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Let's Talk

Volume 13 No 1



January/February 1988

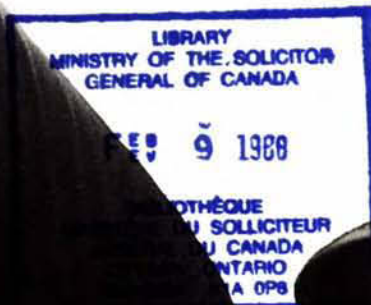
1987 was a good year for CSC despite ongoing reorganization and tight budgets, says Commissioner Rhéal LeBlanc.

"Thanks to your energy and enthusiasm, we have produced new policies and programs that are making the Service more effective and responsive.

People in corrections must believe in human worth, and in the potential of offenders to change. We must care about their progress – or we shouldn't be in this business!

We must continue to make the commitment to work for the success of correctional programs, especially those related to community release.

1988 is going to be another demanding year. I know I can count on your commitment to making corrections work."



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Correctional Service
Canada

Service correctionnel
Canada

Canada

CSC 1987

Corporate Policy and Planning

• *New policy framework*

A new system of Commissioner's Directives (CDs) and Regional Instructions (RIs) was coordinated and implemented. National Standards are in the works to define what these policies (CDs and RIs) mean and to ensure accountability is clearly identified.

• *Criminal justice liaison*

CPP dealt with many issues such as the Sentencing Commission, Correctional Law Review and major initiatives like Family Violence, National Drug Strategy, Victims of Crime and federal/provincial relations.

• *New planning system*

Corporate Direction and Strategic Framework 1987 are major strategic tools which have resulted in a new planning system for CSC.

• *New Long Range Accommodation plan*

A new Long Range Accommodation plan was created following extensive consultation.

• *Research unit created*

A new Research Unit was set up with a National Research coordinator.

• *Program evaluations*

Evaluations for major CSC programs were completed including a preliminary evaluation of Bill C- 67 detention program and Adult Basic Education initiatives.

• *NPB/CSC liaison*

Joint evaluations with National Parole Board were undertaken for the first time.

• *Feedback for SMC*

A rapid feedback mechanism for SMC on information being gathered was set up to help senior staff monitor and make adjustments before the final work is complete.

Offender Policy and Program Development

Correctional Operations

• *New Case Management Strategy introduced*

A new Case Management Strategy, which provides a consistent, focused approach to managing an offender's case, was introduced this year. *Standards and Guidelines for Case Management* will be issued early this year.

• *New Custody Rating Scale developed*

A new Custody Rating Scale will be introduced early 1988 to assist the initial classification of offenders.

• *Parole supervision initiatives*

Up from 15% to 28% this year – that's how much the share of parole supervision by provinces and private agencies has increased. Annual contract ceilings for community residential facilities have gone from \$15 million to more than \$21 million. This rapid growth in private sector involvement

has also resulted in innovative programming for offenders.

• *New CRC standards*

Standards for community residential facilities, to take effect this April, have resulted from the cooperative efforts of CSC and the private sector.

• *CSC/NPB guidelines*

CSC and National Parole Board have jointly issued guidelines for sharing information. They are working on a project to review standards for the supervision of conditionally-released offenders.

• *National Drug Strategy*

A number of avenues have been explored to improve drug detection, impose sanctions and prevent drugs entering institutions.

• *More PIDS*

PIDS (Perimeter Intrusion Detection Systems) have been installed in four more institutions this year – Drumheller, Warkworth, Atlantic and Donnacona. (Shared by Admin. Policy Sector)

Offender Programs

• *Sales up!*

Agribusiness' and Industries' sales have increased dramatically to more than \$17 million. New product lines (computer work stations, ergonomic chairs, office furniture) have gained wide acceptance. CORCAN has introduced three more computer systems to improve product scheduling and to control inventories.

• *ABE achieves target!*

Adult Basic Education achieved its national target through the tremendous effort of institutional staff. By September 548

Highlights

inmates had achieved a grade 8 in math and language.

• *New strategies*

Two new strategies, one to improve life skills programs and the other a multidimensional approach to learning disabilities, have been introduced.

• *Alcohol and drugs*

An alcohol and drug information module for Offender Orientation and a Pre-release Substance Abuse Program have been produced.

• *ESAs for female inmates*

About half the federal female population is now housed in provincial institutions as a result of Exchange of Services Agreements.

• *Native offenders*

CSC is playing an active role in the inter-departmental task force examining the re-integration of Native offenders as law-abiding members of the community.

• *Interfaith Committee*

The Interfaith Committee and CSC have agreed on a Memorandum of Understanding which the Minister is expected to sign in February.

Health Care Services

• *Health Care review*

A review of medical and health care services has completed its first phase addressing all aspects of delivery.

• *AIDS policy*

A policy on the medical care of offenders with AIDS or AIDS-related symptoms has been set up.

Administrative Policy and Services

• *Systems plan OK'd*

The 1987 Information Technology and Systems Plan (ITSP), through which CSC receives Treasury Board approval for its Systems projects, was accepted as submitted.

• *Offender management*

The Offender Management System project was completed with cooperation between CSC and NPB. A pilot project is running in the Pacific region and the system will eventually be implemented across the country. A Treasury Board submission was sent to the Parole Board for review.

• *Asset management*

The Corporate Asset Management System (CAMS) has completed its feasibility study and is moving into general design on schedule and on budget.

• *New Human Resources Management system*

The Human Resources Management System is near the end of its feasibility study.

• *Maintenance Management*

The new Maintenance Management Information System will be completed by the next fiscal year.

• *Access to Information and Privacy backlog zero!*

Last but not least, through hard work and effort, Access to Information and Privacy report their backlog is at zero.

Executive Secretariat

• *Communications Review*

A review of CSC's communication function, in response to Privy Council direction, is expected to be reviewed by SMC early this year.

• *Investigation policy set*

A Policy on Investigations will be published early 1988. A General Investigations Board (GIB) will be set up in consultation with RDCs or directors to deal with major incidents.

• *Justice liaison*

Liaison with the Standing Committee on Justice and the Solicitor General during its study on sentencing, conditional release and related aspects of the correctional system. The report is expected fall 1988.

Inspector General

• *Functional audit*

After a major reorganization and allocation of staff resources, the Sector is now committed to functional audits. This emphasizes an audit of a separate system through CSC such as Industries, Food Services, Fleet Management, nationally as opposed to regionally.

National standards for internal audits and policy guidelines were set up for Regional Reviews which are now a regional responsibility. Training manuals for NHQ and Regional Review staff are completed. See CD #40 on *Internal Audit* to be issued early in 1988.) ■

Meet the new Human Resources Branch!



Director General Sandra Davis

**Why Personnel was
reorganized and updated**

**A pro-active service that's
"substantially different" in
approach for managers
and staff**

Times change.

People change. They view their jobs in a new way. Their needs and expectations are different.

That's why CSC's Personnel Branch, after a complete reorganization of its goals and services, has emerged as a new, updated Human Resources Branch geared for the changing perceptions of the 80s and 90s.

"Our approach to personnel services has changed substantially," Sandra Davis, director general of the new Branch told *Let's Talk*. How will these changes affect managers and staff? What are Human Resources' new goals and services?

"I think we can sum up the changes in two words: pro-active and "user-friendly."

Previously personnel branches were re-active, notes Davis. "We focused on rules and regulations set up for us by such central agencies as the Treasury Board and the Public Service Commission. We insisted that the 'right rules' be methodically carried out by managers who were often frustrated because the process could take a long time and day-to-day operations could suffer. The experience often seemed de-humanizing."

Traditionally, senior management saw Personnel's role as functional. It was not part of management. Only after decisions were already taken was Personnel consulted about staffing.

Human Resources is changing all that, says Davis. "Today's world requires more of its personnel people. A more coordinated, professional approach. More responsive. More human. We call it pro-active."

"We need to be up front, working with management as new policies are being made so we can advise on training, staffing strategies and possible problems right from the beginning. We're doing that now with the new unit management structure as it goes in across the regions."

***"We can sum up the
changes in two words:
pro-active
and "user-friendly."***

Pro-active is being part of the management team

"Pro-active means being future-oriented. It means Human Resources takes a real interest in and understands CSC operations as a whole and anticipates management's upcoming needs. It means Human Resources is part of the management team," says Davis.

An example is succession planning. Who fills a manager's shoes, or staff's, when they're promoted or retire? Is a long wait involved? Or, a new division is to be set up. Are human resources needs anticipated early, or is the whole thing held up because of slow staffing?

***"We see Human
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Beyond the personnel role

"We see Human Resources as going beyond the traditional personnel role, working creatively within the rules and regulations, looking for simple, workable solutions managers can live with comfortably."



Meet the new Human Resources Branch: (L-R top row) John LeMay, Bob Watkins, Bob Cooper, Rénaud Tremblay, John AuCoin. Front row: Michel Valade, Director General Sandra Davis, and Michel Scott.

"It's our job to see we don't go beyond the rules laid down for government departments because we're part of the Government of Canada and must respect the legislation. If it looks like we are going to run into problems, the new Human Resources Branch will negotiate and consult with the central agencies on a regular basis until an acceptable compromise is reached. That's what we mean by being pro-active."

"We're very much concerned with improving staff relations, with providing better services for our staff, with their job satisfaction, training for promotion and career advancement."

New initiatives for staff

"We serve both sides of the house," says Davis. "We're very much concerned with improving staff relations, with providing better services for our staff, with their job satisfaction, training for promotion and career advancement. CSC, like many other big organizations is often perceived as not looking after its staff well. That's a perception we want to change. We'll be conduc-

ting a needs of staff review.

"Some of the initiatives we're looking at now are a recommitment to the Employee Assistance Program, improvements to Occupational Health and Safety especially in the area of dealing with infectious diseases in a prison setting, and Early Retirement."

Close cooperation with the regions

It's the managers, not the Human Resources Branch, who are responsible for the day-to-day management of CSC's human resources, notes Davis.

The bulk of CSC's work gets done in the regions. As part of decentralization, the regions will be doing their own staffing and training. "We'll be assisting as advisors, working with the regions in a problem-solving way on an ongoing basis."

A new Corporate Human Resources Committee of RHQ and NHQ staff will be addressing human resource issues to present new ideas and solutions to management.

Emphasis on people not paper

"I really do see a substantial difference in Human Resources' new approach," she says. Our emphasis will definitely be on people, not paper." Previously personnel used to be confrontational and somewhat threatening. "However, I see Human Resources as problem-solvers. We want to be perceived as non-partisan, dynamic and visionary."

Five new divisions

The new Human Resources has five divisions.

- **Classification and Staff Relations**, headed by Director Rénaud Tremblay, focuses on helping managers respond to the many changes resulting from CSC's ongoing reorganization. Positions are being redescribed and reclassified, the grievance procedure is being revised and there's the day-to-day labor/management issues which must be dealt with.

- **Personnel Operations**, directed by Michel Valade, concentrates on a new "one-stop, one-advisor service" for managers designed to answer all their personnel questions and concerns.

- **Policy and Planning** is the responsibility of Director John LeMay. It's concerned with a pro-active approach to recruitment and deployment of staff, planning for future staffing needs, career advancement, affirmative action, official languages and personnel systems.

- **Organizational Development** is directed by John AuCoin who acts as a consultant to managers who want to improve their efficiency, communication abilities and their organizational effectiveness.

- **Staff Training** is directed by Bob Watkins. His division's role is both advisory and service-oriented toward the regions and CSC's operational arms now that staff training is decentralized. The division offers professional expertise where needed, sets national policy and standards and helps develop and evaluate training programs that are national in scope – such as correctional officer induction training.

Michel Scott is director of administrative and support services and is responsible for providing the branch with its administrative services as well as providing a support function for each of the divisions.

Bob Cooper is the senior project officer for the new branch. He's responsible for several important initiatives now underway including the Correctional Group Unit Management and Early Retirement.

WATCH FOR IT!

In the March issue of Let's Talk, Human Resources' five directors explain the work of their divisions and what managers and staff can expect of the new branch.

Part Two: The Pacific region's sex offender treatment program

How do you re-structure a deviant lifestyle?

"We don't really know what causes people to become sex offenders," says Dr. Luke Glancy, clinical director of the 30-bed sex offender treatment program at the Regional Psychiatric Centre in the Pacific region. But after more than a decade of experience with sex offenders in the maximum-security facility, the treatment clinic has developed an innovative program to help offenders turn their lives around.

"It's our basic philosophy that sexual behavior is learned. A sex offender has learned deviant habits and attitudes towards sex. And that means the behavior can be "unlearned," changed, modified into a new behavior acceptable to society. That is, if the offender wants to change, is ready to cooperate with the program, and doesn't drop out after three months, says Dr. Luke Glancy.

"Our program is tough, it lasts two years and we have a big fallout. But many dropouts return after thinking it over. They're ready to settle down and complete the course because they know what to expect and have made that all-important decision: they want to change.

"I don't know whether we can talk in terms of a cure. We know many offenders are helped and that when they're released they don't re-offend for the same crime. But we don't have enough good data yet tracking offenders' progress after release.

We're working on that now."

What does the re-training involve? *Let's Talk* asked a get-together of treatment clinic staff: Psychiatrist Dr. Luke Glancy, psychologist Dr. Stanley Kuc, psychological nurse Heather Pierce, and teacher Guy Parker, coordinator of the multi-disciplinary team.



Treatment team at RPC Pacific from left: Dr. Stanley Kuc, Guy Parker, Dr. Luke Glancy, psychological nurse, Heather Pierce.

A structured 7-step program

"Essentially the program sets up a therapeutic community offering structured psycho-dynamic therapy. It's based on self-help with offenders working together in groups to understand the causes of their deviant behavior," says Dr. Kuc.

"In our criteria for admission," says Guy Parker, "we insist that offenders admit guilt for their present offence. They must take responsibility for their crime or they will see no need for change. We focus on violent, repeat offenders accepted for the

program from CSC prisons, mostly in the west."

Offenders must be literate, not have any charges against them, and be of average intelligence or better. "We like to have them come to the clinic two years before they expect to be released but in some cases, we accept them before that. We also reserve six beds for sex offenders with lower IQs. They take the same treatment but less intensively."

Changing a whole lifestyle

"What we're asking them to do," says Dr. Glancy, "is change their lifestyle, their whole way of relating to the world. And as everyone knows, that's not easy. It's especially difficult for people who often haven't learnt to take responsibility for their behavior and don't know how to be disciplined in their lives."

A deviant lifestyle is learned - that means it can be "unlearned," or modified into a new behavior acceptable to society. That is, if the offender really wants to change.

What we're asking them to do is change their whole way of relating to the world. But as everyone knows it's not easy to change habits.

Let's Talk

The two-year program involves a seven-step process. Each step, which lasts about three months, must be completed before the offender can proceed. Evaluating progress involves feedback both from the group and the staff. All work is done in a group with a staff member present.

A daily log of fantasies and feelings

Step one asks offenders to learn the rules and accept group criticism and comment. They must write an autobiography of their lives and present it to the group, and also keep a daily log of their thoughts, feelings and fantasies. "Right from the beginning they have to learn to step out of themselves and take a big risk by trusting the group. They have to learn it's safe to talk and how to confide and communicate," Dr. Glancy emphasizes.

"We expect them to give a graphic account of their crime and to accept what they've done," says Dr. Kuc.

"This requires an openness which can be terrifying for offenders who are used to being very secretive about their behavior. Many sex offenders are 'loners' and they're used to leading double lives and always appearing law-abiding. They're often so successful at this that their spouses, friends or neighbors have no idea about the sometimes horrible crimes they commit before coming home to eat dinner and play with the children," points out Heather Pierce. "Committing a crime can act like a sedative. They've gotten rid of the pressure and can relax for awhile."

Control is a big issue.

Step two requires offenders to explain to their group what taking personal responsibility for their crime really means. "Many sex offenders simply do not have feelings of pity for those they have harmed. It's as if their feelings are frozen, perhaps through long repression because

many have been abused and mistreated as children," notes Pierce.

"If you're going to control your behavior, you have to understand it first and be aware of what you're thinking and feeling," says Dr. Glancy. "We try to teach offenders to be emotionally in touch with themselves and to learn how to tap into their repressed and suppressed selves. Many feel isolated."

"Control is a huge issue with sex offenders," admits Guy Parker. "Obtaining a deviant control over someone through a rape, incest, or child molestation, makes the offender feel better, for a time at least."

"The pressure is released - he's gotten it all out - until it builds up again and a new cycle starts. This is what happens when an offender doesn't understand himself or learn control of his obsessional fantasies."

"We get them to think about what they're doing and not just to react, and to ask themselves where their thought patterns are leading so they can identify and stop a crime cycle before pressure builds up to act out," says Pierce.

this one is going to be a scary person, and then a pleasant young man appears, above average in appearance, very articulate, very smooth. When you know him better you see the cracks. Why would such a person commit a horrendous rape? "

There are no real answers

It could be stress factors going back to childhood, family dynamics with serious flaws, violence and abuse in their family histories. "But many non-criminals have similar backgrounds, notes Dr. Glancy.

"Our society is still very macho. Many offenders think that you settle disagreements by 'taking a pipe to them.' They have to break the habit of violent confrontation and learn to talk, to communicate. Assertiveness based on self-confidence, as opposed to aggression, is one of the things we teach them."

The last five steps, lasting about a year, involve asking offenders to demonstrate the new behavioral tech-



Crime, living a dark and secret life can be very exciting for some people. There's a strong emotional anticipation of the crime, often beyond their power to control.

Is there a profile for sex offenders?

"There seem to be no stereotypes," says Dr. Glancy.

Heather Pierce adds: "When you look at a new file, you think, well,

niques they have learned, through their actions and by written papers detailing their feelings about responsibility, empathy with the victim, their progress in changing thinking errors and their relations with others in the group. They must learn how to identify their crime cycle at its onset,

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and to interrupt it.

In the last six months of their retraining, they must be taking an active role in helping others in the group and be planning how they will live and manage their life after their release.

Dr. Pauline LaMothe is executive director of the Regional Psychiatric Centre which in addition to its sex offender program, houses

violent and mentally disturbed offenders. The Pacific was the first to set up a sex offender program (in 1972 under Dr. Chuni Roy). Dr. Ali Saat, its second director, expanded the program. In 1979, the centre became an accredited hospital.

The Correctional Service offers sex offender treatment programs in all regions except the Atlantic whose sex offenders are sent to other re-

gional programs. Quebec has a two-year program which is handled by Montreal's Pinel Institute. ■

Watch for!

A review of sex offender treatment in the Regional Psychiatric Centre, Prairies, and a look at community-based programs across the country.

Controlling fantasies with drugs

The Pacific program allows offenders to use the drug Cyproterone Acetate (CPA) to reduce deviant sexual fantasies if offenders feel they don't have enough control themselves. However, says Dr. Kuc, "our program focuses on helping offenders to help themselves so we don't advocate use of this drug much. An offender on CPA will sometimes say he no longer has deviant sexual urges and insist he's cured. But of course he's not. How is he going to replace deviant urges which he doesn't even understand?"

Instead of drugs which are seen as a crutch, "we

prefer offenders to work on understanding their behavior through identifying their "thinking errors" and irrational motivation. We ask for a lot of written work from offenders, requiring them, for example, to describe for the group why they lie, why they fight self-disclosure and the progression of fantasies in their crime cycle. If not identified and stopped, a deep arousal pattern creates a cycle which can take many forms depending on what's available - children, women, other offenders."

Briefly

CSC staff carry the Olympic torch



Three Dorchester Institution Cx-2s ran in the Olympic Torch relay on day 10 (Nov. 26). They were (photo above L-R) E. Austin Tingley, 43, Guy LeBlanc, 26, and W. G. Max MacNichol, 42. They ran eight, 26 and 65 kms respectively.

Tingley applied for the chance to run in the relay because it was an historic event for sports in Canada while LeBlanc said he took part because he loves running. As for MacNichol, he expected his two sons to be chosen and was surprised to find the honor going to he and his wife, Jacqueline. All agreed it was a very special day. In Quebec region, Nathalie Van Houtte, daughter of Bernard Van Houtte, Quebec RHQ sentence administration officer, carried the torch five kms Dec. 7. Anna Provick, Financial Operations, NHQ, ran 1 km on December 16.

Retirements

- Gavin Hector, NHQ's director, Financial policy, Systems and Operations, took early retirement in December and moved to BC.
- In the Quebec region, two Leclerc Institution staff retired. They were: Correctional officer Robert Galarneau and Edgar Carrier, instructor.

Problems don't phase him

"Abnormal conditions" are a challenge to Peter Knott, senior Industrial instructor at Mountain Institution in the Pacific region. He received a \$1,000 Merit Award for "performance of an unusually high level over an extended period of time... under abnormal circumstances." Specifically, Knott has been gradually increasing Industries' production since 1984 despite the fact the institution was reorganized and downsized!

Atlantic regional pharmacy opens

"A facility that should serve us well into the 21st century," says Dr. Roger Leger, regional manager, Health Care Services, speaking of the new Atlantic regional pharmacy at Dorchester Institution. Joe Koot, chief, Health Care Services, Dorchester Institution, who was seconded to the regional —

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office to coordinate the project, explains that "the new service and facilities provide a coordinated system of storage and control, printed medication profiles, budget information and many other benefits that will help provide efficient patient care." Pharmaceutical services are provided by a local pharmacist under contract with CSC. The level of service must meet standards set by the New Brunswick Pharmaceutical Society.

Nothing fishy at this meeting!

Or was there? During time-off between sessions of Occupational De-

velopment Program's quarterly management team meeting in Chilliwack, BC this fall, Tom Town-



send, ODP director, and Lucy Wyse, a CORCAN salesperson, applied the team management approach to fishing and landed three, five-pound salmon. Catching the team spirit, Director Tony Martin's wife, Heather did a superb job of cooking the fish for the team members. ■

(left) Tom Townsend, OPD director, with the 'catch of the day'.

New part-time CX program better than expected!

CSC's new part-time correctional officer program "hasn't proved as contentious as first expected," says Don Head, senior project manager,

"Generally speaking, it's going well, with few complaints from full-time staff. There was a large commitment to the success of the program because 'part-timers were seen by everyone to serve a very useful purpose.'"

The part-time correctional officer program, which began a year ago, was designed to reduce CSC's huge overtime costs and offer relief for full-time staff from the exhausting stress of constant overtime. It provided wardens with a labor pool of trained staff just a phone call away when needed during emergencies or illness of regular staff.

According to Head, CSC now has about 145 part-timers (as of Nov. 15), distributed as follows:

- Atlantic region, none
- Quebec region, 30
- Ontario region, 72
- Prairie region, 20 plus 15 more in a

CORP training program

- Pacific region, 23 plus 19 in a CORP program.

Part-timers, who receive the

The part-time correctional officer program was designed to reduce CSC's huge overtime costs and offer relief for fulltime staff from the exhausting stress of constant overtime.

opportunities for part-timers to move into full-time jobs. Consequently, some part-timers have had to find other part-time work. That means they are not always available when needed. "They aren't sitting by their phones," says one deputy warden. "Eventually you lose them and CSC's investment in their CORP training."

How should overtime be given out? Don Head advises that overtime should be offered first to full-time staff, and then to the part-timers.

same training as full-time staff, are certainly not second-class employees, points out Head. They're expected to perform all the duties of the posts they're assigned to.

A few problems

A few problems have shown up in the first year of operations. Attrition of full-time jobs isn't always as high as was expected in some institutions. This has resulted in fewer

Cost-benefit evaluation planned

The Inspector General is currently auditing the Part-time CX program, says Sandra Davis, director general, Human Resources. "The Human Resources Branch will also be doing a cost-benefit evaluation early this year to see if the program addresses overtime issues satisfactorily." ■

1,850 meals a day - MacDonald's? No, Sask Pen!

PRAIRIES - "Eighteen full-time Food Services staff at Saskatchewan Penitentiary prepare an amazing 1,850 meals daily," reports Eugene Stevens, a CX-8 at the institution. "In addition, they sponsor three golf tournaments and a Christmas party each year and still have time for community projects."

Through the operation and maintenance of two full-size kitchens meals are provided for 400 main institution inmates, 50 restricted maximum security unit inmates and the staff of both facilities. Food Services also operates four satellite feeding stations to accommodate inmates in the segregation, dissociation, health care and special program unit areas.

As well as regular cooking, baking and meat processing, inmate kitchen staff supervise and teach hygiene, sanitation and first aid. Along with the inmates who work in the kitchen they are also responsible for providing food for all special occasions, including family socials, recreational banquets, August recess ac-

tivities and get-together barbecues.

Community projects

The kitchen staff are active community workers too. They serve at numerous banquets sponsored by local service clubs, have baked Christmas cakes to support Rotary International's polio drive and through an agreement with the local community college have supervised "on-the-job" training for the school's commercial cooking course students.

New courses offered

A number of new opportunities are about to be offered at Sask Pen. They include: an extensive baking course leading to journeyman status that will be fully operational this year; modules in baking, butchering and cooking that will be available soon, and within the next few months, inmates will be able to obtain journeyman cooking papers through an agreement with the Northern Institute of Technology. ■



Food Services staff, from left: Bob Reid, supervisor; Bob Chartier; Leona Herr; Pat Cracknell; Jackie Bremner; Kay Pruden; Norman McKay; Alfred (Butch) Spence; Ben Johnson; Abdelaziz (Ben) Ben-Marzoug. Missing: Frank Berezowski; Herb Goldhawk; Audrey Michayluk; Bertha Gurney; Robert Brodt; Gordon Topping; and Richard Halvorsen.

Briefly

Hicks receives Crime Prevention award

Sask Pen's alcohol and drug abuse counsellor, Elmer Hicks was one of three people to receive a Provincial award for Crime Prevention.



Hicks was recognized for helping people break the cycle of drug and alcohol abuse and crime by establishing new positive lifestyles; and for the invaluable role he has played in crime prevention. Currently, he is actively involved in developing and setting up training and counselling programs in line with CSC's drug and alcohol abuse initiative.

Ferndale earns \$42,000 fighting fire

A 10-day forest fire in BC has brought nearly \$42,000 in gross revenues from the province to Ferndale minimum security institution last year, reports Shannon Hurt. Thirty-five inmates worked ten 12-hour days for a total of 4,273 hours to help control a fire in the Norrish Creek area. The gross revenues were divided to cover CSC's equipment and administrative costs of \$11,000 and \$31,000 for inmate pay bonuses. The inmates were trained by the BC Forest Service in firefighting techniques enabling them to learn a marketable skill which is also a valuable contribution to the community.



Springhill staff awarded for their accomplishments were, from left, Weldon Rideout, Dr. Vaughn Alward, Jack Stone, Darrell Babineau, Don Wheaton, Gary Mills.

Springhill staff honored

During an awards ceremony at Springhill Institution this past fall, a suggestion award, a commendation certificate and numerous other certificates were presented to staff. In addition, the institution was recognized for setting the best energy conservation record in the Service last year.

Springhill sets record for energy savings

"Springhill reduced energy consumption by 24 percent, cutting an estimated \$122,000 in heating and electrical costs last winter after several structures on the grounds were re-insulated, living units and other buildings were re-roofed and previously released hot air was re-circulated," says **Don Wheaton**, Springhill's assistant warden, Management Services, who accepted the award from Warden **Gary Mills**.

"It was a surprise to learn we'd done so well in energy conservation last year because we had such a bad winter. The credit for the award goes to staff who worked hard to ensure an energy efficient institution."

Barricade buster: awarded

Jack Stone, a Living Unit officer, received a \$1,000 merit/sug-

gestion award for inventing a tool to dislodge items from barred cell doors. His invention is expected to save not only lives, but time, effort and repair costs.

As part of his normal duties Stone must contend with inmates barricading their cell doors, generally because they are trying to commit suicide, destroy government property or are refusing to be segregated. The conventional method to enter cell doors by force is for staff to break them down manually with tools like axes, saws, drills, or propane torches. This results in loss of valuable time in life-threatening situations and in costly repairs to cell doors and walls. It costs about \$250 to repair a cell door.

Stone recognized the need for a more efficient tool to do the job and on his own time invented what he calls a "dejammer". Constructed of spring steel, it's about two-and-a-half feet long with a large wooden handle and curved blade.

Stone's search for a new method to speed up the rescue of inmates in life-threatening situations is expected to reduce the number of successful suicides at institutions where the device can be used. It has already reduced the tension experienced by officers who must work against time to save an inmate's life.

Since its invention the dejammer has been used four or five times a year at Springhill. Three other re-

gions have supported its use in institutions with sliding electronic or manual cell doors. ■

Certificates presented

Receiving a CSC commendation certificate was **Murray A. Rolfe**. A CSC driver, he was recognized for "a single act of excellent judgment and alertness which resulted in preventing a more serious accident or loss of life in the operation of an institutional vehicle on Mar. 16".

Other certificates presented included a 35-year long service medallion and retirement certificate to **Dr. Vaughn Alward** who retired last year as assistant warden, Education and Training.

Retirement certificates were presented to **Benjamin Legere**, a Living Unit officer, for 22 year's service; **LeRoy Brown**, a Living Unit officer, for 26 year's service and **James McNutt**, a driver, for 31 year's service. The three recipients retired in 1986.

Twenty-five year service plaques were awarded to **Darrell Babineau**, Food Services officer and **Weldon Rideout**, deputy warden, Correctional Operations. ■

Briefly

Atlantic hosts ABE workshop

The first joint federal/provincial corrections workshop on Adult Basic Education (ABE) held in the Atlantic and sponsored by CSC's Atlantic region and the New Brunswick and Nova Scotia Departments of Corrections was a great success. About 100 teachers and tutors from the private sector attended the two-day event promoting professional networking and information exchange. Workshop speakers and presentations featured a number of respected professionals and practitioners including displays of ABE materials.

Quebec develops interpersonal skills course

In response to CSC's emphasis on literacy training the Quebec region has introduced a course on the *Development of critical thinking and interpersonal skills*. The program, which consists of five 30-hour sessions, to be held in all regional institutions, concentrates on developing basic skills *other than* reading, writing and arithmetic, such as, self-awareness, interpersonal communication, problem-solving and literacy-

related problems. Marie-Victorin College, involved in inmate training for 17 years and the site of the Action-Départ program, is setting up this new phase of the ABE program.

FBI provides criminal sexuality seminar

Drumheller Institution, in the Prairie region, recently hosted a two-and-a-half day seminar on sexually aggressive offenders. Instructed by two special agents from the U.S. Federal Bureau of Investigation, the seminar focussed on the reality and often brutal conduct of sexually aggressive offenders. Ninety-five people attended the seminar representing federal corrections, the Department of National Defense, city police forces, Customs and Excise and Alberta Social Services.

New warden at Sask Pen

After 23 years at Saskatchewan Penitentiary in the Prairie region, 13 as warden, Jim O'Sullivan has accepted a two-year secondment to National Headquarters as special advisor to Commissioner LeBlanc, to coordinate the development of a Canadian Correctional Association. "O'Sullivan's wholehearted and singleminded commitment to the Saskatchewan Penitentiary has set the tone for both the superior staff performance and a secure, stable and cooperative institu-

tional environment," said Eugene Stevens, CX-8 at Sask Pen. Taking over the reins as new warden is Paul Olenuik. He comes to Sask Pen with 18 years experience in CSC, 13 at Prairie RHQ. Most recently he was regional director, Planning and Resource Management.

Sask Pen awards

Just before Jim O'Sullivan left Sask Pen as warden to take on a NHQ special assignment, he presented three staff with their 25-year-service plaques. They were: Herb Schop, security maintenance officer; Father Ghislain Gaudet, Sask Pen pastor and Harry Haydon, CX-2.

CSC helps town celebrate bicentennial

The public had a chance recently to see a CSC exhibit of life-size replicas of maximum and minimum security institution cells, restraint devices and CSC vehicles in a display held as part of the town of Ste-Anne-des-Plaines' bicentennial celebrations. In a special presentation Jean-Claude Perron, Quebec regional deputy commissioner presented the town with a Certificate of Appreciation and an aerial photograph of CSC's Ste-Anne-des-Plaines complex. Camille Trudel, representing the mayor, accepted the gifts and Roch Lasalle, Member of Parliament for Joliette, attended the presentation.

Coming events

March 8-10, 1988 Substance Abuse Conference, Kingston, Ont. "The Substance Abusing Offender," Sponsored by CSC Ontario region and the Psychology Department of Queen's University. Contact Larry Stebbins, Director, Staff College, Kingston, Ontario (613) 545-8105.

May 8-11, 1988 West Central Wardens' & Superintendents Association annual conference, Monterey, California.

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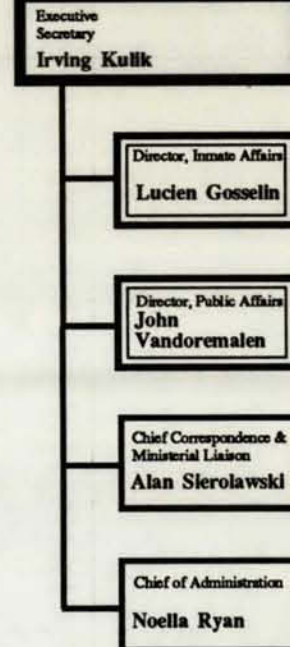
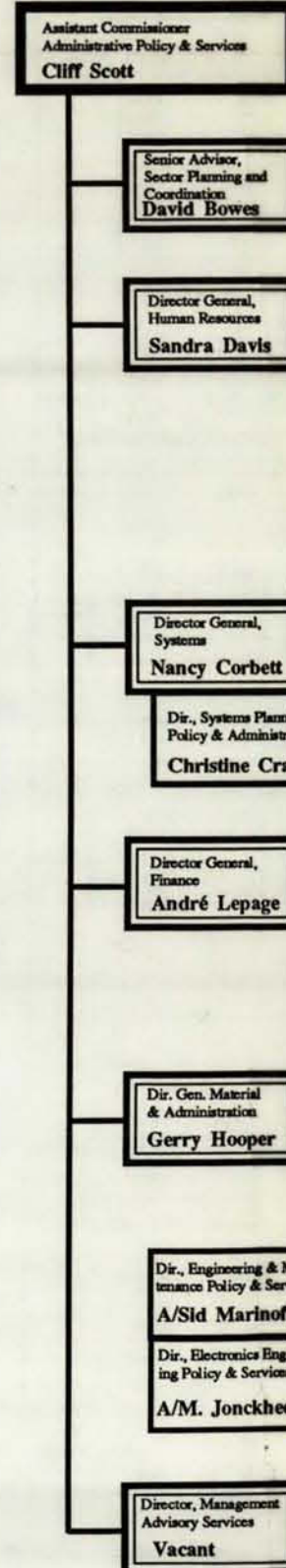
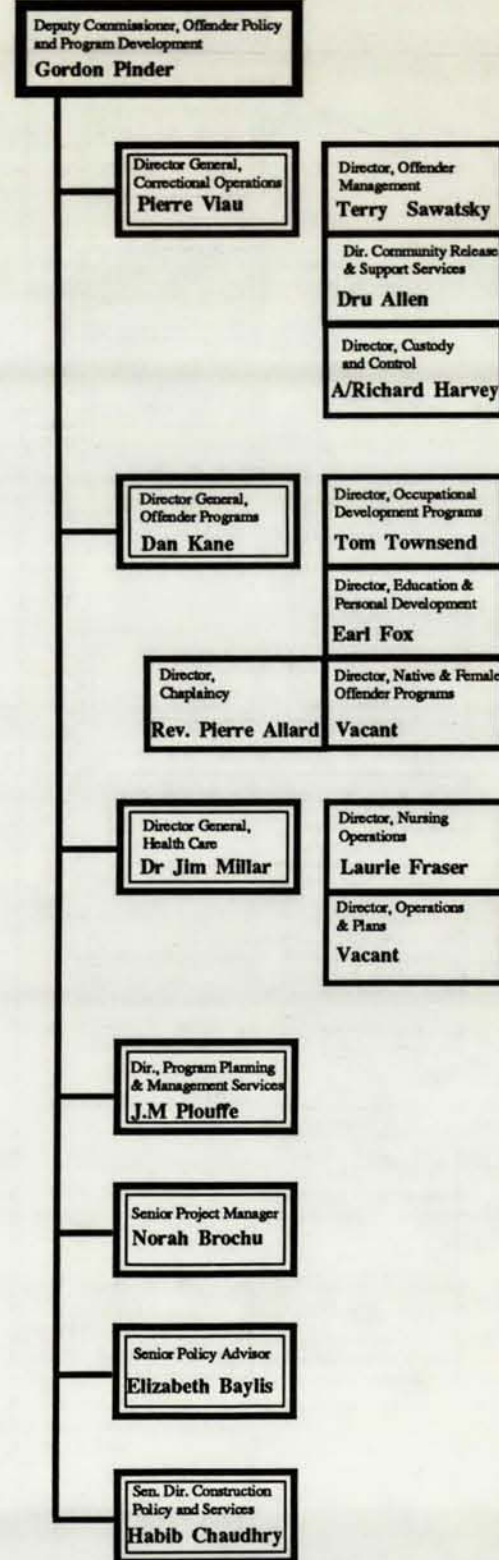
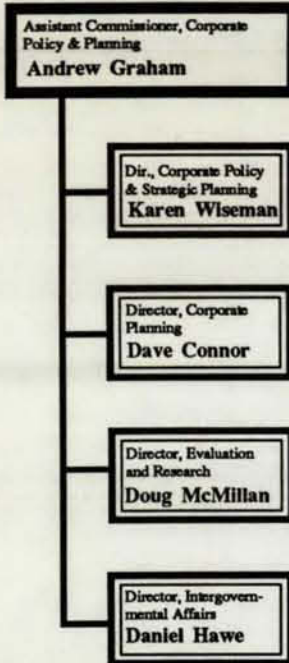
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The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

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**Commissioner of Corrections
Rhéal LeBlanc**

**Deputy Commissioners, Atlantic, Quebec,
Ontario, Prairies, Pacific regions**



**Correctional Service of Canada
NHQ
Organization Chart
January 1988**




Let's Talk

Volume 13 N° 2



March 1988

Drugs and Substance Abuse



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Correctional Service
Canada

Service correctionnel
Canada

Canada

Hooked

Why do people get hooked on drugs?

Overview of a growing problem: (Part one of a five-part series)

By Dr. Louis Pagliaro
Associate professor, Pharmacy,
University of Alberta, Edmonton

Drug and substance abuse is a problem shared by all cultures and all races. Virtually every country is adversely affected by this serious and growing problem. You need only consider Mexican heroin, South Korean amphetamines, Thai cannabis (marijuana), Ethiopian khat, Indian hashish, Bolivian coco paste, Soviet alcohol and North American tobacco to see how widespread the problem is.

Today in Canada, one in every four deaths is related to substance abuse. Ten to 15 percent of the population suffers from alcoholism. Fetal alcohol syndrome is the most common preventable cause of mental retardation. Drug and substance abuse is also a recognized "occupational hazard" for many groups including health care professionals, law enforcement personnel and professional athletes.

Drug and substance abuse is starting at younger and younger ages. It's involved in most cases of child and spouse abuse and a significant amount of urban crime is directly related to drug and substance abuse.

Fatal motor vehicle accidents related to alcohol and/or cannabis intoxication are also increasing.

Yet use of alcohol, heroin, cocaine, prescription drugs and cannabis continue to increase each year despite the well documented risks and costs to both individuals and society.

To place drug and substance abuse in perspective let's begin by clarifying three common terms: drug habituation, drug addiction and drug dependence.

- **Drug habituation** refers to *psychological* dependence.

Drug abusers aren't necessarily immature, immoral, irresponsible, socially disadvantaged, or mentally ill. They're typically trying to escape from, or cope with, pain in their lives.

- **Drug addiction** refers to *physical* dependence. The distinction between these two terms often becomes blurred when differentiating between physical and psychological drug effects (e.g. headache, nausea or nervousness caused by a direct effect of the drug on a body organ, or are these effects psychologically caused?) In addition, some drugs, although not particularly physically addicting, can cause profound psychological dependence. Because of the confusion associated with these two terms, many addictionologists prefer to use the term "drug dependence."

- **Drug dependence** is de-

fined as a state of psychological or physical need (or both) resulting from periodic, chronic or continuous drug abuse. Thus, the term drug dependence includes both drug habituation and drug addiction.

Why is drug abuse so widespread?

Basic questions which repeatedly arise are: Why is drug and substance abuse so widespread? Why do individuals abuse drugs?

Drug abusers typically answer: To feel good, to relieve tension, to get high, to function better, to socialize, to forget problems, or as Hank Williams, Jr. noted, "it's a family tradition."

However, it was Sigmund Freud who first provided an explanation of why drug and substance abuse appears to be ingrained in every class and society throughout the world. He noted:

"Life, as we find it, is too hard for us. It brings too many pains, disappointments and impossible tasks. In order to bear it, we cannot dispense with palliative measures..."

on drugs

- *In Canada, one in every four deaths is related to substance abuse.*
- *Ten to 15 percent of the population suffers from alcoholism.*
- *Fetal alcohol syndrome is the most common preventable cause of mental retardation.*

Freud identified over 50 years ago that drug and substance abuse is a basic human coping mechanism and as such would be expected to be used to some degree in all groups of humans.

employment, divorce, incarceration). These individuals use intoxication to deal with life's "pains, disappointments and impossible tasks."

son to another. For a child it may involve not making the hockey team, for a teenager, not having a Saturday night date, for an adult, not having enough money to pay the bills. It doesn't matter whether or not these problems are truly serious. What does matter is that the person faced with these problems considers them to be serious, can't cope effectively with them, and so uses drugs or a substance of abuse (solvents, glue, cocaine, alcohol) to obtain temporary relief.

In Let's Talk's April issue, Dr. Pagliaro discusses "Levels of Addiction," part two of his five-part series on understanding drug abuse in penitentiaries.

With this article by Dr. Pagliaro, Let's Talk begins a five-part series on drug and substance abuse information for readers. Well known at Edmonton Institution where he initiated and ran weekly workshops for inmates on drug abuse for several years, Dr. Pagliaro also counselled staff. At the University of Alberta he is associate professor and coordinator, Master of Pharmacy program, honorary associate professor of educational psychology as well as a drug and substance abuse consultant. ■



Drug abusers aren't necessarily immature, immoral, irresponsible, socially disadvantaged, alienated, rebellious or mentally ill. They are typically trying to escape from, or cope with, pain in their lives. This pain can be physical (back pain, terminal cancer pain), psychological (unhappiness, stress) or sociological (un-

Pains and impossible tasks

This isn't an excuse for drug and substance abuse. It's an explanation that can assist in dealing effectively with its causes and not just its symptoms.

A major factor to remember is that life's pains differ from one per-

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Dealing with infectious diseases in a prison setting

AIDS: "a negative test is no guarantee"

The Service has no plans to test offenders for the AIDS virus since results are "unreliable" and exposure to AIDS can take up to six months to reveal itself through antibodies in the blood. An inmate who tested negative might in fact have the virus and be able to pass it on," Dr. Jim Millar, CSC's acting director general, Health Care Services told *Let's Talk*.

He noted there was pressure from both staff and the union to consider testing but "medical people don't support it. New evidence would have to be brought in to change this."

Testing positive to the virus has serious emotional as well as physical consequences, especially in prison, and could result in longterm segregation, beatings by other inmates or worse.

"A negative test doesn't mean much. Certainly it's no guarantee," Dr. Millar emphasized and it could give offenders a false sense of safety. They could put their paper up in their cells and advertise: "I'm clean," when in fact they could have the disease.

Inmates have the right to refuse to be tested. They must give their "informed consent," because of the serious consequences to an inmate if he or she tests positive.

Policy is "no condoms"

It is the policy of the Solicitor General not to provide condoms to

offenders and there are no plans currently to change this.

Offenders who have been exposed to the virus and are sero-positive or who have AIDS-Related Complex (ARC), and exhibit early symptoms of the disease will be penitentiary placed and housed in the general population in the same way

medium or maximum institutions. Three more sero-positive cases are in CCCs. These has been one AIDS-related death. One AIDS case and one ARC case have completed their sentences and been released.

Dr. Millar conceded that AIDS is a terrifying disease and it's understandable that staff should suffer

AIDS no excuse for CX to refuse to work says board

Q Can a CSC employee say, "No," if he or she is asked to handle an inmate suspected of having AIDS?

A Not according to a recent decision of the Public Service Staff Relations Board. Their decision, handed down Jul. 19, 1987, said that the presence of inmates with AIDS did not constitute a threat to correctional employees under Part IV of the Canada Labour Code, if normal precautions were taken.

as other inmates.

Offenders with active AIDS will be placed in an institutional health care centre for their own protection since a clean if not sterile environment will be needed.

As of Jan. 26, CSC has had 13 AIDS related cases. Ten who remain in the system. Two have AIDS-related complex (ARC) and five are classed as sero-positive and are in

emotional problems because of it.

"We're trying to address their anxieties through a national program now being developed by Staff Training at NHQ. An education program for inmates will be the responsibility of Health Care Services."

CSC has established a committee, to work cooperatively with USGE, PIPS and Health and Welfare Canada, to examine all issues regarding infectious diseases. Health Care is responsible for those infectious disease issues related to offenders, while Human Resources, under Director General **Sandra Davis**, is responsible for all staff-related infectious disease issues.

Protective clothing is not needed

As for protective clothing, said Dr. Millar, it's very cumbersome and not necessary since the virus is passed through sexual contact or blood-to-blood through infected needles. Bite-proof clothing isn't required. Special equipment (disposable gloves, gowns and resuscitators for reviving inmates) will be available. Staff should use surgical gloves when cleaning up blood or body fluid spills plus soap and disinfectant but gowns aren't necessary, Dr. Millar feels.

If an officer is attempting to break up a fight, there won't be time to put on gloves and a gown and they aren't necessary since "scrapes and small wounds can be effectively treated with soap and disinfectant. The virus is very fragile," Dr. Millar noted, "and current knowledge says it can't be passed through coughing, spitting or tears or any body fluids except blood and semen." It's not necessary to wear gowns to protect your uniform either. If there are blood stains, have it dry cleaned as you would for any other stains, he says.

