnacovo and Jean Navarre, paint instructors, Denis Ouellette and Rolland Creyf, assembly instructors, Aldo Foschi and Rhéal Pelletier, tailoring instructors, Réjean Durand and Luc Favreault, relief instructors, and Patrick Desjardins, Claude Paquette, casual instructors.

Warkworth is 20 years old

ONTARIO - Warkworth celebrated its 20th anniversary Sept. 11 with an open house for current and former staff and their families, reports Dennis Curtis, regional information officer. On hand were five of the seven wardens who have served there: Bill Westlake, Warkworth's first warden and CSC's first senior deputy commissioner; Bob Clark, who retired last year as Atlantic regional deputy

commissioner; Dan Kane, Mary Cassidy and current warden, Bob Hall. Only Hank Neufeld and Dan Weir were unable to attend.

The celebration included displays by the institutional response team, a display of artifacts from CSC's museum in Kingston, a long service award presentation to current staff, tours of the institution, a barbeque and dance.



Former and present Warkworth staff attended the institution's 20th anniversary (L-R) Tim Morey, Lloyd Campbell, Al Boothroyd, Al Stevenson, Andy Graham, Gord Pinder, Bill Westlake, Mary Cassidy, Bob Hall, Bob Clark, Doug Doohar, Dan Kane, Andy McIntosh.

Leclerc welcomes Chinese delegation

QUEBEC- Leclerc Institution recently welcomed the Minister of Justice of the People's Republic of China, Zou Yu, and his seven-member delegation.

After being greeted by Jean-Claude Perron, regional deputy commissioner, Marc-André Lafleur, warden and the management team, Perron explained how the Service, the Canadian penal system, daily security and security in general work.

The delegation spent a day at the institution, touring a special handling unit, kitchen, cabinetmaking shop, auto body repair and laundry areas. They also saw a CORCAN exhibit displaying examples of products manufactured at Leclerc.

Edmonton's Olympiad another success

PRAIRIES - "Sixty athletes and 90 'con brothers' and inmate organizers participated in Edmonton Institution's most successful Exceptional Persons' Olympiad Oct. 3," reports Rick Dyhm, chief, Leisure Activities.

Most major media covered the days' events and members of the Edmonton Oilers were on hand to award trophies to the athletes. The prizes and food were donated by a variety of corporate sponsors.

Nadine Gilfillan, executive director, Alberta Special Olympics, was impressed with the organizational effort put into the event. "Seeing the inmates work so closely with the athletes and watching them make a special effort to maintain the respect and dignity of the participants was quite impressive," she said.

Planning for next year's Olympiad will begin early in 1988. Organizers forecast a banner year for Edmonton Institution's Exceptional Persons' Olympiad.

Gallagher named Edmonton warden

PRAIRIES - Michael Gallagher, warden of Bowden Institution since 1984, has been named warden of Edmonton Institution. His appointment took effect Oct. 13.

Gallagher replaces Sepp Tschierschwitz who assumes the position of regional director, Planning and Resource Management, at RHQ for the Prairie region.

Operation Courage gives \$25,000 to disabled children

QUEBEC - The fundraising campaign of the Quebec Society for Handicapped Children got a big boost Sept. 15 when André Dupont, president of CSC Quebec's Operation Courage, presented the society with \$25,000. The money was collected by the 250 staff who took part in Operation Courage last June and February.

Tournament supports community development project

ONTARIO - Bath Institution sponsored its annual slowpitch tournament and trounced the visiting teams, winning both divisions of competition, reports Dennis Curtis, regional information officer.

Teams comprised of local citizens from surrounding communities, Bath inmates, a few private citizens and Diane Valentine, CSC recreation officer, Bath Institution, competed in the 1-1/2-day event.

Money raised from snack bar sales, the teams' admission fees plus the prize money won by the inmate teams was generously donated to the North Community Development project. Their \$900 gift will go towards building a new youth centre.

NHQ Appointments

- Norah O'Leary-Brochu was appointed senior project manager, Offender Policy and Program Development, Oct. 14. She replaces Tom Epp who is the new Joyceville Institution warden. O'Leary-Brochu, who has worked in Health Care Services at NHQ for the past six years, was director of Operations and Plans prior to this appointment.

- Elizabeth (Liz) Baylis has

been named senior policy adviser, Offender Policy and Program Development. Liz joined CSC's Ontario region in 1974 and remained in the region for seven years, working first at Joyceville Institution then at regional headquarters. Late in 1980 she moved to NHQ. Prior to her current appointment she was senior project manager, Offender Management Division, OPPD.