Privacy vs. public interest

Ted Tax, CSC's senior legal counsel, told *Let's Talk* the Privacy Act (section 8) prohibits the release of personal information (including medical information) about an inmate. According to the Act, information must not be disclosed without the individual's consent except for the purpose for which the information was obtained or for a use consist-

ent with that purpose, or for a purpose listed as one of the specific exemptions listed.

Currently, Tax says, information about an inmate's medical condition, in the absence of the consent of the inmate, can only be used for health care purposes.

In the future, however, the Commissioner could be asked to determine whether or not the public interest in disclosure of some personal information clearly outweighs any invasion of privacy that could result from disclosure. In essence, this privacy vs. public interest determination boils down to a question of "need to know" and currently, the list of people who "need to know" an inmate's medical condition is quite limited.

It's not possible, Tax says, at the present time, to hold an inmate in a penitentiary after his/her warrant expiry date, if that inmate has some form of the AIDS virus. Inmates who have AIDS must be released at their warrant expiry date, at the latest, like other inmates, and their families will not necessarily be told of their medical condition. ■

Hepatitis "B": counselling and vaccination available

What are the actual risks of this infectious disease, and how can it be avoided?

Laurie Fraser, director, Nursing Operations at NHQ, says that a national information package is being prepared for staff and inmates. The real danger of contracting Hepatitis "B" is "considered to be minimal" since this virus is blood-borne and passed along in the same manner as AIDS: by sexual contact and infected needles used for drugs or tattoos.

As a result of an appeal by two Kingston Penitentiary officers in May, to the Public Service Staff Relations Board, recommendations

were made to CSC calling for all KP correctional officers to be counselled on the risks of contracting Hepatitis "B" and offered the protection of vaccination. So far, Fraser says, about 50 percent have requested the three-dose vaccination.

Hyper-immune globulin will continue to be available to staff as an alternative to vaccination for those cases of direct exposure to infected material.

Counselling of staff and vaccination will be offered to other regions as well, she says. ■

Preparing inmates for jobs on the outside

New national approach

- Better pay for high skill jobs
- Incentives for top performers
- Attention to inmates' personal needs

The Service has moved a step closer to adopting a whole new, *national* approach to inmate employment.

It's designed to provide, on a national basis, work and education experiences for inmates that will be of real benefit on the outside. "We're stressing preparation for release as our primary goal," says Al Stevenson, who heads an Inmate Employment and Productivity Development Review Committee Study (IEPD) that has now received Senior Management Committee (SMC) approval.

"While more than 90 percent of CSC's offender population is employed, there is still too much under-employment, frequent cases of too many workers assigned to a job, and poor productivity."

A consistent, national framework

Management felt that a consistent, national policy framework for inmate employment was needed to guide those who administer the programs at an institutional level. Four working committees resulting from the Stevenson Report are currently developing specific aspects of the new national approach:

- Inmate pay



to inmate employment

"The most important goal of the inmate employment policy must be to provide developmental experiences - both work and education - that will assist inmates to become law-abiding citizens. Employment in its broadest sense must be integrated closely with the whole case management process."

- Defining the program mix by security level
- Non-monetary incentives - and disincentives
- Personal development factors

Goal is meaningful assistance

His committee's report recommends that employment be defined as

ment, for example, or canteen operations.

A key objective is to make the work sector more meaningful, more attractive financially and more comparable to work on the outside.

Stevenson says the committee recognizes that "eliminating over-deployment of inmates for certain jobs may result in fewer jobs available. But," he notes, "they will be

must address their personal development to the satisfaction of case management needs *before* they are eligible to apply for work sector jobs.

Personal development sector

This sector will focus on helping inmates to work on their personal deficiencies and assist them to qualify for the work sector and ultimately the job force outside. It must be closely integrated with the overall case management program. A working committee is currently looking into how this integration may best be accomplished, notes Stevenson.

In all, the IEPD Review Committee put forward some 27 recommendations which together form the basis of a new national inmate employment policy for CSC that's in line with its mission to prepare inmates to become law-abiding citizens.

Implementation is expected to take two to three years to complete. Regional teams will begin setting up the new system before the end of 1988.

To keep staff informed Let's Talk will report periodically on the new inmate employment policy as it moves closer to implementation.

"If inmates are to make a success of it in the job force outside they have to have both reasonable work skills and to have corrected personal problems, inadequate literacy or poor attitudes."

"any authorized inmate activity that results in either financial or non-monetary compensation," and that it be sub-divided into three sectors:

- **Work sector:** Activities which reduce operating costs or provide a direct service to the institution. Examples would be Industries, Agribusiness, Food Services.
- **Personal Development sector:** Employment in skills training or personal growth such as vocational shops or life skills.
- **Inmate Services sector:** Employment that provides service to the inmate population, social develop-

jobs that will help inmates develop the work attitudes and performance they're going to need after release."

Recommendations to make work sector employment more attractive include:

- **Top pay levels will be significantly higher** in this sector than the others and there will be pay differentials to reward those workers who qualify for the more highly skilled jobs.
- **High performance and non-monetary perks will be linked.**
- **Inmates who have personal problems or poor work attitudes**

Federal corrections review: *Duclos report*

A review underway into the administration of federal corrections in Canada expects to result in recommendations to improve the overall administration of corrections programs within the Ministry of the Solicitor General.

At the request of Solicitor General **James Kelleher**, **Gérard Duclos**, deputy comptroller general, has been asked to lead a review team to recommend ways for improving the efficiency, effectiveness and accountability of federal corrections programs. The review will focus primarily on the Ministry Secretariat, Correctional Service and National Parole Board.

The seven-member review team expects to examine organizational responsibilities of the various Ministry activities and their working relationships with each other and with other organizations within the criminal justice community.

In addition, the review will focus on the management, structure and processes of each organization, to determine their internal management and control, and accountability to the Minister.

Recommendations are expected to be completed early within the new fiscal year.

Duclos heads the review team including members:

- **Brian Grainger**, former program chief, Courts, Canadian Centre for Justice Statistics, and chief, Access to Justice Research, Department of Justice. Most recently he served as a member of the staff on the Independent Advisory Team, on Canadian Security Intelligence Service (CSIS).

- **Brendan Reynolds**, director of Corporate Development Services, National Parole Board.

- **Doug McMillan**, director, Evaluation and Research, Correctional Service of Canada.

- **Denis Molding**, senior analyst, Management Practices, Office of the Comptroller General.

- **Jean-Luc Côté**, director, Institutional Policy, Corrections Branch, Ministry of the Solicitor General. Former director, Consultation Centre, Programs Branch, Ministry of the Solicitor General.

- **Gilles Régimbald**, former director general, Administration, Ministry of the Solicitor General. ■

Senior staff changes

Redeployment of four senior CSC personnel has been announced by Commissioner **Rhéal LeBlanc**.

Effective Mar. 7, 1988:

- **James A. Phelps**, former deputy commissioner, Ontario region, assumes responsibilities as deputy commissioner, Offender Policy and Program Development, NHQ, Ottawa.

- **Gordon Pinder**, former deputy commissioner, Offender Policy and Program Development, assumes

new duties as special advisor to the Commissioner.

- **Andrew Graham**, assistant commissioner, Corporate Policy and Planning, assumes responsibilities as deputy commissioner, Ontario region, Kingston, RHQ.

- **Karen Wiseman**, director, Corporate Policy and Strategic Planning, NHQ, assumes interim responsibilities as acting assistant commissioner, Corporate Policy and Planning. ■

Briefly

CORCAN showroom lets customers "kick the tires"

PACIFIC - "One of the drawbacks in an industrial operation," explains **Tony Martin**, regional manager, Industries and Food Services, Pacific, "has been that although production and quality targets are being met, there hasn't been a suitable place for potential customers to view the products." Well, that's all changed since the Pacific region opened a CORCAN display showroom at regional headquarters, Dec. 1, 1987.



From left: **Tony Martin** and his staff - **Lucy Wyse**, CORCAN salesperson and **Sara Rahn**, secretary to Regional Manager, Industries and Food Services.

"The showroom was developed because it's good merchandizing to have a place where customers can 'kick the tires'," says Martin. "It also lets the public see that inmates are acquiring a work ethic and producing quality products, the proceeds of which help offset the cost of their incarceration." During the opening ceremony, staff, including CORCAN salesperson, **Lucy Wyse**, welcomed close to 150 visitors.

Legal Service announcements

NHQ - Legal Services Unit at NHQ announces that **Lloyd Younger** has been named acting senior counsel while unit head **Ted Tax** is on language training. The unit also notes that a new lawyer, **Guylaine Roy**, has joined the team.

Briefly

Award surprises Tom Crozier

PACIFIC - Two special presentations took place at Elbow Lake Institution's sixth annual 'Friends of Elbow Lake' banquet held to acknowledge the efforts of provincial and outside agencies, both government and non-government.

Each year the institution honors someone whose voluntary contribution has improved the institution's operating efficiency through training programs or group activities. Elbow Lake superintendent **Tom Crozier** presented this year's award to **Gerry Freeman** from Hyland Helicopters, who was recognized for volunteering his time and helicopter, providing offenders and staff with training in helitac operations. Crozier commended Freeman for his high level of competence and expertise, particularly demonstrated in the airlift rescue of an Elbow Lake offender.



Tom Crozier with his merit award.

Crozier, himself, was a surprised award recipient, being presented with a Public Service Merit Award for his many outstanding achievements over the years. In presenting the award, **Doug McGregor**, regional director Correctional Operations, recognized Crozier's accomplishments including the expansion of firefighting programs at Elbow Lake, exceeding man-

agement objectives for fiscal years 1985-86 and 1986-87 and for increasing business, which, excluding revenues for the current fiscal year, could reach the \$200,000 mark. The award also recognized Crozier's introduction of the portable sawmill operation program and his contributions towards Elbow Lake's fire safety and health and safety program citation received during the 1985-86 fiscal year.

If the hat fits....



ATLANTIC - During a recent CORP graduation in the Atlantic region, **Ken Collins**, staff training officer (left, photo above), exchanged small talk... and hats with **Peter J. Barlow**, head chief of the Chief of Micmacs of New Brunswick. Chief Barlow's son, **Peter**, graduated during the ceremony and is now a correctional officer at Atlantic Institution.

Sydney holds workshop on sex offenders

ATLANTIC - A one-day workshop on sex offenders, held in Sydney, NS, attracted 50 participants representing CSC, National Parole Board, police, probation, the Crown, Children's Aid, Mental Health Clinic and private aftercare agencies.

John MacDougall, area manager, Sydney Parole office, explained the reason for the workshop was to

share information, improve communication between agencies and to develop a more coordinated approach in dealing with sex offenders.

The workshop included a presentation by **Cpl. Lillian Ulsh**, of the Fredericton City Police, on the "Team Approach Method of Dealing with Sex Offenders" being used in Fredericton. A committee was formed to establish a resource team in the Cape Breton area.

Another CSC torch runner

PACIFIC - Since writing about CSC's Olympic torch runners in our last issue, *Let's Talk* learned that one more CSC staffer recently shared the excitement of carrying the Olympic torch. From the Pacific region **Michel Gibbs**, an employee at Matsqui Institution, carried the flame approximately 16 kilometers, Jan. 26.

Anti-stress day promotes communication

QUEBEC - Drummond Institution's first staff anti-stress day, held at the Drummondville Raquetball Club late in 1987, was so successful they want to repeat it this year. A brainchild of the institution's Quality of Work Life (QWL) committee, the event promoted interpersonal communication through social, sporting and relaxation activities.



Drummond staff **Yvon-Paul Charest** and **Denis Barbe**, of the Staff College, worked hand in hand with club management to coordinate activities while **Mario Lévesque**, unit manager and QWL committee member, worked out schedules with senior managers, office staff and officers who replaced their institutional colleagues who wanted to attend.

New look for **Human Resources Branch**

After a complete reorganization of its goals and services, the former Personnel Branch has emerged as a new, updated Human Resources Branch geared for the changing perceptions of the 80s and 90s. Let's Talk now looks at the five divisions within the new organization and what managers and staff can expect of the new branch.

1

Classification and Staff Relations:

*Helping managers
respond to change*

CSC's ongoing efforts to improve organizational effectiveness pose special challenges to the people involved in job classification and staff relations. Large numbers of positions are being redescribed and reclassified. The grievance procedure is undergoing thorough revision to reflect the new structures. All these changes involve sensitive negotiations with Treasury Board, the Public Service Staff Relations Board and unions. At the same

time, day-to-day labor/management issues must be dealt with.

Rénald Tremblay is the director of Classification and Staff Relations. The newly-created division has no operational duties, he says. This allows Tremblay and his staff to concentrate on developing policy and helping operational managers create the best possible working environment.



Rénald Tremblay
*director, Classification
and Staff Relations*

"One of our prime functions is to advise managers on the proper interpretation and application of collective agreements, Treasury Board guidelines, and so on," Tremblay ex-

plains. "To do this, we're looking for input from the regions so we can be aware of their needs. We're also determined to distribute more information on Service-wide developments in the classification, staff relations and compensation field so the regions can be more involved in CSC's decision-making process."

Another goal, Tremblay says, is to ensure consistency in staff relations issues throughout the Service. He plans to set up more systematic monitoring of such processes as labor/management consultations. Monitoring allows the NHQ team to gather information on recurring problems and to devise strategies to respond to these more effectively.

Tremblay's team also monitors Classification and Compensation activities and will seek regional participation in these areas. "We'll be supplying timely advice to regional specialists and as needed provide assistance in training employees particularly in the provision of services in the area of pay and benefits."

The division is also responsible for occupational health and safety, and employee assistance.

Health and safety is high profile now

"Health and safety is high profile government-wide," Tremblay notes, "as a result of recent changes to the Canada Labour Code which points to employers to provide hazard-free workplaces. The new legislation, and the ongoing pressures of working in prison environments, call for more preventive initiatives."

The division, in cooperation with the Materiel and Administration Services Branch, will produce an Occupational Safety and Health Manual to spell out measures to prevent accidents and other hazards. The division is also making sure Safety and Health Committees, responsible for reporting deficiencies and recommending safety measures, are set up in every workplace.

Employee assistance is another important area because of the on-the-job stress many CSC employees experience and the resulting problems of burnout, illness and absenteeism.

CSC is currently re-examining its approach to EAP to find better ways of helping employees find services and support to deal with their problems.

"Our overall approach," notes Tremblay, "is to help managers make the best use of their important human resources."

2

Staff training:

Regions take on new role

Staff training used to be a highly centralized activity with NHQ coordinating programs throughout the Service. Reorganization has changed all that, says **Bob Watkins**, director, Staff Training. Now the regions are providing their own training programs in their colleges or learning centres.



*Bob Watkins,
director, Staff Training*

At NHQ, Staff Training's role is an advisory one - designed to help the regions by providing advice and professional expertise when needed, setting national standards and evaluating programs. The division also provides and coordinates training for NHQ staff.

The new regime means better teamwork, tailoring NHQ services to regional and operational needs, says Watkins.

"We have the experts in curriculum design, planning and policy development," he says. "But the operational people know what the needs are. Their input is vital."

New induction training coming

"Our overall goal," he adds, "is to make staff training more relevant to actual job requirements." One of the major national training initiatives now underway across the regions is the design of a new Induction Training Program (formerly known as CORP) for correctional officer recruits. The revised program will respond to changes in correctional philosophy and the new emphasis on inmate management as exemplified by the unit management concept.

"The emphasis is now on teaching front-line correctional officers communication skills, intervention strategies and small "c" counselling techniques in addition to the traditional security skills," Watkins points out.

A grounding in CSC's two-fold mission - protecting society while helping offenders become law-abiding citizens - will also be integral to the program.

"CSC has a complex mandate. A clear understanding of our goals is essential both for individual job performance and the overall success of the Service," Watkins stresses.

Operational staff from the regions have been actively involved in developing this Induction Training curriculum which is divided into six major theme areas. Six teams, representing the five CSC regions and NHQ, are each assigned to one of the themes, and then meet to discuss their ideas. The target date for completion of the pilot program is autumn 1988.

Another important training initiative is preparing staff for the new Offender Management System, a computerized database of inmate files, that may eventually replace paper files. Curriculum professionals at NHQ have designed self-paced, computer-assisted training modules to teach staff the essentials of automated records management.

Watkins' division has produced a new document on staff training and is examining the role of institutional staff training officers. The aim is to see that the functions these officers perform are truly relevant to the needs of institutions and are accomplished as efficiently as possible.

The division has also set up budget-year and multi-year training plans for the Service. These will help forecast total expenditures and set priorities for training Service-wide and to ensure a match between training planned and training delivered for CSC staff.

In addition to providing services to the regions and developing corporate training policy and plans, Watkins' division is responsible for liaison with central agencies (e.g. Treasury Board, the Public Service Commission) to implement government-wide guidelines and policies pertaining to training.

"The process of self-examination isn't over for Staff Training," Watkins points out. A complete review is scheduled for early this year to examine the effects of reorganization and to ensure that Staff Training contributes effectively to the Service's mission through the development of its human resources.

3

Human Resources Operations:

New "one-stop service"

Human Resources Operations is now open for business with an innovative new "one-stop, one-advisor system to provide a faster, more coordinated service for NHQ managers," says **Michel Valade**, director of the new division. "Our aim is to provide high quality,

Let's Talk

personalized service."

Managers will be able to rely on a single person to advise them in a sort of "one-stop shopping process designed to answer all their human resources questions and concerns. Service will be on a priority basis and managers are encouraged to start their planning process right now with the human resources management advisor responsible for their sector," says Valade.



*Michel Valade, director,
Human Resources Operations*

Here's how it works:

A manager who wants to staff a position, change a classification, or inquire about an official languages ruling no longer has to ask: "Who's the best person for me to see about this?" or, "How do I solve this problem?" Under the new "one-stop" system, the manager automatically contacts the human resources management advisor assigned to his/her sector. This person is responsible and accountable for all the human resources actions required by the manager's sector.

There are two human resources management advisors, each responsible for a personnel unit: **Jim Harding** and **Robert Daoust**. Who you contact depends on where you work. If your sector is APS (Administrative and Policy Services), Daoust's your man. If you're employed by any of the other sectors: Offender Programs and Policy Development, Corporate Policy and Planning, Inspector General, Executive Secretary or the Commissioner's Office, you'll consult Harding.

Your human resources management advisor is responsible for helping you with all your human resources needs and for providing you with a personalized, on-going interest in your problems that should "hopefully

speed-up staffing and classification actions." But Valade says he can't really promise a streamlined, faster service until the Human Resources Branch has completed its review of all staffing and classification procedures later this year.

Management Cadre

The new Human Resources Operation division's third unit, the Management Cadre, is headed by **Marie Scott**. It's been in operation since October 1985 and offers a wide range of human resources services only to the management cadre population. This includes sector heads, regional deputy commissioners, regional directors, regional managers, wardens, deputy wardens and district directors.

The unit is also responsible for the coordination of activities related to staff exchange programs.

4

Human Resource Policy and Planning:

A pro-active approach

What's the job description for the new Human Resources' Policy and Planning Division? Director **John LeMay** puts it this way:

- Recruit excellent staff for CSC
- Deploy them to best fulfil CSC's challenging goals
- Plan ahead for future staffing needs
- Support individual career aspirations as well as government policies like Affirmative Action and Official Languages.

The new division takes in a number of functions that used to be treated separately – human resource planning and systems, staffing policy, affirmative action, official language

ages and career planning. All these areas are closely related, LeMay points out. For example, Staffing and Affirmative Action which recruit and promote qualified members of under-represented groups, are affected by general recruitment and career planning policies.

"Putting all these related functions into one division means we can take a more unified, coordinated approach to human resource needs."

An important priority "is to be a step ahead of operational requirements," he stresses. "We're planning personnel policies to meet future needs and to anticipate problems and trends so that we can assist managers in a more pro-active way."

Succession planning

An example is the division's new emphasis on succession planning, that is, lining up candidates to fill a manager's shoes before he or she moves on. Potential candidates for positions such as assistant warden and correctional supervisor are identified and assessed in advance. Working ahead like this means that when positions become vacant, they can be filled more quickly and reliably.

The division is also improving its selection and assessment techniques, such as psychological testing, to give managers more information on which to base staffing and promotion decisions.



*John LeMay, director,
Human Resource Policy and Planning*

Staffing strategies

Staffing strategies must meet CSC's operational needs, and also be in line with central agency guidelines. This includes improving employment opportunities for women, visible minorities, the disabled and Native women, and ensuring services in both official languages.

To improve CSC's official languages capability at its institutional health care centres, LeMay's team recently mounted an extensive advertising campaign to attract bilingual nurses to the Service. The campaign netted an unprecedented number of qualified applicants - 62 in all, many of them bilingual.

Improving women's career mobility

As for Affirmative Action, CSC has successfully recruited more women correctional officers in recent years, LeMay notes. The next step is to improve women's career mobility throughout the Service. This means looking at ways of giving women opportunities to gain experience as managers, for example, through acting assignments. This can qualify them for promotions.

Another priority is streamlining the operations of the entire Human Resources Branch by using a single database that provides information on job classifications, job descriptions, staffing information, personnel files and payroll deductions. The division is looking at this now.

"In the past, these functions were either done manually or on separate systems so an integrated system will allow Human Resources to work more efficiently and provide better service overall," LeMay explains.

5

Organization Effectiveness:

Getting the most from your organization

ONCE UPON A TIME the process for creating a new organization or making major changes to an existing one, was

to decide what structure you wanted, write the job descriptions and then argue with Personnel.

Times have changed - for the better!

Saving managers time and energy

With a new proactive approach being taken by Human Resource's Organization Effectiveness division, under director, **John AuCoin**, managers can now save a lot of time and possibly wasted energy in organizational planning.



*John AuCoin, director,
Organization Effectiveness*

The role of the newly created OE division is to provide advice to managers on organizational effectiveness, and to coordinate Human Resource efforts in any major organizational development or change. "We are here to help managers get the most from their organization by suggesting the most appropriate organizational design and to identify Human Resource implications before a lot of time and energy is spent finalizing job descriptions," says AuCoin.

For example, a CSC branch or division has decided to review their organization to become more effective. The Organization Effectiveness division will be available to assist managers in providing advice on appropriate organizational structures, compatible with CSC's Strategic Plan and Corporate Direction, and in pointing out staffing, classification, training and other Human Resource implications. Then, when the structure has been decided, OE will be the linkage between management and Human Resources to classify and staff positions, and assist in the implementation.

Improved management/staff teamwork

The Organization Effectiveness division also offers assistance to managers in other areas, such as in getting the most from their organization through improved management/staff teamwork.

For example, a CSC unit has been reorganized and staff are having some difficulty in adjusting to working with one another. "What might be required, says AuCoin, is 'team-building intervention.' Organization Effectiveness will conduct workshops to help groups discuss how they perceive their own and other peoples' roles, what is preventing the group from being effective, and so on. Everyone suggests improvements, contributes to an action plan and, most important, commits to carrying out certain tasks in the plan.

"The process is effective," says AuCoin, "because responsibility for problem-solving is shared. It doesn't all fall on the shoulders of a manager or an outside consultant. Many heads are also better than one. You can get more creative ideas this way. Experience has also shown that people are far more committed to resolving a problem when they have played a role in devising the solution. They feel less threatened, more in control," AuCoin explains.

Currently, OE Services is a one-person division. Its role is to monitor group dynamics in CSC and suggest interventions if there is a problem - or to respond to direct requests for assistance. "It's a new approach to organizational improvement, so there will be a need to explain and clarify for all CSC staff and management what OE is and how it works," says AuCoin.

"Although OE strategies are proving useful in other organizations, he cautions, it's not a miracle solution to all organizational problems. Its effectiveness depends on the efforts and commitment of both managers and staff." ■

Let's Talk

Briefly

Building bridges of peace at Sask Farm

PRAIRIES - Nearly 30 energetic, young adults who belong to a group called 'Up With People', put on a 20-minute show during a recent visit to the Saskatchewan Farm Institution, reports Rosemary Paley, acting Living Unit officer. After their performance the cast enjoyed refreshments and toured the farm. This non-profit, educational, cultural and international group uses entertainment to "build bridges of peace and understanding among others throughout the world."

NHQ's United Way sector winners

NHQ - Corporate Policy and Planning sector, headed by Andrew Graham, won the 1987 United Way competition reaching 150 percent of their target the first day of the campaign. Although NHQ only reached 95 percent of its \$32,000 goal, organizers John LeCours, assistant campaign coordinator and sector coordinator; Lynn Cuddington, Corporate Policy and Strategic Planning Branch canvasser; Hilda Vanneste, Intergovernmental Affairs Branch canvasser; Rob Adlard, Corporate Planning Branch canvasser and Earl Fox, NHQ

United Way coordinator, thank all staff who donated their time and money.

Let's get it straight!

Further to *Let's Talk's* article on 'New Part-time CX Program' that appeared in our January/February 1988 issue (Vol.13 No.1), it should be clarified that as part of the Correctional Group Collective agreement regarding 'Assignment of Overtime Work' - "Subject to the operational requirements of the Service, the Employer shall make every reasonable effort to allocate overtime work on an equitable basis among readily available qualified employees."

Elbow Lake to the rescue

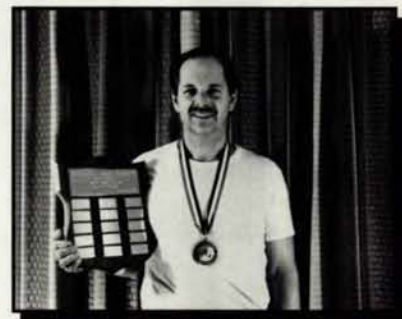
PACIFIC - When Jack Little, Forestry Program supervisor, Elbow Lake Institution, took the institution's snowmobile on a 16-mile round-trip into the Chehalis River Valley, Jan. 11, it wasn't a pleasure trip. He was acting in response to a request Superintendent Tom Crozier had received from the Agassiz Search and Rescue Unit and was looking for two missing people."

When the couple drove into the area the weather was clear, but there was a heavy snowfall before they left and their truck got stuck, said Little. "When I met them they had abandoned their truck and were walking

out. Fortunately they were O.K." A letter of thanks from the Kent-Harrison Search and Rescue team congratulated Little and Elbow Lake for their assistance.

Bowden's Canadian orienteering champ

PRAIRIES - Rob MacKenzie, supervisor, physical education, Bowden Institution, knows where he's going. He won the 1987 Canadian Orienteering Championship for his age group in Alberta, finishing about a minute-and-a-half ahead of his nearest competitor from England.



Involved in orienteering for the past four years, he explained, it's a sport that involves choosing the best route between control points using a map and compass. It requires good map reading skills, fitness and the ability to make good decisions under pressure and on the move.

MacKenzie hopes to take part in the 1988 championships in Manitoba this summer.

Coming events

March 8-10, 1988 Substance Abuse Conference, Kingston, Ont. "The Substance Abusing Offender," Sponsored by CSC Ontario region and the Psychology Department of Queen's University. Contact Larry Stebbins, Director, Staff College, Kingston, Ontario (613) 545-8105.

May 8-11, 1988 West Central Wardens' & Superintendents' Association annual conference, Monterey, California.

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The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens

Let's Talk

Volume 13 N° 3 X



April 1988

**Professional association for
correctional workers**

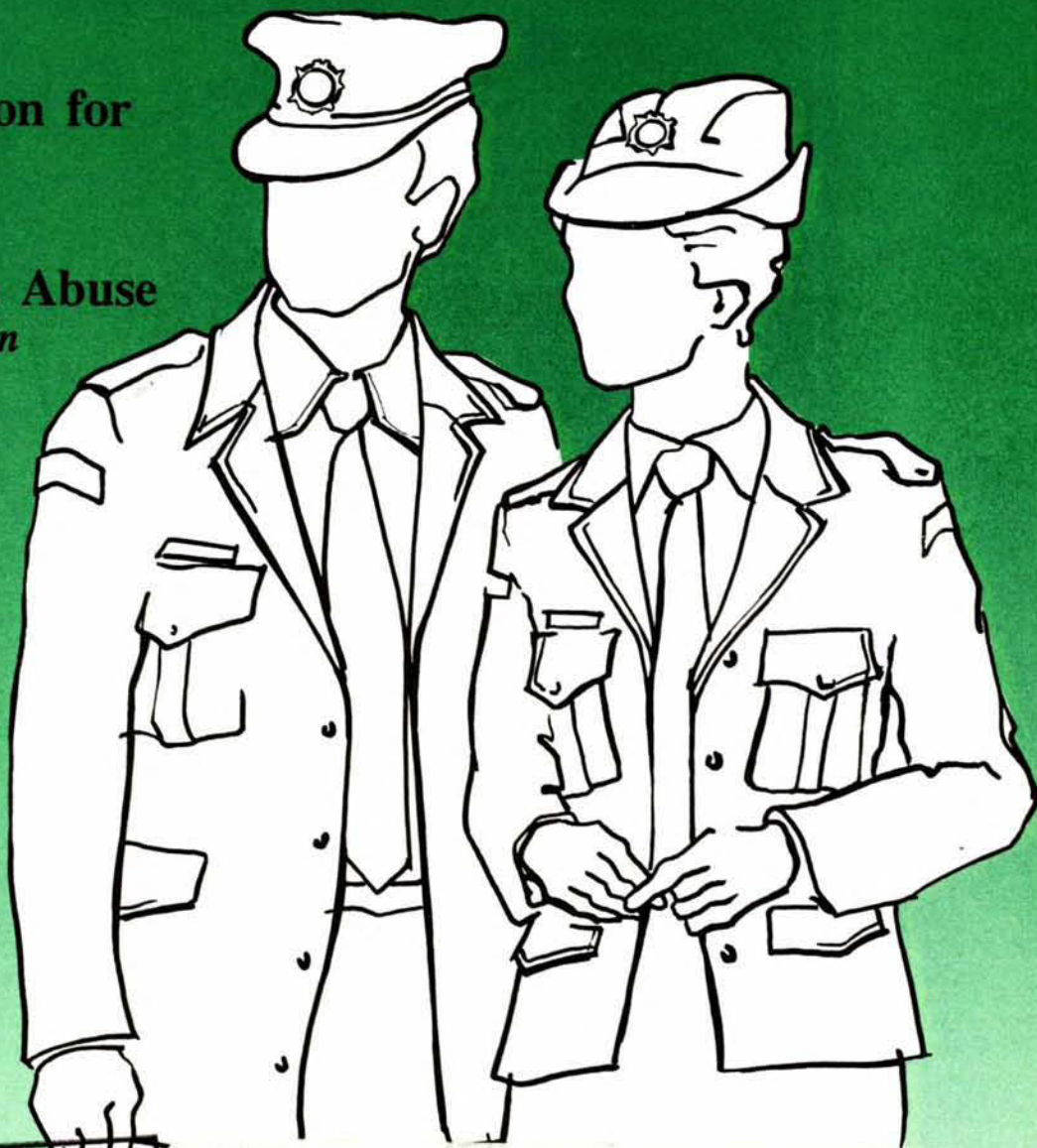
Drugs and Substance Abuse
- Part 2 - Levels of addiction

**Post-release program
for sex offenders**

**CSC responds to
Ruygrok Inquiry**

**New agreement on
real property
management**

**Briefly
across Canada**



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Coming!

Professional association for correctional workers

New, Canada-wide association to promote corrections

At last! Like other professional groups, Canadians who work in corrections will have their own professional association. It's an idea that's been in the works since a Heads of Corrections meeting in 1983 decided that a correctional association should be developed for correctional workers across the country - federal, provincial and the territories.

provinces of Quebec, Ontario, Manitoba and Saskatchewan. Other jurisdictions have offered assistance and will be taking part as soon as the foundations of the Association are in place.

Who will be members?

The main focus of the new association will be the needs and interests of the 40,000 people who work in Canadian federal, provincial, territo-

rial and even private corrections - correctional officers, probation and parole officers, penitentiary staff, correctional volunteers, private sector after-care staff and so on.

Recruiting line staff of all correctional systems including private sector agencies involved in direct delivery of services will be a particular emphasis, says Commissioner LeBlanc.

The new association is intended to complement the services of existing criminal justice organizations.

To find out more about the new association, *Let's Talk* spoke to O'Sullivan.

It's time people realized correctional workers are doing as important a job as any other group performing a public service.

Jim O'Sullivan, a long-time warden of Saskatchewan Penitentiary, has been seconded by the Commissioner to act as his special advisor and CSC's representative in the development of the new association through a two-year pilot project.

The implementation committee includes representatives from CSC, and the



A sense of professionalism

"One of our most important objectives," he says, "is to develop a real sense of professionalism and esprit de corps among correctional people. At the moment, there is little opportunity for federal and provincial workers to get together, discuss their problems and needs and develop a correctional identity."

O'Sullivan points out that today's correctional employees are highly-trained professionals yet they're often undervalued by the rest of society.

"Usually people only hear about corrections when there's a sensational incident. 'It's time people realized that we have trained, professional workers dealing with inmates and doing as important a job as any other group performing a public service.'"

A broad-based correctional forum needed

A broad-based forum for staff who work in all correctional jurisdictions – federal, provincial territorial and private – has been identified as an important focus for the new association,” says O’Sullivan. “Correctional workers often feel isolated. They don’t readily talk to their neighbors or even their families about their work. Federal and provincial workers have many common concerns, he says, often dealing with the same inmates. But at present they have few opportunities to get together and learn about each other’s systems. This association will allow for a broad exchange of ideas and information and help correctional people build a positive image and sense of identity.”

Self-supporting and autonomous

A draft constitution, selection of a name and incorporation of the association are also in the works. But nothing will be written in stone, O’Sullivan stresses. Although the Heads of Corrections are laying the groundwork and contributing startup funds for the new association, they intend to step back as soon as the membership is ready to run the show.

Through revenues from membership fees, conference registrations and similar sources, the association is expected to be eventually self-supporting and fully autonomous.

A proposed fee structure for members would be in the range of \$10 per year or \$25 for a three-year membership.

Aims of the new association:

- *To promote professionalism among correctional workers*
- *To promote public information about corrections*
- *To promote research on correctional issues*

Not a look-a-like for the union

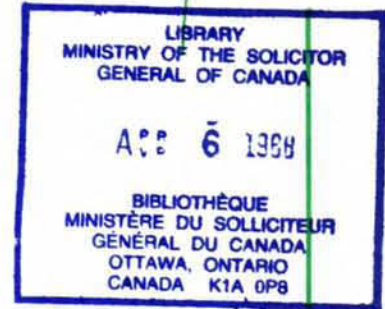
The new association would not, O’Sullivan stresses, duplicate the work of unions by becoming involved in collective bargaining issues. Nor would it conflict with other groups such as the Canadian Criminal Justice Association. Instead, it is expected to complement the services offered by these groups.

The Commissioner has asked the Union of Solicitor General Employees (USGE) to be involved in the new association.

A network of strong, local chapters

O’Sullivan envisions a network of strong local and regional chapters becoming involved in a variety of activities. These could include:

- workshops on topical issues (anything from AIDS to stress)
- staff exchanges
- awards of excellence for staff achievement
- educational presentations for the public
- a newsletter on the correctional field for staff and the public



- evaluation and distribution of research on correctional issues.

O’Sullivan is convinced the new association can provide a much-needed forum for professional development while reinforcing in the public mind the qualities and commitment of correctional workers. ■

**Further information is available from Mr. Jim O’Sullivan,
2727 Second Avenue West,
Prince Albert, Saskatchewan
S6V 5E5
(306)763-0772.**

Drug and sub

Part 2 of a 5-part series

Level of addiction key to treatment (not which drug is the most dangerous)

by Dr. Louis Pagliaro
Associate Professor, Pharmacy
University of Alberta, Edmonton

It's a real problem when you classify drugs as good and bad. Drugs are drugs. The only point where good and bad comes in is in an individual's use of drugs.

This perspective provides a more rational focus on drug and substance abuse than looking solely at the various drugs and substances that are commonly abused and trying to identify which ones are the worst (i.e., heroin versus hashish versus cocaine).

The initial focus should be on the individual drug and substance abuser and the way in which the person abuses drugs. One way to begin is by looking at the *level of drug use*. This approach, originally proposed in the early 1980s, views drug use as becoming increasingly more severe as one progresses through a series of levels.

Drug abuse tends to be progressive

The most significant aspect of this approach is that it helps to evaluate problems of drug and substance abuse in two ways:

- Qualitatively (Is the individual an alcoholic or not?),

- Quantitatively (How severe is the alcoholism?).

Five levels of drug abuse identified

This distinction may not appear important at first, but it is crucial in determining if someone has a drug and substance abuse problem and the appropriate treatment.

Treatment depends on cause and abuse level

Treatment is not the same for all patients with respiratory infections, which can range in severity from a common cold to severe pneumonia. So too is treatment different for the alcoholic who is a successful businessperson and only gets drunk at holiday parties, versus the unemployed, skid-row alcoholic who is chronically drunk. Both these people are alcoholics and require treatment for alcoholism, but the type of treatment must be matched to the causes and severity of their alcoholism. The level of drug use model offers an approach to effectively deal with this problem.

It identifies five levels of drug use: 1) Experimentation; 2) Recreation; 3) Habituation; 4) Abuse; 5) Addiction. As people progress from level one to level five, they find themselves compelled to use drugs and harmful effects increase significantly.

Levels of Drug Abuse

1

Experimentation: curiosity

In the first level of drug use, Experimentation, the user is curious about the drug and when the opportunity presents itself, tries the drug once. An important characteristic of this level is that the individual did *not* actively seek the drug out, but rather was curious about it and when it was offered, tried it. To be at the experimentation level, the amount of drug or substance used must be low enough that no negative consequences occur from its use.

2

Recreation: seeking drugs out

In the second level, Recreation, the user actively seeks the drug out, but

stance abuse

The real problem isn't classifying drugs as good and bad but in focusing on the level of individual drug abuse and the reasons for it.

there is no specific pattern. For example: drinking beer in a restaurant or smoking marijuana at a party. Here the important point is that the individual went to the restaurant or party *not* primarily for the alcohol or marijuana, but once there sought the drugs and used them.

3

Habitation: psychological dependence

The next level in the progression of drug use is Habitation, which refers to psychological dependence. Example: drinking a cup of coffee or tea every morning "to wake-up and get going," or going for a drink every Friday evening at the end of the work-week "to unwind" or "to celebrate." At this level the major negative effects associated with the drugs used and the presence of physical addiction have not appeared.

It's important to note that the focus is on the level of drug use (i.e., the circumstances of drug use) as opposed to the specific drug or substance used. The last two levels involve more intensive drug use and consequently more serious consequences.

4

Abuse: negative effects ignored

The fourth level of use is termed Abuse. The individual actively seeks the drug or substance and continues to use it despite its harmful effects. For example, the individual with gastric ulcers who continues to smoke tobacco; the individual with high blood pressure who continues to snort cocaine; or the individual with a prison record who continues to use illegal drugs. At this level the individual is fully aware of the negative consequences of continued drug use - worsening of ulcers, increased blood pressure and stroke, going to jail - but continues to actively seek out the drug and to use it.

5

Addiction: a compulsion to seek drugs

When the final level of drug use, Addiction, is reached, drug use becomes compulsive. The drug, whether alcohol, cocaine, heroin or another, becomes the major focus of life. Most of the addict's time is spent thinking about, obtaining, and using the drug. As in the Abuse level, drug use continues despite expected and predictable negative consequences.

An important treatment note associated with the addiction level is that the individual *cannot* return to the previous levels (i.e., the individual cannot return to controlled use). This applies to all users, regardless of the drug or substance used. Once at this level the only way to stop or to control the use of the drug or substance is by *total* abstinence.

The use of the "Levels of Drug Abuse model" can greatly assist the proper evaluation of the severity of an individual's drug and substance abuse problem and can provide initial insight into treatment approaches. ■

*Stay tuned for Part 3:
MIMDA (Mega Interactive
Model of Drug Abuse): A new
approach to drug and substance
abuse in your next Let's Talk.*

Learning to cope with freedom:

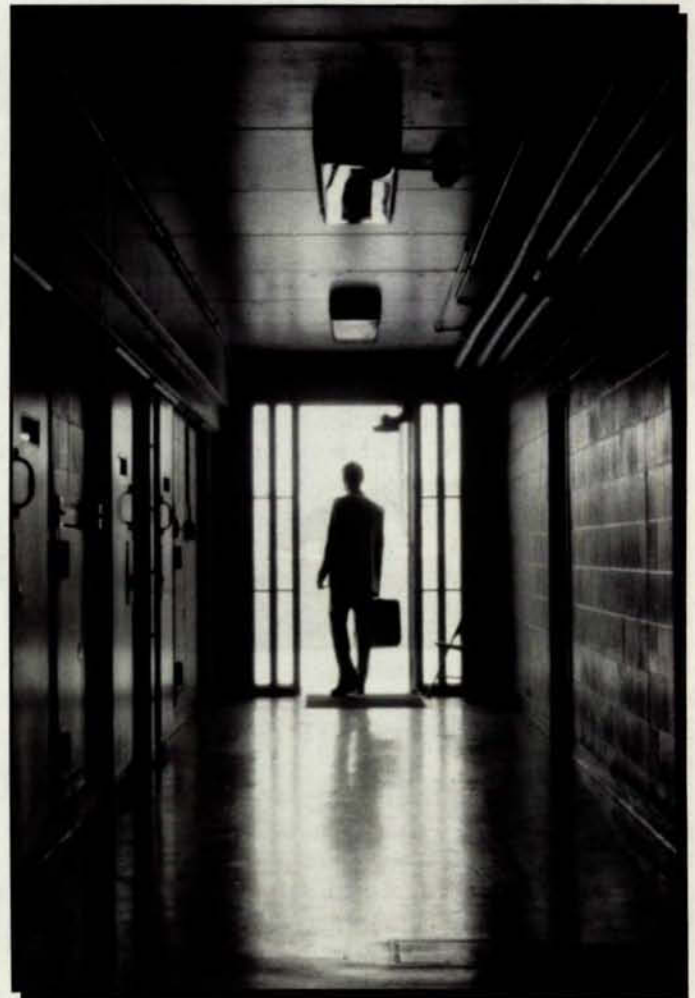
Post-release program for sex offenders

Eventually, the vast majority of offenders are back on the streets. Are they likely to offend again? Our society asks this about all ex-inmates, but the question is particularly compelling in the case of sex offenders. In the Pacific region, CSC is addressing this issue through an innovative community release program.

Established in 1984, the program offers a combination of group and individual therapy to all sex offenders on parole or mandatory supervision who require it. Generally given by psychologists hired on contract by the Regional Psychiatric Centre (RPC) in Abbotsford, BC, the sessions are usually a condition of early release. The follow-up therapy helps individuals convicted for offences such as rape and child molestation make the transition to the outside world with its many pressures and temptations.

Sex offenders, like most other inmates, can't be locked up forever. Eventually, the vast majority are back on the streets.

For many parolees and ex-inmates this is a continuation of treatment they have received during incarceration. For others, who avoided therapy in the institution, it may be a first-time experience. This latter group may not be highly motivated and may take part in the therapy solely because it is a condition of early release. Nevertheless, says Dr. Carson Smiley, director of Admissions and Ambulatory Services at RPC, Abbotsford, "a little bit of treatment is better than none at all. We can still make some headway with them."





In most cases attending therapy sessions is a condition of a sex offender's early release and usually participation is mandatory until sentence expiry.

Sharing coping strategies

Group sessions focus on themes such as interpersonal skills, self-awareness and restructuring inappropriate behavior patterns. Group members share coping strategies, support one another and monitor each other's progress. Participation helps break down the isolation that surrounds so many sex offenders. It makes it harder for them to deny responsibility for their actions. Their peers are likely to see through their denial and defense mechanisms, Dr. Smiley points out. Those who are highly motivated and familiar with the therapy techniques can act as role models for those new to the experience.

In addition to providing treatment, the Pacific region's community sex offender program helps parole officers monitor the individuals under their supervision. The psychologists file regular reports on their patients based on the weekly group sessions and on an individual therapy session given every six weeks. Parole officers appreciate this additional information, Dr. Smiley points out, as it helps them determine who is adjusting well and

who may be liable to repeat the offence. If, on warrant expiry, an individual appears unreformed, CSC can at least notify the RCMP of the risk.

Some 100 to 115 offenders participate in the Pacific region program at any one time. There are groups of six to 13 individuals in seven centres – Vancouver (four groups), Victoria, Abbotsford, Chilliwack, and Prince George (two groups). The Campbell River and Kamloops programs are exceptions. Their treatment programs were set up by therapists in the community who saw a need and developed this service. CSC pays a fee-for-service for federal offenders accepted into these two treatment groups.

Participation in a therapy group is usually mandatory until sentence expiry.

Other CSC regions

Other CSC regions offer some treatment for sex offenders released into the community but none has as comprehensive a program as that of the Pacific region. The program is particularly feasible in BC, Dr. Smiley points out, because of the concentration of the province's population in the lower

mainland. This makes it easier to find psychologists and set up groups than if offenders were returning to widely dispersed communities.

Group therapy effective and less costly

The group therapy approach is used because it's an effective form of treatment and because it's less costly than one-to-one treatment. Offenders can, however, suggest alternate treatment, for example, paying out of their own pockets for a psychologist of their choice or finding a psychiatrist, whose expenses would be paid by the provincial health care plan. However, psychiatrists with the time, the expertise and the inclination to treat sex offenders are in short supply.

Few drop outs

Although follow-up data is routinely collected on recidivism rates among graduates of the program, it has not yet been analysed. But few participants drop out. This is at least one indicator of the program's success, Dr. Smiley says.

Sharing information for a safer system

CSC responds to Ruygrok Inquiry

For the past several months, CSC has been examining and modifying its policies and procedures in response to the report of the task force established to study the recommendations of the inquest into the death of **Celia Ruygrok**.

Ruygrok, it will be remembered, was the young employee at Ottawa's Kirkpatrick House, a privately-operated community residential centre. She was murdered in 1985 by a man who was at the time on parole from a sentence for non-capital murder.

Following this tragedy, CSC moved quickly to identify those recommendations that could be addressed and acted upon them. The direct involvement of Celia's father, **Gerry Ruygrok**, in this effort, also served to ensure that the system benefits from the lessons learned through his daughter's death.

The Coroner's jury which inquired into the tragedy issued its report in May, 1987. The report, which found communications and information sharing important factors, put forward 29 recommendations.

Twenty-nine recommendations

A number of the recommendations were outside the Solicitor General's jurisdiction but all had a direct bearing on the quality and effectiveness of the correctional operations of the Ministry.

In general, the jury's recommendations fell into six broad areas of concern:

- Better cooperation and coordination among various elements of the criminal justice system
- Better information collection and synthesis in relation to the case management process
- More effective case planning and treatment including psychiatric assessment
- More accurate and timely information for the National Parole Board
- Improved release planning
- Strengthening of Community Residential Centre operations.

Results of the recommendations

The task force examined all the recommendations in detail and reported to the Solicitor General last summer.

Among the initiatives that have resulted from its recommendations are:

- Expanded and improved standards for Community Residential Centres (CRCs) have been developed.
- CSC has introduced a new casework model
- CSC has reviewed its health and psychiatric services
- New parole supervision standards have been developed in cooperation with provincial jurisdictions.

All CSC units to share information

CSC has, as recommended by the jury, designated information coordinators at all operational and headquarters units to ensure gaps in critical information are identified and that follow-up to obtain information is initiated.

This is part of a longer term initiative by CSC to remedy many of the shortcomings noted in the recommendations as to information collection and communication.

CSC is working with the National Parole Board, Ministry Secretariat, provincial officials and the voluntary

sector to develop common and improved parole supervision standards. Field testing of new standards is scheduled to begin this fall.

The tragic events that led to the death of Celia Ruygrok cannot be erased. But clearly, the thoughtful and thorough report of the Coroner's jury and the positive response to it from CSC and other elements of the criminal justice system has helped and will continue to help create a more effective, safer system for handling case management and parole supervision.

CSC negotiates *new* agreement on real property management

"The new agreement reflects the fact that CSC has special security requirements and unique problems which differ from other federal government departments," says Gerry Hooper, director general, Materiel and Administration at NHQ.

CSC has just concluded negotiations with Public Works Canada setting out terms and conditions for the management of CSC's 63 institutions and community correctional centres.

"Basically, we expect little change in actual operations. Public Works will accept and respect CSC's operational and design standards, and CSC will continue to be involved in the design process with Public Works' staff," notes Hooper.

"This agreement represents a significant accomplishment on CSC's part," Cliff Scott, assistant commissioner, Administrative Policy and Services, told *Let's Talk*.

Memorandum of understanding

The new memorandum of understanding, signed by Commissioner Rhéal LeBlanc and Robert Giroux, Deputy Minister, Public Works Canada, in the Commissioner's boardroom Feb. 16, takes effect Apr. 1 and remains in force until changed by mutual agreement.

The new agreement ensures:

- the new policy won't affect CSC's policies, plans and program initiatives



CSC Commissioner Rhéal LeBlanc (sitting-L) and Robert Giroux, Deputy Minister, Public Works Canada complete the agreement on real property management. CSC's Cliff Scott, assistant commissioner, Administrative Policy and Services (standing-L), Gerry Hooper, director general, Materiel and Administration and David Carter, Public Works Canada.

- agreed-on levels of service are provided by Public Works to CSC
- CSC maintains the required level of accountability and responsibility for assignments given to Public Works.

Operating principles regarding CSC's program objectives

According to Gerry Hooper, the agreement includes such requirements for Public Works as:

- recognizing that employing as many inmates as possible in property management activities such as maintenance and construction, is a CSC *program* objective
- recognizing that CSC's PIDS (Perimeter Intrusion Detection system),

CCTV (closed circuit TV), telephone and radio communications and other security systems are *program* responsibilities which should not be considered real property by the memorandum of agreement.

CSC agrees to...

CSC, for its part, agrees to provide Public Works with:

- timely advice concerning the maintenance and requirements of its institutions, penitentiaries and centres
- funds to cover assignments given to Public Works
- decisions and approvals as required for the provision of services asked for from Public Works.

Briefly

International recognition for suggestion award program

OTTAWA - Canada's Public Service received international recognition for its suggestion award program as the program celebrated its 35th anniversary. A commemorative plaque and a letter of congratulations from **Carol Lukas**, president of the Chicago-based National Association of Suggestion Systems (NASS), were presented to **Doug Lewis**, Minister of State for Treasury Board. NASS is a not-for-profit association of administrators of suggestion systems with worldwide member organizations, including many Canadian members.

Since its inception in November 1952 Canada's Public Service suggestion award program has received 157,627 suggestions. About one in six (125,416) has been accepted for an award. A total of \$3,914,928 has been paid out in awards to staff for suggestions, saving the taxpayer \$107,372,346.

Statistics for awards given to staff under CSC's three-and-a-half-year-old awards and honors program compare favorably with the PSC's national program.

Sask Pen features correction careers

PRAIRIES - "Careers in Corrections" was the theme of two institutional exhibits held in Prince Albert recently, reports **Eugene Stevens**, a CX 8 at Saskatchewan Penitentiary. Exhibits included a Sask Pen escort vehicle, institutional security equipment and various inmate contraband items seized during institutional searches. A cross section of staff from the institution fielded the many questions from the public.

Dandenault receives Sol. Gen.'s award



QUEBEC - Father **Bruno Dandenault**, chairperson, Quebec Association of Community Residential Centres, was recognized for his extensive involvement in community work during a special ceremony in Montreal. Flanked by **Pierre Couturier**, chairperson, Social Rehabilitation Services Association (L), and **Jean-Claude Per-**

ron, deputy commissioner, Quebec region, he shows off his new Solicitor General's Award. National Parole Board friends (back row, R) **Philip Young**, senior board member, Quebec region; **Serge Lavallée**, regional director, Quebec region, and **Jacques Dyotte**, regional manager, Programs and Operations, Quebec region.

Riot baton instructors graduate



QUEBEC - Six correctional officers from medium and maximum security institutions, plus three Cayman Island friends, graduated as riot baton instructors after a two-week course at the National Staff College, Laval. Posing with their instructors (foreground - R) **Pierre Larivière**, senior instructor, Laval Staff College; **Gilles Dagenais**, Archambault; **Richard Gaudreau**, Laval; **Michel Desormeaux**,

Archambault; **Dynno Piedimonte**, Regional Reception Centre. (background - R) **Kevin Robinson**, audiovisual technician, Laval Staff College; **Collins Cowans**, Cayman Islands; **Karl Lopez**, Cayman Islands; **Jacques Gagnon**, Donnacona; **Benoit Cantin**, Cowansville; **Régent Viola**, senior instructor, Staff College; **Daniel Graves**, Cayman Islands and **Richard Rabeau**, director, Laval Staff College.

Sask Pen staff log 200 years' experience



Seven Saskatchewan Penitentiary staff whose service added up to 200 years' experience were recognized at a retirement party given by Warden Paul Oleniuk. Front row, (R) Gus Fraser, Andrew Sereda, Sam Smith, Warden Paul Oleniuk, Cy Mullis and Stan Daniels. Back row, (R), Gordon Wilson and Leonard Clark.

Four Montée St-François staff retire



Friends and colleagues honored four Montée St-François staff and their immediate families with a reception at the Staff College. (R) Gérard Ethier, Léo Hottin, Willie Boulet and Hugues Beaudry, all retiring from CSC, were "roasted" and presented with gifts for their many years of service.

Quebec region thanks staff



QUEBEC - Regional Deputy Commissioner Jean-Claude Perron (L) presented plaques to Marcel Poirier, Cowansville; Guy Berlinguette, East/West District; René Rousseau, Laval warden; Carole Bergeron, Ar-

chambault; Madeleine LeMay, Laval and Claudine Brosseau, Ste-Anne-des-Plaines in recognition of their special contribution to the region's Marathon Courage, blood donor clinic and United Way campaign.

Donations help needy

NHQ - A number of children were warm this winter thanks to the generosity of NHQ and National Parole Board staff who donated money and clothing to Ottawa's snowsuit fund. A \$595 cheque and about 20 snowsuits were presented to the fund.

Another group of concerned staff who offered a hand to those less fortunate were Director General Pierre Viau's Correctional Operation staff at NHQ. Frank Purvis, Jim Marshall, Julie Levesque and Richard Moore collected more than \$225 for the Shepherds of Good Hope, an Ottawa organization that operates a soup kitchen and distributes food hampers to the needy in the community.



Jean-Marc Plouffe, director, Program Planning and Management Services, (centre R), presents a cheque to J.E. Royal Dubue, operation manager, Ottawa snowsuit fund while Diane Barber, (L), and Desiree Zaltan (R), show off two of the snowsuits collected for the fund.

Kassen named Bowden warden

PRAIRIES - John Duggan, regional deputy commissioner, Prairies, appointed Mitch Kassen warden of Bowden Institution Feb. 15.

Previously Kassen was regional manager, Offender Management, RHQ.

ACCA changes name

The Alberta Criminology and Corrections Association has a new name, reports Pamela Gaudette Harvey, the association's president. It is now called The Alberta Criminal Justice Association.

Briefly

Kudos for Beaver Creek

ONTARIO - Beaver Creek Institution got a pat on the back from the community recently. Forestry officer **Don Thur**, and his inmate work crew, known as the 'Beavers', were singled out in a newspaper article for their positive contribution to the South Muskoka community.

The 'Beavers' travel in a mini-van around south Muskoka doing odd jobs that save taxpayers thousands of dollars. For the price of coffee and doughnuts the six or eight-man crew do such things as shovelling snow off the roofs of government buildings and senior citizens' homes. During a recent cold spell they cleared away snow from more than 400 fire hydrants in Bracebridge, inspiring the town council to send a letter commending the crew to Superintendent **Ted Van Petegem**.

During the summer crews work in the bush cutting wood, clearing brush and helping in emergencies like cleaning up after the mini-tornado that hit Bracebridge last summer.

Induction service held for Pierre Allard

ONTARIO - Rev. Dr. **Pierre Allard's** appointment as CSC's director of Chaplaincy was celebrated Feb. 3 during a special bilingual service at First Baptist Church, Kingston. More than 250 people attended, representing NHQ, federal institutions, chaplains from Ontario, regional chaplains, Interfaith Committee on Chaplaincy members from across Canada, Kingston churches, some inmates and former inmates.

The induction service included an exchange of commitment between Rev. Pierre Allard, CSC (represented by Commissioner **Rhéal LeBlanc**), the chaplains (represented by Rev. **Chris Carr**, associate director Chaplaincy, CSC) and the churches (represented by **Otto Driedger**, vice-president, Interfaith Committee). Other CSC participants included regional chaplains, Rev. **Tom Speed**, Pacific; **Gabriel Savignac**, Quebec; Rev. **Arno Bablitz**, Prairies; Rev. **Norman Barton**, Ontario; and Rev. **Alf Bell**, Atlantic, as well as **Dan Kane**, director general, Offender Programs, NHQ.

Memorandum of Understanding renewed

Before the service, the "Memorandum of Understanding" between

CSC and the Interfaith Committee was renewed. Introduced Jan. 25, 1982, it reflects "the mutual concerns held for the spiritual dimension of life as expressed through the delivery of pastoral care by the effective provision of chaplaincy services." At that time the agreement stipulated that it should be evaluated at least every five years. The 1988 agreement was signed by Commissioner **LeBlanc**, Rev. **Bernard Pinet**, Oblate Father, president of the Interfaith Committee on Chaplaincy and the Solicitor General, **James Kelleher**.



A good year for blood

QUEBEC - As CSC staff say of their annual blood donor drive, 1987 was a good year for blood. A total of 950 staff gave the gift of life during the drive, far exceeding the objective of 900 donors. "It was an overwhelming success," reports **Francine Jourdain**, coordinator of the drive. "The organizing committee appreciates the ongoing support of regional staff."

Coming Events

May 8-11, 1988 West Central Wardens' and Superintendents' Annual Conference, Monterey, California. Contact: **John Vandoremalen**, director, Public Affairs (613) 992-8423.

May 8-11, 1988 National Conference on Transitional Services for Troubled Youth, Lexington, Kentucky. Contact: **Bruce Wolford** (606) 622-1497.

May 25-26, 1988 Heads of Corrections Conference, Regina, Saskatchewan. Contact: **Angela Knoll**, assistant to the Assistant Commissioner, Corporate Policy and Planning (613) 993-4031.

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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 controls of offenders, while helping them become law-abiding citizens.

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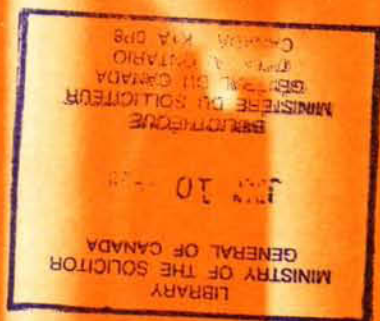
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**CSC's tough *new*
Drug & Substance
Abuse Strategy**

**It's a "GO" for
Unit Management**

**No penalties for
certain *involuntary*
retirees**

**Sex offenders -
Part four - *Rapists
and Pedophiles***

**Drug & Substance
Abuse - Part three**



Correctional Service
Canada

Service correctionnel
Canada

Canada

CSC unveils tough *new* Drug

Targets:

- **Enforcement**
- **Treatment**
- **Prevention**
- **Tied to system of inmate incentives and disincentives**

Keeping drugs out of prison has never been an easy task – especially today when visiting programs, temporary absences and constant inmate movement inside institutions offer offenders many opportunities to obtain dangerous drugs and objects.

Drug and substance abuse among offenders - it's an important problem affecting institutional safety and effective programming, says **Andrew Graham**, CSC's former assistant commissioner, Corporate Policy and Planning, and since February, Ontario deputy commissioner. He was speaking to a drug and substance abuse conference in Kingston, March 10.

When the government identified the control of drug and substance abuse as a national Canadian priority in 1986, CSC began planning for its own drug abuse strategy and to collaborate with provincial governments, addiction agencies and private sector organizations.

SMC approval in January

The new drug abuse strategy was adopted in January by the Senior Management Committee, after consultation with Solicitor General **James Kelleher**. It's now part of CSC's strategic direction.

CSC's two basic objectives

CSC's goal, says Graham, is two-fold:

1. To reduce the demand for drugs. This means a continued emphasis on two key areas:

- security search programs to detect and stop drugs at the institutional gates
- discovery and removal of drugs and alcohol that have been smuggled or brewed inside.

2. To improve the effectiveness of our programming by assisting offenders to stay off drugs through a system of appropriate incentives and disincentives to ensure offenders understand the benefits of changing negative behavior patterns - and the disadvantages of failing to change them.

Solicitor General **James Kelleher** has launched an all-out strategic attack on drug use and trafficking in institutions that will see several thousand CSC institutional staff specially trained to detect and deal with drug abuse, and RCMP drug enforcement officers assigned to work directly with institutional staff.

"New law enforcement strategies involving both the RCMP and CSC will control drug trafficking both into and within institutions," he told 300 delegates at an international substance abuse conference in Kingston, Mar. 8.

CSC and the RCMP will also undertake reciprocal training programs including RCMP officers working alongside CSC staff to gain a better understanding of institutional drug abuse and trafficking. These and about 10 other joint initiatives will augment and complement existing working relationships between CSC, provincial and municipal police forces.

The Solicitor General said this action was necessary because he was concerned about the safety of staff and inmates "who have a right to expect prisons to be drug-free."

Privileges involved would be in such areas as open visits, field days, family visits, community volunteer activities, job assignments and the like.

Effective rehabilitation can only take place in a safe, secure environment

It's CSC's responsibility, says Graham, to ensure a safe and humane

& Substance Abuse Strategy

Solicitor General *declares war* on drugs in prison

*CSC and RCMP to collaborate
on drug enforcement*



Solicitor General
James Kelleher
addresses the
Kingston Drug
and Substance
Abuse conference.

Drug abuse extensive

A recent Queen's University survey states that 70 percent of federal inmates have substance abuse problems. Of more than 200 major incidents of institutional violence in the last two or three years, nearly 60 percent involved drugs. "And when I say violence, I am referring to the worst kind: murder, serious assaults on staff and inmates, major disturbances, hostage-takings and suicide."

"I can not over-emphasize the importance of collaboration between CSC and the RCMP since it will coordinate and focus the efforts of both agencies in the area of drug enforcement in penitentiaries."

Solicitor General James Kelleher.

environment for offenders. "We all recognize that effective rehabilitation can only take place in this kind of environment.

"Reduction of substance abuse will also contribute to offenders' ability to reintegrate into the community at the end of their sentence. That's why we see our three-point strategy of enforcement, treatment and prevention as an *integrated* approach involving all institutional and community-based

staff and inmates at all stages of a sentence from reception to release."

Legal challenges and the Charter

CSC's drug strategy is challenged by several legal and ethical issues, Graham points out. Treatment, for example, must be accompanied by a successful monitoring tool to demonstrate whether inmates are making

progress or not. Finding a monitoring tool that's reliable, non-intrusive and consistent with the Charter of Rights and Freedoms isn't easy. "However, there are many possibilities and we're determined to find the tools we need for drug detection and monitoring."



Let's Talk

Drug-detecting dogs and electronic devices

CSC must be alert to new methods of detection that are consistent with the Charter. Drug-detecting dogs have proved effective in tests in the Quebec and Ontario regions. The use of dogs in institutions to sniff out both drugs and firearms or ammunition is under serious consideration because they offer an effective (and non-intrusive) method of conducting periodic sweeps for drugs.

CSC has also been investigating the development of electronic detection equipment that would detect drugs and explosives in ways which are neither de-humanizing or intrusive and which would be acceptable to the Charter.



Dogs, similar to this one, may be trained for drug detection in CSC institutions

Urinalysis: wide use in two contexts:

Urinalysis testing, to detect drugs in urine samples, can be used *with inmate consent* to reinforce treatment programming and "CSC intends to

make increased use of this approach."

In the quite different context of drug enforcement, urinalysis can be used as a very successful detection tool where *consent would not be required*.

Currently in Ontario – the only region which has urinalysis programs – staff can require inmates to undergo urinalysis without their consent when it is considered necessary.

Special training for staff

All institutional and community-based staff must be aware of drug abuse problems if they're to be effective in helping the majority of offenders who suffer from some form of drug abuse.

Community-based staff will also be expected to be aware of treatment programs available to parolees. Accessing more community treatment programs is a priority area this year, says Graham, "because we realize parolees also need help to face the risks of returning to the community."

Last year, the regions offered specialized training programs for staff and these will continue in the coming years. There will also be a cadre of staff trainers who can train colleagues.

Emphasis on staff training gives an important message about our seriousness, says Graham. Both staff and offenders will be expected to deal effectively with substance abuse among offenders.

Individualized treatment

In the past, only one drug abuse program was universally offered by CSC and that was Alcoholics Anonymous. Usually inmates also had access to Narcotics Anonymous. It's now clear, says Graham, that drug abusers aren't all helped by these two organizations and that a more individualized treatment is required for many offenders. Five current programs in CSC are now being evaluated for future expansion.

Reception and pre-release programs

Two new programs have recently been developed to assist inmates at two

critical periods in their sentence: reception and pre-release. The reception program informs inmates about drug abuse and suggests programs and services available to them.

The pre-release programming alerts inmates to the temptations they face when they go into the community on conditional release. A strong skills-training component takes into account recent developments in addiction treatment and is being field-tested at Joyceville for eventual use throughout the Service.

Specific offender groups need drug abuse programs tailored to their needs, Graham points out. Over the years CSC has developed treatment programs for Native offenders, such as Sacred Circle. Since last October the Prison for Women has also offered a special program for women that recognizes their special needs. It's given by the Elizabeth Fry Society. ■

CSC's new Drug Abuse Strategy is an integrated approach involving all institutional and community-based staff and inmates at all stages of a sentence from reception to release.

Treasury Board gives approval for classification of Unit Management positions

It's a "GO" for Unit Management

It's the green light all the way for Unit Management in CSC's institutions, **Jim Phelps**, deputy commissioner, Offender Policy and Program Development told *Let's Talk*.

Following the February Senior Management Committee meeting, Phelps has assumed responsibility for the implementation of the new Unit Management system in all CSC's institutions.

The Unit Management system combines the best features of other organization models. It involves correctional officers in both security and program functions so they will be able to contribute more effectively to the decision-making process such as transfers and parole recommendations. This improves job satisfaction and opportunities for promotion because it widens officers' knowledge of the job and responsibilities.

Unit Management on hold since last October

Staff will remember that Unit Management was put on hold last October, pending a review of position classification levels by Treasury Board. The review has been completed, Treasury Board has approved the classification levels and implementation strategy is under development.

"The Solicitor General and Treasury Board officials have been advised of CSC's implementation strategies for Unit Management," says Phelps.

First step is filling AS-05 positions

Treasury Board has approved classification of most Unit Management positions at the AS-05 level, **Sandra Davis**, director general, Human Resources, reported to the February SMC meeting.

Approval to fill these positions will be granted as soon as the Unit Management plan for each institution is finalized, notes Phelps. "This will be the first step in the reorganization of the management/supervisory structure of institutions to accommodate the Unit Management system."

Watch for information updates

"Both staff and the Union of Solicitor General Employees will be informed, on a regular basis, about how the implementation is going," Phelps says.

Further updates will be published in *Let's Talk*. ■

Unit Management involves correctional officers in both security and programs... officers contribute to decisions on transfers and parole which can increase job satisfaction and opportunities for promotion.

New Treasury Board decision:

Penalties cancelled for early (*involuntary*) retirees

- 55 years or more?
- 10 years or more service?
- Laid-off because of workforce adjustment reductions?



Laid-off. Surplus. The words are frightening – especially to older public servants who may be close to retirement, have trouble finding a new job and would prefer to take early retirement if it weren't for the usual penalties that reduce their pension.

To make things easier for this special group, Treasury Board has approved a humane, new procedure that streamlines the previous system and cancels the penalties these employees would normally have to pay.

To clarify for readers who benefit and why, *Let's Talk* asked **France Collin**, chief, Compensation, NHQ Human Resources, to explain.

The Public Service Superannuation Act (PSSA) has given Treasury Board the discretion to waive penalties for employees who are retiring involuntarily, points out Collin. Previously, employees who were involuntarily retired had to go through a complex, time-consuming process to receive their waiver and could not be absolutely sure they would obtain it. But under this new, simplified procedure, "eligible employees who are declared surplus are now assured that they will in fact receive the waiver although their case will also be individually reviewed."



The new waiver procedure came into effect July 15, 1987 and will be in force for two years until July 1989 "when it will be reviewed to see if it's still needed because of continuing downsizing in the public service," adds Collin.

Who benefits from this new procedure?

If you are an employee who would otherwise receive a reduced pension (annual allowance) because of layoff due to workforce adjustments you may request a waiver providing you are eligible.

Who is eligible for this early retirement plan?

To be eligible, there are three criteria you must fulfill.



- You must be 55 years or over
- You must have 10 years or more of full-time public service employment, continuous or discontinuous
- You must be involuntarily retiring because you were laid-off or declared surplus due to workforce adjustment reductions.

If I opt for a "cash out," can I still be classified as an involuntary retiree?

Yes, if you've been declared surplus and decide you want to take "cash out" (which means you can receive up to six months salary and leave immediately), you are still considered to have retired involuntarily and can apply for the waiver.

Can I receive the pension waiver if I am retiring voluntarily?

No. You have to be laid-off because of workforce adjustment reductions before you are eligible for the pension waiver.

How does the penalty waiver work?

Previously, if you took early retirement with a pension penalty you received something called an *annual allowance* (not a full pension) and were generally subject to penalties of five percent for every year before 60. The formula goes like this:

5% for every year, to the nearest one-tenth of a year, that the person is less than 60 at the time the allowance is payable.

But, and this is the big change, under the new Treasury Board decision, if you're 55 years and over, have 10 years public service employment, and are laid-off, you don't have to pay the normal penalty of five percent a year. You receive the whole of your pension (annual allowance) without penalty.

What is the procedure to receive a waiver of pension reduction?

After your paperwork has been completed by Human Resources at NHQ or in the regions, the Commissioner will certify that you have been declared surplus or laid off because of workforce adjustment reductions. Your submission to Treasury Board will be verified individually and approved. The whole process should not take more than three months.

Example #1

Let's take Yvonne, an employee who is 57 years old with 12 years of service and \$42,000 average salary (an average of her highest-paid six consecutive years of service). The formula here is:

2% x years of pensionable service x average salary

In Yvonne's case this would be:

$2\% \times 12 \times \$42,000 = \$10,080.$

But because Yvonne is only 57, her penalty would normally be:

$60 - 57 = 3 \times 5\% = \text{a penalty of } 15\%.$

This would cost Yvonne:

$\$10,080 \times 15\% = \$1,512.$ This means Yvonne would lose \$1,512 every year off her annual allowance of \$10,080.

However, under the new plan, Yvonne can receive a cash out of six months pay plus her annual allowance of \$10,080 – and no penalty.

Example #2

Another might be Robert who is 55, laid-off, has 23 years' service and an average salary of \$35,000. Robert opted to try to find another job but after looking during his six-month layoff period, he still hadn't found anything so he decided to take early retirement under the new procedure. His formula went like this:

$2\% \times 23 \times \$35,000 = \$16,100.$

This is what Robert will have as an annual allowance. He won't receive a cash out since he received his six-months salary during the six months in which he looked for a job. If Robert had had to accept a penalty because he was only 55, it would have amounted to 25 percent. ($60 - 55 = 5$ years $\times 5\% = 25\%$). This would have cost Robert \$4,025 yearly off his annual allowance!

If I think I'm eligible, what do I do first?

Talk to your Human Resources officer to make sure you are eligible and that you understand what your best options are. ■

Part four: The Prairie region's sex offender program

Rapists and pedophiles: two main categories

Treatment for sex offenders has come a long way over the past decade. Researchers have developed a variety of approaches from group therapy to behavior modification techniques to help offenders reform themselves.

"But the field is still in its infancy and opinions vary on what works," admits Dr. Arthur Gordon, chief of psychological research at the Regional Psychiatric Centre (RPC) in Saskatoon.

One thing he's sure of however, different people need different kinds of treatment, and a program must be comprehensive to reflect this diversity.

Most sex offenders in the program fall into one of two categories – rapists (about 60 percent) and pedophiles (about 40 percent), says Dr. Arthur Gordon.


The Saskatoon Psychiatric Centre offers an intensive nine-month sex offender program that includes group and individual treatment, social skills development, stress management, sex education and strategies to change deviant arousal patterns. Several groups catering to patients who were children of alcoholics and patients who were children of sex abusers have been organized to help offenders deal with problems rooted in childhood experiences. Some sessions are highly structured and others are more informal.

Accommodates 24 inmates

At any one time, the program can accommodate 24 inmates, selected from a referral list of 150. Those closest to release are the first admitted so that they can build up skills that will help them readjust to life on the outside. All participants are expected to stay with the program for its duration, says Dr. Gordon. The staff consists of 11 nurses, (working in shifts of three and four), a social worker, a psychologist and a psychiatrist.

Pedophiles: deviant patterns

Pedophiles and rapists are the two main categories of sex offenders in federal institutions. Pedophiles, child molesters, are considered to have deviant arousal patterns over which they have little control. Part of their treatment focuses on helping them change this pattern and control their impulses.

The method used at RPC Saskatoon is called "self-administered covert sensitization." This means offenders are taught to link in their minds images and thoughts that inhibit sexual arousal. By using the method whenever deviant thoughts arise, the patient can lessen the power of the fantasy, which is usually the precursor to a sexual offence. ————— 

Reducing the pedophile's attraction to children is only part of the solution. Equally important is enabling the offender to establish adult relationships. To this end, the RPC program emphasizes social skills and self-confidence development - necessary ingredients for bonding with peers.

Lack of follow-up treatment

A major problem, however, says Dr. Gordon, is the lack of post-release follow-up treatment for pedophiles. Some become quickly discouraged at the difficulty of finding an adult partner and, in the absence of other support systems, turn again to children to satisfy their needs.

"There was one guy who we didn't think would do well. And once he was back on the street, he did think of committing rape. But he locked himself up in his room, pulled out all the material from the program and went over it and over it. He didn't unlock the door until he felt himself under control. He's been out for four-and-a-half-years now."

Rapists reflect negative attitude to women

Unlike pedophiles, rapists are more likely to have problems with their values and attitudes about women and sexuality rather than a deep-rooted deviant sexual makeup, Dr. Gordon explains. Rapists reflect the negative attitudes towards women and the leniency towards rape that are still widespread in our society.

"Only about five percent of rapists end up in prison," Dr. Gordon points out. "The vast majority are never reported or convicted. They are indistinguishable from the rest of the population. Those who do receive prison sentences have often committed other crimes and may be easier to convict."



Treatment for rapists focuses on changing the individual's perception of women and his relationships with them. The fact that most of the program's staff are women helps in this process. The program also works on attitudes toward sexual coercion because, in some cases, the rapist has difficulty viewing his act as a crime. "For example," Dr. Gordon says, "if the woman didn't scream and fight, then he thinks she went along with it. But the real reason for her silence was her terror."

Empathizing with the victim

To overcome such mental blocks the men are taught to understand and empathize with the victims. In this endeavor the Centre is assisted by the Saskatoon Sexual Assault Centre which sends speakers - people who have daily, direct contact with rape victims and know what they suffer - to participate in the offender program.

The Sexual Assault Centre has also assisted the RPC to set up a group for patients who were children of sexual abusers. About 65 to 70 percent of sexual offenders report coming from abusive homes.

Troubled childhood no excuse

A troubled childhood does not absolve the rapist or pedophile from their crimes, Dr. Gordon stresses. "We don't allow them to use it as an excuse but we have to acknowledge that this may be one of the things that affects attitudes and behavior. And if the problems are not dealt with and resolved, the effects remain."

To evaluate its sex offender program, the Saskatoon RPC is monitoring the recidivism rate of its graduates over a five-year period. As yet, not enough of these men have reached the five-year point to provide solid statistics, Dr. Gordon says. But there are other indicators that the program is valuable. The drop-out rate is fairly low - only 10 percent. Although there are some "abysmal failures," there are also some dramatic success stories. ■



Drug and substance abuse: part 3

MIMDA: (Mega Interactive Model of Drug Abuse) **New approach focuses on abuser's lifestyle**

Drug and substance abuse is a worldwide phenomenon – a problem that appears to get worse every year despite a lot of attention and effort. Failure to control it is believed by many experts to be largely due to a lack of focus on the multiple causes of drug and substance abuse, particularly the individual characteristics of the abuser.

by Dr. Louis Pagliaro
Professor, Pharmacy
University of Alberta, Edmonton

Many experts believe traditional approaches to drug abuse fail because they ignore the multiple causes of drug abuse and pay little attention to the personal characteristics and lifestyle of the abuser.

The MIMDA (*Mega Interactive Model of Drug Abuse*) model (see box) was designed to reflect the complex nature of drug and substance abuse. Professionals in the field all too often appear obsessed with discovering and then using the single "best" mode of therapy. Perhaps they aren't too different from their patients who are in search of the ultimate high, the mystical "china white," the perfect drug. Drug and substance abuse has always been a complex problem and it's illogical and

MIMDA provides a model that identifies types of addicted individuals, isolates and studies factors contributing to drug and substance abuse, and perhaps even predicts societal trends in drug and substance abuse. However, its major potential appears to be its use in working directly with drug and substance abusers.

Focus on combination of causes

MIMDA assists treatment practitioners in dealing with the complexities of drug abuse and addiction by providing a comprehensive framework that focuses on the unique combination of interacting societal, individual, and drug dimensions as they relate to a specific drug abuser. Focus on the uniqueness of each person prevents stereotypic thinking and fosters an individualized approach to treatment.

MIMDA can be used to provide a framework for describing, diagnosing, treating, and evaluating problems of drug and substance abuse.

• DESCRIPTIVE USE

By identifying and listing the variables under each of the dimensions, you can obtain a comprehensive description of a particular abuser. The MIMDA model also works for a group, producing, for example a representation of the "typical" heroin addict.

• DIAGNOSTIC USE

Looking at the variables obtained for a specific individual ("descriptive use") reveals whether a drug or substance abuse problem exists and provides an indication of the severity of the problem. For example, under the "drug dimension," the type of drug used can indicate whether or not a significant potential exists for abuse and toxicity; under the "time dimension" indication of the length of use and frequency of use can, when combined with the drug dimension information, show the potential severity of the abuser's problem by identifying any additional high risk factors under the "individual dimension."

• PRESCRIPTIVE USE

Once a person's drug or substance abuse problem has been clearly identified and delineated, MIMDA can aid in determining the most appropriate treatment plan by focusing on what variables can be changed or modified.

For example, under the "drug dimension" if the drug an individual was using is particularly harmful, then a less dangerous drug from the same pharmacologic classification might be substituted (e.g., methadone for heroin). If the method of administration of the drug was identified as being particularly harmful (i.e. by needle), then a less harmful method of drug administration might be used (e.g., oral nicotine chewing gum for smoking tobacco).

Similarly under the "societal dimension," if lack of family support is identified as a major contributing fac-

comparing the variables for a specific individual, ("descriptive use"), before, during and sometimes after treatment. While researchers may be particularly interested in the end result in terms of program success, recidivism rates, and so on, health or social care workers will be as interested in evaluation during treatment because if treatment is not working, it can be modified "in-stream" to try to improve the therapy.

• PROGNOSTIC USE

An examination of the variables obtained for a specific individual,

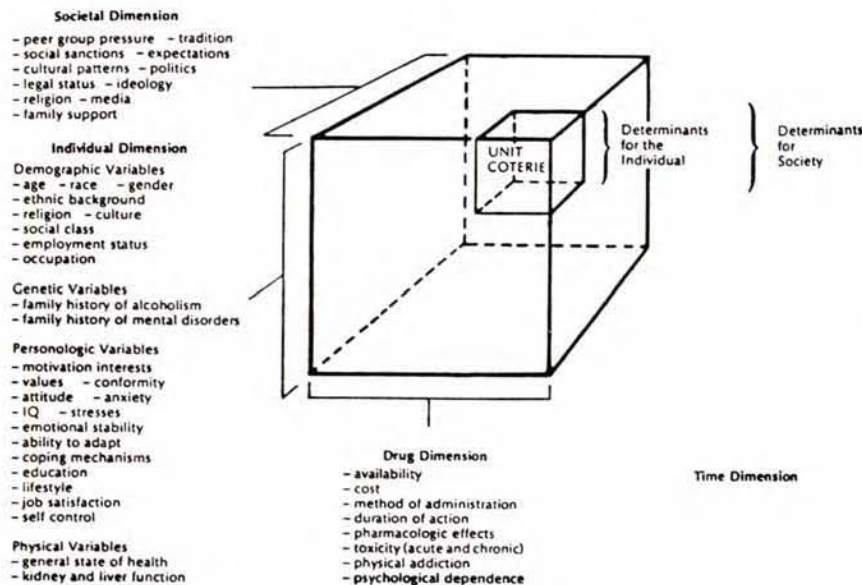
incarceration.

Under the "individual dimension" you can consider if, for example, employment status (e.g., being unemployed) has been previously identified as a major contributory factor and if this situation has not changed, then a positive outcome is less likely despite treatment.

Traditional approaches mostly unsuccessful

The phenomenon of drug and substance abuse is especially difficult to deal with because of its complexity

The Mega Interactive Model of Drug Abuse (MIMDA)



The Mega Interactive Model of Drug Abuse (MIMDA)

(Figure) was developed to target the many contributory causes of drug and substance abuse, including the individual background and lifestyle of the abuser. It shows the interaction of three variables: "Societal", "Abuser" and "Drug", plus the additional dimension of "Time." The drug and substance abuse milieu, represented by the cube, is comprised of a number of interacting subsets (i.e., unit coterie) of the four variable dimensions. Each unit coterie represents a person, while the collection of unit coterie represents the society of which these individuals are a part in relation to drug and substance abuse.

tor, then intervention might include attempts to increase family support or family counselling.

Finally, under the "individual dimension", if specific stresses and poor coping mechanisms are identified, then techniques of stress reduction targeted at the specific stresses and the development of healthy coping mechanisms would be important to the treatment plan.

• EVALUATIVE USE

Evaluation is crucial yet frequently overlooked. It's useless to prescribe treatment, and for an abuser to follow treatment, if the treatment is ineffective. Evaluation can be done by

("descriptive use") provides you with an indication of potential outcome in terms of injury, death and recidivism (i.e., "falling off of the bandwagon"). For example, examination of the "drug dimension" can reveal whether the drug a person is using can be substituted or not, (e.g., methadone versus heroin) or whether it has a high or a low potential for reinforcement (e.g., cocaine versus LSD).

Under the "societal dimension" you can find out, by considering legal status and the particular drug or substance used (e.g., legal-alcohol versus illegal-heroin) whether or not the individual is likely to be involved with the criminal drug element and possibly

and many contributory causes. In the past, traditional approaches to treatment and intervention have focused solely and without much success on the drug or substance being abused (e.g., treatment of alcoholics versus heroin addicts versus cocaine addicts).

After many years of working with addicts, the Mega Interactive Model of Drug Abuse (MIMDA) was designed to focus attention on all of the drug abuse related dimensions (e.g., Societal, Individual, Drug, and Time) instead of solely on the specific drug used. MIMDA thus provides a comprehensive, usable tool for dealing with drug and substance abuse. ■

Watch your June Let's Talk for part 4: "Marijuana: what are the risks"

Briefly

Working together

ATLANTIC - Halifax Area Parole Office held a series of five police/parole workshops to familiarize participants with policies and practices of CSC, expose parole staff to Halifax Police Department concerns and improve police/parole liaison at the working officer level. A total of 30 parole officers took part in the four-hour sessions held between October 1987 and March 1988.

Steven Cann, parole officer, Halifax Parole Office, explained that CSC segments dealt with the Service's jurisdiction and organization; the differences between day parole, full parole and mandatory supervision; conditions of parole; parole suspension and revocation process; execution and follow-up of parole warrants; support/treatment function of a parole officer and the security/surveillance function of a parole officer.

The workshops were so well accepted by participants that CSC Halifax hopes to involve other metro police forces and the RCMP in workshops this year.



Vince MacDonald, Nova Scotia district director, (R), presented a plaque to **Inspector Ron Grantham**, Halifax Metro Police Department during one of the five parole/police workshops. It recognizes the inspector's contribution to enhance communication links between the Halifax Police Department and the Parole Office.

Action-Départ prepares offenders for release

QUEBEC - Action-Départ, a pre-release program for offenders at Leclerc Institution is making a difference, reports **Ghyslaine Adam**, Adult Education advisor, Action-Départ program.

The program started in February 1986 because most of Leclerc's inmates are multi-recidivists and management felt it was important to give them a chance to prepare their releases more carefully. They were right. Inmates frequently ask for practical information about the program. "Voluntary enrolment in Action-Départ is high," explained Adam. "Ninety-two inmates registered for the last two-week evening course."

Inmates who complete the 60-hour course evaluate it in glowing

terms. Because the content is important to them (lively, dynamic leadership induces them to become more deeply involved and touches on matters of special concern like reforging family ties) there are few drop-outs and participants make real progress. Because they take an active part in the program they are better prepared to handle their lives when they are released.

Robert Paquin, assistant director, Correctional Programs, at the institution, sees the program as being just as essential as other ones designed to help rehabilitate inmates, like Adult Basic Education and life skills activities. He is pleased with the inmates' response to it.

Pinder leaves, Phelps new DC



Gordon Pinder (R), former deputy commissioner, Offender Policy and Program Development, left the service in April for a career in the private sector and **Jim Phelps** (L), former Ontario deputy commissioner is the new deputy commissioner, Offender Policy and Program Development.

NHQ - CSC has a new deputy commissioner, Offender Policy and Program Development. **Jim Phelps** took over his new duties in early March following the departure of **Gordon Pinder**, 42, who left the Service in April for a career in the private sector. Phelps was formerly Ontario deputy commissioner.

Pinder's correctional career in CSC spanned 21 years, beginning in Warkworth Institution where he came on board as a classification officer. He was a parole officer in Sudbury; district director, National Parole Service, Sudbury; regional director, National

Parole Board, Ontario; deputy warden, Warkworth Institution and later he had the same job at Millhaven Institution; warden, Joyceville Institution; director, case management at NHQ; and then deputy commissioner, Offender Programs and Policy Development.

Famous as a curler and golfer, Gord was also active in community affairs, receiving the City of Kanata Volunteer award (1986). He was chairman of the Board, American Probation and Parole Association for four years, an honorary citizen of Texas (1980) and winner of the St. Leonard's Society Cody Award (1984).

Native career program launched

PRAIRIES - An innovative and unique two-year program to train Native and Metis people for careers in corrections began in Prince Albert, Sask., Oct. 5, 1987. Called the Native Human Justice Program it's so popular there were more than 100 applications for a course designed for 30 students. Applications poured in even before the program was advertised officially.

"Delivered by the Gabriel Dumont Institute of Native Studies and Applied Research (GDI), accredited by the University of Regina, and student job placement arranged by CSC, the program is one of a kind in Canada," reports **Barb Banks**, Regional Correctional Staff College. "When the 30 Native students enrolled in the first class graduate in 1989 their opportunities will be plentiful."

The Donner Foundation has offered the Institute \$250,000 to fund a second class to begin next fall.

Addressing the imbalance between Native inmates and Native staff

The course has been in the making since November 1986 when **Fred Kolbert**, regional manager, Staff Col-

lege and **Dan Rooney**, special advisor to the regional executive officer, met with GDI representatives **Donovan Young**, director, Research Development; **Keith Turnball**, director, Programs and **Ron Skage**, research officer to discuss a cooperative venture to redress the imbalance of Native inmates compared to Native CSC staff.

In CSC Prairie institutions the Native inmate population is approximately 30 percent of the total population. However, Native people are under represented when it comes to CSC staff.

A partnership arrangement between CSC and GDI agreed on the format of a two-year university certificate program that can be applied towards a Bachelor of Social Work. Formal approval for the program was granted by the University of Regina.

The program follows many recommendations from "Patterns of Criminality and Corrections Among Native Offenders in Manitoba," a report by **Don McCaskill**, professor of Native Studies, Trent University. It is aimed at providing selected Metis and non-status Native people with accredited training in the Human Justice and Corrections field. Successful candidates will be eligible for careers in Canada's Criminal Justice System.

International Women's Day

PRAIRIES - "Many RHQ staff attended a special event commemorating International Women's Day," says **Gisele Metivier**, regional coordinator, Affirmative Action/Official Languages. Organized by RHQ's Human Resources Division and the Union, it included opening remarks by **Sepp Tschierschwitz**, regional director Planning and Resource Management, a presentation on financial matters and refreshments.

Retirements

ATLANTIC - About 100 colleagues, family and friends attended a retirement party for RHQ staff **Betty Lenihan**, **Charlie Comeau**, **Robert Sinden**, **Gerry Henderson** and **Paul Swan**. At the same time, RDC **Willie Gibbs** presented a 25-year service plaque to **Jack Keddy** and a 35-year medallion to **Adrien Baillargeon**.

Reynett retires

ONTARIO - **Herb Reynett**, former warden, Collins Bay Institution, is enjoying retirement at his home near Kingston where he and his wife **Margaret** raise horses and operate a riding stable.



Well wishers, including many retired officers, attended a party for him at Westlake Hall. Reynett also served as special assistant to the regional deputy commissioner and to Kingston Pen's warden. Before moving to Ontario he was warden of BC Penitentiary until it closed in 1980.

Letters to the Editor

Dear Editors:

We have had an opportunity to read a couple of editions of your newsletter "*Let's Talk*". Not only do we gain from the factual articles published but we find it heartening to read of the many positive changes, attitudes and programs being initiated by CSC.

We believe it is important for everyone working in the various areas of human growth and development to be aware of what is taking place throughout Canada as well as the results, in order to avoid duplication

of effort and to keep informed as to what approaches are most successful.

We realize this publication is a staff newsletter, nonetheless, we would be most appreciative if you could add our organization to your mailing list.

Yours very truly,

Betty Collins
Administrative Officer
Alcohol and Drug Concerns, Inc.
Scarborough, Ontario

Briefly

Warkworth's 'gold seal' of approval

ONTARIO - Bob Clayton, chief, Food Services, Warkworth Institution, is excited about the success of Warkworth's cooking course that recently paid off for one student who received his cook's certificate with a gold seal and an interprovincial standing of over 90 percent. "It's the first time an inmate at this institution has achieved such provincial recognition," he said. "Few people get the certificate the first time they try let alone graduate with such high grades."



(L-R) Bob Clayton, chief, Food Services, Tom Goodall, inmate and Cliff Weir, regional chief, Food Services.

Clayton, who came to Warkworth in 1986, explained that he's encouraged inmates working in his kitchen to take the course. Currently, of the 52 inmate kitchen workers, eight are on the on-the-job-training course. It had a ripple effect. More inmates want to take the course but the minimum entry requirement is a grade 10 education. So a number of inmates are now taking adult basic education (ABE) or upgrading courses. Now that those working in the kitchen have goals and are more motivated, they are happier and so are the staff. A natural side affect is that they are taking more care to prepare better, more attractive meals which pleases the inmate population.

Coming Events

May 8-11, 1988 West Central Wardens' and Superintendents' Annual Conference, Monterey, California. Contact: John Vandoremalen, director, Public Affairs, NHQ (613) 992-8420.

May 21-24, 1988 Third National Workshop of Female Offenders, Vista International Hotel, Pittsburgh, Pennsylvania. Contact: David S. Owens, Jr., Commissioner, Pennsylvania Department of Corrections, P.O. Box 598, Camp Hill, Pennsylvania, USA 17011 (717) 975-4860.

May 22-25, 1988 Private Corrections Conference, Radisson Plaza Hotel, Lexington, Kentucky. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

May 24-27, 1988 Drugs in the Workplace, Banff Springs Hotel, Banff, Alberta. Contact: The WJS Conference Group, P.O. Box 253, Maple Ridge, B.C. V2X 7G1 (604) 463-7047.