Pay inequities polled in CSC

Starting this fall phase one of a joint union/management study to determine pay inequities between males and females in the Public Service will begin with the distribution of job information questionnaires to 4,300 Public Service employees. About 207 CSC employees will be asked to complete the questionnaire.

As reported in *Let's Talk's* July issue (Vol. 12 No. 6) the joint Treasury Board and Public Service study was announced to determine wage adjustments required to rectify disparities of equal pay for work of equal value. It was estimated that the wages of as many as 81,000 employees

working in female-dominated occupational groups could be affected.

Phase one involves the review of a sampling of job data from Public Service positions, selected at random. In phase two, joint union/management evaluation teams will review the data to determine any wage adjustments required.

Section 11 of the Canadian Human Rights Act makes it "a discriminatory practice for an employer to establish or maintain differences in wages between male and female employees employed in the same establishment, who are performing work of equal value."

Former CSC chaplain general dies

CSC staff were saddened to learn of the death of Rev. John Nichols, in Ottawa, Sept. 11. Rev. Nichols was CSC's chaplain general at NHQ, from 1972 until he retired in 1979. He joined the Service as chaplain at Kingston Penitentiary in 1963 and was chief, Social Development and Chaplaincy from 1968-1972.

A memorial service was held Sept. 18. It was conducted by Rev. Dr. Pierre Allard, director, Chaplaincy, Rev. Murray Tardiff, former director of Chaplaincy and Rev. Ron Nash, former Ontario regional chaplain.

Born in England in 1913, Rev. Nichols was ordained in the Church of England in 1940. He served as Royal Navy Chaplain from 1914-1946 and was also chaplain of Maidstone Prison, and chaplain of the Royal Canadian Navy.

Quebec blood donor clinic

QUEBEC - The eighth regional blood donor clinic for CSC staff will be held Dec. 15, says Thérèse Gascon, Quebec Communications. The region's organizing committee hopes staff cooperation and participation will enable the Red Cross to build up a valuable reserve of blood prior to the holidays when they are usually faced with a major shortage.

The committee's objective is to have 900 donors. We need everyone's participation to guarantee our success, they say. "We'll be working hard to reach that goal."

This year the committee wants to elicit the participation of the surrounding areas as well as the Montreal region. Therefore, blood donor

Organizing committee members for the eighth Quebec regional blood donor clinic are, from left:

Jules Bélanger, Montée-St-François; R.A. Remarais, La Macaza; Henry Raymond, Donnacona; Danny Bellerose, Metro Montreal District; Lily Tronche, honorary chairperson; Claudine Brousseau, Ste-Anne-des-Plaines; Francine Jourdain, coordinator; Louise Mongrain, Federal Training Centre; C. Moisan, Staff College; Denis Cloutier, Regional Headquarters; Carole Bennette, Red Cross representative and Jean Pichette, RHQ. Absent: Gilles Pelland, Réjean Arseneault, West Quebec District; Gilles Gagnon, Regional Reception Centre and Gilbert Girard, Drummondville.



clinics will be held from October to December in the Annonciation, Drummondville, Donnacona, Cowansville, Ste-Anne-des-Plaines and

Montreal areas. One employee in each institution has been delegated to inform colleagues about the date the clinic will be at their institution.

Exemplary service ceremony honors staff

PACIFIC - Twenty-one Pacific staff received Exemplary Service medals including Ernie Noel, from Pacific's RHQ, who received a medal and a first bar at a special ceremony held at the Regional Staff College, Sept. 18.

The presentations were made by Regional Deputy Commissioner Art Trono, while Doug McGregor, regional director, Operations, read information about each recipient.



These Pacific Region staff received Exemplary Service medals - Back row, (from left), Larry Barch, Regional Psychiatric Centre (RPC); Ron Szigety, Matsqui; Gerry Gaultier, Kent; Rolly Bishop, Vancouver Parole; Craig Thiesen, Mountain; Joe Brisebois and Myron Tokarek, Ferndale; Ernie Noel, Regional Headquarters (RHQ); Steve Bonnett, Elbow Lake; John Krushelniski, RPC; Courtney Lock, Ferndale; Walter Mort, Victoria Parole; Frank Witwicki, Kent. Front row, Dan Young and Terry Downes, Matsqui; Helmut Ahrend, Mission; Bruce Laycock, RPC; Ginger Bacchus, RHQ; Jesse Sexmith, Matsqui, Al Freimuth, Mountain; John Lozinski, Ferndale; Rolly Long, Materiel Management Centre. Absent, Glen McMaster, William Head.

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