May 31-June 2, 1988 CSC Administrators' Conference, Mont Ste. Marie, Quebec. Attendance: All wardens, superintendents, district directors (Parole), directors and senior managers (NHQ). Contact: John Vandoremalen, director, Public Affairs, NHQ (613) 992-8420.

June 7-8, 1988 Heads of Corrections Conference, Regina, Saskatchewan. Contact: Angela Knoll, officer, Federal/Provincial relations (613) 993-4031.

June 15-18, 1988 Third National Conference on Psychiatric Nursing, The Queen Elizabeth Hotel, Montreal. Participate in Challenge of Mental Health and Psychiatric Nursing. Contact: Thérèse Rainville, P.O. Box 127, Youville Station, Montreal, Quebec H2P 2V4.

June 19-22, 1988 Second Symposium on Violence and Aggression, Saskatoon, Saskatchewan. Division of Extension and Community Relations, University of Saskatchewan (306) 966-5539.

July 9-13, 1988 International Correctional Education Association Conference, Grand Rapids, Michigan. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

July 26-30, 1988 Fourth World Congress of Victimology, Florence Region, Italy. The needs of Victims of crimes, accidents and disasters: societal responsibilities and professional interventions. Contact: World Congress, 2333 North Vernon Street, Arlington, V.A., USA 22207 (703) 536-1750, TELEX 9103803091.

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Let's Talk

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**QUALITY
FROM
THE INSIDE
OUT**



CORCAN



Correctional Service
Canada

Service correctionnel
Canada

Canada

CSC Strategic Direction:

a report to staff

(part one of three)

- ☒ What are CSC's goals for the next five years?
- ☒ How does CSC manage and prepare for change?

Recent communication studies indicate staff in large organizations feel better about their work when they understand the goals and general direction of their organization.

In line with this, Let's Talk has prepared a three-part report to staff on the highlights of this year's annual CSC Strategic Direction.

- *Part one: focuses on changes impacting on the criminal justice system and CSC programs.*

- *Part two: looks at changes coming in offender management and human resources.*

- *Part three: examines new initiatives in accountability and communications.*

Part One: Keeping CSC on track

Managing change - effectively -

Managing change effectively is one of the most important ways in which a large organization keeps on track.

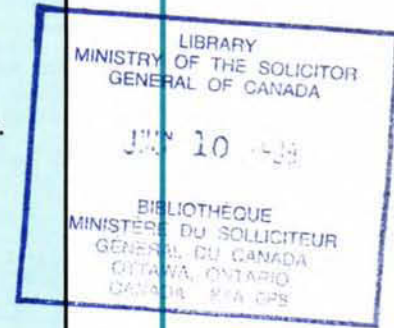
Every January, the Senior Management Committee meets to discuss the most important issues that will face the Service over the next few years, and to assess the likelihood of changes in the future as well as the Service's response to them.

CSC Strategic Direction is the result of that review – and the basis for managing the Service over the next five years. It's the blueprint that:

- **Directs 1988-89 operations**
- **Generates plans for 1989-90 operations and for the next three years**
- **Provides a basis for management accountability.**

CSC Strategic Direction has five sections:

- 1. The environmental setting:**
Examines the factors which may affect the operation of the Service.
- 2. The program setting:**
Affirms CSC's Mission and values by which the Service wishes to conduct its operations.
- 3. The strategic framework:**
Focuses on the broad areas of key importance to the Service.
- 4. Corporate direction:**
Identifies the specific commitments of the Service for the coming years.
- 5. The status report:**
Summarizes progress on last year's commitments.



1. The Environmental Setting:

Pressures on the criminal justice system – and CSC

Changes in legislation governing the management of offenders is the greatest source of change affecting the criminal justice system – and CSC. The Sentencing Commission Report and the Charter of Rights and Freedoms, for example, are creating pressures for change that impact on CSC right now.

Mentally-disordered offenders increasing

With the closing of provincial psychiatric facilities, CSC is receiving an increasing number of mentally-disordered offenders which will result in a greater emphasis on programs for this special group.

Offender population: a five-year view

The inmate population has stabilized due to an increase in releases and a lowered admission rate. The full parole grant rate has risen slightly.

The day parole grant rate has also increased and could translate into a greater number of full parole decisions. Historically, however, the granting of full parole has remained relatively stable.

Admission rates to prison are not expected to continue to decrease since the Canadian population is growing. Furthermore, with a smaller number of offenders entering the system over the last two years, fewer will be eligible for conditional release.

Thus, the offender population is expected to increase moderately over the next five years.

Offender profile may change

Several factors suggest an offender profile which may be more difficult to manage. For example, the public's sensitivity to violent crime may result in longer sentences for this group. On the other hand, the movement of low risk offenders to the provinces on Exchange of Service agreements, and possibly shorter sentences for non-violent crimes, may mean fewer non-violent offenders.

The Native population is also growing faster than the non-Native and the percentage of the Native population who become offenders is greater than for non-Natives. This affects the Prairie and Pacific regions most and results in a need for more Native programming.

The female offender population remains low and isn't expected to grow significantly but pressures continue for CSC to supply more programming for female offenders.

The government: restraint continues

The government remains committed to fiscal restraint so the emphasis is still on doing more with less. This will lead to an emphasis on accountability and workforce adjustments.

The public: over-estimating crime

Surveys show the public tends to over-estimate the growth of crime, especially violent crime. This partially explains the continuing demand for more aggressive law enforcement, harsher sentences and tighter control over conditional release.

The Canadian population is increasing, becoming more urbanized and more concentrated in Ontario and Quebec. This could affect the current distribution and size of the offender population.

CSC

Mission Statement

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.

Watch for part two of CSC Strategic Direction: What's shaping up for (1) Offender Management and (2) Human Resources. It's in your July issue.

2. The Program setting:

Eight correctional values for managing offenders

The Service needs a common set of values to guide managers, offenders and staff. Our Mission Statement, which came out in 1984, clearly states that CSC is "to contribute to the protection of society by exercising safe, secure and humane control of offenders while helping them become law-abiding citizens."

CSC has identified eight correctional values to provide consistent and appropriate direction in fulfilling our Mission. They are:

1. Our prime goal is the protection of society.

This is done in two ways:

- through management of offenders at the appropriate level of security, and
- by creating structured progress for the offender's return to society.

2. Community involvement with offenders must be an important part of the correctional process if offenders are to be integrated into society as law-abiding citizens.

3. Offenders are expected to be responsible for their criminality as well as their behavior and they are expected to prepare for their release by participating in appropriate programs.

4. CSC is a *correctional* agency which seeks to help offenders come to terms with their criminality and to help them improve their ability to lead productive lives.

5. All staff are *correctional* staff, responsible for participating in the correctional process and achieving our goals.

6. CSC provides a network of services and programs to help offenders change their attitudes and behavior and to prepare them for their eventual release.

7. Through incentives and activities which motivate offenders, CSC is committed to responding to the true needs of offenders by helping them to deal with their problems.

8. Direct contact and positive interaction between offenders and staff are essential to encourage offenders to develop themselves, as well as to control risk. ■

New program model motivates inmates through incentives

New "Activist, Interventionist Model" introduced at substance abuse conference

After 10 years, CSC has decided to retire the Opportunities Model for a more "activist, interventionist" version that actively encourages inmates to take advantage of programs.

"The Opportunities Model didn't work very well because it left all the decisions about whether or not to participate in programming to the offender," Andrew Graham, Ontario deputy commissioner, told an international drug and substance abuse conference in Kingston, Mar. 10.

Now that's all changing, he says. "We've adopted an active, interventionist model that requires us to ensure both secure, humane custody for offenders *and* to contribute positively to their rehabilitation."

The Service believes that it must hold the offender directly responsible for his or her own rehabilitation. Key to this new policy for the 90s will be motivating inmates through a system of incentives to take advantage of programming opportunities.

"It will be the responsibility of CSC institutional and community-based staff to ensure that all offenders understand the benefits of changing their behavior patterns and the consequences of their failure to do so," he emphasized.



Conference coordinator, Larry Stebbins, (l) Director, Staff College, Kingston, Ontario and Andrew Graham, Ontario deputy commissioner.

Rehabilitation used to be a bad word

For 10 years rehabilitation has been a bad word in corrections, the Ontario deputy commissioner said, "because correctional experts believed you couldn't rehabilitate offenders if they wouldn't cooperate. Some experts went so far as to say: 'Nothing works.' But over the years, many CSC staff and other correctional workers proved that many things did, in fact, work."

What's more, Graham points out, "the public hasn't ever wavered from its expectation that the Service is responsible for rehabilitating offenders."

Under the old Opportunities Model of the 80s, CSC's mandate was

The new program model for the 90s will expect offenders to be responsible for their rehabilitation by actively participating in programming. Staff will be responsible for actively encouraging offenders, through incentives and disincentives, to change their behavior patterns.

to present offenders with a wide range of work, vocational and educational programs and services. Motivation was the responsibility of the offender and there was no system of incentives or disincentives. If inmates did their time and ignored programming, that was up to them. This will now change. ■

Update on Occupational Development Programs:

Sales UP, costs DOWN

Last year when *Let's Talk* asked Director Thomas Townsend what his plans for the reorganized Occupational Development Programs division (ODP) were, he stressed three points:

- Working to create a "normal work environment" for offenders
- A strong market orientation to increase sales
- Emphasis on productivity

He was convinced then - and now - that meaningful assistance to inmates can only be achieved in an atmosphere that's businesslike, efficient and disciplined, and where good work habits and job satisfaction can develop and even flourish.

Over the past year, he says, ODP has moved on a number of fronts to push ahead these goals.

Streamlining CORCAN line

The plan to substantially streamline and review the range of CORCAN's manufactured products has been completed, he notes. "This was a major goal.

"We decided to go with a policy of greater specialization because we see this as the most effective way to increase production, reduce inventory and generally operate a more efficient and profitable concern."

Fewer but better products

CORCAN is now in a position to concentrate its production and sales efforts more effectively: to do fewer things but to do them better, says Townsend.

The benefits of this new, targeted approach are already showing up in figures that point to success.

Sales: UP Costs: DOWN

CORCAN's industrial products sales for 1986-87 are well in excess of last year's, says Allan Schoenherr,



84/85

Industries

85/86

86/87

Revenue

Net Program cost



The CORCAN line now concentrates on eight basic product groups:

- office furniture
- reception furniture
- institutional furniture
- storage systems
- garments/textiles
- and leather products
- custom manufacturing of wood and metal products
- data and graphics services
- repair/refurbishing services



assistant director, Marketing and Sales. What's more, adds **Tom Scrimger**, assistant director, Planning and Control, forecasts indicate program costs for 1987/88 will show a marked decrease from the previous year for both Industries and Agribusiness.

Computer efficiency

Computerization of a number of CORCAN's systems and procedures has also made a major contribution to increased business efficiency.

Early this year, the final links were forged on CAROL (CORCAN Accounting and Reporting On Line), a national computer hook-up which links together CORCAN's seven sales

An efficient and businesslike workplace benefits everyone, especially offenders who will have the opportunity, perhaps for the first time, to learn skills, discipline and the satisfaction of a job well-done.



offices, nine warehouses and headquarters.

This across-Canada network will help greatly in meeting delivery schedules, maintaining accurate inventory controls and keeping timely and accurate records of sales in the various institutions. Another computer facility, INMASS, will be fully operational in all CORCAN's institutional facilities in a matter of weeks.

This system keeps track of raw material, work orders and job costing.

Review and development

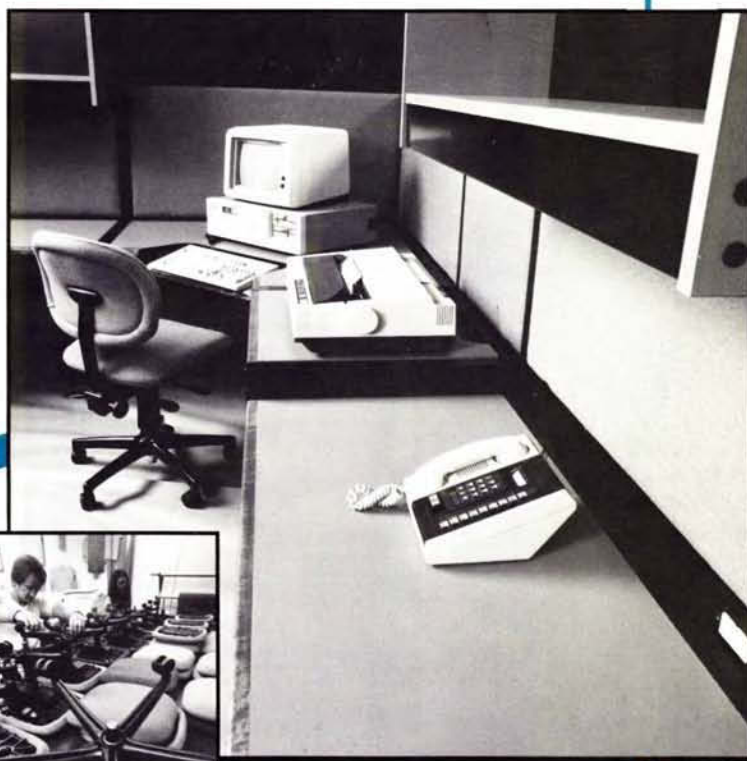
One of the most promising innovations has been setting up CORCAN's Product Review and Development Committee. It comprises three members from NHQ, representing Marketing, Planning and Control, and Engineering, as well as members from the regional headquarters level and from the institutions. Meetings are held monthly at a different institution right on the shop floor where everyone can have input.

Productivity pay tested

In line with its policy of simulating as closely as possible outside working conditions, ODP has instituted a test of productivity pay at Collins Bay Institution in Ontario.

This pilot project, started in November 1987, is designed to provide tangible benefits to inmates whose efforts create productivity standards that exceed established criteria.

88/89



87/88

The committee's purpose is to make fuller use of the ideas, the imagination and the suggestions of the people in the best position to know - the ODP employees in the institutions. After some initial skepticism, the committee approach has become popular as a means of getting broader participation into the decision-making process.

This test has already generated a marked productivity increase and improved work attitudes.

The "good news story"

During 1988, ODP will launch a major communications plan aimed at creating a better understanding of what the program does and the role it plays in corrections.



Let's Talk



Part of CORCAN's national team (l-r)
Tom Scrimger, Ron Junk, Corinne
Hagerman, Thomas Townsend, Donna
Stanley, Allan Schoenherr.



Corinne Hagerman, CORCAN's Marketing chief, will be developing a communications approach for ODP staff, CSC staff, inmates, federal and provincial politicians, the business community and the public.

"CORCAN is a "good news" story in a field where upbeat news is sometimes hard to find," says Hagerman. The more people are aware of and understand the operation, she feels, the more support it will get and ultimately this will pay off in more sales and value to CSC.

Restrictions a challenge

Townsend points out that, as a government organization, CORCAN must operate within restrictions and obstacles not faced to a similar degree in the private sector.

"I'm confident ODP employees have the energy and ability to overcome these problems and create an even more efficient and businesslike workplace. This will benefit everyone - not least the inmates who will have the opportunity - perhaps for the first time, to learn skills, discipline and the reward and satisfaction of a job well-done."

Awarding excellence

To recognize positive spirit and dedication, the division has set up its own Exemplary Service Award for employees who make a particularly distinctive contribution to program efforts.

The ideal process

ODP Division made substantial progress over the past year, but achieving an "ideal" environment is a long-term process requiring long-term commitment.

ODP's commitment is built around three corporate goals:

- **Responsible corrections** refers to ODP's commitment to core programs in line with CSC's mandate to assist offenders by delivering effective correctional programming. It equally underscores ODP's desire to see appropriate products enhance CSC's image in the community.

- **Sustainability** - this goal focuses on ODP's fiscal responsibility to provide the most cost-efficient programming possible and reinforces our management philosophy that the institution is a primary unit of program management.

- **Good employer.** ODP has an ongoing goal to be a good employer which includes providing every opportunity for inmate employees to develop new skills. Equally, our staff should experience career growth within the program and CSC. ■

Community supervision: the year's top priority

Talking to CSC's new DCOPPD - Jim Phelps:



Jim Phelps

All signs point to the community side of corrections as the year's high profile area, says **James Phelps**, CSC's new deputy commissioner, Offender Policy and Program Development. "When you have three studies focusing on the community, you can be sure immediate changes are in the wind which will have a strong impact on CSC operations." The studies include:

- The **Pepino** Inquiry on community release, just completed, has numerous recommendations to strengthen community residential centre standards.

- The **Daubney** Parliamentary Sub-committee is going across Canada hearing briefs on sentencing and conditional release.

- The **Duclos** study is also looking at the community side, especially the relationship between the the National Parole Board and CSC.

NPB report a milestone

Equally important is the National Parole Board report on Pre-release Decision Policies published in February. "This is a real milestone," says Phelps, "because the board had never defined clearcut standards for its parole decisions before."

Tremendous changes in parole

"There have been tremendous changes in our perception of the importance and value of parole supervision and a corresponding increase in resources in the last 20 years," notes Phelps. In 1968, the year he joined CSC as a parole officer in Winnipeg, there were two parole officers besides himself; today there are about 15. In that same year, there were only five National Parole Board members; now there are 29 full-time members, 45 temporary board members and 47 community board members.

Community supervision used to be just a small part of corrections. Today, CSC supervises about 9,000 offenders in the community - 1,000 of them in Toronto. There's no doubt, he

says, that the community side is becoming more and more important and will be absorbing more of our financial and human resources.

More structured system needed

The strong emphasis on community corrections means that a more structured system with standards for

"Community supervision used to be just a small part of corrections...today CSC supervises over 9,000 offenders in the community. It means new systems and standards... Our case management people have had to absorb a lot of pressure in the last few years...they deserve our admiration!"

Let's Talk

community supervision and for community residential centres is needed.

"We've already set up a case management strategy that stresses a more systematic, structured approach. Our case management staff across the country have been on the hot seat over the last two years - there have been a lot of pressures. They have my admiration for doing a fine job of coping."

Risk assessment: good reports help

"We'll be focusing on case management procedures throughout the inmate's sentence to be sure the National Parole Board gets the best possible information for assessing risk factors. Risk assessment is at best an inexact science," notes Phelps. "You can't predict 100 percent of the outcomes."

Risk assessment is an inexact science, but good reports help. CSC negotiates formally with police forces, hospitals, courts and crowns in every case of a dangerous offender to obtain the best possible information for the Parole Board.

To minimize errors, you have to have extensive information on an offender. "CSC is now negotiating with the police, hospitals (for psychiatric reports), the courts and the crown prosecutors for information in every case of a dangerous offender."

The vast majority of offenders will be released into the community. Preparing good information files on them is the best way to catch the tiny fraction of offenders who are truly a risk to the public. Two recent cases of offenders who committed murder while on community release resulted from inaccurate risk assessment and inadequate information gathering.

Both tragedies might have been averted if extensive files on the offenders had been available.

Information coordinators in five regions

To widen the information network, information coordinators are in place in all five regions. Their job is to see that the information files are main-

its parole decision policies, it meant CSC had to get in step with its own assessments for the board on offenders applying for parole. Work was begun on identifying standards with input from the provinces and private correctional agencies about two years ago. The first set of standards, now completed, is being given to agencies with CSC contracts and the standards will be evaluated. The complete and

The Phelps management style...

Stress is not something that bothers Jim Phelps a lot and a 20-year CSC career in corrections hasn't changed his enthusiasm one bit. He's "doing work I love" so long hours often under pressure are just part of it. "Basically, work and play are the same to me. Besides, if everything is going reasonably well, where's the stress?"

A physical fitness buff, he works out one hour three times a week (weightlifting and the lifecycle). "When you're pressing a bar bell you don't have much else on your mind."

His management style? He's practical, low key and meticulous about detail. Then there's the warm smile, the openness to ideas, the interest in people... "I care less about

tained and passed on to the appropriate agencies or persons.

CSC parole standards ready by next April

When the National Parole Board identified and published standards for

approved set of standards is expected to be implemented by April 1989, Phelps points out.

New standards governing our case management procedures have also been completed and are now being tested.

Jim Phelps



methods than I do about solutions and I really admire common sense... You have to have superb judgment in corrections. After all, it's a people business... Change is difficult for everyone. If you give people time to accept it, they'll come up with good ideas...

How do you go from parole officer to deputy commissioner in 20 years?

"You don't have to be a criminologist. Successful correctional people come from everywhere. (Phelps has an MA in psychology.) Get experience in as many areas of corrections as you can."

Phelps joined CSC as a parole officer in 1968 and his steady stream of promotions included director of the Brandon Parole Office; district director, Kingston; warden at Kingston Pen in 1971 right after the famous riot; warden at Matsqui; then a stint in the Secretariat as director, Policy, until in 1976 he settled down into what would be 11 years heading the Prairie region. Last fall it was back to Kingston as Ontario deputy commissioner and then in March, he took over the key sector of Offender Policy and Program Development in Ottawa.

The end result, says Phelps, is a much more professional case management system that's also more accountable.

"When I took over responsibility for Offender Policy and Program Development in March, three things

hit me," says Phelps. "First, there were just so many more pressures facing us in Ottawa than I'd realized, and a large number of initiatives on the go to deal with them. For example, how to handle the increase in mentally-disordered offenders, inmates with AIDS,

victims, drug abuse in the institutions, the Charter.

"Second was the need to have clearly defined standards for *all* our major activities. We're doing that right now.

"This led to my third concern: in making new policies we have to remember to balance the uniform procedures and standards CSC as a whole needs with the necessity of providing *flexibility* for regional operations. I'm very much aware of this after spending 11 years as DC in the Prairies and a year in Ontario."

Other projects on the go:

- **A Memorandum of Understanding between CSC and the RCMP** governing cooperation between the two agencies to control substance abuse in penitentiaries. This will be ready in a few weeks.

- **Staff training** in all the regions to sensitize employees to CSC's substance abuse strategy.

- **Innovative new drug treatment programs:** setting up new ones and evaluating those already in place. "Different approaches are a good idea," he says, "since traditional programs don't always work for everyone."

- **Adult Basic Education's literacy program** "is being reviewed now, but after one year, it's proved a true success story."

- **CORCAN** also has been very successful in getting sales up and costs down.

- **A review of health care services** is nearly complete. Among other things, it's looking at reorganizing its resources to provide more funds for the increase in mentally-disordered offenders.

- **Unit Management** has been approved as the new organization system for all institutions and the process of classification and implementation is underway. ■

Part four of five: Drug and Substance Abuse

Marijuana and hashish: *What are the risks?*

by Dr. Louis Pagliaro
Professor, Pharmacy
University of Alberta, Edmonton

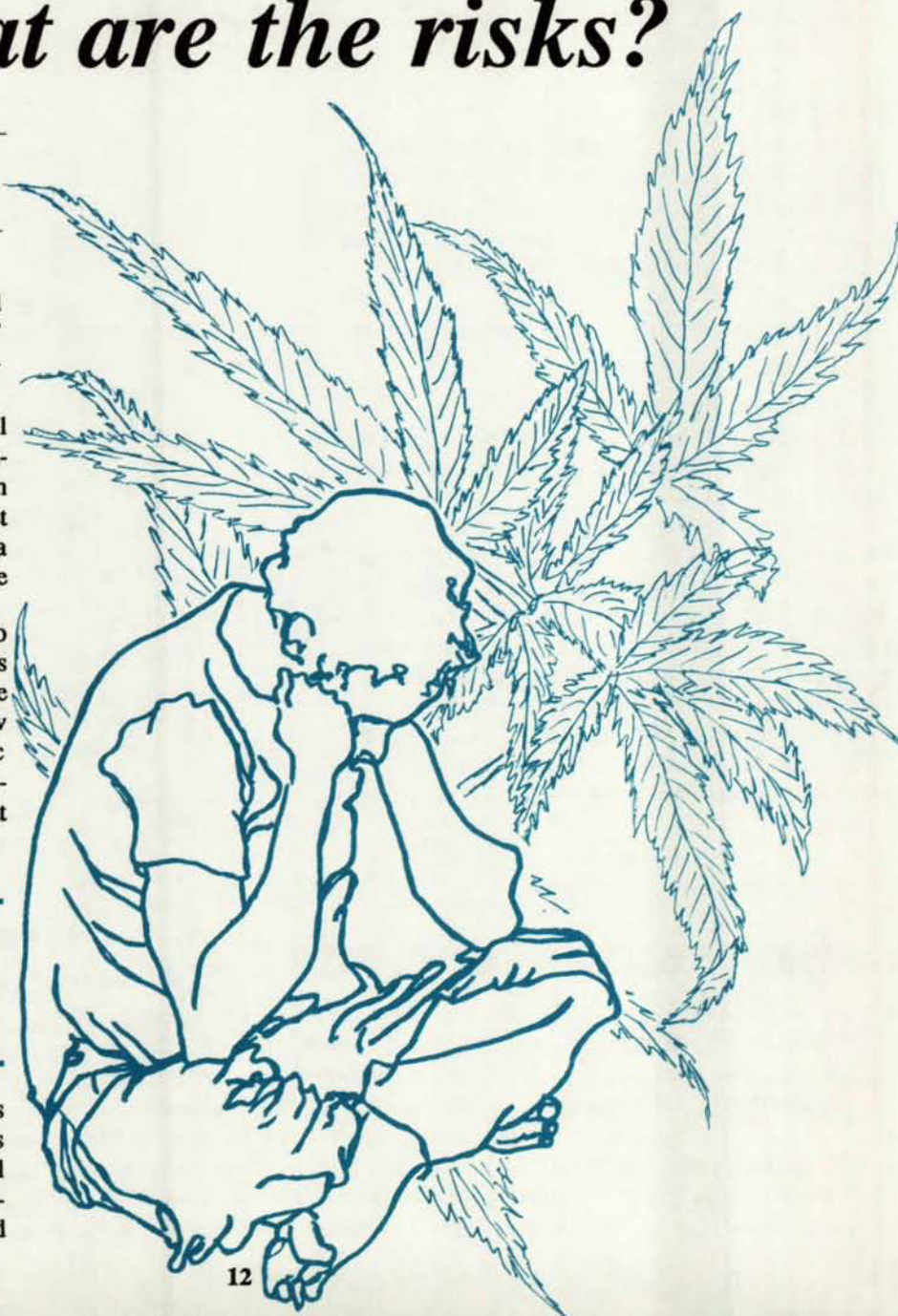
Cannabis is a popular and widely used "social drug." But how toxic is it? Not everyone is aware that there are risks.

A recent National Gallup poll indicates that over 20 percent of Canadians have tried a cannabis preparation such as marijuana or hashish oil at least once. What's more, 10 percent use a cannabis preparation *monthly* and one percent use one *daily*.

Many individuals use or offer to their friends cannabis preparations under the false impression that they are entirely non-toxic. A brief overview of current medical and scientific knowledge reveals the toxicity of cannabis preparations and the people at risk in using them.

Carcinogens more highly concentrated than in tobacco

Over 400 different compounds have been identified in the cannabis sativa plant. These include several agents known to cause cancer in humans (benzopyrene, tar) that are found



in much higher concentrations in cannabis than in tobacco.

THC is what gives you the high

Delta-9-tetrahydrocannabinol or THC is the principal active euphoric ingredient in the cannabis plant - it's what gives you the "high." The amount of THC varies considerably in different cannabis preparations. For example, the dried plant form (marijuana) contains up to eight percent THC, the resin of the cannabis plant (charas, ganja, hashish) contains up to 15 percent THC, and the extract (hash-

ish oil, honey oil, weed oil) contains up to 60 percent THC.

The typical marijuana cigarette or "joint" contains anywhere from 0.5 percent to eight percent THC and, as with tobacco, the amount that reaches your lungs and hence your bloodstream is dependent on your smoking technique (how often and how deeply you inhale) as well as on the amount of THC destroyed by burning.

How toxic is cannabis?

Although few adverse effects in people have been directly proven to be caused by cannabis, mainly because of

the lack of controlled long-term studies, the available evidence and common sense point toward:

1. Lung damage and increased pulmonary disease
2. Amotivational - or the "coping-out" syndrome
3. Increased motor vehicle accidents
4. Psychological dependence

Lung damage and increased pulmonary disease

It should be self-evident to most people that any type of smoke is irritating to the respiratory tract and that particles contained in smoke (even if pharmacologically inactive) can cause sufficient irritation over periods of chronic use to cause coughing and bronchoconstriction.

This may significantly compromise the ability of the lungs to exchange carbon dioxide for oxygen. When a substance, such as cannabis smoke, which contains tar and other known carcinogens is inhaled into the lungs, we can expect to observe correspondingly greater toxicity to the respiratory tract.

Since cannabis is deeply inhaled and held in the lungs, it's not surprising the lung problems observed in chronic cannabis smokers are to be expected. These include: chronic bronchitis, increased incidence and worsening of asthma and increased incidence of lung cancer.

The "cop-out" syndrome

Cannabis preparations are used primarily for their "happy" effects which provide a release or escape from reality in much the same way as alcohol. Because of this, cannabis can lead to maladaptive coping mechanisms. For example, cannabis is frequently used to "cop-out" from problems, rather than facing them.

Cannabis is a popular social drug but many people aren't aware of the risks which range from chronic bronchitis to lung cancer, increased car accidents and the "cop out" syndrome.

Let's Talk

This becomes a problem of major concern, particularly for children and adolescents, or people in stressful situations, who may find cannabis use an easy way to cope with their day-to-day problems. This can prevent children and adolescents from achieving their full emotional and psychological growth and development.

It's not unusual to see these young people become more introverted and to have their scholastic and sports-related work abilities decline. Cannabis users themselves often refer to individuals with this syndrome as being "burned-out."

Increased motor vehicle accidents

Because THC can decrease the sharpness of vision and affect muscle coordination, driving skills can be significantly impaired by cannabis use. It's currently estimated that a significant number of fatal motor vehicle accidents are directly related to THC intoxication. Many individuals who have been drinking and driving have actually been drinking, smoking (marijuana) and driving. While most

people are currently aware of the dangers of drinking and driving, many cannabis users are not aware of the similar dangers of using cannabis and driving.

Psychological dependence

Cannabis (THC) is not physically addicting. However, its chronic use is likely to result in psychological dependence. Chronic cannabis users have a craving or need to use cannabis which is psychological, similar to craving for a peanut butter sandwich or a piece of chocolate. The severity of this problem for users depends upon their own individual psychological makeup and personality. It's also confounded by the illegal status of cannabis in Canada which adds to the user's anxiety because of possible legal penalties.

Reefer madness?

In the past, cannabis preparations have been subjected to misleading statements in the media (i. e. "reefer madness") and false concerns such as the use of cannabis-caused birth defects or increased homosexual behavior. When these misleading and false concerns were refuted, many cannabis users believed cannabis had virtually no toxicity and was a very safe substance of abuse.

This is not the case and in light of current research and evidence, people today must consider the proven toxicity of cannabis use and to ask themselves if they fit into a high risk group.



**Watch for
Part 5,
"V is for Valium" in
an upcoming issue of
Let's Talk**

Do you fit into a high risk group?

We can readily identify certain groups of people who are at greatest risk of toxicity from using cannabis. These include:

1. Children and adolescents because of the risk of the "cop-out" syndrome and the resulting development of poor coping mechanisms.

2. Elderly people because of damage to organ systems (heart and lungs) which are already compromised as a natural result of the aging process.

3. People with mental health problems or psychiatric disorders because of the aggravation of personality disorders which can result from cannabis use (e.g., impaired thinking, panic reactions, psychosis).

4. Individuals with heart disease because of the increase in both blood pressure and heart rate which are direct pharmacologic effects of THC.

5. Individuals with lung disease, such as asthma, or bronchitis, because of the increased irritation and damage to lung tissue caused by cannabis smoke.

6. People in stressful situations, because the "coping-out" syndrome helps them disguise their problems rather than face them.

In addition, other users are at risk for legal penalties.

Briefly

Atlantic raises funds for youngsters

ATLANTIC - About 60 staff took part in the region's annual Bowl for Millions fund-raising venture held recently, reports **Art Robson**, executive assistant to the regional deputy commissioner. This year \$1,710 was raised for the Big Brothers' and Big Sisters' Association. CSC staff, encouraged by coordinator **Ron Lawler**, regional manager, Correctional Programs, raised more money than any other federal department in the Moncton area.

Sask Pen helps heart foundation

PRAIRIES - A benefit hockey game between Saskatchewan Penitentiary staff and the Prince Albert fire fighters raised close to \$900 for the local heart foundation," says **Eugene Stevens**, a CX 8 at Sask Pen. Twenty-one enthusiastic staff took part in the game, including Warden **Paul Oleniuk**, the coach; Chief, Correctional Operations, **Ray Brunning**, assistant coach; Chief, Human Resources, **Gerry Michayluk**, trainer; and the institution's physician **Dr. Monty Urton**, team doctor. Although the heart foundation was the big winner, Sask Pen ran a close second. They won the game.

Staff and inmates thank Charlie Taylor

ATLANTIC - **Dr. Charles Taylor** who has given 20 years of volunteer ministry within the correctional system was honored recently during the annual staff weekend. He and his wife, **Charlotte**, also a volunteer, re-

ceived meritorious plaques from Regional Deputy Commissioner, **Willie Gibbs**. Inmates at Springhill Institution also honored the couple at a Service of Recognition. Acting Springhill Warden, **Weldon Ridout**, also presented **Dr. Taylor** with a gift from the institution's staff. **Dr. Taylor** first became involved with CSC when he was a teacher in pastoral care at Acadia University. He wanted to expose his students to real situations and began taking them to institutions - primarily Springhill - to minister to the inmates. He has retired from the university but is still an active volunteer.

Letter to the editor

Dear Editor:

I have enjoyed receiving CSC's monthly newsletter, *Let's Talk*. Congratulations on the excellence of your newsletter and on the very effective employee communications program!

Joanne Martin,
Arts Coordinator,
University of Waterloo,
Waterloo, Ontario

Regional escort bus covers long distances

PRAIRIES - When staff move inmates long distances across the provinces they no longer have to travel in small vans that require predetermined stops to use public facilities like gas stations and restaurants. They've had their own bus since January, says **Eugene Stevens**, a CX 8 at Sask Pen.

The region's new escort bus has chalked up 11,500 km since it was put into service Jan.18, reports **Gerry Cowie**, regional chief, Correctional Operations, RHQ. It has taken seven trips and transported 210 inmates usually to five institutions each trip.

As well as an elaborate security system to ensure ultimate safety, the

bus sports individual seats, an on-board kitchen and washroom, tinted glass and full flow ventilation for non-smokers. A radio telephone and RCMP radio have been added too. It's driven by one of five CSC staff who have Saskatchewan 2A level drivers' licences.

Volunteers recognized

ATLANTIC - Two volunteer groups were thanked for their contributions to programs such as literacy, alcoholics anonymous and recreation during a special dinner prepared and served by inmates at Westmorland Institution recently. One hundred volunteers were presented with pins and certificates of appreciation. Fifteen volunteers whose time and talent helped Sand River CCC inmates were similarly honored at a banquet also attended by their spouses and Sand River staff.

Easter fast helps Third World projects

ATLANTIC - Chaplains, chapel volunteers and inmates across the region joined for the 12th annual Easter fast to raise money for two major Third World projects. The fast, which started at Dorchester Penitentiary in 1977, has grown to include Springhill, Westmorland and Atlantic institutions.

Last year more than \$6,000 was raised and donated to the World Vision's "Save the Children" fund and \$5,000 sent to help a hospital project at San Jose de Oscoa, Dominican Republic. So far this year more than \$2,600 has been received.

"Donations come from inmates, their families, volunteers, private citizens and churches. More institutional staff are donating each year," says **Pierre Allard**, head, Chaplaincy NHQ, who was instrumental in starting the first fast at Dorchester.

Briefly

NHQ appointments

Al Stevenson has been appointed special advisor to the deputy commissioner, Offender Policy and Program Development, to serve as project manager for the next phases of the Inmate Employment/Productivity/Deployment Review. Dave Connor has been named acting director, Corporate Policy and Strategic Planning to replace Stevenson. Doug Borrowman will replace Connor as director, Corporate Planning. Brian Sammon replaces Borrowman.

Sinden receives new CORCAN award



ATLANTIC - When Robert L. (Bob) Sinden (photo-R) retired from CSC Mar. 31, he became the first recipient of the new CORCAN Exemplary Service Award, recognizing his outstanding service to Occupational Development Programs. Over the years he served in various industrial capacities at Springhill Institution and retired as regional chief, Community Industries, a concept he pioneered. He received the award from Thomas Townsend (L), Occupational Development Programs director, NHQ. The award, a specially-designed certificate bearing the new CORCAN exemplary service logo and a matching lapel pin, will be given to CORCAN staff who have made a significant contribution to the success of the program.

Coming Events

July 9-13, 1988 International Correctional Education Association Conference, Grand Rapids, Michigan. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

July 26-30, 1988 Fourth World Congress of Victimology, Florence Region, Italy. The needs of victims of crimes, accidents and disasters: societal responsibilities and professional interventions. Contact: World Congress, 2333 North Vernon Street, Arlington, Virginia, USA 22207 (703) 536-1750, TELEX 9103803091.

Aug. 14-18, 1988 American Correctional Association Congress, Denver, Colorado. Theme: "Corrections Overload: Turning Problems into Opportunities". Attendance: NHQ-5, Atlantic-2, Québec-3, Ontario-3, Prairie-3, Pacific-3. Contact: John Vandoremalen, Director, Public Affairs, NHQ (613) 992-8423.

Aug. 15-18, 1988 Third World Congress on Prison Health Care, Grand Hotel, Bristol, England. Contact: Dr. P.A. Trafford, c/o Cunard Crusader World Travel, 15 Colston Street, Bristol BS1 5AP England.

Aug. 27-31, 1988 American Probation and Parole Association's (APPA) 13th Annual National Conference and Training Institute, Hyatt Regency/Clarion Hotel, Cincinnati, Ohio. Theme: "Supervision in the 1990s - Surveillance vs. Treatment". Attendance: NHQ-4, Atlantic-2, Québec-2, Ontario-2, Prairies-2, Pacific-2. Contact: Yolanda Swinford, The Council of State Governments, Iron Works Pike, P.O. Box 11910, Lexington, Kentucky 40578 (606) 252-2291.

Sept. 4-9, 1988 10th International Congress on Criminology, Hamburg, Federal Republic of Germany. Deadlines: Early Registration -- June 30, 1988; Hotel -- July 31, 1988. Contact: John Vandoremalen, Director, Public Affairs, NHQ (613) 992-8420.

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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 controls of offenders, while helping them become law-abiding citizens.

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Let's Talk

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**CSC welcomes
Ole Ingstrup
new Commissioner**

**Solicitor General
announces: *proposed
changes to Parole Act***

**CSC Strategic
Direction: *Part 2***

Literacy success story

New Dental Care Plan

**Pepino Inquiry:
*joint action plan***

***New!
CSC Commissioner
Ole Ingstrup***



Correctional Service
Canada

Service correctionnel
Canada

Canada

*A new job as Alberta's deputy minister
of hospitals and health care*

Farewell Commissioner Rhéal LeBlanc



*Former Commissioner
Rhéal LeBlanc*

He had the hard-nosed management style needed during a difficult period in CSC's history and a deep concern for the safety of our staff.

After almost four years (1985-88) as Commissioner of Corrections, Rhéal LeBlanc returns to Alberta as deputy minister of hospitals and health care. He leaves CSC in good hands (see page 3) and in good shape.

Rhéal LeBlanc was an effective administrator who was clear about where the Service should go and how to get it there. While economic and policy guidelines had been laid out for CSC before he assumed control, it was LeBlanc who faced the challenge of turning decentralization, downsizing and fiscal responsibility into realities.

Reshaping the Service

The road to reshaping CSC was not always easy or popular. However, the required readjustments were made permitting the Correctional Service to carry out its mandate.

Rhéal LeBlanc inherited CSC at a time when it was highly centralized and a heavy user of resources. One of his first tasks was a massive review of the Service's entire operations. A systematic restructuring of management at all levels produced a significantly leaner, more streamlined organization. Downward delegation of authority and accountability resulted in a new set of Commissioner's Directives to govern CSC. The Service's habit of asking Treasury Board for supplementary dollars was replaced with a fiscal policy which emphasized living within a strict budget.

In the midst of all this change, LeBlanc kept CSC on a steady and

progressive course by identifying planning objectives in the *CSC Corporate Direction and Strategic Framework*.

He felt one of his major achievements was that not one correctional officer lost their life during his tenure.

Change, especially of this type and magnitude, is never accomplished easily. LeBlanc's direct and hard-nosed management style should not be confused with an uncaring attitude towards the people who make up CSC. It should not come as a surprise that LeBlanc counted as one of his major achievements the fact that not one correctional officer lost their life during his tenure.

Such was the nature of the man who led us through one of the most difficult periods in the history of CSC.

His new job

Before coming to CSC, Rhéal LeBlanc served as Alberta's Deputy Solicitor General. In his new job as deputy minister of Alberta's hospitals and health care, he will share the responsibility for administering a budget in excess of \$2 billion with a total staff of over 86,000. ■

CSC welcomes our new Commissioner



*New CSC
Commissioner
Ole Ingstrup*

A firm hand shake, a warm smile. No stranger to CSC, Ole Ingstrup brings a wide range of international law and front line correctional experience, in prisons and parole, to the job.

Ole Ingstrup, who initially joined CSC in 1983 as special advisor to the Commissioner, is back again, this time as Commissioner of Corrections.

During his three years with the Service, he was perhaps best known for his leadership and vision in the development of CSC's mandate and mission statement.

In 1986, he was named Chairman of the National Parole Board.

Several languages and an interest in media and communications

Ole Michaelson Ingstrup, who speaks several languages including Canada's two official ones, was born in Denmark in 1941. Educated at Aarhus University there, he obtained a BA (Philosophy), an MA in Law and in 1970 his Ph.D in Law. He also holds diplomas in International and Social Law, and in Management, Media Relations and Communications.

His correctional career spans academic, criminal justice policy, management and front line correctional positions. He was an associate professor of Law at his alma mater, Aarhus

University, from 1966 to 1969 and was then appointed deputy warden and later warden of several Danish prisons.

In 1972, he was a visiting professor to the United Nation's Criminal Justice Institute in Tokyo, Japan. A year later he was back in Denmark as planning committee chairman of the Danish Ministry of Justice. He was also a member of the permanent committee on criminal justice issues for the Danish government.

In 1977, he was appointed representative of the Danish government on the European Committee on Crime Problems. He was also chairman of the Select Committee on Prison Regimes and Prison Leave for the Council of Europe.

As a member of the Council of Europe Task Force on Prison Management, Ingstrup met with local governments and prison administrators in various European countries to develop proposals to enhance overall management of prison systems.

Commissioner Ingstrup was in his office at NHQ, June 13. One of his top priorities was to begin an informal walk-around of the building, floor by floor, meeting and talking to staff and management about their work. ■

Fred Gibson, former Deputy Solicitor General, is the new Chairman of the National Parole Board.

Let's Talk

New
Improved

Dental Care Plan

Benefits include increased orthodontic treatment for dependants



Effective June 1, your smile may have become a little brighter when you noticed your pay cheque become a little larger!

That's because your pay cheque won't be reduced by your contribution (if you're a member) to the Public Service Dental Care Plan. From now on, the full cost will be paid for by the Service as a result of an agreement reached Mar. 10 between the Treasury Board and the Public Service unions.

The plan is open to all employees except terms of less than six months and part-timers who work less than one-third of a person-year.

New information booklet

A new information booklet for staff, which describes in detail the coverage provided under the new Dental Care Plan, will be available soon. ■

Important changes

The Dental Care Plan has been improved by the following major changes which also affect employees in the management category, excluded and unrepresented employees.

- All eligible employees, their spouses and dependants, will be covered including those previously exempted.
- Children's coverage will be extended to age 25 provided they are unmarried and attending an educational institution full-time.
- Orthodontic treatment in progress for your children when you joined the plan is now covered, retroactive to the date their coverage became effective.
- Fee schedules used to pay claims will be updated regularly, beginning with the use of the schedules in effect July 1, 1987 for expenses incurred on or after Apr. 1, 1988.
- The lifetime limit for orthodontic expenses rises from \$1,000 to \$1,500 per covered child on June 1, 1988, and to \$2,000 on June 1, 1989.
- Within two years, dental procedures currently reimbursed at 80 percent will be reimbursed at 90 percent, (beginning June 1, 1990). ■

PAROLE

Solicitor General announces proposed changes to Parole Act

“Our first priority is protection of the public,” Solicitor General James Kelleher



The Solicitor General announced, June 15, a number of intended reforms to the Parole Act. At the moment, these changes are only proposals - they haven't been passed by Parliament or proclaimed as legislation. To be sure our staff are informed about the scope and meaning of the proposals, *Let's Talk* has included a series of questions and answers.

The aim of the reforms is to provide a clear, consistent and fair system for the public, victims and offenders themselves by ensuring that sentences are meaningful and differentiate between inmates who are, and who are not, a risk to the community.

Four major changes

There are at least four major changes which would affect all offenders (except lifers) who are convicted and sentenced after the changes are placed into effect by Parliament.

1. Earned remission and mandatory supervision would be **ABOLISHED**.
2. Mandatory supervision would be **REPLACED** by a period of supervised statutory release for the last one-third of the sentence or one year before the expiry of the term of imprisonment, whichever is less.
3. Parole eligibility would change from one-third of the sentence, as it is now, to **ONE-HALF OF THE TOTAL SENTENCE**.
4. The day parole eligibility date would change from one-sixth of the sentence to a date which is **SIX MONTHS PRIOR TO THE FULL PAROLE ELIGIBILITY DATE**.

• Most changes affect INCOMING OFFENDERS only

1. Which offenders would be affected?

Only federal inmates convicted and sentenced to imprisonment for an offence committed on or after the day the legislation comes into force would be affected. Federal inmates are persons serving sentences of two years or more in a federal penitentiary or in a provincial institution under an Exchange of Service agreement with the provinces.

2. Would full parole eligibility be changed?

Yes. Full parole eligibility which is now one-third or seven years, whichever is less, would be changed to one-half or 10 years, whichever is less.

For example, if a person is serving a nine-year sentence, full parole eligibility is now at three years. Under the new proposals, a nine-year sentence would mean full parole eligibility after four-and-a-half years.

If a person receives a life sentence for anything other than first or second degree murder, full parole eligibility, now seven years, would be 10 years.

3. Would day parole eligibility be changed?

Yes. For most persons day parole eligibility is now after one-sixth of the sentence is served. Under the new proposals, day parole eligibility would change to the date six months before full parole eligibility.

4. Would remission or mandatory supervision be changed?

Yes. There would no longer be earned remission. But there would still be a fixed release period during which supervision would be mandatory, but it would be the last 12 months of the sentence or the last one-third of the sentence, whichever would be less.

This change would only make a difference if the sentence is more than three years long. If an offender was serving six years, the mandatory supervision date would currently be at four years. If the reforms are enacted, the statutory release date would be at five years, since 12 months is less than one-third of the total sentence.

What is now called the mandatory supervision date would be called the "statutory release date" and what is called mandatory supervision would become "statutory release."

5. Does this mean inmates in the system now would lose all their remission?

No. They would keep all remission they have earned to date and would be credited with all the remission they could have earned on the remainder of their sentence when these proposals come into effect. This would be used to calculate their statutory release date. It would be the same as their mandatory supervision release date.

The new system would apply to offenders convicted and sentenced for an offence committed on or after the legislation came into effect.

6. Would there be any changes to Temporary Absences?

Sentence commencement date
(example: six year federal prison term)



Current Full Parole eligibility date (1/3 of sentence - as per example - 2 years)



Current Day Parole eligibility date (after serving 1/6 of sentence - as per example - after serving 1 year)



Yes. All penitentiary inmates would apply to CSC for unescorted temporary absences, but some inmates would have their application sent to the Parole Board. These inmates would be those serving life as a maximum sentence, and those to whom criteria (a) and (b) of the Parole Act applied.

Criteria (a) and (b) are as follows:

(a) Whether the inmate's current offence is among those appearing on the Schedule of Offences contained in the Parole Act legislation, and whether it has been prosecuted by way of indictment.

(b) Whether the commission of the current offence caused death or serious injury (physical or psychological) to another person.

Under the proposed changes, all penitentiary inmates would be reviewed according to criteria (a) and (b) shortly after they were admitted. If the Parole Board's decision on eligibility were positive, the application would be returned to CSC which

would decide whether it would actually release the inmate on an unescorted temporary absence program, and if so, under what terms.

Inmates not serving life as a maximum sentence and who do not meet criteria (a) and (b) would have their application considered only by CSC.

This change would apply to inmates admitted to a penitentiary after the legislation came into force, and to those inmates already in the system who had not yet applied for an unescorted temporary absence during their current term of imprisonment.

7. Would these changes affect the amount of time inmates presently under sentence would have to serve?

No. Their parole eligibility would remain the same. They would keep all remission earned to date and would be credited all the remission they could have earned on the remainder of their sentence, when the legislation came into effect.

8. Would these changes mean that someone already serving a sentence would have to wait longer for parole?

The changes in eligibility dates would ONLY apply to persons who were convicted and sentenced for an offence that was committed on or after the day that the legislation came into force.

This gives an offender fair notice that the rules would be changing. If a person were already serving a sentence, it would not be fair to change the parole rules for that sentence.

If a person commits another crime after the changes come into force, and while he or she is still serving a previous sentence, the full parole eligibility date on the total merged term would be calculated according to a formula which would ensure that the new one-half rule did not apply retroactively.

9. Would the Parole Board still be looking at the same factors for granting parole?

The Parole Board has recently published its pre-release decision-making policies which would continue to be in effect. The over-riding factor in parole decision-making would still be whether the release constitutes an undue risk to society.

As well, even if the inmate waived the parole review, the Board would still have to review the case (paper review). Right now, if the inmate waived the review, the Board wouldn't have to look at the case.

These changes would apply to all federal inmates as soon as the legislation is enacted.

13. Would the detention and one-chance mandatory supervision provisions in the Parole Act still apply?

Yes.

14. Would there be changes for offenders who breach their parole or statutory release?

ones, or it could order that the cancellation not take effect up to 30 days. (The inmate would remain in custody for that period.) The Board could also, as the case is now, terminate or revoke the release.

If the release were revoked, the inmate would not be allowed to be released on statutory release for six months from the date of committal, even if he or she reached the two-third mark of the sentence or a date which is one year away from the end of that sentence.

If the release were terminated, the offender would be returned to custody but would remain eligible for a statutory release.

15. Would the statutory release date for new offenders be affected by their behavior in the institution?

Proposed Full Parole eligibility date (*1/2 of sentence - as per example - 3 years*)

Proposed Statutory release date (*final 1/3 of sentence or 12 months, whichever is less - as per example - after serving 5 years of sentence*)

Warrant expiry date (*completion of full sentence/ Statutory release - as per example - six years*)

Proposed Day Parole eligibility date (*eligible 6 months before Full Parole eligibility date - as per example - after serving 2 1/2 years*)

Current Mandatory Supervision release date (*after serving 2/3 of sentence - as per example - 4 years*)

10. Would these changes apply to federal inmates transferred to a province under an Exchange of Service Agreement?

Yes. These changes would apply to all federal inmates, wherever they are serving their sentence.

11. Would inmates still be automatically reviewed by the Parole Board before their first day parole eligibility date?

Yes. This would not change.

12. Would there be any changes to parole reviews?

Yes. The Parole Board would be required to review inmates every year, instead of every two years as it is now.

Yes. Essentially both CSC and the National Parole Board would have more flexibility in how they respond to real breaches or anticipated breaches.

Where a person designated by the Chairman of the Parole Board issued a **special instruction**, it could only be in effect for up to 30 days, unless the Parole Board confirmed it as a special condition.

Under the new proposals, if the conditional release is suspended, CSC would have 30 days, instead of 14, to decide whether to cancel the suspension or refer the case to the Parole Board to give it more time to consider appropriate options. If the case were referred to the Parole Board, it would have 30 days to hold a hearing. This 30-day period could also be extended if the Board granted an adjournment sought by the inmate. If the Board decided to cancel the suspension, it could reprimand the inmate, alter any existing terms/conditions or impose additional

The statutory release date would be provided to all inmates shortly after admission. This date would remain unchanged unless the inmate is detained under Bill C-67 or received a new court-imposed sentence.

Institutional conduct would remain a factor considered by the National Parole Board in reviewing any conditional release application.

16. When would these proposals come into effect?

They will come into effect only if the proposed legislation passes through the House of Commons, the Senate and receives Royal Assent. The legislation would then come into effect on a date fixed by proclamation. ■

Literacy

A success story in its first year!

The Adult Basic Education literacy program has been a success story from start to "completions" - 1,046 completions, in fact. That means 1,046 offenders completed their grade 8 level in language and math in 1987-88 - 296 more than expected!

Targets for the three-year literacy initiative called for 750 completions the first year. The program met its target by the third quarter in December and, by the end of the fiscal year, had gone over the top, says Shelley Prokopetz, an education officer at NHQ.

"We are well on our way to reaching 2,100 completions which is the combined target for the first two years (1987-88 and 1988-89)."

Everyone - inmates, staff, regional management and the community - has had good things to say about the literacy program, she notes. The three-year initiative was set up at the request of Solicitor General

James Kelleher in April 1987 after he discovered that more than 50 percent of incoming offenders who were tested, had less than a grade 8 level of education.

The program is designed to identify functionally illiterate offenders and help them upgrade their skills to the grade 8 level, the minimum required to handle most jobs.

Everyone's committed

"The program's outstanding success can be summed up in one word," says Prokopetz, "and that's *commitment* - from teachers, staff, offenders and the community. But the key is the enthusiasm."

People were a bit skeptical at first, she admits, because getting grade 8 isn't a high priority in the inmate subculture or macho scale of values. And, for many offenders the three "Rs" are a sore point from their school days when they had a lot of trouble with reading and writing.

Inmates enthusiastic

The literacy program "just took off and started to fly." Management and staff were determined to have it succeed, and to everyone's surprise, so were the inmates. They were attracted to the program, she feels, because they could see the benefits to them of upgrading their reading, writing and math. "Maybe you could say that education has come out of the closet where inmates are concerned - now they can feel good about learning."

The idea is to teach adult students in a way that doesn't embarrass them or make them feel inadequate. They work at their own pace and there's an individual approach to each person although there is a teacher and a classroom. On the average, students advance one to one-and-one-half grades every three months.

Besides upgrading their three Rs, inmate-students are encouraged to discuss issues, such as problem-solving and values, to help them develop critical thinking skills. Less literate people often lack these skills, says Prokopetz.

Inmate-tutors are identified across the country to take part in the program. They seem to get a lot of satisfaction out of helping other inmates learn, and they are an important factor in assisting the teachers.

Teachers doing tremendous job

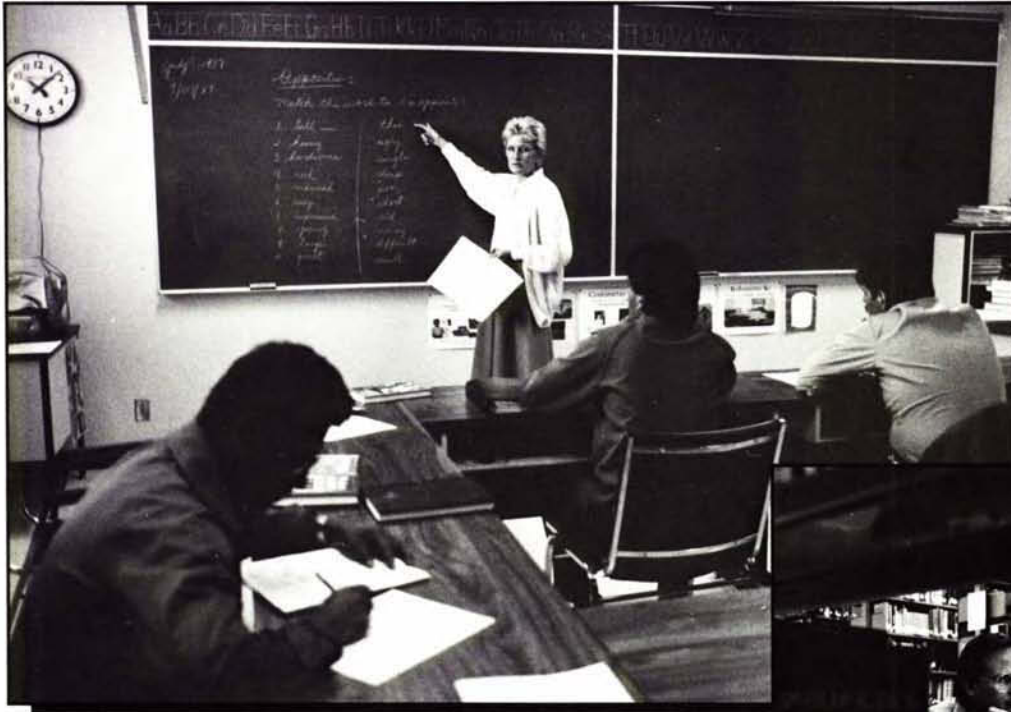
The teachers have done a tremendous job, notes Prokopetz. They've really worked hard to make this innovative program succeed. "I've visited all the regions and talked with the teachers. Everywhere there are new ideas and improvements and the teachers are eager to share their knowledge and benefit from new ways of approaching problems."

Special workshops were organized on strategies for dealing with illiterate inmates and those with learning disabilities. The teachers found them helpful and they'll be continued.



Shelley Prokopetz
Education Officer, NHQ

Inmates sign up with enthusiasm ...maybe education has come out of the closet and inmates can now feel good about learning...



For many offenders, Adult Basic Education isn't the end - it's just the beginning!



Pacific first on target

All the regions exceeded their literacy targets, says Prokopetz, but enthusiasm was especially high in the Pacific region which was the first to make its quota. "They had a very efficient set up there because they had just reorganized and were able to use their contract and CSC teachers to best advantage. They also had the largest number of inmate-tutors, 40 in fact, many of whom were students in the university program.

"The Pacific's **Harry Golden**, regional manager, Correctional Programs and **Chuck MacInnes**, project manager, Correctional Programs, were meticulous about monitoring inmate-students. They've also utilized a part-time approach where inmates divide their time between literacy studies and other work."

Special programs for Native students

The Pacific region built in a Native component to its literacy program for institutions with a concentration of Native inmates. The Prairie region as well, has incorporated Native culture and spirituality into their literacy program for Native students at Stony Mountain Institution in Manitoba.

And after grade 8?

What happens after the offender completes his or her grade 8? Secondary or high school level, as well as work at the community college level, are a couple of the options.

NHQ is working closely with all the regions to ensure strong linkages exist between Adult Basic Education and other educational programs, and institutional work programs. For example, after completion of Adult Basic Education, students can carry on to the secondary school program and obtain a high school equivalency certificate or follow a course in vocational education.

So for many offenders, Adult Basic Education isn't the end - it's just the beginning! ■

Strategic

✓ Offender management: five priorities

1. Reduce illiteracy
2. Expand Unit Management
3. Reduce substance abuse
4. Improve physical and mental well-being of offenders
5. Increase special needs services for offenders

CSC Correctional Values state that our top priority is the protection of society. This means offenders are expected to take responsibility for their behavior and prepare for their release. They must also be managed at their appropriate level of security.

The measurement of an offender's progress will be tied to his or her behavior and willingness to take part in programs both in prison and later in the community.

Our Correctional Values clearly state that the recognition of offender rights is basic to sound sentence management and that all offenders are to be treated fairly.

Community programs

CSC will be working more closely with the provinces, private and volunteer sectors to integrate provincial and community programs with CSC's institutional programs. This will give offenders the program continuity they need during conditional release. Joint planning and information-sharing will be very important to the success of this partnership.

Integrated offender management plan

CSC recognizes that an *integrated* offender management plan that ad-

dresses population and programming is necessary to map out the total offender environment.

1. The offender management plan provides information for the development of the long-range accommodation plan.

2. The sentence management plan puts special emphasis on the program needs of female, Native, mentally-disordered and long-term offenders.

continued on page 12

Direction

✓ Human resources: working together

CSC recognizes the unique needs, rights, interests, capacities and aspirations of staff. An understanding and acceptance of CSC corporate goals is necessary for staff to share joint responsibility with management in the effective management of offenders.

Staff:

Staff must clearly understand their responsibility for:

- Public protection, our number one priority.
- Managing offenders throughout their sentence.
- Assisting offenders to return to the community as productive citizens.

Management:

Management has a responsibility to staff to benefit employees by:

- Ensuring a safe and suitable work environment.
- Developing appropriate staff training in inter-personal skills and conflict resolution.
- Strengthening employee assistance programs.
- Focusing on career development opportunities.
- Developing strategies to deal with issues, such as workforce adjustment, early retirement, employee

mobility and staff replacement.

Two priorities:

1.

To continue to advance the early retirement proposals.

Most of the technical problems for early retirement have been resolved. When legislation is passed, CSC will work with Treasury Board to prepare regulations relevant to the specific needs of the Service. CSC remains strongly committed to the early retirement proposals and once legislation is enacted, they will be put into action.

2.

To develop a comprehensive human resource strategy.

CSC's use of its human resources will focus on the identification of the future resource skills needed for the

With the implementation of Unit Management in all major institutions, CSC will introduce new directions in career development and staff training.

effective delivery of our correctional programs and the efficient administration of sentence management and preparation for release. Basic to CSC's human resource strategy is the government's requirement to maintain a representative workforce and to be efficient.

This means that following the implementation of Unit Management, CSC will review and introduce new directions in career development, employee assistance and staff training in such areas as inter-personal skills and conflict resolution. ■

*Watch for
part three
of
CSC*

*Strategic
Direction:*

- *What it means to be accountable*
- *Developing an effective communications network.*

Five priorities for managing offenders

CSC Strategic Direction has identified five long-term priorities which will have continuing significance for CSC over the next few years.

1.

To reduce the number of functionally illiterate inmates within federal penitentiaries by five percent each year through 1990.

When it was found that 50 percent of offenders who took the literacy test on their admission lacked the equivalent of grade 8, Solicitor General **James Kelleher** identified improved literacy as a top priority for 1987. CSC developed a three-year program which has been an outstanding success in its first year.

More than 2,500 inmates have signed up for courses and by the end of the year more than 1,000 completions (grade 8) were realized against the 1987-88 target of 750. Higher completion targets are set for the program's second year. (See Literacy page 8)

2.

To implement Unit Management as our fundamental organizational approach to penitentiary management.

Unit Management isn't new to CSC but further implementation will ensure that this management concept includes all our major institutions. Unit Management involves:

- A requirement for more interaction between staff and inmates.
- Integration of security and program responsibilities.
- Increased responsibility for decision-making by staff (i.e. transfers, temporary absences) and accountability for both staff and inmates.

Basic to the Unit Management concept is improving the quality of life

for staff and inmates and thus reducing violence and aggression in institutions. Implementation of Unit Management will be at a measured pace and evaluation will be made against how it impacts on better control, positive offender change, improvements to the work environment and better management.

3.

To reduce substance abuse, trafficking and their related side effects among offenders by implementing complementary enforcement, treatment and prevention initiatives.

The goal here is two-fold:

- To reduce violence in institutions related to substance abuse and trafficking.
- To contribute to the rehabilitation of offenders.

Major initiatives of CSC's Substance Abuse Strategy include:

- Incorporating substance abuse strategies into recently adopted case management strategies to ensure that inmates' specific types of problems or behavior are identified.
- Developing methods of monitoring substance abuse, consistent with the Charter, and putting these methods in place.
- Evaluating five institutional treatment programs by this summer, and using these evaluations to plan future approaches.
- Following up special staff training programs established in 1987-88 under the National Drug Strategy to ensure that all current and new staff receive the required training.
- Continuing with an RCMP/CSC cooperative initiative which puts our combined enforcement capabilities into high gear.

4.

To promote the physical and mental well-being of offenders

through coordinated provision of health education, promotion and care through accessible care programs from admission to warrant expiry.

Phase 2 of the current Health Care Review involves the consideration of the delivery of an integrated, cost-efficient, mental and physical health service. The National Parole Board's decision-making policies for parole require psychological or psychiatric assessments from offenders in certain cases, as well as offender participation in programs likely to assist their successful reintegration into the community.

In support of this, CSC will strengthen its services for mentally-disordered offenders and, has in fact, conducted a study into the resources and services available for community supervision and psychological services for mentally-disordered offenders.

5.

To develop and increase services to address the concerns of offenders with special needs - Natives, females, the mentally-disordered and long-term offenders.

The first step here will be to identify the particular needs for each of these offender groups through the improvement of needs assessment and analysis. A continuum of services suitable for across-Canada delivery will be strengthened. The search for services will focus on the community. Thus, we will maintain and build upon our long-term partnerships with the provinces and private sector.

Where we can work together to meet our mutual requirements, we will share facilities with the provinces, plan joint program ventures and consolidate service delivery. Overall implementation will be undertaken through agreements with the provinces, private and volunteer sectors, and, if needed, enhancement of CSC's internal services. ■

Briefly

Five Prince Albert staff honored

PRAIRIES - Five staff from the Prince Albert area received the Corrections Exemplary Service Medal of Canada, at Government House, Regina, from Saskatchewan's Lieutenant Governor F.W. Johnson. Herb Schop, Albert Halliday, Carl Klarenbach, correctional officers from the Saskatchewan Penitentiary, Doug Clark, Saskatchewan Farm superintendent and Wilfred Brown, living unit officer, were awarded medals for their years of highly commendable service.

Let's get it straight!

In the June *Let's Talk*, under "NHQ appointments," it should have read: Doug Borrowman is acting director, Corporate Planning replacing Dave Connor who has been named acting director, Corporate Policy and Strategic Planning. Brian Sammon, senior project officer, Planning and Management Services, replaces Borrowman in an acting capacity.

Sask. Farm holds round dance

PRAIRIES - About 95 guests, including several local elders, drummers and singers from the Native community enjoyed a round dance with Native inmates at Saskatchewan Farm, reports Cliff Moore, deputy superintendent, Programs. The Native ceremony and social activity, organized by the Farm's elder Dennis Thorn, included a traditional dance to the beat of drummers and singers and a meal that included bannock and stew.

French students tour RPC



PACIFIC - One of two full-time, continuous Public Service Commission French course classes in Vancouver toured the Regional Psychiatric Centre (RPC). Karen Harvey, one of the students and an RPC employee, conducted the tour in French. Class members, who completed their 7 1/2 month course in June appreciated the RPC staff who took time to speak to them in French. From left - Karen Harvey, CSC; Jeff Wright, RCMP; Jan Frazelle, CSC; Josée Michaud-Leblond, instructor; Bob Manchip, RCMP; Susan Khol, DND; Bob Serena, RCMP; Sonya Chupick, CSC; Crawford Colquhoun, CSC.

Bill Reydon retires from Sask Pen

PRAIRIES - William (Bill) Reydon, case management officer and senior case worker at the Saskatchewan Penitentiary, retired after 22

year's service with CSC. Warden Paul Oleniuk presented him with a 22-year service plaque and friends and colleagues gave him a painting.

Quebec hosts Zairean trainees

QUEBEC - Two "trainees" from Zaire, Africa, who spent two months in Quebec under an agreement between the University of Montreal's Centre for Comparative Criminology and the African Bureau of Educational Sciences, were guests of CSC's Quebec region for a week. Angéline Day-Bay

and Armand Tsimba experienced two days of training at the Staff College and visited some of the region's operational units. Both visitors had studied law and criminology and worked as judges in minors' cases for several years before taking up assignments in Zaire's Ministry of Justice.



Welcoming their guests to the Quebec region were (L) Marcel Kabundi, case management officer and guide at the Leclerc Institution, Jean-Claude Perron, regional deputy commissioner; Angéline Day-Bay and Armand Tsimba, Zairean visitors and Jacques Dyotte, director, Programs and Operations.

CSC, National Parole Board and Secretariat combine forces

Pepino Inquiry

results in joint action plan

The Pepino Inquiry launched last February by then-Commissioner Rhéal LeBlanc to investigate the circumstances surrounding the unlawful absence of an inmate from Montgomery Centre in Toronto.

CSC, the National Parole Board, and the Ministry Secretariat, working together, have acted quickly and posi-

named chairperson of the Inquiry Board. Members included: **Dan Kane**, CSC's director general, Offender Programs; **Roy Evans**, National Parole Board member and **Peter Willis**, St. Leonard's Society of Canada.

Montgomery Centre the focus

Montgomery Centre, the focus of the Inquiry, had been a community correctional centre under the direct management of CSC until November 1986, when, under contract from CSC, it became a community residential centre run by Operation Springboard, a Toronto-based, post-incarceration assistance group.

Inquiry Board review

The Inquiry Board's wide-ranging review covered:

- the role of halfway houses in the community
- the decision-making process as it relates to risk assessment and release
- the use of information by correctional agencies
- police/corrections relations
- the security, monitoring and control of privately-run, halfway houses.

In general, the Inquiry Board was supportive of CSC's initiative to broaden the involvement of private, community-based facilities in the

process of rehabilitating inmates in the community. However, better systems and monitoring procedures are needed to ensure secure and efficient supervision.

They also supported the idea of greater citizens' representation from the neighborhood in the administration of halfway houses.

Risk assessment high priority

The Inquiry Board felt that improvements could be made in the risk assessment and release process by CSC and the National Parole Board. It recommended that this must be a high priority - and be seen to be a high priority within these two organizations.

The review also noted the need for a more efficient notification system covering the release of inmates, and for more data, including psychological information and photographs.

"No confidentiality"

Generally poor communication between police and community residential centres, they found, has resulted in inefficient transfer of information and often cumbersome procedures.

They recommended there should be open sharing (i.e. "no confidentiality") among CSC, police and private

A quick and positive response to the Pepino findings ... 31 out of 32 recommendations agreed upon as CSC, National Parole Board and Secretariat initiate a joint action plan for the direction of community residential centres.

tively to set up a joint action plan in response to the Pepino recommendations.

The Inquiry Board was given a broad mandate to look into not just the specific incident, but to investigate and recommend on issues which could contribute to the effective prevention of similar future occurrences.

Jane Pepino, vice-chairperson of the Toronto Police Commission, was

agencies with respect to information critical to breach of conditions or public security.

A number of the Inquiry Board's findings and recommendations related to the need for better standards of performance and procedures, and closer monitoring by CSC of all community residential centres with which the Service has contractual relationships.

Recommendations

Specific recommendations called for:

- an audit of all Toronto halfway houses by the Inspector General
- CSC audits of all contracts with private agencies providing service to ensure compliance with policies and contracted obligations
- a project manager designated by CSC to specifically oversee projects, such as the contract with Operation Springboard, through the developmental stage.

In all, the Board of Inquiry put forward 32 specific recommendations.

Joint action plan developed

In mid-March, CSC and the National Parole Board responded with a joint action plan, commenting on each recommendation and outlining specific actions to be taken as a follow-up to the Board's report.

The Ministry agencies agreed with 31 of the 32 recommendations. They reserved for further review the proposal to broaden the definition of "dangerous" offenders to include violent sexual offenders and to remove from these offenders the option of "one chance" mandatory supervision in the absence of evidence that they might constitute a risk. The Ministry did agree, however, that the question of expanding the current definition of offenders subject to detention under Bill C-67 would be addressed in a forthcoming Ministry review. ■

Inquiry Board supports concept of privately-run halfway houses - with safeguards and more input from citizens' groups.

Actions already in process include:

- more emphasis on risk assessment
- a review by CSC and the National Parole Board to create an **accurate list of psychiatric facilities** available, as well as the specific services they provide
- **federal-provincial discussions** by officials to resolve the problem of health care payments for persons on conditional release
- **tighter security standards**, particularly for high profile residents in halfway houses
- **courses on confrontation-management** and how to respond to violations provided to agency staff
- changes to Community Release Facility Standards to specifically require a **police-CRC liaison**
- **an audit of Toronto halfway houses**
- designation of a **CSC project manager for the Toronto area**
- a commitment by the Solicitor General to launch a **comparative study into sex offender treatment programs** available in Canada.

CSC hopes that its quick and positive response to the Pepino Inquiry will help to restore public confidence in the halfway house concept, so that the vitally important policy of gradual reintegration of offenders into the community can be maintained and strengthened. ■

Briefly

Dorchester substance abuse seminar

ATLANTIC - CSC, the Sackville Police Department and CFB Moncton Military Police, took part in a Drug and Alcohol Awareness seminar in Sackville, New Brunswick recently. Hosted by the 681 Squadron, Royal Canadian Air Cadets, it was also attended by an army cadet corps, various youth groups and parents.

W.G. MacNichol, a CX-2 at Dorchester Penitentiary and commanding officer of the sponsoring squadron, opened the seminar which dealt with the severity of drug abuse in the region and the realities of drunk driving. Two inmates also spoke to the group.

Fr. Primeau retires

QUEBEC - Fr. Gerald Primeau, Leclerc Institution's chaplain for more than 28 years, retired Apr. 30. He joined CSC's Chaplaincy a few years after being ordained priest for the diocese of Valleyfield in 1956.

Atlantic holds family weekend

ATLANTIC - More than 300 adults and children took part in the region's seventh annual staff weekend. It was a combination of fun, serious and helpful moments, with the emphasis on teenagers. As the weekend progressed keynote speaker Don Posterski also spoke separately with the adult group and the teenagers. Dr. Pierre Allard, director of Chaplaincy, NHQ, and banquet guest speaker, took a special interest in the event because it was the brainchild of Dorchester Penitentiary chaplains when he was there. "His concern for the staff in this region has been very much appreciated," notes Alf Bell who chaired the organizing committee for the weekend.

Coming Events

July 9-13, 1988 International Correctional Education Association Conference, Grand Rapids, Michigan. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

July 26-30, 1988 Fourth World Congress of Victimology, Florence Region, Italy. The needs of victims of crimes, accidents and disasters: societal responsibilities and professional interventions. Contact: World Congress, 2333 North Vernon Street, Arlington, V.A., USA 22207 (703) 536-1750, TELEX 9103803091.

August 14-18, 1988 American Correctional Association Congress, Denver, Colorado. Attendance: NHQ-5, Atlantic-2, Québec-3, Ontario-3, Prairie-3, Pacific-3. Contact: John Vandoremalen, director, Public Affairs, NHQ (613) 992-8423.

August 15-18, 1988 Third World Congress on Prison Health Care, Grand Hotel, Bristol, England. Contact: Dr. P.A. Trafford, Cunard Crusader World Travel, 15 Colston Street, Bristol, England BS1 5AP.

August 27-31, 1988 American Probation and Parole Association's (APPA) 13th Annual National Conference and Training Institute, Cincinnati, Ohio. Theme: Supervision in the 1990s - Surveillance vs. treatment. Attendance: NHQ-4, Atlantic-2, Québec-2, Ontario-2, Prairies-2, Pacific-2. Contact: Yolanda Swinford, The Council of State Governments, Iron Works Pike, P.O. Box 11910, Lexington, Kentucky 40578 (606) 252-2291.

Sept. 4-9, 1988 10th International Congress on Criminology, Hamburg, Federal Republic of Germany. Contact: John Vandoremalen, director, Public Affairs (613) 992-8420.

Sept. 14-16, 1988 36th International Law Enforcement Coordinating Conference, Drumheller, Alberta. Theme: Terrorism and Technology in the 90s. Contact: Warden, Drumheller Institution (403) 832-5101.

Sept. 20-23, 1988 Health Care in Corrections, Saint John, N.B. Contact: Ms. Shawn L. Lourensse, Supervisor, Nursing Services, New Brunswick Central Reformatory, R.R.#6, Kingsclear, N.B. E3B 4X7.

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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

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August 1988

**Commissioner sets
up four task forces
to review CSC**

***New CSC Mission
document coming***

***New study on
mentally-disturbed
offenders***

"V" is for valium

Smoke-free offices

***Briefly
across Canada***



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Canada

Task forces set by

The Service is a vital, talented organization with tremendous potential," Commissioner Ole Ingstrup said at his first meeting with the Senior Management Committee (SMC), Jun. 23. However, he wanted "to make some important changes to CSC's priorities. I would like to see correctional issues at the top of our agenda and a greater role for the community side of CSC. Some adjustments need to be made in the areas of accountability, communications and information-sharing."

He announced the establishment of four key area task forces and asked that they report back to the SMC by Aug. 30. (See box.)

"I have no immediate plans for changing the major structure of CSC ... changes are very disruptive... However, when the time is appropriate some adjustments will need to be made."

"It's important to take a firm position on CSC's overall corporate direction. We need to be more predictable, and more open and visible to the public."

The Commissioner said he wanted "to develop a document which would more clearly indicate our direction - one that could be shared with all staff and the public. This document will form a stable basis for CSC's goals

Four task forces

scheduled to report at August SMC

CSC VALUES AND MISSION DOCUMENT

Chaired by **Willie Gibbs**, deputy commissioner, Atlantic region. (See page 4).

COMMUNITY AND INSTITUTIONAL PROGRAMS

Chaired by **Jim Phelps**, deputy commissioner, Offender Policy and Program Development.

ACCOUNTABILITY AND INFORMATION

Chaired by **Cliff Scott**, former assistant commissioner, Administrative Policy and Services.

COMMUNICATIONS

Chaired by **Jim Murphy**, former regional deputy commissioner, Pacific and now a special advisor to the Commissioner in the Pacific region.

new Commissioner

for the next several years and will not be perceived as a changing direction," he said.

The Commissioner reported he had no "immediate plan for changing the major structure of CSC. Changes are very disruptive to staff and to the organization." However, when the time is appropriate "some adjustments would be made."

Unit Management here to stay

Implementing the Unit Management system in all CSC institutions is a firm commitment, the Commissioner pointed out. "It's a sound concept and I intend no changes."

More emphasis on "correctional issues and the community side"

Change in focus for Offender Programs

The Commissioner would like to see some changes in Offender Programs in both the institutions and the community side. In reading the last Long Range Accommodation Plan, he was surprised to see that the focus is mainly on cell capacity rather than corrections. "There's a need to ensure that no offender spends one day longer in a penitentiary than necessary. Human freedom should be at the top of our priority list. However, our system

does not at the moment appear to be geared for this. That's why it's important to recognize this value in all our work."

Identifying low risk offenders has Minister's support

The Solicitor General has asked for a review of the prison population to identify low risk offenders for safe release to well-equipped correctional communities. However, "not all communities are equally well-equipped with support services." A review of institutional programs and community support services will be needed.

"The Service should reduce the prison population to the level determined by risk - an initiative that the Minister entirely supports." Low risk offenders are to be identified at an early stage, he said. "We need to know which offenders can be safely reintegrated into the community and those who represent a higher risk, and what can be done to minimize the risk."

Security operations working well

The Commissioner was quick to point out that the new focus on programs and the community side did not change or lessen the importance of custody and control which was "operating well."

A review of communications "urgent"

"A review of communications has to be done on an 'urgent basis.' It's important for the regions to be able to express their views - the Solicitor General has asked that CSC be more active in this area."

The public also needs to know what CSC is accomplishing. "The

media, which play an important role in a democratic society, require our full cooperation. They need to understand us and how we work - especially in times of crisis."

Accountability and information: No re-centralization

"I believe in a decentralized power structure," the Commissioner noted. However, he feels NHQ should be kept informed at all times on the activities in the field. At the moment, there is insufficient information coming from the regions to NHQ in such areas as waivers, case preparation, detention cases etc.

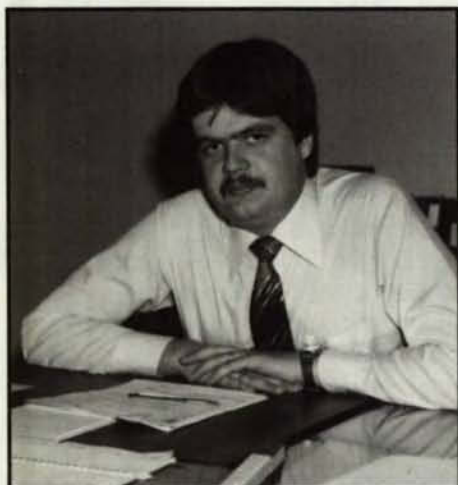
"I have no intention of re-centralizing, however, it's necessary for the regional deputy commissioners to in-

"I believe in a decentralized power structure ... but NHQ must be kept informed at all times by the regions. It's important for everyone to work together."

form me on a regular basis of their ongoing activities. It's important for everyone to work together."

CSC must look credible with other agencies. "My goal is to simplify as much as possible what is presently being done in the areas of policy-making, programs, planning and information systems. We need to have a stronger focus on the regional and institutional levels." ■

CSC drafts innovative new Mission document



Mario Dion,
assistant commissioner,
Corporate Policy and Planning

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

One of Ole Ingstrup's first decisions as CSC's new Commissioner was to set up a Task Force on CSC Values with a mandate "to develop a mission document for CSC, including the identification of long-term strategic objectives for the Service."

The task force, one of four set up by the Commissioner to review some of the key issues facing the Service, is chaired by Willie Gibbs, Atlantic deputy commissioner. The task force is to report back to the Senior Management Committee (SMC) Aug. 30.

The purpose of the Mission document is to provide everyone in the Service with a clearly defined framework for carrying out their responsibilities, Mario Dion, the new assistant commissioner, Corporate Policy and Planning, told *Let's Talk*. "You could call it a CSC constitution - it's a consensus, an agreement, reached after consultation with the regions, which describes our ultimate goal and sets our direction for many years to come. It provides a framework against which we can measure all our priorities, policies, resources and directives."

The task force produced a 30-page draft document which served as the basis for discussions in the regions and at NHQ. A final draft will be tabled at the August SMC for approval.

1988 Mission Statement changes direction

The draft mission statement is similar to the 1984 Mission Statement, says Dion, "but it reverses CSC's twin priorities by placing the reintegration

of offenders into the community ahead of custody and control. "This isn't intended to de-emphasize our security operations, which the Commissioner says are "operating well," but it does indicate a change in direction to a stronger focus on programs and policies which assist offenders in their return to the community."

We must recognize offenders as individuals and we must believe in their potential for change.

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

The proposed new Mission Statement makes clear that our primary goal is to contribute to the protection of the public and that we are expected to accomplish this by *actively encouraging* offenders to be involved in programs and treatment that will assist them in a successful return to the community. We are expected to be accountable for providing the best possible professional programs to offenders - while maintaining the necessary security and control.

Control, says Dion, is best assured by the daily interaction of staff and offenders, rather than by relying on static security. "This means we must all recognize offenders as *individuals*. We have to believe in their potential for change. We have to deal fairly with offenders - they retain all the rights of other citizens except those that are necessarily limited as a consequence of their sentence."

Once the SMC has approved a Mission document for the Service, it will in turn be submitted to the Minister for his approval and then be published. Once this has been done, managers and other staff members will be expected to quickly become familiar with the new document and to follow it in all their daily activities.

"Understanding and familiarity with the core values and the guiding principles will be essential for all staff," Dion stressed.

Task force members:

Willie Gibbs, regional deputy commissioner, Atlantic

Mario Dion, assistant commissioner, Corporate Policy and Planning

Dan Kane, director general, Offender Programs

Sandy Davis, director general, Human Resources

Pierre Allard, director, Chaplaincy

Alison MacPhail, Ministry Secretariat

Lynn Ray, president, Union of Solicitor General Employees

Brendan Reynolds, National Parole Board

Lynn Cuddington, policy analyst, Corporate Policy Division

Regional representatives:

Paul Jacks, district director, Abbotsford Parole, Pacific

Mike Gallagher, warden, Edmonton Institution, Prairies

Mike Provan, district director, Central Ontario Parole

Lily Tronche, warden, Federal Training Centre, Quebec

Willie Gibbs, regional deputy commissioner, Atlantic. ■

A proposed change in emphasis from control to the reintegration of offenders into the community.

CSC's six core values:

The proposed Mission document identifies six core values to be followed by staff:

1. We recognize and respect the inherent dignity of individuals, the rights of all members of society, and the potential for human growth and development.

2. We believe that the majority of offenders can live as law-abiding citizens.

3. We believe that the value of human relationships is the cornerstone of a people-oriented organization like the Service.

4. We believe that our mission is best accomplished through employee involvement in participative management.

5. We recognize that the Service has a leading role to play in Canadian and international corrections.

6. We recognize, as a government agency, that we are accountable to the people of Canada.

Understanding and familiarity with the core values and the guiding principles of the new Mission document will be essential for all staff.

"The task force was a very balanced one, with representatives from the regions, NHQ, the USGE (union), the Secretariat and the National Parole Board."

No butts about it - smoke-free offices a burning issue!

The smoke-free office is coming - no butts about it.

Although federal government employee smokers have less than a year to kick the habit before smoking is banned in all public service workplaces (Jan. 1, 1989), help is just a phone call away. Smoking cessation programs abound, some commercially-run, others government-sponsored.

NHQ staff committed to being non-smokers completed a government-sponsored "Butt-out" course offered by Health and Welfare Canada last spring. This nine-session behavior modification program, developed by the Department of National Defence and Waterloo University, was given at NHQ over a period of 12 weeks.

"It's an excellent course - very supportive," explained **Gerry Bauder**, a staff relations officer who is the program's coordinator. "It guides you through various phases from motivation, preparation to stop, finally quitting, and the transition and coping stages after you've taken that last puff.

"It helps you examine alternatives to smoking, why you have the urge to light up, why you actually do smoke, and how to deal with weight changes once you're a non-smoker. Of course it points out the advantages of not smoking."

Occupational Health Nurse **Gail McEvoy**, NHQ's course facilitator and nurse for all Solicitor General staff at NHQ, says those who stick with the course really like it, particularly the group support it offers.

"Other advantages to the government's 'Butt-out' program are that it's held during the work day, is usually on site and it's free. If group sessions don't appeal to you, we also have self-help literature for smokers who want to quit." Nurse **McEvoy** is available to offer help on all health matters, including smoking cessation, at Centennial Towers, 200 Kent Street, room 200, tel.: 990-1000.

If you missed NHQ's first "Butt-out" program and would like to attend such a course, call **Gerry Bauder** at 996-3294. Another course will be scheduled for this fall if enough people are interested. Watch for the announcement in *Let's Talk*.

Exemptions approved for areas within staff colleges and institutions

Incentive to quit

As an incentive for Service staff, former Commissioner **LeBlanc** announced, last November, that CSC will reimburse up to \$100 of the cost of a smoking cessation course any staff takes if the staff member is still not smoking six months after completing the course. To qualify you have to be a CSC employee. Funds will be provided by your responsibility centre until Nov. 3, 1988.

In the regions

Smoke-filled offices are becoming a thing of the past regionally as well as at NHQ according to staff responsible for implementing the smoking cessation policy.

Bryon Mageau, project manager, Planning and Analysis, RHQ Pacific, reports that there is one small smoking area at Regional Headquarters. "All institutions and parole offices are cooperating with CSC's policy as much as possible and are actively working toward a smoke-free environment," he says. "Complaints about the policy are almost non-existent and exemptions haven't been requested indiscriminately."

On the other side of the country, **Art Robson**, executive assistant to the regional deputy commissioner, says Atlantic region staff are doing well. "Only about six of the 65 people at RHQ are smokers," he adds. "Dorchester Institution has designated a number of smoking areas and is working towards no smoking. The dining room, health care area and psychiatric centre are smoke-free places for staff and inmates. Springhill has completed phase one of its program to stop smoking and is working towards the second phase."

Gina Rodrigue, regional chief, Staff Relations, RHQ Prairies, reports that RHQ and the institutions are now smoke-free except for designated smoking areas. She says most staff are cooperating and trying to comply with the no-smoking guidelines.

Exemptions

Exemptions to the policy have been approved by Senior Management Committee (SMC), until Jan. 1, 1989, for areas within staff colleges and the institutions. Lounges, sleeping and recreation areas will be exempt at the colleges. The most specific institutional exemptions include towers, mobile posts, cell ranges or living units, visits and correspondence areas, family visiting trailers, control centres or posts and inmate work or school areas. The exemptions are now under review in the field and may require further SMC consideration in the fall.

The regions and institutions are encouraged to go further in implementing no smoking policies. Institutions could consider implementing full or partial no-smoking policies in dining rooms, food preparation areas, health care centres, inmate work and school areas, cell ranges or living

units, in consultation with Health and Safety committees and, where appropriate, inmate committees.

*Within
five months
smoking will be
a thing of the past
in federal offices.
Will you be ready?*

Tobacco policy group

The NHQ tobacco policy working group, (Gerry Bauder, Liz Fabiano, Linda McLaren, Frank Purvis, Bet-

sy Rymes, Bonnie Smith and Raynald Tremblay) formed in June 1987, and regional officials (Art Robson - Atlantic; Les Judson - Ontario; Bob LeBlanc - Quebec; Gina Rodrigue - Prairies; Bryon Mageau - Pacific) are working to ensure smooth implementation of the second phase of Treasury Board's federal smoking policy designed to make government offices smoke-free soon. In conjunction with regional officials the working group is coordinating the field review of the smoking policy, including designated smoking areas and exemptions. For further information contact your local Health and Safety representative.

The countdown is on. Within five months smoking will be a thing of the past in all federal government offices. The desire to quit ... a commitment to succeed ... training yourself to break a habit ... that's what it takes to be a non-smoker. Will you be ready? ■

Tips to help you Butt Out!

Delay. Each day, delay lighting your first cigarette one hour. As soon as you again have a craving to smoke, delay for another half an hour. You'll enjoy that feeling of control as you build up your ability to say NO.

Don't smoke when you most enjoy it. If you're used to lighting up after meals or at coffee breaks, stop. If you like to smoke with others, smoke alone.

List the reasons why you want to quit and pin them up in as conspicuous place. Every night before going to bed repeat one of the reasons 10 times.

Begin a modest exercise regimen, or step up your current exercise routine. This is one of your best weapons to ease tension and avoid weight gain. Also: get plenty of rest and avoid fatigue.

Drink water. It helps flush the nicotine and other chemicals out of your system faster and satisfies the craving for awhile. Try it with crushed ice and a straw.

Take a deep breath break. This is good for you. Take 10 deep breaths and hold the last one while lighting a match. Exhale slowly, while blowing out the match.

Do something different. Don't light up when you first experience a craving. Wait awhile. During this time, depending on where you are, you could: 1) wash your hands; 2) go for a walk; 3) do some sit-ups and push-ups; 4) clean out your in-basket; 5) sort out some business with a non-smoking colleague.

Maintain a clean mouth taste by doing things like brushing your teeth frequently and using a mouthwash. You'll enjoy the new-found freshness.

Brand yourself an ex-smoker by getting rid of ashtrays and putting up no-smoking signs in your personal work area.

Tips - courtesy Situation, Public Works Canada newsletter. ■

Drug and substance abuse: part five

"V" is for valium...



A popular sedative that acts like alcohol in pill form and is often overused and misused

By Dr. Louis Pagliaro
Professor, Pharmacy
University of Alberta, Edmonton

Benzodiazepines under such brand names as Valium, Librium, Dalmane, Serax, Halcion and Xanax have been widely used in Canada since 1960 to treat a variety of conditions including: sleep disorders, anxiety, seizures and musculoskeletal problems.

A key feature contributing significantly to their extensive prescription and use is the wide margin of safety between therapeutic and toxic doses. No major toxicity has been associated with the benzodiazepines nor over-

doses resulting in death - *unless the person was also using alcohol or another sedative at the same time.*

Often overused, misused and abused

Ataxia (loss of muscular control) and sedation are commonly observed with low doses of most of the other sedatives. However, these effects generally occur in benzodiazepines only at higher doses than those necessary to produce anti-anxiety effects. The benzodiazepines, like other sedatives, have also been widely overused, misused and abused.

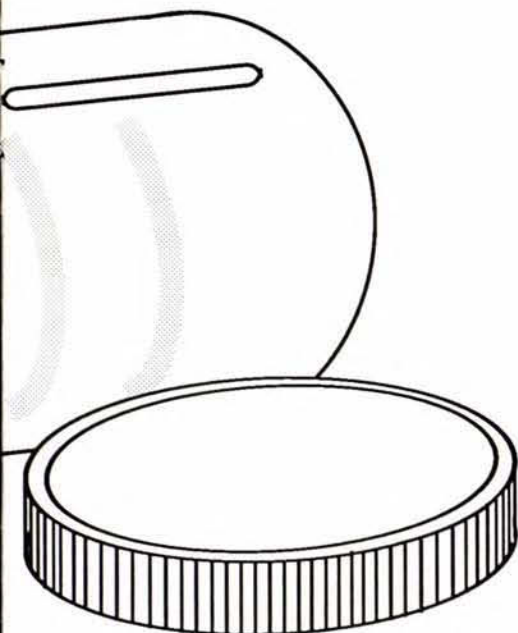
Currently there are 13 different benzodiazepines available by pre-

scription in Canada. These different drugs share many common properties. Diazepam (valium or "V"s) is the most frequently prescribed benzodiazepine in Canada. It can be used as a general model for the other benzodiazepines.

Diazepam is used for the short-term relief of mild to moderate anxiety, acute alcohol withdrawal, epilepsy, muscle relaxation and related conditions. It decreases anxiety by depressing the central nervous system (i.e. the brain). Thus, the benzodiazepines are classed as sedative-hypnotics with many effects similar to alcohol.

High risk groups

Although generally safe, the benzodiazepines should be avoided by:



Valium ... prescribed for short-term relief of anxiety, it has a wide margin of safety unless you're depressed or in a high-risk group...and it can lead to true drug dependence in some people.

- **people who are hyper-sensitive or allergic to them.**

- **pregnant women** because of the risk of congenital malformation associated with its use during the first three months of pregnancy. Behavioral problems in the newborn (i.e. poor feeding responses) are associated with using the drug during labor.

- **people with myasthenia gravis**, a disease of faulty nerve conduction, because of potential worsening of this condition.

- **Breast-feeding mothers.** Even with normal doses, diazepam appears in breast milk in sufficient quantity to cause sedative effects in nursing infants. This effect is compounded by the

decreased ability of newborns to metabolize benzodiazepines.

Not recommended for depression

Diazepam is also not recommended for the treatment of individuals with psychosis or those suffering from depression because it's not effective in treating those conditions. In fact, diazepam alone can cause or further aggravate depression. Because diazepam is a central nervous system depressant, its use may interfere with the ability to drive a car or to operate hazardous machinery. Prolonged use, even at recommended doses, may result in a true drug dependence in a significant minority of people.

Adverse effects: two groups at risk

The adverse effects of diazepam and the other benzodiazepines can be divided into two groups:

- those that require medical attention, and
- those that require medical attention *only* if they are persistent or bothersome.

Effects requiring medical attention include:

- signs and symptoms of overdose such as slowed heart rate, difficulty breathing, confusion, severe drowsiness, slurred speech, staggering gait, severe weakness.

- signs and symptoms of diazepam withdrawal reaction following abrupt discontinuation of medication include confusion, convulsions, insomnia, unusual irritability or nervousness.

Effects requiring medical attention because they are persistent or bothersome include clumsiness or unsteadiness and unusual tiredness or weakness. These effects generally indicate oversedation and a need to decrease the dose.

An alcohol-like effect in pill form

Benzodiazepines are widely used to treat a number of conditions. They are also widely overused and misused because of their ability to produce an alcohol-like effect in pill form. Fortunately, they possess a high degree of safety when used alone. Cases of severe overdose are rare. ■

Part five concludes our series on drug and substance abuse by Dr. Pagliaro.

The complete series is available on request from :

***Publishing & Editorial Services, NHQ,
(613) 995-5356.***

CSC launches national study of

Mentally-disturbed offenders

Mentally-disturbed federal offenders - how many are serving their sentences undiagnosed in our institutions? What is the extent of their illness or incapacity? Are they dangerous? Can they be treated?

These controversial questions have always been a concern for CSC, prompting, over the years, a variety of studies that were hampered by a lack of resources.

"The issue of mentally-disturbed offenders is now a top priority for CSC," says **Jim Phelps**, deputy commissioner, Offender Policy and Program Development.

"It's extremely important that we deal effectively with the increasingly large proportion of inmates who are mentally ill. There have been a number of recent incidents in the community, including one involving an offender who has been subject to mental illness all his life.

"Not all inmates can be helped - or want help," Phelps points out. "However, we hope as many offenders as possible will benefit from the treatment programs which result from the study."

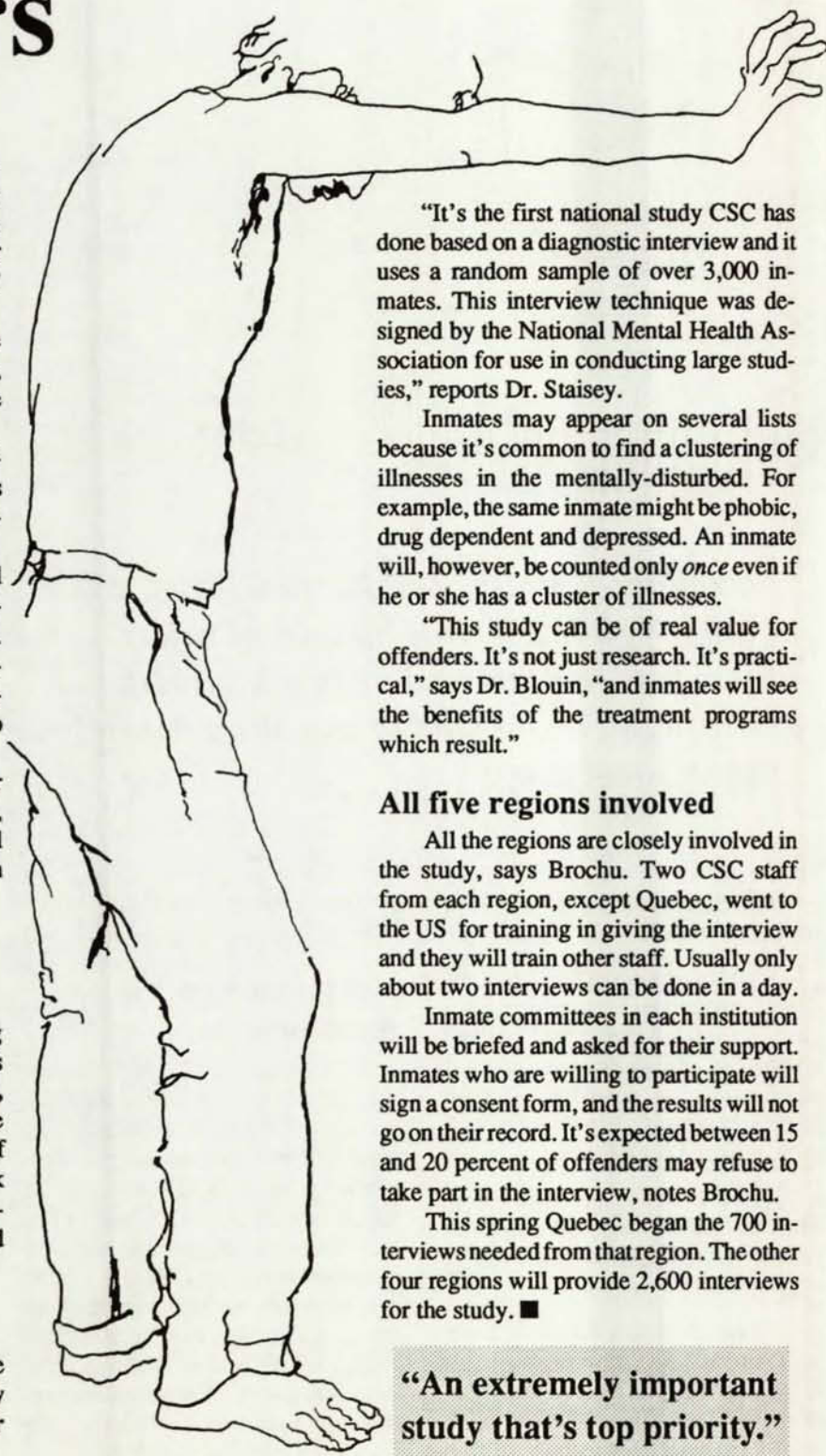
Determining extent and type of mental illness

The study is tasked with determining the extent, type and level of mental illness suffered by offenders, **Norah Brochu**, senior project manager responsible for the study, told *Let's Talk*. "When the extent of the problem has been defined, we will seek the necessary resources and develop standards for treatment programs to be used across the country."

Diagnostic interviews

The three-person, Price Waterhouse study is being conducted by Drs. **Nancy Staisey**, **Tina Beranbaum** and **Arthur Blouin**.

This study can be of real benefit for inmates...it's not just research, it will lead to treatment programs across the country.



"It's the first national study CSC has done based on a diagnostic interview and it uses a random sample of over 3,000 inmates. This interview technique was designed by the National Mental Health Association for use in conducting large studies," reports Dr. Staisey.

Inmates may appear on several lists because it's common to find a clustering of illnesses in the mentally-disturbed. For example, the same inmate might be phobic, drug dependent and depressed. An inmate will, however, be counted only *once* even if he or she has a cluster of illnesses.

"This study can be of real value for offenders. It's not just research. It's practical," says Dr. Blouin, "and inmates will see the benefits of the treatment programs which result."

All five regions involved

All the regions are closely involved in the study, says Brochu. Two CSC staff from each region, except Quebec, went to the US for training in giving the interview and they will train other staff. Usually only about two interviews can be done in a day.

Inmate committees in each institution will be briefed and asked for their support. Inmates who are willing to participate will sign a consent form, and the results will not go on their record. It's expected between 15 and 20 percent of offenders may refuse to take part in the interview, notes Brochu.

This spring Quebec began the 700 interviews needed from that region. The other four regions will provide 2,600 interviews for the study. ■

"An extremely important study that's top priority."

An important link

Sex offenders & drug abuse

Many sex offenders use drugs and alcohol in a premeditated way "to get their courage up to commit a crime." Others get the idea to commit a crime after abusing drugs or alcohol, says **William Marshall**, co-director of a 15-year-old Kingston clinic which treats rapists and child molesters. He also has been involved in CSC projects.

Sex vs. violence

In explaining who commits sex offences and why, Marshall says "young males in our society become acculturated to what the community expects of them. One of the messages they are supposed to learn is to disentangle sex from aggression. As a result of family and school training, most young men do this. But some don't. They're the ones who find it difficult to inhibit aggression where the rights of women and children are concerned. They grow up with the idea that women and children are OK targets."

Males are predisposed by their particular backgrounds as to whether their sexual behavior involves using force or not, says Marshall. Drug or alcohol abuse makes them more aggressive and vulnerable to violence.

Would you rape if you could get away with it?

This question was asked of male university students in a study that allowed the students to answer anonymously. One-third replied they would abuse women if they thought no one would find out.

How sex offenders use drugs and alcohol and what this does to their aggressiveness can teach us something about why they commit their crimes, Dr. William Marshall, (photo) a Queen's University psychologist told a seminar for drug and substance abuse conference participants in Kingston in March.



"When students were intoxicated, their responses sounded more like those of convicted rapists."

This study indicates that alcohol removes the inhibitions of people who would not normally rape and predisposes them to commit this crime if the situation arises, says Marshall.

Alcohol is a disinhibitor, Marshall notes. And so is anger. An individual who is very angry with his wife or mother, for example, might use that as a reason to commit a rape.

Sex offenders are not usually specialists and are capable of committing different kinds of sexual crimes. A child molester can also be a rapist, exposé, a peeper or involved in incest. Children and women are the easiest targets which is why most sexual offences centre around them.

Self-education

Marshall says the clinic's treatment programs involve a self-education process. "We don't offer therapy in the traditional sense. Patients must raise their awareness and identify the processes that led up to their offence. We expect them to do 90 percent of the work, not the therapist. And we give them 15 hours of "homework" a week. This consists of attending programs

such as job planning, social skills, academic upgrading, marital counselling, alcohol or drug abuse programs." The clinic teaches the role intoxicants can play in committing crimes and how alcohol will affect them. They're also trained in relapse prevention through simple strategies. For

example: If you drink, drink with someone else. Don't drink alone. If you go out to a bar, make sure a friend sees you to your door. Identify dangerous periods such as stress, anger and resentment.

25% reduction in recidivism

Marshall's research results, based on the 727 patients who have attended the clinic since it was set up in 1973, show an overall reduction in repeat offenders of 25 percent. However, the success rate depends on the type of crime committed. For example, the rate for exhibitionists dropped by 13 percent, incest offenders by 15 percent and child molesters by 26 percent.

The clinic follows-up treated patients "for an average of four years but the absolute minimum is one year and some follow-ups have extended to 11 years in the community."

The cost saving to society is "enormous." He estimates about \$2 million. But it's the human cost in suffering and ruined lives that bothers him the most. "Some child molesters have been known to attack 100 or more children before they're caught."

The clinic treated 172 men in 1986. Annual funding is \$120,000. Dr. Marshall provides his service free. ■

Briefly

124 Quebec staff receive medals!

QUEBEC - One hundred and twenty-four regional staff received the Corrections Exemplary Service medal on five different occasions. Regional Deputy Commissioner **Jean-Claude Perron** presented the special awards to them on behalf of the Governor General.

Recipients were: **Réal Beaubien**, **Hector Collin**, **Guy Flsette**, **Denis Jacques**, **Damien Lachaine**, **Jules Richard** and **Florent Tousignant** - Regional Reception Centre; **Denis Bélec**, **Jean-Guy Cameron**, **Raymond Deblois**, **Ghislain Dubé**, **Wladislas Kosinski**, **Bernard Lecompte** and **Gilles Pagé** - Archambault; **Marcel Beaumier**, **Pierre Boullanne**, **Roland Chevrier**, **Gilbert Falardeau**, **Gilles Gauthier**, **Marcel Lecours**, **Madeleine Lemay**, **Jacques Mélineau**, **John Niewerth**, **Claude Paquin** and **Fernand Turenne** - Laval; **Paul Gingras**, **Laval Grondin**, **Gabriel Lescault**, **Régis Potvin**, **Henri Raymond** and **André Voyer** - Donnacona; **Marc-André Lafleur**, **Charles Beaupré**, **Edgar Carrier**, **Daniel Dandis**, **Louis Deladurantaye**, **Marcel Dufresne**, **François Dumoulin**, **Lucien Gagné**, **Paul-Emile Goyer**, **Henri-Paul Houde**, **Jean-Jacques Lavergne**, **Aristide Lrmay**, **Clément Lépine**, **Jean-Charles Mailloux**, **Gilles Mapp**, **Jean-Jacques Miron**, **Gilles Pelland**, **Jean-Marc Rossignol**, **Claude Roy** and **Claude Théoret** - Leclerc; **André Blais** and **Jean-Claude Delorme** - Drummond; **Réal Beaulieu**, **Yvon Chagnon**, **André Corbell**, **Roland D'Auteuil**, **Jean De Ladurantaye**, **Jean-Paul Desmeules**, **Léopold Gagnon**, **Germain Gauthier**, **Pierre Paulhus**, **Normand Pilote** and **Michel Sirols** - Staff Training Centre; **Maurice Carrier**, **Jean-Claude Chartier**, **Denis Dion**, **Jean-Paul Ducharme**, **Jean Gauthier**, **Marc Labonté**, **Gilles Lanctot**, **Justin Larocque**, **André Lasnier**, **Bertrand Lauzier**, **Florent Lord**, **Clément Lupien**, **Léonce Mailloux**, **Paul Paillé**, **Jacques Paquette**, **Adrien Robert**, **Maurice Salois**, **Roland Viens** - Cowansville; **Maurice Jacques** - La Macaza; **Lucien**

NHQ Appointments

- **Cliff Scott**, assistant commissioner, Administrative Policy and Services has accepted the role of chairperson of the Task Force on Improved Internal and External Accountability.
- **Joseph Arthur St-Aubin** was appointed the new assistant commissioner, Administrative Policy and Services, effective Jul. 18. St-Aubin comes to CSC from the Public Service Commission where he held the position of executive director, Training Program Branch, for eight years. Prior to this position with the PSC, Major General St-Aubin was with the Canadian Armed Forces.
- Effective Jul. 4, **David Bowes**, former director, Sector Planning and Management Services, Administrative Policy and Services, assumed the duties of director, Organization Effectiveness, Human Resources Branch.
- Also new in Human Resources is **Jim LaPlante**, who has just concluded a one-year secondment in the Ministry Secretariat. LaPlante arrived Jun. 26 and commenced his responsibilities as senior project manager.
- A new Technical and Inmate Services Branch has been established. The new branch will be integrated within the Offender Policy and Program Development Sector and **Gerry Hooper** will assume the duties of director general, Technical and Inmate Services. The branch will oversee all aspects of construction, engineering, maintenance and services covering inmate shelter, food and clothing

needs. Other CSC administrative functions will remain in the Administrative Policy and Services Sector.

- **John LeCours**, assistant director, Corporate Policy, is now an officer with the Security Intelligence Secretariat at the Privy Council Office.
- Commissioner **Ole Ingstrup** announced Jun. 23 the return of **Mario Dion** to CSC on a secondment from the Dept. of Justice. Dion left his position as senior legal counsel at the National Parole Board to become assistant commissioner, Corporate Policy and Planning (ACCPP).
- **Karen Wiseman** who was acting in the position of ACCPP, is now chairperson of the working group of the new Task Force on Community and Institutional Programs. The Commissioner thanked her for her "excellent work."
- **Stan Fields** has been appointed director, Financial Policy Systems and Operations, a position he has held in an acting capacity since December 1987. Prior to that he was chief, Financial Operations at NHQ.
- **Suzanne Léger** has joined the Executive Secretariat as executive assistant to the Commissioner. She is on secondment from the Human Resources Branch. She has been at National Headquarters since 1982 working first in Offender Programs and then in Human Resources. Prior to her arrival at NHQ she worked as a case management officer in the Québec region.

Daoust, **Lucie Germain** - Montée St-François; **Gaston Chartrand**, **Bernard Coté**, **Edouard Faulkner**, **Gérard Jasnogne**, **Yves Picard**, **Léopold Tremblay** - Ste-Anne-des-Plaines; **Gilles Couture**, **Gilles Demers**, **André Lambert**, **Pierre Larivière**, **Marc Lemire**, **Marcel Richelleu**, **Paul-André Roberge** - Regional Headquarters; **Jean-Luc Adam**, **Louis-Philippe Ouellet** - Montreal Metro District.

Not able to attend the ceremonies: **Jean-**

Guy Chaput, **Rosalie Parent** - Regional Reception Centre; **Claude Bernier**, **Robert Dumontier**, **André Gareau**, **René Vézina** - Archambault; **Normand St-André** - Laval; **Réal Gagnon**, **Martial Jolicoeur**, **Ronald Lalonde**, **Lucien Léveillé** - Leclerc; **Casimir Boureau**, **Roger Bourgault**, **Yvon Brodeur**, **Gregory Cameron**, **Robert Charest**, **Rénald Francoeur**, **Claude Frégault**, **Jean-Claude Guénard**, **Maurice St-Laurent**, **Yvon St-Pierre**, **Richard Walker** - Cowansville.

Letters to the Editor

Dear Sir:

What a great newsletter. This forum of communication is an excellent way to reinforce your departmental goals and objectives. Everyone employed at Correctional Services Canada from lower echelon to higher management can be proud of being a public servant. Everyday you touch

the world of your department, the inmates who live beyond the walls of our correctional system and most of all of the Canadian public.

Keep up the good work.

Monica Henderson
CORCAN Coordinator
Dept. of Supply and Services

Suggestion Award Program

Dear Editors:

In your column in the April issue of *Let's Talk*, Vol. 13 No. 3, on page 10 the "suggestion award system" has been given quite a build up.

It has been our experience at the "working" level that any suggestions submitted are returned with the comment "Part of your job description."

This being the case, there is nothing we could suggest that would not fall under this category.

Dear Reader:

This statement from the Treasury Board Administration Policy Manual (chapter 365, Appendix B, section 3.1 and 3.11) should help explain the type of suggestions eligible for an award. It says:

"All employees of organizations participating in the program are eligible to submit suggestions *provided* the subject of the suggestion is not part of the employee's duties as defined in the employee's job description."

Where the duties of the employees are not clearly stated, coordinators and committees bear in mind the objectives of the program and take a positive approach in determining whether a suggester is eligible or not. Coordinators seek the assistance of classification officers to determine eligibility in arbitrary cases. If a coordinator or a committee finds it impossible to reach an agreement on the eligibility of a suggester, assistance may be requested from the Treasury Board Secretariat.

Under the Awards system (Treasury Board Administrative Policy Manual, Chapter 365-B, subsection 4.1) the program provides for a cash award and a certificate of recognition for each adopted suggestion provided that:

- the making of the suggestion is not part of the employee's duties as defined in the employee's job description;
- the employee is not directly involved in administering the Suggestion Award Program; or
- the employee is not classified under the management category.

Although employees can't be granted a cash award under the Suggestion Award Program for ideas that would form part of their duties, they can be formally recognized under another aspect of the Awards and Honors Program. The Merit Award Program, for example, provides management with a means to extend formal recognition to employees for their meritorious performance. Awards for meritorious contributions also consist of cash awards. The eligibility criteria for a merit award is:

- performance at an unusually high level over an extended period of time;
- successful completion of a major project, special assignment or research study in a manner beyond what could normally be expected by management;
- performance of duties under abnormal circumstances in a manner which constitutes a contribution of unusual merit to the public service;
- completion by a group of three or more employees, of an assignment, which is an exceptionally high order of achievement; and
- significant accomplishment in the management of personnel, financial or material resources.

Employees eligible for this type of award are normally nominated by their superiors for their significant accomplishments. Adopted ideas that result in substantial savings could fall within this category and could qualify the employee for a merit award provided the employee's sustained performance is at such a high level as to warrant an award.

Briefly

Participation meet has many winners

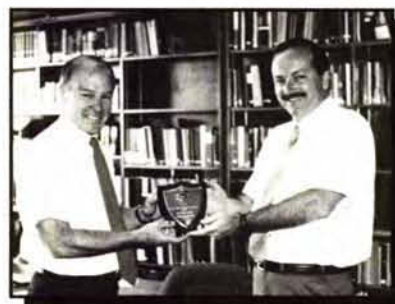
PACIFIC - William Head 7 won the region's semi-annual Participation Meet this year, while Mission 2 took second place.

Among the star participants were: **Doug McGregor**, RHQ; **Rachel Cantin**, Kent, and **Jacques Bertrand**, Matsqui.

Other first place winners were: **Jacques Bertrand**, Matsqui; **Rachel Cantin**, Kent; **Cliffe Degrasse**, Mission; **L. Rochlieu**, Kent.

Regional Deputy Commissioner, **Art Trono** and **Walter Grenkow**, vice-president USGE, presented trophies to the winners.

Most dangerous RDO in the country?



Wayne Scissons (R) presents trophy to Doug McGregor (L).

PACIFIC - "Still the most dangerous regional director, Operations in the country," exclaimed **Wayne Scissons**, regional director, Planning and Resource Management, as he presented a Big Wheel keeper trophy to **Doug McGregor**, regional director, Operations. Scissons was acting on behalf of the deputy commissioner, June 22, when he made the presentation inspired by the May 27 Weapons Competition when McGregor won the Big Wheel trophy for the third consecutive year. Competition officials decided that because of McGregor's thirst for winning and obvious feeling of ownership he should receive a special plaque.

Briefly

18 part-time CXs graduate

PACIFIC - Eighteen correctional officers graduated from the part-time recruitment program (CORP 253) during a ceremony at the Staff College, in Mission, Jun. 23.

Graduates included: **Yvonne Barry**, **Joseph Crumley**, **Adam Ellis**, **Kenneth Frost**, **Sandra McLean**, **Brian Chwiendacz**, **Ralph Verhagen**, **Roxanna Denis**, **Kenneth Lawrence**, **Grace Gilfillan**, **Helen LaVoie**, **Michael Nicholson**, **Noella Morin**, **Lorne Nahanee**, **Walter Scheffler**, **Louisa Schmidt**, **James Sutherland** and **Philip Teichgrab**.

Class award winners were: **Phillip Teichgrab** and **Noella Morin** (Master Shot - service revolver) and **Ralph Verhagen** (Exemplary officer).



Ralph Verhagen, a graduate of the part-time correctional officer program, accepts an Exemplary Officer award from **Doug McGregor**, regional director, Operations.

Bibles presented to Mountain Institution

PACIFIC - Representatives of the Gideon Society, **Larry McCabe** and **O. Andais** presented Bibles to Mountain Institution Warden **Bob Lusk** and **Doug Black**, deputy warden, Correctional Operations. The Society plans to give a Bible to every inmate as well.

Springhouse will get permanent quarters

ATLANTIC - The Christian Council for Reconciliation held a sod-turning ceremony at 189 McGee St., Springhill, NS, for the new Springhouse "home away from home" for inmate families to be built this summer, reports **Art Robson**, executive assistant to the regional deputy commissioner. About 50 people were on hand for the event, including **Dr. Charles Taylor**, president of the council and **Sister Mary DeCourcey**, who operates Springhouse.

When built it will have about 24,000 square feet including four bedrooms and ample room for adults and children to play as well as private quarters for **Sister DeCourcey**.

A home for visiting families

Springhouse has operated in rented quarters since November 1985. It provides overnight accommodation as well as meals for inmates' families who do not reside in the town of Springhill.

Springhouse began on a trial basis under the direction of the Christian Council for Reconciliation and with the support of CSC. The Order of The Sisters of St. Martha volunteered the services of **Sister Trudy Cox** and **Sister Edna Walker**. Their aim was to provide friendship and support as well as living accommodations and meals. When they moved into the facilities local people and friends throughout the Atlantic donated furniture, sheets, blankets, kitchen cutlery and food. Enthusiasm for the house grew. After staying there visitors often wrote back with thanks and encouragement.

Eventually they organized a "write in" campaign to request that the program continue on a permanent basis. The trial period came and went, the project carried on.

Sister Mary DeCourcey, also from the Sisters of St. Martha, who runs the home now, has nursed and cooked for her Order. She deeply loves the work. Although she does not see herself as a professional "counsellor" her friendship and warm advice given around the kitchen table is always evident.

Working to make Springhouse a success

The inmates at Springhill have raised money and bought some of the major appliances. Some who were eligible for passes have gone to the rented facilities to repair appliances or do chores. The Old Timers' Club, a group of Westmorland inmates, have maintained a garden at that institution and provided food for Springhouse.

Staff at Springhill have been involved in running the home. Chaplain **John Tunk** is on the committee for the project. Community people and church congregations have become more involved as they have seen the need and the opportunity for meaningful service.

In 1987 the Christian Council for Reconciliation started to make plans for a permanent home. Following a request for financial aid, they received a \$25,000 grant towards the project and collected more than \$48,000 from churches and interested individuals.

Sask Pen staff take part in torch relay

PRAIRIES - The Saskatchewan Special Olympics Society Summer Games, held in Prince Albert, got off to a lively start Jun. 18. Prince Albert police hosted a Law Enforcement Torch Run from Saskatoon to PA Saskatchewan Penitentiary staff taking part in the run were: **Gerald**

Weiger, and **Bob Kutzan** - Recreation, **Wayne Schigol**, **Bill Ballantyne** and **Larry Neudorf** - Security; **Doug Clark** - Saskatchewan Farm; **Floyd Wilson**, **Susan Sheen** and **Della Hunter** - Case Management; **Bob Stewart** - Parole Service and **Bob Tuck** - Health Care.

MP opens new facility at Kingston Pen



ONTARIO - **Flora MacDonald**, Communications Minister and MP for Kingston and the Islands, cuts the ribbon officially opening the new Visits and Correspondence facility at Kingston Penitentiary. She is flanked by KP

Warden **Ken Payne** (L), and **Andrew Graham**, deputy commissioner Ontario (R). The new \$1.6 million dollar building can accommodate up to 100 people in two open areas and 14 visits in the closed or security visiting area.

Wyse promotes CORCAN in Lahr



PACIFIC - During a recent vacation in West Germany, CORCAN Sales and Marketing representative **Lucy Wyse** took some time out for customer service at CFB Lahr. She is seen here with Major **S. Stephen**, Base

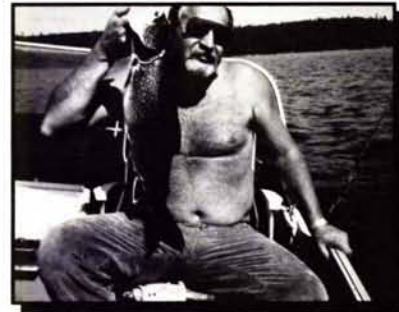
supply officer, who provided customer feedback on DND weapons racks. He was impressed with CORCAN's after-sales service and showed interest in other CORCAN products Lucy introduced.

Volunteers honored at Sask Pen

PRAIRIES - Saskatchewan Penitentiary recently hosted two banquets recognizing citizen volunteers who provide hours of service to the institution. Among the 160 volunteers were staff, business and community members.

Both banquets MC'd by Warden **Paul Oleniuk**, involved award presentations and guest speakers. **Nick Wasyliv**, assistant warden, Correctional Programs, presented five community members with 25-year plaques and other volunteers with pins and certificates. Solicitor General **James Kelleher** expressed, in a telex, CSC's deep appreciation for the dedication of the volunteers.

Prize catch



QUEBEC - Hunting and fishing enthusiasts in Quebec with 1988 permits for the Alabanel-Mistassini and Waconichi Lakes Wildlife Reserve will recognize **Jean-Claude Cliche**, a living unit officer at the Quebec Regional Reception Centre, showing off a prize catch. Cliche, whose expertise is known throughout Quebec, was chosen to illustrate the quality of the reserve's lake trout.

Floyd Shaw retires

PACIFIC - Materiel Management Centre staff wished **Floyd Shaw**, storesman/driver, a happy retirement during a reception, held recently. Shaw received a retirement certificate for 35-year's government service and gifts from his co-workers, friends and colleagues.

Briefly

Westmorland donates \$1,815

ATLANTIC - Inmates at Westmorland Institution opened their hearts and wallets to the Children's Miracle Network Telethon Jun. 4, that benefited the Izaak Walton Killam Children's Hospital (IWK) in Halifax, says **Art Robson**, executive assistant to the regional deputy commissioner.

CX Gerry Randall, project staff liaison officer, and **John Robinson**, inmate project chairperson, proudly presented \$1,815 during the telethon.

"They're proud of their efforts," says Robson, "and hope it shows that they are able to make a meaningful contribution to society even though they are incarcerated."

Sask Pen opens new school complex

PRAIRIES - "We've come a long way since January 1912 when the first teacher was hired at Saskatchewan Pen to provide basic education to 15 inmates on a budget of \$300," Warden **Paul Oleniuk** told 60 guests attending the opening of Sask Pen's new Education and Training Complex. "Now we provide education and training programs to 150 inmate-students, on a budget of \$700,000. These programs help prepare inmates for successful reintegration into the community."

The new complex houses classrooms for upgrading, academic education and life skills programs, a computer centre, a business education activity centre, a barber/hairdressing shop, a radio/television electronics and automated data processing vocational area.

Keith Sampson, chief, Education, outlined the programs available to inmates, including Adult Basic Education, upgrading from grades 5-10 and pre-employment trades from high school to university courses.

Coming Events

August 27-31, 1988 American Probation and Parole Association's (APPA) 13th Annual National Conference and Training Institute, Cincinnati, Ohio. Theme: Supervision in the 1990s - Surveillance vs. treatment. Attendance: NHQ-4, Atlantic-2, Québec-2, Ontario-2, Prairies-2, Pacific-2. Contact: Yolanda Swinford, The Council of State Governments, Iron Works Pike, P.O. Box 11910, Lexington, Kentucky 40578 (606) 252-2291.

Sept. 4-9, 1988 10th International Congress on Criminology, Hamburg, Federal Republic of Germany. Contact: John Vandoremalen, director, Public Affairs (613) 992-8420.

Sept. 14-16, 1988 36th International Law Enforcement Coordinating Conference, Drumheller, Alberta. Theme: Terrorism and Technology in the 90s. Contact: Warden, Drumheller Institution (403) 832-5101.

Sept. 20-23, 1988 Health Care in Corrections, Saint John, N.B. Contact: Ms. Shawn L. Lourense, Supervisor, Nursing Services, New Brunswick Central Reformatory, R.R.#6, Kingsclear, N.B. E3B 4X7.

Oct. 12-14, 1988 9th National Citizens Advisory Committee Conference, Conference Centre, Ottawa, Ontario. Contacts: Maurice (Moe)

Royer, departmental liaison officer (613) 992-3268; Noella Ryan, chief Correspondence Control and Administrative Services (613) 996-3503.

Oct. 16-20, 1988 1st International Symposium on AIDS, Ixtapa, Mexico. Contact: CONA, SIDA, AMORES, No. 1618-70, Piso Colonial Del Valle, 03100 Mexico, D.F.

Nov. 1-3, 1988 5th Annual Correctional Symposium: Casework and Mental Health Services, Lexington, Kentucky. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 13-15, 1988 North American Association of Wardens and Superintendents, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 15-16, 1988 Correctional Training Industries of Education Conference, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

Let's Talk/Entre Nous

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June Coxon*

The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders, while helping them become law-abiding citizens.

ISSN 0715-285X

Let's Talk

Volume 13 No 8



September 1988

Task force on Communications:
your comments welcome!

Private Information:
use and disclosure

Unit Management:
model approved

Part 3
Strategic Direction:
Accountability
& Communications

144507

CONDITIONS OF PAROLE CONDITIONS DE LA LIBÉRATION CONDITIONNELLE

The parolee described in this certificate shall abide by the terms and all instructions which may be given by his supervisor.
Le libéré conditionnel décrit dans ce certificat doit se conformer aux termes et aux conditions de sa libération et à toutes les directives que peut lui donner à l'occasion son surveillant, et il doit se conformer à cette condition spéciale.

Date

Signature — Parolee / Libéré

PAROLE CERTIFICATE
CERTIFICAT DE LIBÉRATION
CONDITIONNELLE
FPS-SED



NATIONAL PAROLE BOARD
COMMISSION NATIONALE DES
LIBÉRATIONS
CONDITIONNELLES

Parole Act — Loi sur la libération conditionnelle de détenus
S.R.C. 1970 c. P-2

This is to certify that
Le présent certificat atteste que
who was serving a term of imprisonment in
qui purgeait une sentence d'emprisonnement à
was granted
a obtenu une libération
parole effective on
conditionnelle
Provided parole is not suspended, revoked or terminated,
A condition que cette libération conditionnelle ne soit pas suspendue,
it will expire on
révoquée ou terminée, elle prendra fin le

Issued on — Délivré le

Secretary to the Board
Secrétaire de la Commission

MANDATORY TERMS AND CONDITIONS

The mandatory terms and conditions that the Board is deemed to have imposed in respect of any inmate released on parole or subject to mandatory supervision are that the inmate:

- on release, travel directly to the inmate's place of residence, as noted on the parole or mandatory supervision certificate;
- report to the parole supervisor immediately on release and thereafter as instructed by the parole supervisor;
- remain at all times in Canada, within territorial boundaries prescribed by the parole supervisor;
- obey the law and keep the peace;
- inform the parole supervisor immediately on arrest or being questioned by the police;
- report to the police as instructed by the parole supervisor;
- advise the parole supervisor of the inmate's address of residence on release and thereafter report immediately
 - any change in the address of residence,
 - any change in the normal occupation, including employment, vocational or educational training and volunteer work,
 - any change in the family, domestic or financial situation, and
 - any change which may reasonably be expected to affect the inmate's ability to comply with the terms and conditions of parole or mandatory supervision; and
- not own, possess or have the control of any weapon, as defined in the **Criminal Code**, except as authorized by the parole supervisor.

MODALITÉS OBLIGATOIRES

Les modalités obligatoires que la Commission est réputée avoir imposées à tout détenu en liberté conditionnelle ou sous surveillance obligatoire sont les suivantes:

- dès sa mise en liberté, le détenu doit se rendre directement à sa résidence dont l'adresse est indiquée sur son certificat de libération conditionnelle ou son certificat de surveillance obligatoire;
- le détenu doit se rapporter à son surveillant de liberté conditionnelle dès sa mise en liberté et ensuite à la fréquence fixée par son surveillant;
- le détenu doit demeurer en tout temps au Canada dans les limites territoriales spécifiées par son surveillant de liberté conditionnelle;
- le détenu doit respecter la loi et ne pas troubler l'ordre public;
- le détenu doit informer immédiatement son surveillant de liberté conditionnelle s'il est arrêté ou interrogé par la police;
- le détenu doit se présenter à la police tel qu'indiqué par son surveillant de liberté conditionnelle;
- dès sa mise en liberté le détenu doit communiquer immédiatement à son surveillant de liberté conditionnelle son adresse résidentielle et l'informer immédiatement de
 - tout changement d'adresse résidentielle
 - tout changement d'occupation habituelle, tel qu'un changement d'emploi rémunéré ou bénévole ou un changement de formation,
 - tout changement dans sa situation familiale, domestique ou financière,
 - tout changement qui, selon ce qui peut être raisonnablement prévu, est susceptible de modifier sa capacité de respecter les modalités de sa libération conditionnelle ou de sa surveillance obligatoire;
- le détenu ne doit pas être en possession d'une arme, au sens du **Code criminel**, ou en avoir le contrôle ou la propriété, sauf avec l'autorisation de son surveillant de libération conditionnelle.

Parole Supervision:
standards review



Correctional Service
Canada

Service correctionnel
Canada

Canada

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Let's COMMUN

Urgent need to improve two-way information flow

Task Force looks at how we communicate

A free flow of information from managers to staff, and staff to managers...it's called two-way communications and it's not easy to attain.

To get a new, fresh look at how we communicate, Commissioner Ole Ingstrup has set up a Task Force on Communications. Its mandate is to conduct a comprehensive review of how CSC staff and management, the regions and NHQ, communicate and exchange information with the public and each other.

The task force is chaired by Jim Murphy, senior advisor to the Commissioner and former deputy commissioner, Pacific region.

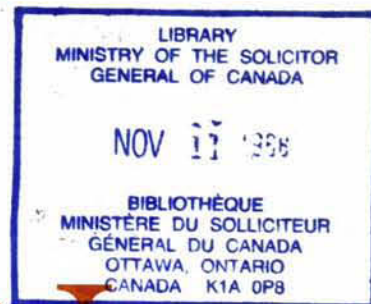
"This review is urgently needed," the Commissioner told the June Senior Management Committee (SMC) meeting. He asked the task force team to begin their work immediately.

Special group to work on communications with staff

"The task force will focus on methods to improve a two-way flow of communication between management and staff, CSC and its various publics," notes Murphy. As well, a special group with responsibility for developing communications with staff has been set up as an integral part of the task force.

A working group will conduct interviews, Murphy says. It will consult with various organizations and individuals, and analyze existing documents and data. Proposals will then be forwarded to the Commissioner and the Senior Management Committee for decisions.

Talk about ICATATION



Task force regional representatives:

PACIFIC: Dianne Brown, executive assistant to the deputy commissioner. (604) 854-2505, and Walter Grenkow, regional vice-president, USGE (Pacific), Elbow Lake Institution, (604) 888-4654 and (604) 796-2101.

PRAIRIES: Mitch Kassen, warden, Bowden Institution. (403) 227-3391.

ONTARIO: Dennis Curtis, regional communications officer. (613) 545-8300 and John Neely, regional manager, Ontario, Operation Audits, (613) 545-8901.

QUEBEC: Réal Benoît, director, Montée St. François Institution, (514) 661-9620, and J. André

Dupont, CSC Granby, (514) 372-5861.

ATLANTIC: Art Robson, executive assistant to the deputy commissioner. (506) 857-7638.

NHQ: Pauline LaMothe, Corporate Policy and Planning. (613) 995-9000, John Vandoremalen, director, Public Affairs, (613) 992-8420; Les Shand, Publishing and Editorial Services, (613) 992-8258; Liz Baylis, senior policy advisor to DCOPPD, (613) 992-8412 and; Susan Gardner-Barclay, assistant editor, *Liaison*, Ministry Secretariat, (613) 991-2791.

Iris Craig, president, Professional Institute of the Public Service of Canada, (613) 237-6310. ■

CSC staff have a major role to play by sharing their ideas and perceptions on communications.

Anyone wishing to contribute to the review should contact their regional representative by **Oct. 10**. (See above box)

Your
comments



by
Oct. 10

Parole supervision: update on standards review

April 1989 is the target for the long-awaited implementation of CSC's revised supervision standards for dealing with offenders on conditional release, reports **John Lawrence**, standards project team leader and former Central Parole district director for Ontario.

The new standards focus on encouraging and motivating offenders in their plans for a successful return to the community.

Risk and needs assessment

"There's a renewed emphasis on treating offenders as individuals with their own unique needs," says **Len Epp**, senior project manager, Offender Policy and Program Development. "The standards emphasize the importance of assessing the offender's risk and needs immediately following release and again at periodic intervals during supervision. Some offenders may have a lot of problems in dealing with the community; others will not. Within the limits set by the standards, parole supervisors (in consultation with their own supervisors) will have the discretion to determine the amount of supervision needed by individual offenders."

A three-year project

The three-year project was established by the Commissioner of Corrections and the Chairman of the National Parole Board, (NPB) in 1986. It involves a joint review of supervision standards by CSC and NPB, as well as extensive consultation with federal, provincial and private sector correctional agencies.

The new standards will apply to CSC, as well as agencies and individuals providing supervision under contract. It's hoped the new standards will improve the quality of supervision by providing clear, concise direction to everyone concerned - including offenders. Accountability in meeting the essential requirements of the new standards is balanced with flexibility in areas that permit individual discretion.

The draft standards were finished May 15 and distributed to federal, provincial and private sector correctional representatives for their written responses, which were due Aug. 1. Regional consultation workshops are

planned for September. Field trials beginning in September will also be considered in drafting the final set of standards before implementation Apr. 1 next year.

Steering Committee for the Standards Project

Steering Committee members include National Parole Board Chairman **Fred Gibson**, **Jim Siberry**, executive director, NPB, CSC Commissioner **Ole Ingstrup**, and **Jim Phelps**, CSC deputy commissioner, Offender Policy and Program Development.

The fundamental purpose of the conditional release program is to protect the public by helping offenders become law-abiding community members.

This means ensuring appropriate control and providing assistance and services to minimize the risk of offenders committing new offences.

Three key issues

1. Individualized supervision

"Virtually everyone agrees more supervision than the previous standard of two meetings a month was needed for certain offenders," says Lawrence. If the standards are accepted as drafted, offenders will be approached as individuals and differentiated according to their needs and to the risk offenders represent to the community.

The frequency of contact with the offender, and the nature and the location of the supervision interviews, will be determined by this assessment.

Three phases in the frequency of contact

- **First six months following release.** Since this is a critical time for an offender, a minimum of four face-to-face interviews a month would be required for the first six months, or longer if required, for offenders classified as medium to high risk or as having special needs. Offenders assessed as low risk, low needs might require only two face-to-face interviews a month for the first six months.

- **Reassessment at six months.** If the offender is doing well and can be considered to be no longer high risk, or high needs, frequency can be reduced to one interview a month. If the offender's risk/needs requirements remain the same or are higher, then no reductions in contact would be permitted.

- **Assessment at 12 months or every year thereafter.** Based again on a risk/needs assessment, frequency of contact may be reduced for low risk, low needs offenders to one interview every two months.

2. Risk & needs assessment

Newly-released offenders have already been assessed for their level of risk and needs as part of the releasing decision by the Parole Board. However, the new standards require CSC parole officers to regularly reassess offenders on conditional release.

A risk and needs scale is being developed for CSC by Frank Porporino, national research coordinator, CSC Corporate Policy and Planning, as a guide for parole officers in their regular reassessment of offenders. Work is still being done on the new scale and it should be ready for field testing in October 1988, at the same time the parole standards are being tested.

3. Sharing information

Complete and meaningful information-sharing between all agencies is critical to good supervision and the protection of the public. This was one of the most significant recommendations that came out of the Ruygrok Inquiry last year.

It's essential for *all* agencies to have copies of *all* documentation relevant to a full understanding of the offender. What's more, says Lawrence, every effort should be made to get the offender to consent to give the parole supervisor as much *personal* information as possible.

The standard also clearly states that it's the responsibility of the parole supervisor to "aggressively seek out new or missing information essential to understanding the offender."

Other important standards

• Parole supervisor selection and training

The new standards don't set precise education requirements but agencies will be expected to select parole supervisors with competencies in: understanding the dynamics of offender behavior, counselling, crisis-intervention, and assisting and motivating offenders. Ongoing training would be required annually.

• Case conferencing for information-sharing

The purpose here, says Lawrence, is to ensure the parole supervisor's manager takes an active part in the reassessment review of an offender based on the risk/needs scale as well as assisting the parole supervisor with difficult cases.

• Violation & suspension: balancing public safety

This standard aims to ensure that there is communication between the parole supervisor and the person with delegated authority to suspend if the supervisor believes the conditional

release has been, or is about to be, violated. "Violation and suspension are serious matters requiring a sensitive balance between public safety and the rights of offenders."

• Police liaison: a complete picture of the offender

A sound working relationship between the parole supervisor and the police is necessary for effective, safe supervision. This should be a systematic process to ensure that a complete picture of the offender's behavior in the community is obtained, Lawrence points out.

• 24-hour availability by most agencies

The new standards state that 24-hour availability, seven days a week is essential. Some agencies will be allowed to make special, shared arrangements with CSC to ensure 24-hour availability. Duty officers are expected to have immediate access to all information needed on individual cases. ■

PRIVATE INFORMATION

How should you handle
private information?

John Doe File # 569452A

CONFIDENTIAL

The goal of the Use and Disclosure Code is to protect the offender's right to privacy of personal information. However, the interests of the public may outweigh this right to privacy.

It's one of CSC's more delicate responsibilities – and a source of concern for staff. For instance, how do you balance an inmate's right to privacy with the needs of other people and government agencies to know certain information about the inmate. No one wants to make a mistake in this touchy area.

To help clarify what information

should be given out, senior management issued the *Use and Disclosure Code* which provides useful guidelines for staff. It was updated last fall.

"All the basics are in it and it's not difficult to use," says **Fernand Dumaine**, CSC's Access to Information and Privacy coordinator. He also points out the *Personal Information Index* to staff. This publication lists all

the types of information banks that can be accessed.

Code developed by CSC and NPB

The *Use and Disclosure Code* was developed by CSC and the National Parole Board since so much information is shared between the two organizations.

Generally, under the Privacy Act, personal information may only be given out:

- when the individual has given consent, or
- when the information is publicly available
- or under certain specific conditions where the Privacy Act permits disclosure.

For CSC, these specific conditions can include exchanges of information with the National Parole Board, private after-care agencies who work under contract with the Service, and so on.

CSC also has traditionally shared information with the RCMP while carrying out its mandate.

How to disclose information - if there's consent

Many other people or organizations may want to obtain personal information about staff or offenders. For example, staff may get phone calls from victims, creditors, inmates' families, lawyers and so on. These requests may cause staff concern and doubt about whether to release the information.

In a number of instances, you may ask the individual - staff member or offender - to sign a consent-to-release form. However, you must make sure *not* to release information to the requestor which should not be released to the individual himself. If information should not be given to the individual, it should not be given to the requestor.

Obviously, providing information by way of the signed consent-to-release form is fast and efficient since it avoids the more time-consuming avenues. (Government departments are allowed 30 days, plus an extra 30 days when consultation takes place, to respond to requests under the Privacy Act).

If in doubt - choose formal access

But if you aren't sure that it's safe or proper to release a record, then you should consult with your Privacy rep-

resentative at your RHQ. The decision may then be to choose, or recommend, the formal access avenue.

Policy on disclosure to victims changing

A word should be said about a special group: victims. Since the summer of 1986, the *Use and Disclosure Code* has given added consideration to the possible release of information to victims of crime, in line with current policy recognizing the importance of information to victims when conditional release is being considered.

Information *may* be provided to victims or their representatives dealing with matters such as eligibility and review dates for parole and probable mandatory supervision release dates, terms and conditions attached to the release and destination of the offender on release.

The policy has been re-issued with the aim of making it more specific and less encompassing.

"However, the new policy does say quite specifically that information given out to victims must be decided on a case-by-case basis," says Peter Maitland, project manager, Community Release at NHQ.

Overall, the goal of the *Use and Disclosure Code*, in keeping with the letter and spirit of the Act, is to protect the individual's right to privacy of personal information while allowing others to access personal records under certain conditions.

Cases rare when public interest outweighs privacy

The law recognizes that there will be cases when public interest in disclosure clearly outweighs any invasion of privacy that might occur. But, these cases will be rare. In the Service, authority to disclose information on these grounds has been delegated by the Minister only to the Commissioner and Deputy Commissioner, Offender Policy and Program Development. ■

Formal or informal access?

After pointing out the importance of protecting personal information, it may be useful to outline the procedures for accessing a personal file.

There are two ways to do this: by formal, or informal access.

Formal access is the "safer" avenue if staff are concerned about whether or not to give out the information requested, says Dumaine. However, providing the individual with his or her personal information file through **informal** access is obviously faster.

To make a formal request to access a file, you fill out the Personal Information Request form asking for the information banks you want (check the *Personal Information Index* for this) and send it to Access to Information and Privacy at NHQ. The file is called, reviewed for exemptions, signed off and sent out to the requestor.

Not all information can be released

Not all information can be released to the requestor. Some is exempted because it's too sensitive, or for the protection of informants, and so on.

If the requestor isn't satisfied because access to the file takes too long, or the requestor has an objection to the exempted information, the person can complain to the Privacy Commissioner in Ottawa, adds Dumaine.

Staff should note that the procedure for requesting a personal file is the same for everyone, employees and inmates alike. In 1987-88, more than 8,500 requests were received by CSC under the Privacy Act. A few hundred were from staff. ■

Unit Management model approved

Unit Management is the correctional model we'll be using in all our institutions," says Commissioner Ole Ingstrup. "I've given my approval for national implementation of Unit Management using standards based on CSC's Principles of Correctional Operations."

Following consultation with the Unit Management Long-term Planning Committee, several changes were made to the Principles of Correctional Operations. (See box for complete list of principles).

Regions can now begin staffing

"All regions have now submitted their organizational charts and short-term implementation plans for Unit Management. Our institutions can now begin staffing unit manager positions and organizing existing complements of staff into units."

Information booklet and standards manual

An information booklet and standards manual describing why the Service chose Unit Management as a correctional model, what the staff roles and responsibilities are and the effect of Unit Management on staff and inmates, is expected to be available by Oct. 1.

Training courses are high priority

"Appropriate training for correctional staff has been given a high priority," says the Commissioner. "We intend to ensure that information and decisions taken about Unit Management will be passed on promptly and effectively from the Senior Management Committee level to line officers in our institutions."

Courses will be developed especially for line staff who must work effectively with inmates on a daily basis and who will be expected to actively encourage inmates to participate in correctional programs.

The development of the unit managers' course was scheduled for completion by Sept. 15 and the correctional supervisors' course by Oct. 31.

Principles of Correctional Operations

To ensure that:

1. There is meaningful interaction between teams of staff members and groups of inmates.
2. There is an integration of the security, case management and program functions in the roles of team members.
3. There is staff participation in the decision-making process, with authority for decisions concerning institutional operations and inmate management delegated to the lowest level possible.
4. Individuals and groups are responsible and accountable for all decisions they make and actions they take.
5. Positive communication exists among management, staff and the USGE (union), which fosters understanding and cooperative effort.
6. An excluded manager is in charge of the institution during times of major inmate activity.
7. A correctional officer's primary place of work is in the unit or areas of inmate activity.
8. There is consistency and continuity in the application of operations within and between institutions.
9. To provide a single, consistent model for operations in all CSC institutions. ■

Atlantic: Staff discover life of disabled



Peter Taylor (l), Section Supervisor and Dan Thorne (r), A/Section Supervisor, Halifax Area Parole Office, wore blindfolds to learn what the world is like for some people with disabilities.

Dave Moore, acting area manager, Halifax Area Office, isn't usually a wheelchair user. Peter Taylor, section supervisor and Dan Thorne, acting section supervisor at the same office, aren't blind either. But they and other CSC staff in area offices took a day during Access Awareness Week (May 29 - Jun. 4) and for a while, experienced some of the challenges, problems, frustrations and discrimination "real" disabled people face daily.

Some staff wore blindfolds or ear plugs to learn what the world is like for the blind, visually-impaired or hard of hearing; others bound their hands to experience what work life is like for people without hands, simulated people with speech impairments or mental disabilities, wheelchair users and those who are environmentally sensitive.

What did they learn?

- "Wheelchair-users" found it difficult to use desk drawers and could

not reach documents in filing cabinets or help themselves to a cup of coffee. They also discovered that elevators moved too fast for them to reach in time and telephones stopped ringing before they could get to them, that many every day items in an office became an obstacle to wheel around, that a wheelchair with a flat tire is hard to push and carpets are difficult to wheel on even when tires are in perfect working order;

- "Hearing-impaired staff" discovered they could not use their telephones and that hardly anyone knows sign language;

- "Visually-impaired people" got lost in their own offices. Because they could not see and could not read they had to memorize much of what they had taken for granted before; and

- Instructions were too vague for "mentally-disabled people."

The awareness day helped able-bodied staff to be more sensitive to the unique problems disabled people deal with each day. They also agreed

people with disabilities require a great deal of patience and courage to reach out.

How it started

Awareness day was suggested at a Nova Scotia District Office committee of regional Affirmative Action representatives' meeting, in response to CSC's action plan for disabled people. They agreed that they must help change the attitudes of correctional staff and management and that traditional hiring practices, which affect all minorities, need to be reviewed and modified. Since education is the key to understanding, they used Access Awareness Week as a starting point.

The week is a direct response from the Rick Hansen world tour. The Rick Hansen committee worked diligently with government to set up the week to draw attention to the particular problems of disabled people. The event is expected to gain momentum each year as it becomes better known.

A man who knows

Paul Jamieson, a parole officer at the Halifax Area Office for over a year, was a guest on CBC radio as part of the station's salute to National Access Awareness Week. He was interviewed because he is a person who has not let his disability defeat him.

Jamieson, who describes himself as a "high level quadriplegic," is a wheelchair-user without full use of his hands. He uses mouth sticks to operate the telephone, dictaphone, keyboard and other office equipment, works a 30-hour week and has the same duties as other parole officers. Since his arrival on staff colleagues have had an open, helpful and healthy attitude towards him. He says he's had little difficulty convincing clients to take him seriously - something that surprised him at first. In fact one of Jamieson's clients even built a ramp to make it easier for him to visit.

Why did he become a parole officer? It's an interest he's had since he attended university in the late 70s. He likes the idea of helping somebody out who was having trouble with the law. ■

Part three:

✓ Accountability

Accountable to the public for how we perform

The Service must answer to Parliament, the Minister, offenders, victims and the public. That's a heavy responsibility and sometimes goals and objectives conflict. When this happens, the rule for CSC managers is to follow our Mission Statement and Correctional Values.

To clarify our accountability position, CSC continues to develop an integrated framework linking our Correctional Values with our overall objectives, our program delivery, organizational structure and resource management.

This includes continued work on the development of new or updated standards for CSC with an evaluation of the results achieved.

Reflects society's expectations

Being accountable requires that the Service be innovative in contributing to the further development of a just, effective and humane criminal justice system.

In accomplishing this, CSC will work with the Ministry Secretariat and the National Parole Board to identify common long-range objectives. We will also consult with all key sectors of the criminal justice system to develop a correctional system which increasingly reflects the expectations of Canadian society.

Integrated accountability framework

CSC is committed to accountability through the development of an Operational Plan Framework and by streamlining and integrating the existing planning system. Our program delivery system, organizational struc-

Commitment to working as partners

CSC will work as a partner with the Ministry Secretariat and other Ministry agencies such as the National Parole Board and the RCMP to better focus on the development of common and consistent policies for the manage-

Priority

To reinforce and strengthen our integrated accountability framework.

ture, and resource management process will all be linked.

The Service has approved a Corporate Policy Framework and will continue to develop and implement national standards as well as defining expected outcomes in line with Commissioner's Directives. The development of operational standards will be carried out by national functional managers, based on corporate and functional objectives - with full consultation from the regions.

ment of offenders. We will continue in the development of joint environmental scans and common linkages with our partners.

Now that decisions have been made on the Service's priorities, national resource guidelines will be set up. A process is being developed to update these guidelines on an on-going basis to ensure an appropriate and fair distribution of resources across the country.

CSC Strategic Direction

✓ Communications

An effective new strategy

It's important to improve the relationship between the community and ourselves since the public must be aware that their protection is our prime concern.

To do this, CSC will continue to expand our communications network, working closely with our other partners in the provinces and with private and public sector agencies. This means ensuring that consultation, information sharing and open communication take place not only with our correctional partners but also with the public, staff and offenders.

A very important part of communication is staff interaction with offenders to encourage and assist them to prepare for a successful integration into the community.

Priority

To develop an effective communications strategy and network to ensure that corrections, its objectives and programs, are understood and involve the public, other criminal justice agencies, staff and offenders.

Communications strategy

CSC will pursue an active communications strategy which is committed to:

- Undertaking more and better communication with our staff.
- Listening to our "stake-holders" through consultation so we can effectively identify and manage issues.
- Developing communications which focus on critical programs and activities.
- Developing an environmental tracking system to identify and respond to emerging issues.
- Setting up an annual communications plan that is pro-active in its relationship with the media.
- Sensitizing managers to the need for targeted and effective communication to the media about CSC policies and programs.

An important note !

Since the *CSC Strategic Direction* was prepared last spring, Commissioner Ole Ingstrup has set up four task forces to review key areas: the Mission document, Offender Programs, Accountability and Communications.

These task force reports will no doubt have a profound effect on matters dealt with in the *CSC Strategic Direction* and therefore this series of articles (*Strategic Direction* in the June issue, *Offender Management and Human Resources* in the July issue and *Accountability and Communications* in the September issue) will be updated following the reports of the four task forces. Watch your *Let's Talk* for them! ■

Briefly

Self-funded leave for federal employees

OTTAWA - A new government policy being introduced in some federal government departments on a trial basis will enable staff to defer some of their regular salary to provide income during a prolonged leave period that normally would be "leave of absence without pay."

"It's being introduced on a department by department basis," explained **France Collin**, chief, Compensation Services. "CSC, likely, will offer self-funded leave to staff next spring when it is introduced government-wide."

The plan is being offered by at least six departments, including Justice and the Employment and Immigration Commission, over the next few months.

This self-funded leave plan, announced by Treasury Board Jun. 3, will allow you to take leave of absence from your job - subject to approval - for a period of from six to 12 consecutive months. Before taking such leave you'd be required to deposit a portion of your income, not exceeding 33 1/3 percent of your annual salary or wages, with a financial institution. That deferred amount would be returned to you during your leave period.

Sask Pen hosts CAC regional workshop

PRAIRIES - Representatives from various institutional Citizen Advisory Committees across the prairies attended a regional workshop and dinner at Saskatchewan Penitentiary June 13. Deputy Commissioner, Prairies, **John Duggan** and his wife also attended the event hosted by Warden **Paul Oleniuk**.

Archambault squad completes dog-handling course

QUEBEC - Six members of Archambault Institution's dog squad successfully completed an advanced dog-handling course given by Académie Canine Des Ruisseaux dog training school, July 5. This supplementary course, one of a kind in Quebec, broadened the officers' skills, so they can work more effectively with their dogs in areas of obedience, protection, man hunts, contraband searches and crowd control.

Marc Desrochers and **Roger Mercier**, members of the dog squad team who initiated the project, say a well-trained, properly-handled dog can be particularly useful for officers during unusual situations.

Michel Deslauriers, Archambault warden, points out that the special team is available to assist other institutions in the region during an emergency.



Members of Archambault Institution's dog squad pose with their instructors after completing an advanced dog-handling course. From left - Claude Roussel - instructor; Roger Mercier - Security coordinator; Robert Des Ruisseaux - instructor; Guy Rivest, Yvon Rioux, Bernard Clouâtre, Rolland Lagacé, Marc Desrochers, Richard Quevillon - members of the dog squad, and Michel Deslauriers, Archambault warden.

Federal government restricts SIN

OTTAWA - Treasury Board has restricted the use of SIN - the social insurance number, that is. Since Jun. 8 the use of the SIN has been limited in the federal government to the administration of tax, pension, social and benefits programs and a few other federal statutes.

While it won't be a sin to do so, we no longer have to use our SIN to identify ourselves when applying for scholarship fellowship programs, financial aid when travelling abroad, some client services such as medical forms, insurance claim forms and identification forms, when applying for permanent residency in Canada, or

for several uses relating to student applications for temporary entry into Canada.

We still have to supply our SIN for such existing statutes and regulations as the Canada Elections Act, the Income Tax Act, Old Age Security Regulations (Old Age Security Act) and Canada Student Loans Regulations (Canada Student Loans Act). Other programs authorized to use the SIN include Income and Health Care Programs (Veterans' Affairs), the Rural and the Native Housing Program (Canada Mortgage and Housing Corporation) and the Tax Case Appeals (National Revenue - Taxation).

Ferndale renovates campsite

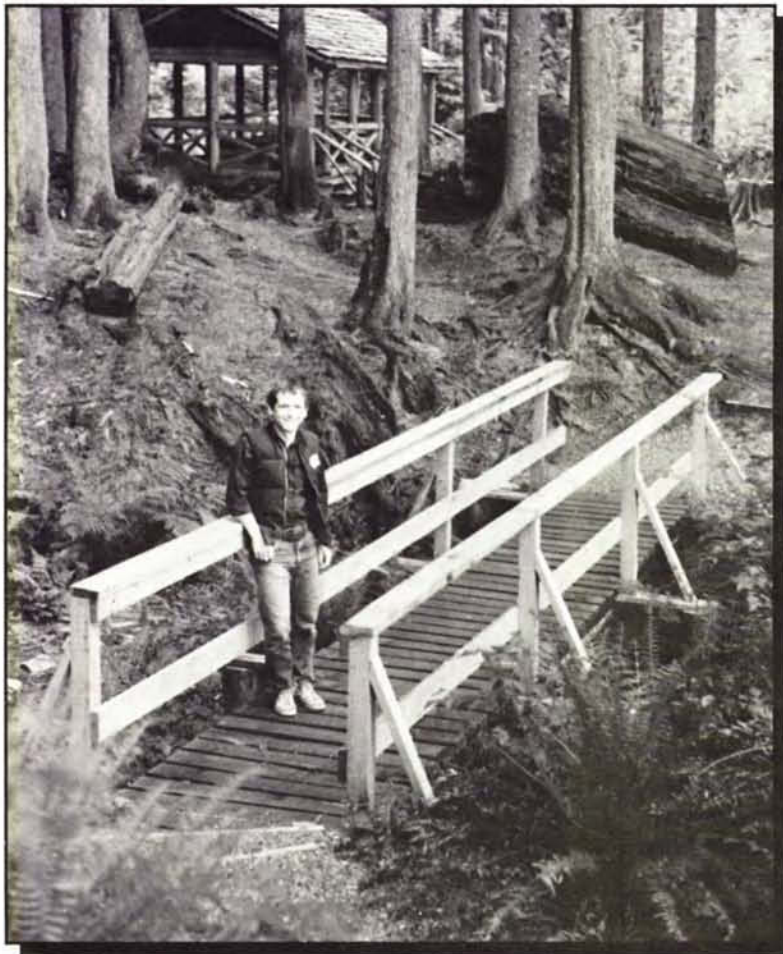
PACIFIC - "Thanks to the hard work of the Ferndale Institution, BC Hydro officially opened Stave Lake Lodge Campsite June 7," says Gary O'Keefe, deputy superintendent, Ferndale. "The campsite will offer year-round outdoor recreation opportunities for non-profit groups and educational institutions, overnight accommodation at the lodge for 24 people and outdoor camping for about 40 campers."

"Ferndale has employed inmates to work on the development of the Stave Lake enhancement project since Sept. 1987 to a total of 278 person-days, with revenues of \$8,000." They constructed walking trails, campsites, bridges, bear-proof garbage containers and campfire pits outside, and in the lodge they built kitchen and bathroom facilities, installed gypsum

board and stained the outside of the building.

Ferndale works officers spearheaded the project and supervised the inmate laborers during specific phases of development. John Kokoska, forestry officer, initiated phase 1 - road development, trail layout and rough development; Scott Ernewin, works officer, followed through with crews that cleared, constructed paths, bridges and campsites and set trail foundations, while Paul Edwards, carpenter, completed the lodge renovations.

"Ferndale's involvement in the project benefits both the institution and community," notes O'Keefe. "Inmates were able to work outside the institution on a viable work project and the people in this central valley community will profit from their improved year-round recreational facility."



Scott Ernewin, works officer, Ferndale Institution, tests a bridge reconstructed at Stave Lake campsite.

Joint funding for treatment centre



Solicitor General James Kelleher (R) and David Ramsay, Ontario Minister of Correctional Services, took part in a sod-turning ceremony for the Northern Treatment Centre, June 10. The Centre, to be built in Sault Ste-Marie, will be funded jointly by CSC and the Ontario Ministry of Correctional Services.

An endangered species?

PACIFIC - Ashtrays may not be about to make the endangered species list for the 1980s but if it's up to CSC Pacific region staff their original purpose may change considerably.

That's what Shannon Hurt and Sonya Chupick discovered when they surveyed RHQ staff and asked what will become of all those surplus government-supplied ashtrays when smoking in the workplace becomes just a memory. Staff suggested a number of innovative uses for them - two even tailor-made for the Service.

"They'd make great targets for a CSC weapon's shoot," someone said, or "How about cementing them into the front steps of Matsqui Institution?" Other ideas were more global, like putting them in a museum for extinct items beside the spittoon, sending them to tobacco companies so they can reminisce, or to the Human Rights section of a museum with a note saying people were once allowed to smoke in their workplace. Household ideas included using them as microwave oven dishes, planters, candy dishes or coasters and using the metal ones for hubcaps. Sports enthusiasts could even have a smashing frisby-type game with them.

Briefly

National Weapons competition

PRAIRIES - Rick Soetsz, industrial sheet metal instructor, Bowden Institution, captured top honors for revolver in the Solicitor General's challenge cup and Pacific region reports it had its best showing in five years. The RCMP, however, won the Solicitor General's challenge cup at the National Weapon's Competition with a total score of 1,731 to CSC's 1,690.

The **Tom Hall** trophy (top aggregate score for rifle and revolver) was won by the Prairies, with a total score of 942. Second place went to Pacific, scoring 936, followed Quebec's score of 932.

Rick Soetsz scored 577 winning him first place in the Solicitor General's challenge cup for CSC. **Dave Blue**, Prairies, placed second with a score of 571 and **Michel St. Aubin**, Quebec region, third, with a score of 542.

The national champion in the rifle category was **Alvin Peters**, Pacific region, scoring 382, followed by **Carman Willows**, Ontario, who scored 382 and **Roger Herbert**, Quebec, whose score was 378.

The national champion in the revolver category was Rick Soetsz with a score of 570, followed by Dave Blue, Pacific region and Michel St. Aubin, Quebec region who both scored 554.

Westmorland hosts farm exhibit

ATLANTIC - Westmorland Institution hosted their first exhibition of new and innovative harvesting and forage machinery for the Chignecto Soil and Crops Association. Approximately 100 people and 10 dealers participated in the June 4 event.

750th ABE graduate



PACIFIC - Solicitor General, **James Kelleher**, (L), presented a special certificate to Matsqui inmate **Cordell Low**, (R), the 750th graduate of CSC's Adult Basic Education (ABE) program.

Although 750 ABE graduates was CSC's first-year objective, a total of

900 inmates across Canada successfully completed the program in its first year. New targets of 1,200 and 1,800 graduates have been set for the coming two years. At Matsqui 90 students are in ABE courses and 62 completed Grade 8 last year, surpassing the institution's own target of 29 completions.

CSC staff serve 226 years!

PACIFIC - On July 28 Matsqui Institution Warden **John Stonoski** presented 25-year service plaques to **Dennis Burzuk**, chief, Food Services, who had a total of 27 year's service; and **William Sheremeta** who retired in January after serving a total of 32 years with CSC and the Canadian Army. Thirty-five year long service

medallions were presented to **John Bataller** for 44 year's service; **Norm Blamire** - 38 years; **Clayton Lloyd T. Bowman** - 38 year's service and **Alexander Smith** - 47 year's service.

The recipients of the long service medallions have a combined total of 226 year's service and Matsqui wonders if this is a CSC record.



Award recipients from left to right: **Clayton Bowman**, **John Bataller**, **Alex Smith**, **Norm Blamire**, **Dennis Burzuk**, **William Sheremeta**. **John Stonoski**, warden (far right) presented the awards.

Its United Way time again!
Why not use the payroll deduction plan to cover your contribution!

Ontario recognizes retiring DND captain

ONTARIO - On Jul. 29 Deputy Commissioner **Andrew Graham** presented a plaque to retiring Armed Forces Captain **Don Whalen** who for several years has set up training exercises for officers from Camp Petawawa who would be in charge of

troops, if required, during a crisis at an Ontario institution. The exercises involve CSC, Department of National Defence personnel as well as local police forces, Ontario Provincial Police and RCMP. Capt. **Fred Oliver** replaces Whalen as staff officer.

William Head maintains cemetery

PACIFIC - "William Head, a medium-security institution near Victoria, BC, maintains a serene cemetery within its 85 acres," says Warden **Arlie Bender**. "The graves belong to people who died from communicable diseases when the property was the site of Western Canada's quarantine station for immigrants."

"The cemetery is an integral part of the institution and staff and inmates

care for it with dignity and respect."

Unique among the rows of crosses are the graves of two members of Canada's military who were sent to Vladivostok, Siberia, as part of Canada's contribution to the British Expeditionary Force: Pte. **Peter R. McMillan**, of the 259th Battery C.E.F., who died Jun. 6, 1919 and Pte. **Richard Massey**, C.O.C., C.E.F., who died May 30, 1919.

Frank Massey, of Lumbly, BC, a brother of Pte. Massey and **Glen Bush** of Bjordale, Sask., an uncle, who had never seen the graves recently visited William Head and were impressed with the beauty of the cemetery.

Frank Massey stands beside his brother's grave. Pte. Richard Massey was buried on William Head Institution grounds when they were the property of Western Canada's quarantine station for immigrants.



Flamingo farewell

PRAIRIES - When **Della Klassen**, secretary to the executive director, Regional Psychiatric Centre, Prairies (RPC), retired after 25-years government service, it was announced by a flock of flamingos that had landed on the Centre's lawn! About 80 friends and co-workers, excluding the pink ones, attended her retirement dinner. Della was employed with CSC for 21 years and worked at Saskatchewan Penitentiary



and Prairie Regional Headquarters as well as the RPC.

Dr. Millar accepts position on east coast



PRAIRIES - Dr. **Jim Millar**, who served briefly last year as acting director general, Health Care Services, NHQ, then reassumed his position as regional manager, Health Care, Prairie region, has accepted a new challenge on the east coast. Prairie RHQ staff said farewell to him at a dinner, wishing him success in his new position as clinical director, Centre Care, St. John, NB. **William Shrubsole**, (R), regional manager, Planning and Administration, on behalf of the deputy commissioner, presented Dr. Millar and his wife **Barbara** (seated l.), with a painting of a prairie scene. **Lois Kitts** (seated r.), is now acting regional manager, Health Care.

Mountain honors



PACIFIC - Mountain Institution Warden **John Lusk** presented medallions to three staff in July. Those honored were, (L-R), **Tony Hayashi**, an institutional storeman who received a 35-year service medallion; **Wess White**, chief Materiel Management and **Tony Welsh**, admission and discharge officer, who received long service medallions.

Briefly

Quebec receives United Way awards

QUEBEC - CSC received four awards honoring outstanding contributors to the 1987 United Way campaign. RHQ (including the Staff College, F-32 Building, Industries and CORCAN on Meilleur Street and Metropolitan Montreal District each received a bronze merit certificate because 60 percent of their staff participated, with the average person donating \$25. Federal Training Centre received a citation for raising more than \$500 (an increase of 25 percent since the 1986 campaign). Duvernay Office, Fabre Office and B-12 Laval Annex jointly won a silver certificate for having 75 percent staff participation and an average donation of \$35 a person.

The campaign's success is due largely to **Gaston Pelletier**, then regional manager, Communications, who took leave of absence for several weeks to donate all his energy to the campaign.

Matsqui CX receives award



PACIFIC-Ken Lawrence, a new correctional officer at Matsqui Institution, received a Fraser Valley

College award for Outstanding Academic Achievement as the top graduate in the college's two-year Criminal Justice Diploma program. Lawrence graduated with the highest marks of the 120 students who have graduated from the program so far.

Coming Events

Oct. 12-14, 1988 9th National Citizens Advisory Committee Conference, Conference Centre, Ottawa, Ontario. Contacts: Maurice (Moe) Royer, departmental liaison officer (613) 992-3268; Noella Ryan, chief Correspondence Control and Administrative Services (613) 996-3503.

Oct. 16-18, 1988 Region VI Correctional Education Association Conference. Theme: Outcomes, Results and Expectations in Correctional Education. Vancouver, BC. Contact: John Vandoremalen, director, Public Affairs, NHQ, (613) 992-8423; Sonya Chupick, information officer, RHQ, Pacific, (604) 854-2591.

Oct. 16-20, 1988 1st International Symposium on AIDS, Ixtapa, Mexico. Contact: CONA, SIDA, AMORES, No. 1618-70, Piso Colonial Del Valle, 03100 Mexico, D.F.

Oct. 18-20, 1988 Fourth Annual National Correctional Trainers' Conference. Baltimore, Maryland, USA. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 1-3, 1988 5th Annual Correctional Symposium: Casework and Mental Health Services, Lexington, Kentucky. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 13-15, 1988 North American Association of Wardens and Superintendents, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 13-15, 1988 Second International AIDS symposium for Health Professionals. Vancouver, BC. Theme: Prevention, diagnosis and treatment of AIDS. Contact: AIDS Symposium, 105 - 2194 Health Sciences Mall, University of British Columbia, Vancouver, BC, V6T 1W5, (604) 228-2626.

Nov. 15-16, 1988 Correctional Training Industries of Education Conference, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

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

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Let's Talk



October, 1988

Vol 13 #9

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**Agribusiness:
a success story!**

**Parole:
reducing the risk**

**Automation of Offender
Management System**

**Edmonton enters joint
agreement with private firm**

**Collins Bay pilots
unique release project**

**Billy the buffalo... first in 100 years
for Sask Farm**

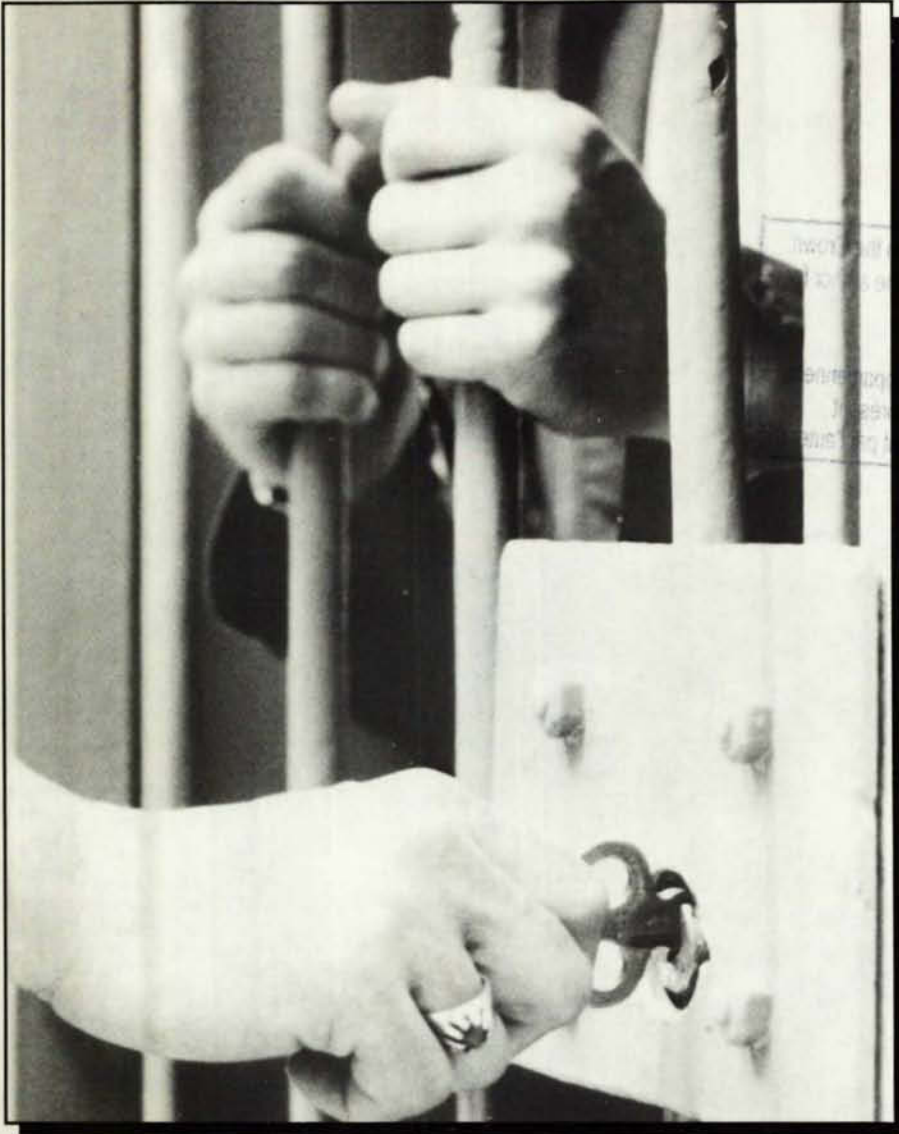
Briefly and More!



Correctional Service
Canada

Service correctionnel
Canada

Canada



Parole:

*Is this offender
likely to be
a risk
if released
on parole?*

**A look at the 1988
Pre-Release Decision Policies:
The National Parole Board's
new accountability**

That's the number one question - the one all National Parole Board (NPB) members must agonize over when deciding whether to release offenders from penitentiary to complete their sentence in the community.

It's never been an easy question. But now, new National Parole Board pre-release decision policies adopted this year, provide not only risk assessment guidelines but policies aimed at making the Board more fair, open and accountable in its decisions.

Once called the "faceless bureaucrats" by critics and inmates because of an apparent inconsistency in its decisions, the Board has changed its approach to ensure national consistency in its voting patterns. It developed a mission statement and published for the first time ever its pre-release decision policies against which the Board holds itself accountable.

It developed a mission statement and published for the first time ever its pre-release decision policies against which the Board holds itself accountable.

Move to accountability

"The Board began research into decision-making factors in 1984," Roger Labelle, Parole Board vice-chairman, told *Let's Talk*. They identified the "most important factors that NPB board members across the country had to address when deciding whether an inmate should be released or not." At the same time, the Board developed a statement of values, beliefs, and standards to guide their

work. Two years ago, this work culminated in the Board's mission statement. It reads:

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.

After years of workshops, discussions, research, and consultation, "the important factors which NPB members must address in their parole deci-

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reducing the risk

sions" had evolved into what became adopted in February, 1988, as the National Parole Board Pre-Release Decision Policies.

Public protection comes first

Says Labelle: "The overriding concern in every decision of the Board is the protection of society. Every time an offender appears before the Board seeking parole, we first look at risk."

In Phase 1 of an assessment, he says, "we look at the **type of crime** for which an inmate has been convicted. For reference, crimes have been divided into three categories:

- **Category 1: Violence against another person**
- **Category 2: Other offences against people**
- **Category 3: Property and other offences**

Phase 1: the offender's background

Research has established an information profile on how often people who commit certain types of offences repeat their crimes. Phase 1 begins with a review of this statistical information, a comparison with other offenders in the same category and, an analysis of case-specific factors.

"Board members," said Labelle, "follow one of two risk-assessment models when making a decision whether to allow release."

- **Model 1** is for **non-violent offenders** who have committed offences against another person or property.
- **Model 2** is for offenders whose **crimes involved violence** or other offences against people.

Psychiatric and psychological assessments

"Board members must also look carefully at two more types of information." Frequently psychiatric assessments as well as psychological assessments are required.

Phase 2: the hearing

In Phase 2 of the assessment, Board members generally conduct a hearing to ensure that the offender satisfies certain criteria which include:

- Release of the offender **must not be an undue risk to society.**
- The offender must have **undergone appropriate treatment for any disorder** diagnosed by a professional.
- The offender must have taken part in, and **benefitted from, programs that will help him or her reintegrate into society** and obey the law. Such programs might be life skills, Native spirituality and elder counselling, literacy training, substance abuse treatment, or employment, social and cultural programs.
- The offender must show a **good understanding of the offence**, its gravity and effects.
- The offender must have **prepared a release plan** that shows control and support.
- If the offender does not meet the first four requirements, **the Board may still grant release if the information indicates no undue risk.**

"CSC critically important"

"Only by looking at all these factors in a careful, systematic way can Board members make appropriate, quality decisions," notes Labelle. "The Board looks at information and recommendations from many sources: the police, judges, lawyers, victims,

family and community members, psychiatrists, psychologists, and inmates themselves.

"CSC staff are a critically important source of information on how an offender has changed, because they are the people who work with inmates from day to day. They are our colleagues; we are professionals together striving for the same goals: to protect society and help offenders return to the community as law-abiding citizens."

Do the policies work?

In its' Mission Document (Strategic Objective 2.7) CSC states that one of its objectives will be to prepare cases in a manner that is consistent with the criteria contained in the decision-making policies of the National Parole Board. "Our goals - to contribute to the protection of society, to be fair, visible, and open, to make quality decisions - are certainly closer to realization now," says Labelle.

"The specific factors that are assessed during the decision-making process are subject to review. The policies also have a built-in plan for review by the Board after they have been in effect for one year. No doubt there will be some changes, but in general, they have certainly contributed to making the National Parole Board a more visible part of the criminal justice system."

Allan Manson, a Toronto criminal lawyer, said at the NPB annual general meeting in April, "You may be pleasantly surprised to hear that, in my opinion, by and large prisoners come away from hearings feeling that they have been listened to, that they have been treated with dignity and respect, and that, if the decision is negative, it was one that was arrived at after thorough ventilation of the issues." ■

Part 2: A look at the National Parole Board's post-release decision policies in the next issue of Let's Talk.

Micros to keep track

Inmate X has just escaped. The local police, the media, the RCMP all want to know if he's dangerous or mentally disordered; they want to know about his record. How soon can CSC supply the information?

Inmate Y, a new arrival, comes for a penitentiary placement assessment. What would be the ideal security level for this person? What type of work or educational programs will assist Inmate Y to make a successful return to the community? Are medical, physical or psychiatric treatment programs necessary? Does Inmate Y have special needs that must be addressed?

CSC's new Offender Management System (OMS) to be developed and implemented over a two-year period, will replace the fragmented, obsolete offender information systems presently used by CSC and the Automated Parole Information System used by the National Parole Board (NPB).

When it's up and running, OMS can provide desktop computer access to any offender's or parolee's file. It can provide security information, handle sentence administration and case preparation, monitor an offender's employment and education records, access medical information, and make an inventory of programs and services available to match up with the inmate's needs.

Quality assurance

Talking about the new program, Nancy Corbett, director general, Systems, says: "Our emphasis is on listening to the feedback we receive during development and testing. We want our end-users to have complete confidence that the system is relevant, useful and works well.

"To do this we're continuously testing, trouble-shooting and setting

up pilot projects to work out the feasibility of new approaches. We're also open to changes in the general design configuration suggested by our end-users."

One of the most ambitious and thorough program systems ever designed, the new offender management system is a joint effort involving staff from both CSC and the National Parole Board. Its aim is to keep constantly-updated records, including information from the police, the courts, hospitals and RCMP, on some 18,000 inmates and parolees.

Design stage completed

"The general design stage has been completed," says Barb Fitzpatrick, manager, Applications Development at NHQ.

"We have three major procurement activities with Supply and Services to complete. These have been underway for more than a year. The first is for hardware and that has now been approved by Treasury Board. The second is for software. The third involves contracts for the consultants who will build the system. When these contracts have been approved, we expect it will take two years to have the

system up and running."

Kim Thompson, former chief, case management in the Atlantic region, has been reassigned as manager of the operational development team for the system. His team will be responsible for fine-tuning the design and training the end-users.

Micros provide fast access

Working with desktop micros, a few simple commands and the proper access codes, case managers can determine parole eligibility dates, medical problems, police reports, judges' reports, family history, previous convictions ... in fact, all relevant information.

The system updates parole hearings, medical appointments and program movements on an offender's file. It will record every movement of a specific offender.

"Every time an offender goes in or out the door, we can track that person with the OMS program," says Fitzpatrick. "This system also helps to eliminate paperwork, duplicated effort and frustrating mail delays."

With OMS, information can be protected, it's automatically saved and backed-up nightly on a mini-com-

of inmates & parolees

This Offender Management System is one of the most comprehensive information programs ever designed. It is a joint project between CSC and the National Parole Board.



Task force at work! Barb Fitzpatrick (seated), Nancy Corbett and Armand Simard (standing), and Kim Thompson (right).

puter, and eventually weekly on regional and national computers.

Planned for users

Before implementation across the country, Thompson's team of six will represent the potential body of "users" throughout CSC. They will develop the actual content of the files, pilot exercises, prepare user manuals, and evaluate and test the system. As needed, they will also develop related management information systems.

CSC and NPB training

One of the team's most challenging tasks is to train all relevant CSC staff throughout Canada to take full advantage of this powerful new tool.

The National Parole Board is developing a similar training initiative under the direction of **Armand Simard**, a/director, Information Systems and Services. Echoing CSC's enthusiasm, Simard says, "OMS is the solution to most of our information tracking problems."

Software in seven stages

"We're now starting to order the micros and expect to have all OMS

equipment in place within a year," says Fitzpatrick. "The system will be phased-in as applications are designed."

After the computers arrive in the regions, phases one to seven which involve the development and implementation of the sub-systems, will begin.

- Phase one consists of software for offender placement and institutional arrivals and departures. "Every effort will be made to minimize increased workloads and disruptions while staff begin to learn to use the new tools."

- Phase two involves software able to handle sentence administration, case management strategies, case preparation, NPB functions, and some input from other sub-systems.

- The third, release of software will include applications for movement control and visitors.

- The fourth phase will provide for security information.

- The fifth, release of software will monitor the employment and education of an offender.

- The sixth stage puts medical information into the system.

- The seventh and last stage of the

software implementation provides for enhancing all previous software phases and fixing any problems that may have arisen during the previous implementation stages.

The CSC / NPB team

Such a massive undertaking requires the expertise and cooperation of both organizations. **Jim Phelps**, deputy commissioner, Offender Policy and Program Development, is chairing the steering committee. **Jim Siberry**, executive director, NPB, represents that agency's interests. **Nancy Corbett**, director general, Systems, is coordinating the entire project with full reporting to the steering committee.

Other groups involved include Access to Information and Privacy, Records Management, Forms Management and Staff Training and Development. Outside of CSC and the NPB, there has been continuing liaison with various provincial correctional authorities, police and criminal justice groups. ■

Agribusiness:

- *Employment and training for 400 offenders*
- *\$5 million in sales of food and forestry services*
- *A unique opportunity for inmates to accept responsibility*



Agribusiness isn't like other businesses. It's unique because farm workers are close to nature and animals, usually working outside in a freer, non-authoritarian environment.

In a penitentiary setting, that's a real plus for many of our offenders, says **Ron Junk**, associate director of CSC's Agribusiness program at NHQ.

"It's a unique opportunity to help inmates change their behavior and gives them respon-

sibility out of sight of their supervisor. This is a powerful motivator for inmates who are ready to take it on. If they discharge their responsibility faithfully, they've got to feel good about themselves."

Caring for a sick animal or waxing tractors

Adds Junk: "It's not uncommon to find an inmate who has trouble relating to people spending his own time in the barn caring for a sick animal, or, as happens at Sas-



katchewan Farm, proudly waxing and polishing tractors. You might expect inmate workers to sometimes damage machinery to avoid work, but this isn't the case - quite the opposite."

Hard physical work appeals to many

The hard physical work also appeals to many offenders. "Not everyone will rise to the challenge, but some seem to thrive on it. There's a sort of "macho" image attached to being able to handle hard physical work with ease."

Responsible corrections

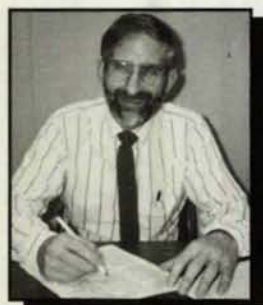
The Agribusiness program also helps meet the Occupational Development Programs (ODP) Branch goal of responsible corrections by providing meaningful employment and training for inmates.

ODP mission statement:

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 farms help CSC become self-sufficient in staple food products while assisting 400 inmates to learn good work habits and valuable skills.

Agribusiness also puts a lot of emphasis on maintaining a business-like atmosphere. "Work training occurs best in an environment where cost-consciousness, getting the job done and product quality are a state of mind," says Junk.



Ron Junk, associate director, Agribusiness program, NHQ

a success story

"Agribusiness is a powerful motivator for offenders ready for the challenge of hard, physical work and responsibility... if they succeed, they've got to feel good about themselves."



Most farms are "mixed farming" operations involved in the production, processing and packaging of milk, eggs, beef and pork, as well as greenhouse vegetables. They supply products which meet the applicable federal or provincial standards which apply to regular commerce.

"Good for CSC's image"

"Well-kept grounds and crops in the field also convey to the public that money is well-spent. When people drive by, they can see the results of the inmates' work, even if they don't see the inmates themselves. It's more visible than the work that's done inside the institution shops, and it's good for CSC's public image."

Farming and forestry

Farming and forestry are the program's two components.

Farms are at six institutions - Westmorland (Dorchester, NB), Pittsburgh (Joyceville, Ont.), Frontenac (Kingston, Ont.), Rockwood (Stony Mountain, Man.), Saskatchewan Farm (Prince Albert, Sask.) and Bowden (Innisfail, Alta.).

The two eastern Ontario institutions have more specialized operations: Frontenac produces only eggs and dairy products for all Ontario institutions, and Pittsburgh produces greenhouse and field vegetables, and beef.

One third of revenue from milk

Milk is the product with the highest value and accounts for more than a third of the program's sales revenue. CSC dairies are sophisticated operations, with advanced equipment and superior dairy herds. In fact, the herd at the Saskatchewan Farm has ranked second among all herds in the province for the past three years.

Milk production is measured by something called "Breed Class Average" or BCAs. The average for all dairies in Canada is about 155 but CSC farms have BCA ratings that range up to 190, says Junk proudly.

Post-production training coming

The Agribusiness farm program is now working toward providing more post-production training. This would involve, not just producing food staples, but grading, packaging, processing, storing and transporting them.

"We're also building new abattoirs that will box beef and pork, process meats and portion-cut them into stewing beef, roasts and meat patties. This will provide inmates with valuable training that can translate into more post-release employment opportunities."

A spirit of ingenuity

The Agribusiness program may not have the latest equipment but this has not dulled offenders' creativity. Junk says that crews of inmates and supervisors sometimes build the special equipment they need. Saskatchewan Farm staff and inmates discovered their equipment couldn't handle large round hay bales, so they designed and built a custom trailer. "I'm proud of the spirit of ingenuity throughout the Agribusiness program," Junk says.



If machinery breaks down, many offenders are happy to work in the repair shop. It's very popular work, says Junk, because maintaining and repairing machinery has valuable spin-offs in practical training relevant to outside employment.

tree seedlings annually for the company which are planted throughout the province. At Sand River they harvest trees damaged by spruce budworm. The Sand River program requires that inmates buy chain saws and safety gear, which Junk says gives them an advantage.

Accredited training

Some inmates can also take accredited training. At Saskatchewan Farm and Westmorland, inmates can earn certificates in meat processing from community colleges while they work. Other institutions offer accreditation in greenhouse operation and in small engine repair.



Five forestry operations

Unlike the general farm program, the five forestry operations are all different. The largest is at Elbow Lake Institution near Harrison Mills, BC, a work camp that runs the forestry program only. Smaller programs are at Ferndale (Mission, BC), Beaver Creek (Gravenhurst, Ont.), Springhill (Springhill, NS) and Sand River Community Correctional Centre, (Sand River, NS).

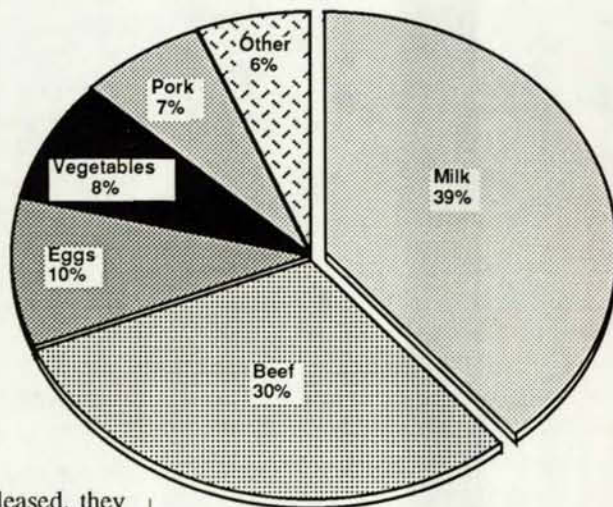
At Elbow Lake and Ferndale, crews of inmates and supervisors work under contracts with other organizations, including BC Forest Service, BC Hydro and Department of National Defence bases. Crews thin and space trees, maintain logging roads, repair bridges and clear land for hydro lines. Elbow Lake also has a portable sawmill for cutting bridge timbers and similar lumber. Beaver Creek inmates thin and space trees, and take on various projects that help the community.

Inmates employed by companies

The two Nova Scotia institutions have contracts with Scott Paper, and inmates on these projects are, in fact, company employees. Crews at Springhill produce five million



Agribusiness
Revenue by enterprise



"When the inmates are released, they have a specialized skill and the equipment that goes with it."

For other inmates the advantage lies in learning more general skills that they can use in other areas. Welding, machinery maintenance and loader operation are examples of skills acquired in Agribusiness which can be transferred to construction, and food processing skills can be used in other food sector jobs.

A new challenge: expanded sales

Since the Agribusiness program has succeeded in making CSC almost self-sufficient in staple products, Junk is now looking for another challenge. He hopes one day the program will sell its products to other government departments or levels of government.

"We want to minimize the cost of incarceration by doing productive work," he says, "and that should include doing productive work for other organizations."

And the expansion is already underway. "This year a barter project will see some \$40,000 worth of beef provided to Alberta Corrections in return for potatoes and other vegetables."



Baby buffalo first in a 100 years

The buffalo are back at Saskatchewan Penitentiary Farm Institution - and for the first time in a century, there was a very special event.

"A buffalo was born on the prison grounds Aug. 10," reports **Cliff Moore**, acting farm supervisor. The last time buffalo were raised on federal prison grounds was in the late 1800s when the warden at Stony Mountain Institution in Manitoba kept a herd.

CSC's current venture into the buffalo business began in June when **Belle Star** was purchased from a local game herd in Saskatchewan. Two months later Belle gave birth to young **Billy**, who, due to his genetic history, will become the feature bull of the

new operation.

Belle Star was bought as a joint venture by the institution and the inmate welfare committee. Profits from the enterprise will be used for recreation funds and possibly to buy other game animals.

Buffalo on the menu

"Sask Farm hopes to obtain herd culls from the federal government herd at Waskesiu, north of Prince Albert, each year," says Moore. "We hope to raise buffalo for meat in the Prairie region, and for hides, robes and skulls for the Native Brotherhood's use in prisons. As well, buffalo meat will make an interesting addition to the menu in all our kitchens."

A "CAN-DO" attitude at Sask Farm and 48 hours for the job

Three years ago an outside contractor had refinished the bottom of the gutter in the dairy barn but wear caused by the gutter cleaner had made the gutter unusable. What to do?

Joel McDonald, instructor dairy and **Gordon Cheal**, instructor piggery, along with their inmates, felt they could do the job better than the previous contractor. They visited area farms and talked to concrete specialists to find a concrete mix that would stand up to the acidic environment. They rented jack hammers, compactors and vibrators.

They had 48 hours to begin and complete the job because cows had to be milked in the barn.

The first day they jackhammered the gutters and covered them with plywood. They poured the concrete the second day and installed corners and drains. At 2.30 in the morning the job was finished and the inmates returned to their unit. At 5.30 they were at the barn again for the morning milking! ■



Inmates earn and learn on the job

Edmonton Institution enters into joint agreement with private firm

PRAIRIES - A number of inmates at Edmonton Institution are earning a wage from a private-sector company by making parts for highway transportation equipment. And they are developing better work habits and an understanding of society's traditional values at the same time.

Benefits for CSC and inmates

"The benefits of this type of venture are numerous for the Service and particularly for the inmates, Solicitor General **James Kelleher** said in an *Edmonton Journal* report about the joint agreement which works in conjunction with the institution's Industrial program. "They will have the opportunity to gain employment skills and experience in a work environment created to reflect private sector expectations. This is invaluable in our efforts to re-integrate inmates back into society."

A joint agreement between CSC and R&E Fabricators Ltd. of Edmonton, calls for CSC to provide the use of institutional facilities and equipment for the employment of up to 25 inmates to manufacture the components. Parts are shipped from the institution to the company where they are assembled to produce transportation equipment like livestock trailers.

Realistic work situation

R & E Fabricators has the right to select, from a list provided by the institution, inmates it feels are suitable for employment. It also has the right to fire any inmates it feels are not performing satisfactorily.

Inmates, chosen for the project from the general inmate population, must have at least grade 8 education. They have been trained by CSC in all of the trades related to metal fabrication and are employed with the

institution's Industries program.

The company pays the inmates Alberta's provincial minimum wage and pays CSC a negotiated price for use of facilities and equipment. Inmates are subject to standard employment deductions such as income tax, unemployment insurance and Canada Pension funds. They also pay 25 percent of their earnings to offset room and board costs.

Creating new jobs

This project isn't designed to compete with existing businesses. Inmates and R&E Fabricators Ltd. are producing equipment not currently manufactured in Canada. In fact, **Ron Windrem**, president, R&E Fabricators, told the *Edmonton Journal* 14 jobs have been created in the community and a number of secondary jobs in other parts of the country as a result of this agreement. ■

Cowansville's got the creative spirit!

QUEBEC - University is a breeding-ground for ideas, creativity and a spirit of experimentation. Cowansville Institution is too and we hope it's a permanent feature, says **Vittorio Cassa**, the institution's Télé-Université coordinator.

Under the direction of Cassa, aided by **Guy Tousignant**, the inmate in charge of university affairs, 10 offenders "brimming with enthusiasm, ideas and initiative" took a financial simulation exercise in business administration on starting up new businesses. They had all of the statistics they needed, as well as a government and municipal contact (both played by

Bernard Michaud), a management consultant (**Vittorio Cassa**), a banker (**Jean-Claude Dubuc**) and an economic reporter (**Martine Roberge**) who kept everyone up to date on economic affairs.

Each participant had to convince the banker to give him a loan, work through the difficulties of government contracts and try to negotiate grants and other types of assistance vital to the success of their enterprise.

"Simulation isn't reality, but it replicates it faithfully in many ways," explained Cassa. "For the inmate students, it meant using the language, tools and channels of the business

world. There isn't enough room to describe how enriching an experience it was for everyone!

"In the future when they find themselves in similar real-life situations, they'll remember the pitfalls and unexpected twists but they'll also recall how they pulled through and succeeded."

The project had the support of **Gilles Lacasse**, assistant warden, Correctional Programs, **Gérard Morin**, chief, Education, Training and Employment and **Bernard Michaud**, a specialist in tutoring and Télé-Université representative. ■

Collins Bay pilots unique street-readiness program

ONTARIO - A street-readiness program to assist inmates close to being released on mandatory supervision or parole has started as a pilot project at Collins Bay Institution. "It's the first program of its kind in the Service," says **Yvonne Latta**, Collins Bay warden, who is enthusiastic about the project.

Teaches basic job, family and living skills

Started in response to a 1986 survey conducted by Frontier College and HELP (a program for ex-inmates) that asked inmates their needs for post-release, it is designed to teach inmates basic job, family and living skills.

"It begins with establishing each inmate's personal needs," says **W.R. (Wink) Wilson**, chief, Social Development at Collins Bay, who is coordinator of the new program. "Resource people from the community come to the institution over a two-week period and give information seminars to prepare the inmates for re-entry into the community. They include ex-inmates and their families, representatives from community colleges, employment agencies, social services, and housing, an AIDS coordinator, employers who have already hired former inmates and employment agency representatives. Parole officers discuss parole and its function, bank managers talk about money management and Frontier/HELP program staff speak to the inmates and are available to look for jobs for them and guide them through tasks like preparing a resumé. Questions inmates ask most are about how to set up housekeeping, rent con-

trol laws - their rights and the landlords', family relations and what to do with spare time.

Inmates start the voluntary program 90 days prior to release. They don't lose their jobs in the institution or their pay during this period.

"About 60 inmates have taken part in the program since it started," notes **Victor McCoy**, program director. "Some even come back for a second session because they find it so helpful. If an inmate leaves Collins Bay we don't drop him from the course. In fact we've extended it to the other federal institutions in Ontario because many of the men who started taking the program go to other institutions before their parole date is up."

McCoy and co-worker **Penny Post**, both with HELP, teach the course at Collins Bay and have a variety of experience and training on which to draw.

Not just another job

Wilson says he supports the program 100 percent because "it's reaching so many people and meeting so many needs in the community."

"I've seen the care and concern the program workers show and know how much more confidence their help gives the inmates. They're able to devote time to do things we'd like to do for the men but just don't have time for," he explains. "For instance, at the end of the two-week sessions they prepare an information kit for each inmate tailor-made to their specific needs. The kits include useful items such as the inmate's birth certificate, OHIP, social insurance and SIN cards,

drivers license and a letter from Canada Employment and Immigration Commission (CEIC) endorsing the program. They also usually include specific information about the city they are being released to like train schedules, bus routes, taxis, telephone numbers, a city map, a library card, lists of available rooms and emergency housing, and names, addresses and telephone numbers of the Frontier/HELP office and other groups they can turn to for support and assistance."

Course workers also contact an inmate's parole officer before release, if requested, and make Canada Employment Commission and college counsellor contacts. In addition, they assist with such necessities as filling out OHIP and UIC forms and perform personal touches like taking the newly-released person for breakfast or accompanying them to the train station."

Who pays for the program?

Funding for the program comes from a \$150,000 grant from the **Gannett Foundation**. The street-readiness program, designed by Frontier/HELP in Canada, was entered in the American Gannett Foundation's Community Priorities Program competition in 1987 and was one of 30 proposals selected - the only Canadian winner. The winners were chosen because they were the best able to have an immediate, identifiable impact in a community and are developed as innovative projects to help solve one or more priority problems. ■

Briefly

Know your rights as a P. S. during an election

OTTAWA - With a federal election set for Nov. 21, are you confused about what role you can or cannot play in it? Do you wonder what restrictions are placed on you because you're a public servant?

To help clarify these questions the Public Service Commission (PSC) provided, in May, guidelines concerning the participation of public servants in political activities, based on an interpretation of section 32 of the Public Service Employment Act by the Federal Court (Trial Division). That decision was appealed to the Federal Court of Appeal which rendered its decision on July 15. Another PSC bulletin, issued in August, the "Federal Court of Appeal Decision on Section 32 of the Public Service Employment Act," explains the appeal decision.

If you haven't seen these bulletins or have questions about a specific political activity, contact your local Human Resources officer or branch.

Literacy success in Quebec institutions

QUEBEC - It didn't take long for results. In August 1987 Montée St-François and Ste-Anne-des-Plaines institutions began offering literacy classes and encouraging illiterate inmates referred by the Regional Reception Centre, to take part in the program. Inmates quickly became involved in the classes and educational group outings. Thanks to the efforts of staff like **Claude Marquis**, Montée St-François, and **Serge Lavigne**, Ste-Anne-des-Plaines, after only seven months 14 inmates attained the required level of literacy and the institutions are expecting a higher rate of success this year.

Native & female offenders director named

NHQ - **Jane Miller-Ashton**, newly-appointed director of Native and Female Offenders, brings to CSC 15 years experience in corrections with the Ontario Ministry of Correctional Services (MCS), a Masters degree in criminology and a lifetime of concern for people.

Prior to joining CSC she was manager of Probation and Community Services at MCS headquarters in Toronto, a job that involved province-wide responsibility for a variety of community-based programs including coordinating the recent implementation of Alternative Measures for MCS, and managing Native and multicultural services programs for the Ministry. Other positions she held at MCS in-

In 1984 she was awarded the Ontario Solicitor General's Crime Prevention Award for community and crime prevention volunteer work with a number of non-profit agencies.

Her involvement in corrections started when she was 18 and was one of CSC's youngest volunteer probation officers. Her interest and involvement is largely due to her father's influence and inspiration. "Our home fostered a deep concern for social problems and that remains a driving force behind why I'm part of the Service today," she says. Her father who is well-known in corrections, is **Frank P. Miller**, former executive director of the National Parole Service, Parole Board member and first classification officer at King-



Jane Miller-Ashton, newly-appointed director of Native and Female Offenders poses with her father, Frank P. Miller, former executive director of the National Parole Service who is well known in the corrections field.

clude volunteer program coordinator and area manager for an area covering three probation and parole offices and a young offender residential facility.

In addition, she has handled two special assignments. In 1982, she was policy development officer at the Ontario Justice Secretariat and was responsible for developing crime prevention initiatives and in 1984 she was executive assistant to the executive director, Ontario Women's Directorate.

ston Penitentiary. "Although he's 77-years old and has been retired for a number of years," she says, "he's still active in the criminal justice voluntary sector. He's very much my mentor and we continue to act as sounding boards and advisors for each other."

Since her arrival in July, Miller-Ashton's role as director of Native and Female Offenders has been expanded to include another special interest group - long-term offenders. ■

Elbow Lake builds salmon spawning platforms

PACIFIC - As *Let's Talk* goes to press Elbow Lake Institution is racing against the clock to build spawning platforms for salmon expected to arrive late in September or early October (photo).

Al Wannamaker, forestry officer at the institution and supervisor of the project, says the inmates like this labor-intensive work they are doing for the Chehalis Fisheries Mitigation Project for BC Highways because they know that what they are creating will be around for a long time and it's something that will be useful for the salmon.

He notes that this is a morale builder for staff and inmates because his ideas and those of the inmates have been incorporated in the engineering of the project.



Unemployment Insurance Act changes help fathers

The Unemployment Insurance Act has been amended to provide unemployment insurance (UI) benefits to fathers who, because of tragic circumstances, leave work to become the primary care giver to a newborn baby. It also makes the Act more flexible with regard to time limits on payment of maternity benefits where the child is hospitalized.

The amendments will permit payment of UI benefits to fathers (either natural fathers or the man who stands in the position of father in the eyes of the community) where because of the death of the mother, the father leaves work to become the primary care giver for the child, or if the mother becomes incapacitated and cannot care for the

child and is not entitled to UI special benefits.

To qualify, the father must file a claim for UI benefits and meet qualifying conditions for UI special benefits. For further information contact your Human Resources branch.

USGE-PSAC Consultation Agreement signed

When Commissioner **Ole Ingstrup** and **Lynn Ray**, national president, Union of the Solicitor General Employees - Public Service Alliance of Canada (USGE-PSAC), signed an agreement between CSC and USGE, Sept. 22, it heralded a new spirit in labor management relations.

The ideals of CSC Mission Document are reflected in this agreement. It states that CSC and USGE recognize that staff involvement and consultation in the development of corporate objectives, policies, plans and priorities are crucial. "Both parties are committed to fostering a relationship characterized by openness, mutual

respect and communication," it says. "An integral part of this commitment is actualized through joint consultation committees... to provide a less constrained yet official vehicle for free exchange of information between management and union representatives on policy, programs, procedures and conditions of employment as they apply on a local basis."

This agreement encourages labor management committees at all levels of the Service. Regular meetings will be held during working hours on the employer's premises at times agreed upon by senior representatives of each party. Meetings will be held at least

once a month, more frequently if needed. At NHQ the national executive and CSC management team plan to meet the second Tuesday of each month.

"The objective," explained **Rénald Tremblay**, director, Classification and Staff Relations, "is to have an open exchange of views recognizing the legal restrictions. This will include proactive planning of projects that affect staff, involvement of USGE in major initiatives undertaken by CSC, greater communication between staff and management and better morale through a sense of participation."

CSC takes part in Memorial Service



OTTAWA - Corrections and police officers from across the country marched from the Supreme Court Building to Parliament Hill, Sept. 25, as part of the annual Memorial Service honoring their slain comrades. Although no officers were killed in the past year a special ceremony remembered those killed in years past. **Raoul Laverdière**, Regional Headquarters, Quebec, took part in the Service.

Following the service, a reception hosted by Solicitor General Kelleher, was held for CSC staff in the Parliament Buildings Centre Block.

CSC donates to A/V collection

"Generous gifts from the Correctional Service and the US National Institute of Justice have enabled the Ministry of the Solicitor General library to add to its audio visual collection this year," says Librarian **Heather Moore**. To help users find their way around this enlarged collection, the library has released a catalogue listing the audio and video-cassettes now available from the library located on the 10th floor at NHQ. CSC, Ministry Secretariat and National Parole Board staff can borrow directly from the library; others through inter-library loans with other libraries. For further information contact the Ministry of the Solicitor General library, 10th floor, 340 Laurier Ave. West, Ottawa, Ontario, K1A 0P8. Phone (613) 991-2779.

Coming Events

Nov. 1-3, 1988 5th Annual Correctional Symposium: Casework and Mental Health Services, Lexington, Kentucky. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 7-9, 1988 Meeting of Heads of Corrections. Contact: Angela Knoll, Analyst, Federal Provincial Relations, NHQ (613) 992-1770.

Nov. 13-15, 1988 Management and Treatment of Sex Offenders, St. John's, Nfld. Contact: Wanda Lundrigan, Chief Adult Probation Officer, Adult Corrections Division, Department of Justice, P.O. Box 6084, 210 Water Street, St. John's, Nfld., A1C 5X8. Phone (709) 753-8191.

Nov. 13-15, 1988 North American Association of Wardens and Superintendents, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475, (606) 622-1497.

Nov. 13-15, 1988 Second International AIDS symposium for Health Professionals. Vancouver, BC. Theme: Prevention, diagnosis and treatment of AIDS. Contact: AIDS

Symposium, 105 - 2194 Health Sciences Mall, University of British Columbia, Vancouver, BC, V6T 1W5, (604) 228-2626.

Nov. 14, 1988 RPC (Prairies) celebrates its 10th Anniversary with a keynote address by Commissioner Ole Ingstrup. Special recognition is planned for the 39 staff who have worked at the centre since its opening. Contact: Glenn Beatty, Executive Assistant (306) 975-5403.

Nov. 15-16, 1988 Correctional Training Industries of Education Conference, Cincinnati, Ohio. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky, USA 40475 (606) 622-1497.

Nov. 28-Dec. 2, 1988 European Committee on Crime Problems (Council of Europe). Pending approval from the Secretary General of the Council of Europe, this meeting of the Committee of Experts on the Operations of European conventions in the Penal Field will continue their preparation of a comprehensive convention on inter-state cooperation in the penal field. Contact Serge Boudreau, Chief, International Transfers, NHQ (613) 996-4095.

Let's Talk/Entre Nous

Volume 14, No 19

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

Let's Talk



November/December 1988 • Correctional Service of Canada

V/13 #10X

❄️ Merry Christmas and a Happy New Year! ❄️

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Administrators' Conference:
focus on Mission

Challenge & Change:
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Update:
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Health Care:
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Taking Care of Business:
"We take care of our own"

**Integrated
Sentence Management:**
a cooperative effort

Briefly across Canada!

Cover: Ernie Poundmaker performs traditional
Chicken Dance at Drumheller Pow Wow



Correctional Service
Canada

Service correctionnel
Canada

Canada



*Ole Ingstrup, Commissioner
Correctional Service of Canada*

We are close to the end of 1988 and I would like to thank all employees of the Correctional Service of Canada for their efforts to make CSC a better correctional service.

On a personal note I would also like to express my appreciation for the way in which I have been received as new Commissioner of the Service. I know that my demands for high professional and ethical standards and for a clear corporate direction have required considerable work by many. However, the responses by employees at all levels have been positive. The Banff conference, where all senior managers confirmed their commitment to our new Mission document, and the positive results-driven collaboration between the Unions and Management are just some of the highlights achieved during my six months as Commissioner.

I sense a commitment to correctional issues, a commitment to ensuring that our staff and offenders are treated with respect and dignity and also a commitment to managing the Service skillfully and with integrity.

By capitalizing on all the skills and all the commitments that we together possess, we will be able to deliver our correctional services in a way that will command the respect of the people of Canada and also in ways that make us feel proud of being the providers of federal correctional services.

It is my hope that 1989 will become the year we all remember as the year when we gathered our combined strengths around our declared Mission.

I wish you all the best of this season!

*Ole Ingstrup
Commissioner*

Merry Christmas!

from the

Senior Management Committee



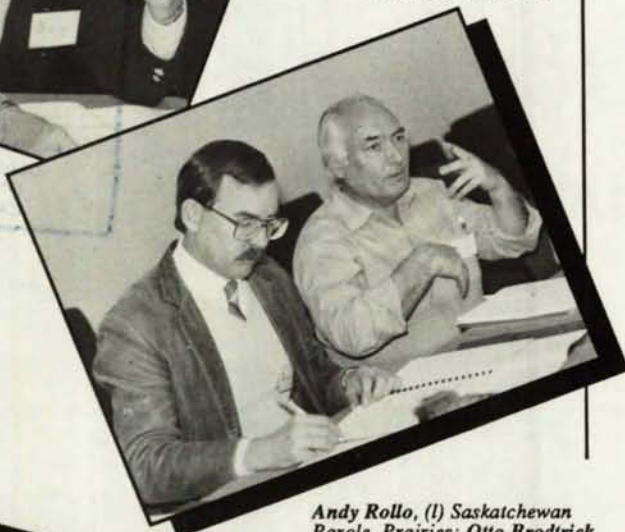
Merry Christmas! from CSC's Senior Management Committee (back row L-R), Andrew Graham, Deputy Commissioner, Ontario region; Joseph Arthur St-Aubin, Assistant Commissioner, Administration and Policy Services, NHQ; Daniel Therrien, Legal Counsel, NHQ; Ole Ingstrup, Commissioner; Willie Gibbs, Deputy Commissioner, Atlantic region; Mario Dion, Assistant Commissioner, Corporate Policy and Planning, NHQ; (front row L-R) Ted Tax, Senior Counsel, NHQ; Jean-Claude Perron, Deputy Commissioner, Quebec region; Art Trono, Deputy Commissioner, Pacific region; Irving Kulik, former Executive Secretary, now Inspector General, NHQ; John Duggan, Deputy Commissioner, Prairie region; Jim Phelps, Deputy Commissioner, Offender Policy and Program Development, NHQ.



Mary Cassidy, Prison for Women, Ontario.



Jean-Paul Lupien, Cowansville, Quebec.



Andy Rollo, (I) Saskatchewan Parole, Prairies; Otto Brodtrick, Auditor General's Office, Ottawa.



Louise Bellefeuille, Metro Montreal Parole, Quebec.



Dan Kane, OPPD, NHQ.



Tom Epp, Joyceville, Ontario.



Michael Gallagher, Edmonton, Prairies.

Administrators' focuses on

CSC's fall Administrators' Conference, held in Banff this year, was unique. There was only one subject on the agenda: CSC's draft Mission Document. From Oct. 24 to 28, CSC administrators from across the country - wardens, district directors, superintendents and managers - met in plenary sessions and workshops to discuss and debate every line of the document's Mission Statement, five core values and 62 strategic objectives.

One theme, one goal!

"We have one theme here today, and one goal," said Commissioner **Ole Ingstrup**, "and that is to assimilate the Mission Document so that you, as senior managers, can pass along the tremendous challenge of this conference to your staff."

"No one is more important to us than our line staff. They are the people who live every day in the real world of corrections. If they understand and accept the Mission, it will be a success. It is as simple, and as difficult, as that." And, he noted, other large organizations, who have worked with a mission document, tell us that acceptance and enthusiasm from senior management is the key to successful implementation.

Willie Gibbs, Atlantic region deputy commissioner, chaired the conference, defining himself as the "traffic director of this most momentous occasion." Words of welcome to the administrators came from **John Duggan**, Prairie region deputy commissioner, who emphasized that the Mission was the result of "extensive feedback from all the regions."

Pierre Allard, CSC's director, Chaplaincy, said of the Mission Document. "It's not just one more government document - it is a monumental project that requires all of us to stick together and help each other if we are to accomplish it."



Paul Oleniuk, (I) Saskatchewan Penitentiary; John Duggan, deputy commissioner, Prairies.

Conference Mission

To succeed where all else has failed

"We can believe deeply in this Mission," the CSC chaplain said. "It is a commitment to a vision, to an ideal. It stresses the importance of human dignity and the potential for human growth, staff's as well as offenders'. And, it is a challenge to succeed where all else has failed. It will be incredibly hard...many of our attitudes will have to change, and we will have to kill the skepticism with which many of us approach the reintegration of offenders to the community."

Talking of the direction inherent in the Mission, he quoted from the Bible: "Where there is no vision, the people will perish." (Proverbs 29.18)

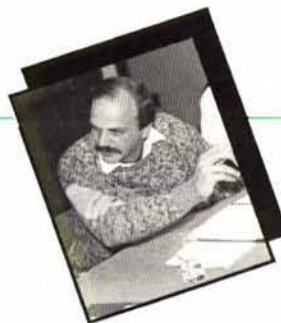
Fred Gibson, chairman, National Parole Board, described the impact of the NPB's new Mission and the cooperation and integrated system of planning that resulted between CSC and the Board. **Brendan Reynolds**, National Parole Board, talked about what it means to work in a values and results driven organization, and the impact on staff of learning to live with a Mission Document.

A presentation on the key area Task Force on Programs, by chairperson **Jim Phelps**, and **Karen Wiseman** and **Doug McMillan** of the working committee, was highly praised by the Commissioner for its comprehensive approach and for meeting its tight deadlines. (See page 6 for article).

Jim Murphy, special advisor to the Commissioner, who heads the Communications Task Force, presented feedback on the task force's work to date to the administrators. Ford Canada also offered a presentation on how the development of its Mission a few years ago, had provided the company with the leadership and impetus to turn around its faltering performance. ■



Denis Méthé, NHQ.



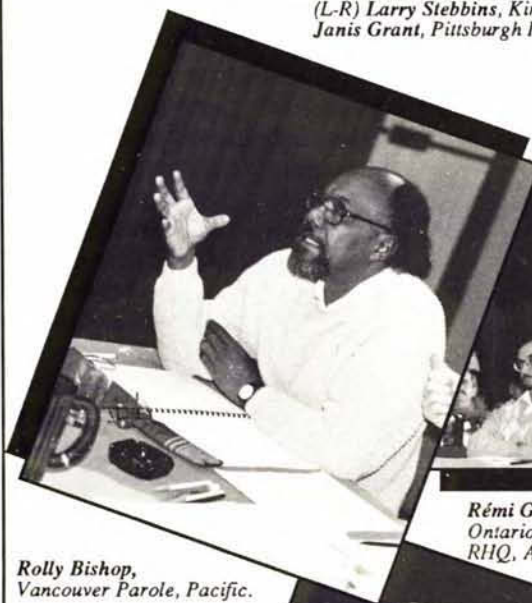
Richard Harvey, NHQ.



Lily Tronche, Federal Training Centre, Quebec.



(L-R) Larry Stebbins, Kingston; Gerry Hooper, NHQ; Janis Grant, Pittsburgh Institution, André Lepage, NHQ



Rolly Bishop, Vancouver Parole, Pacific.



Rémi Gobeil, (l - sitting) Millhaven, Ontario Jim Davidson, (standing) RHQ, Atlantic.



Karen Wiseman, OPPD, NHQ.



Brendan Devine, Parole, Newfoundland, Atlantic.



John Vandoremalen, (l), Public Affairs, NHQ; Yvonne Latta, Collins Bay, Ontario; Brendan Reynolds, (r), National Parole Board.

Challenge

CSC'S TASK FORCE ON

**The whole process of how we look at offenders is changing
...we're emphasizing better assessment of an offender's needs
...effective programming ...more resources for the community**

What's the best way to reduce risk to the public when an offender is released? How can CSC's community and institutional programs help offenders become - and remain - law-abiding?

"These are the challenges CSC is facing today," Commissioner **Ole Ingstrup** told the Task Force on Community and Institutional Programs when it went into its first sessions.

"Your job is to find answers in the light of our coming new Mission Document. This tells you two very important things about decision-making: First, CSC must provide programming which assists offenders to return to the community as law-abiding citizens and, second, offenders are accountable for their behavior, and that includes participation in programs."

Chaired by **Jim Phelps**, deputy commissioner, Offender Policy and Program Development, a summary of the task force's report on programs was presented to the Administrators' Conference, Oct. 25-28, for feedback from regional administrators and NHQ managers.

Why a program review?

When former Solicitor General **James Kelleher** announced proposed changes to the conditional release program last June, he emphasized his strong commitment to improving institutional and community programs for offenders "to reduce the risk to the public in the long-term."

"This is seen as the best way to protect the public, which is CSC's number one priority," says **Karen Wiseman**, chairperson of the task force working group.

"As you can see, the whole process of how we look at offenders is changing because of the impact of our coming new Mission Document," notes Wiseman. Implementation of the new Mission awaits final approval from the new Solicitor General.

"We've proposed a number of program initiatives that affect both institutional and community areas.

"Our emphasis is on better assessment of offenders, effective programming to assist them, and strengthening the community side of corrections.

"I also want to stress three things that were important to the task force," says Wiseman.

1. We established a requirement for **more evaluation and research** to assess the impacts of our programming and the task force recommendations.

2. We stressed **human resources** management so changes can be implemented effectively.

3. We asked that the changes be implemented in phases and that **everyone be kept informed** about what is happening.

Proposed changes to programs

Following intensive discussions involving operational and NHQ staff, the task force working group examined and made recommendations in several key areas, notes **Doug McMillan**, project leader.

Topics included:

- Assessment of offenders
- Psychological services
- Institutional programming
- Community facilities
- Case preparation
- Parole supervision
- Community development

& Change

OFFENDER PROGRAMS

Program principles reflect draft Mission Document

The task force has developed five correctional program principles in line with the draft CSC Mission Document. The principles will act as a framework for future CSC decision-making regarding programming, Doug McMillan, project leader, says.

1. Offenders are accountable for their behavior.

2. All CSC activities will support the objective of reducing the risk involved when an offender is released to the community. The Service will use what is being called an "active, interventionist approach" to persuade offenders to take part in programs.

The active interventionist approach involves three stages:

- Early identification of an offender's criminal behavior patterns.
- Program plan and expectations to be jointly agreed on by the offender and the case management officer.
- The offender is accountable if these expectations aren't met. "There

will be consequences because motivation is an important factor in the programming," says Karen Wiseman.

3. The entire correctional environment, including institutions and community operations, will be oriented towards changing the offender's criminal behavior. All CSC staff will reinforce this environment.

4. The Service will respond to each offender as an individual. Having assessed the risk the offender presents, CSC will address the problems that lead to the offender's criminal behavior.

5. The community has a responsibility to assist in the reintegration of offenders, and CSC will actively seek the support and participation of the community *during* the sentence, and encourage the provision of ongoing support to offenders *after* the sentence expires.

Who's on the Task Force Working Group?

- Karen Wiseman, chairperson, NHQ
- Doug McMillan, project leader, NHQ
- Jim Blackler, deputy warden, Correctional Operations, Collins Bay Institution, (Ontario)
- Bob Cormier, chief, Correctional Research, Ministry Secretariat
- Pieter deVink, warden, Kent Institution, (Pacific)
- Simone Ferguson, regional director, National Parole Board (Ontario)
- Tim Fullerton, director, Operations and Plans, Health Care Services, NHQ
- Cathy Gainer, Corporate Development Services, National Parole Board
- Greg Graceffo, district director, Saskatchewan Parole
- Pauline LaMothe, A/director, Evaluation and Research, NHQ
- Thérèse LeBlanc, assistant warden, Management Services, Westmorland Institution, (Atlantic)
- Laval Marchand, regional manager, Health Care Services, (Quebec)
- Joan Nuffield, director, Release Policy, Ministry Secretariat
- Thomas Townsend, director, Occupational Development Programs, NHQ
- Terry Sawatsky, director, Offender Management, NHQ. ■



Project leader
Doug McMillan



Task force chairperson Karen Wiseman (L), Greg Graceffo (Prairies), Jim Phelps (standing), Pieter deVink (Pacific), and Simone Ferguson (NPB - Ontario).

New!
Upcoming

Task Forces & Reviews

In light of CSC's coming new Mission document, (the draft must still be approved by the new Solicitor General), several task forces and studies have been set up to review policy and make recommendations.

Task Force on Contracting Out Policy

Gerry Hooper, director general, Technical and Inmate Services, has been tasked with conducting a systematic review of CSC policy and practice with the idea of establishing a new, broad policy covering contracting-out.

"Our intention," he says, "is to provide clear-cut guidelines for managers to steer them through the intricacies of contracting-out services. CSC has never had a formal policy defining when it may be appropriate to contract out, and how best to structure the contract for service."

Hooper will chair a steering committee of representatives from Treasury Board and the Ministry, CSC sector heads and regional management. He will also head a working committee of consultants and representatives from most CSC branches.

The task force is expected to have its report ready for Senior Management Committee approval in the spring.

Stevenson Review Committee on Inmate Employment

Late in 1986, **Dan Kane**, director general, Offender Programs, formed a committee chaired by **Al Stevenson** to examine and assess problems related to inmate employment and productivity. The committee's initial report, "Inmate Employment/ Productivity/ Deployment" was presented in September 1987 to the Senior Management Committee.

SMC gave approval in principle to most of the 27 recommendations contained in the report, and requested further study in four other specific areas. By doing so, SMC recognized that employment problems do not exist in isolation, but are intertwined with a broad spectrum of practices related to the management of inmates.

Three of the studies requested by SMC have been completed. The study on Inmate Pay (**John McHardy**), Incentives/Disincentives Review (**Laval Marchand**) and Institutional Program Alignment (**Michael Gallagher**) will be tabled at the November SMC.

A fourth study on Personal Development Programming is about to begin. All five reports will be consolidated into one final report on the Review of Offender Management, and submitted to the February SMC for their review and approval.

Task Force on High Maximum Security Facilities

A complete review of CSC's high maximum security facilities will soon be conducted by a committee chaired by **Jim Phelps**, deputy commissioner, Offender Policy and Program Development. **Terry Sawatsky**, director, Offender Management, will be directing the review committee.

"Policy regarding high maximums has been changing in the last two years and there has been some criticism about phase 4 from the Correctional Investigator. I think it's now time to do a complete review and to define the purpose of our high maximum facilities, especially in the light of our new draft Mission Document," says Phelps.

In his directions to the committee, Phelps asked for a review of operations and programming including case management, psychological assessment and treatment, behavioral expectations, level of association with other inmates and with staff, personal development needs, and education and employment.

A preliminary report is due in January with the final report and recommendations scheduled for submission to the Senior Management Committee meeting April 1989.

Task Force on Crisis Management in the Community

This national task force is being conducted in the Ontario region under the leadership of **Andrew Graham**, deputy commissioner, Ontario. See full report on page 14.

Task Force on Federal/Provincial Initiatives

Because of the increasing number and complexity of federal/provincial agreements, **Mario Dion**, assistant commissioner, Corporate Policy and Planning, has been asked by the Commissioner to chair a steering committee to review federal/provincial initiatives and develop a comprehensive policy framework for joint initiatives.

Steering committee members include: **Jim Phelps**, deputy commissioner, Offender Policy and Program Development; **John Duggan**, deputy commissioner, Prairies; **Richard Zubrycki**, director general, Corrections Policy and Program Analysis Branch, Ministry Secretariat;

and Norm Fagnou, regional director, Prairies, National Parole Board.

Hilda Vanneste, acting director, CSC Intergovernmental Affairs, is chairing the Ministry working group. This group, which reports to the steering committee, includes: Joan Nuffield, director, Release Policy, Ministry

Secretariat; Wayne Scissons, regional director, Planning and Resource Management, Pacific region; and NHQ representatives as needed.

The review was approved by the Senior Management Committee (SMC) in October, and is scheduled to submit its report to SMC next fall. ■

Task force updates

Last summer, shortly after his arrival as the new Commissioner of Corrections, Ole Ingstrup set up four task forces to review CSC policy in key areas (See Let's Talk August 1988). Let's Talk now presents an update on the progress of those task forces.

Task Force on CSC Values and Mission Document

Chaired by Willie Gibbs, Atlantic deputy commissioner, and Mario Dion, assistant commissioner, Corporate Policy and Planning, the Mission Task Force presented its implementation plan to the November SMC.

The Mission Document had already been approved in principle at the August SMC, and the task force given a further six to nine months to oversee the implementation of the Mission Document. Key areas involve communications, staff training and orientation, policy development and review of policies.

There was extensive discussion of the draft Mission Statement, the five core values and 62 strategic objectives at workshops during the Administrators' Conference, Oct. 24-28. Amendments resulting from the workshops were considered at a meeting of the task force held Nov. 1.

Commissioner Ingstrup has given the revised Mission Document his stamp of approval. However, final approval to go ahead with implementation of the Mission Document will have to come from the new Solicitor General.

Task Force on Community and Institutional Programs

For a full update on this task force, chaired by Jim Phelps, deputy commissioner, Offender Policy and Program Development, see pages 4-5.

Task Force on Communications

This task force, chaired by Jim Murphy, senior advisor to the Commissioner, had its second session, Nov. 15-18, with the steering and working committees. Three

hundred interviews have been conducted across the country to determine the direction in which CSC communications should go. The working committee contacted national, regional and institutional staff, the Ministry Secretariat, other government departments, our partners in the criminal justice system, the media and representatives from business such as oil and auto companies.

"It was an extremely broad survey," says Murphy. "We also reviewed previous reports which dealt, at least in part, with CSC communications, beginning with the Parliamentary Sub-Committee Report on Penitentiaries (1977), and including the Ouimet, Boyle, Carson, Sylvestre, Harley, and Daubney reports.

"Our intention was to see how these reports supported or disagreed with CSC's present initiative. Basically, we found these reports agreed substantially with the findings of the 1988 Task Force.

The working committee has proposed a series of recommendations and the steering committee has given direction to the work.

The Task Force on Communication's report will be tabled at the January Senior Management Committee, Murphy said.

Task Force on Accountability

The Accountability Task Force has a new chairperson. He is Joseph Arthur St-Aubin, CSC's new assistant commissioner, Administrative Policy and Services. The task force's preliminary report is scheduled for Senior Management Committee approval early in the new year. ■

Taking care of **business**

The Correctional Service has a new ACAPS - assistant commissioner, Administrative Policy and Services. He is **Joseph Arthur St-Aubin** who came to CSC, July 18, from the Public Service Commission where he headed their Training Program Branch for eight years.

Asked what his first priority is, he says without hesitation: "People - the effective management of CSC's human resources. An organization is only as good as its people. You can't go anywhere if your staff aren't with you."

"We not only work at CSC - we should also encourage social and sporting events to increase team spirit and a sense of belonging," he says. "If a corporate organization is to be a success, people have to enjoy their work."

Accelerating our staffing system

He also promises a "dramatic reform of staffing procedures" which at the moment can take anywhere from 90 days to 14 months. "That's just not good enough in today's corporate organizations."

A renewed promise to staff: "we take care of our own."

First priority: Staff

"It's good policy and good sense to look after one's own. We consider staff are our 'stake-holders'. I'm making that concept the key issue in the management of CSC's human resources. This also ties in with our new, draft, Mission's third core value which says our major strength and resource is our staff."

Briefly, that means ensuring staff have an intelligible, visible career path they can follow throughout their CSC career. It means paying attention to morale, an emphasis on incentive awards, and more recognition for staff who do a good job.

"CSC institutions and parole offices should be able to fill positions in days, in fact, why not in one hour? This is not unreasonable, he says, in the operational sector which is a special correctional group of 6,900 staff."

Fast staffing requires a system which includes clearly defined job descriptions, standardized qualifications and use of the merit system, plus a pre-established, annually updated list of staff people across the country who are ready for promotion.



*Joseph Arthur St-Aubin, assistant commissioner,
Administrative Policy and Services.*

People come first on CSC's priority list

CSC is operations-driven

"The corporate sector has to understand that it exists to provide services, set up the best systems possible, and provide staff and managers at the time and place required by the operational sector. Corporate sector people sometimes forget this," he says, "but they must provide the operational sector with the people, the systems and the training they need to do their job which is the actual running of prisons or parole."

cial management. This involves doing a cost benefit analysis of each project - especially necessary in times of limited financial resources.

The emphasis here is on the Operational Planning Framework which translates strategic direction into coherent work plans and budgets. This makes it easier for managers to see a visible correlation with their financial priorities, and helps them see their results in relation to expenditures.

Staff need an intelligible, visible career path they can follow throughout their CSC career. Incentive awards and more recognition for staff who do good work are important. So is team spirit and the feeling that you belong, and enjoy your work.

Second priority: Systems

Once we agree people are our first priority, it logically follows that they must be provided with state-of-the art technology and systems or they can't do their work properly. The corporate sector must be innovative and proactive in providing these systems. One example would be OMS, the Offender Management System.

Third priority: Finance

You have the people, you provide them with the systems they need, and then you must have effective, efficient finan-

Two conferences for ACAPS staff

To get the ball rolling in his own sector, St-Aubin plans two strategy conferences, one for managers and one for support staff, in January, to discuss CSC's draft Mission document and the resulting strategies. Support staff will be asked to consider the improvement of working conditions. There will be two such staff briefings a year "to keep staff up to speed in knowing their priorities," says St-Aubin. ■

Health Care

■ *Emphasis on mental health*

Many things are being re-examined in corrections these days, and CSC's Health Services is no exception. The new focus requires more resources in mental health, and makes offenders more responsible for looking after their own health.

"This is in line with our new, draft, Mission Document which says that offenders must learn to be more accountable for their behavior if they are to develop the living skills to enable them to make a successful return to the community," Dr Réal Préfontaine, former acting director general, Health Services at NHQ told *Let's Talk*.

"We're giving them, not just access to their own health care, but more responsibility."

Health care resources concentrated in new areas

CSC's health care resources are being concentrated in new areas, especially mental health, as a result of the work of three task forces appointed in June 1985 to examine the Service's approach to health care, says Dr Préfontaine.

Basically what the task forces discovered was that the quality of health care in CSC prisons was high, and fulfilled its objective to supply health care services as good as those on the outside. However, excluding psychiatric facilities, most of these resources were focused on physical health. Prison administrators and line

"It makes sense to have offenders look after their own health, get prescriptions from the prison pharmacy as needed, take medication according to doctor's directions, and visit the nurse or doctor if they are sick - just as they would do if they were living in the community. Offenders must be given responsibilities if they are to learn to become law-abiding citizens."

staff alike were becoming aware of the considerable number of offenders who are mentally disturbed.

The task forces presented their report to the Senior Management Committee last June. Of their 10 basic recommendations, all but one has been approved for implementation.

Changes will be gradual

Institutions across the country are working on the changes. They won't all happen tomorrow - or even next week, Dr Préfontaine says.

"Changes will come slowly so staff will have a chance to become comfortable with them. And, the recommendations won't dramatically affect how services are delivered."

Some health care services are expanding because of the changes. But the key area affected by the recommendations is mental health. Two recommendations dealt specifically with this. "We have to look at the whole area of mental health along with physical health," he says. "We're directing our attention to the behavior of offenders rather than just their physical health problems. There

Key area affected by the recommendations is mental health...we're now directing our attention to the behavior of offenders not just their physical health.

Services ■ *two new approaches*

■ *New responsibility for offenders*

will have to be a much closer relationship between health care and case management."

Expanding mental health services

Expanding mental health services mean that over the next few years resources will be directed to identify and treat personality and mental health disorders in inmates. "We have a feeling that a high percentage of the inmate population has mental health problems, but we'll know more on that score when a national study on mentally disturbed offenders comes in with its report," he says. This study is based on diagnostic interviews with approximately 2,000 offenders across the country.

Morning nursing shifts cancelled

Another area of health care services that changed to make more effective use of resources is nursing shifts. One recommendation suggests introducing pilot projects that remove on-site nursing staff from 11 p.m. to 6 a.m., when inmates are normally asleep and do not require medical care.

Three institutions in the Pacific region have discontinued the morning shift in the past few years, and several institutions in other regions are now developing pilot projects. Procedures will exist to handle emergencies during the night.

Dr Préfontaine says the changes

being made to the health care system are not intended to make medical care less accessible to inmates. However, he says inmates may need medical care less once they can easily buy over-the-counter pharmacy items, and learn good health habits through the institutions' health programs. He feels the changes are a positive move.

Pharmacy items available

The task forces' recommendations were structured to give more responsibility to inmates. Over-the-counter pharmacy items will be available at institution canteens. Inmates will soon be able to buy items such as aspirin, antacids, foot powder, special soap etc, and will no longer need prescriptions to get them. Dr Préfontaine says this move has been

Unit dose system

Giving inmates more responsibility extends to other areas, including prescription drugs. Up until a year ago inmates have been given their pills one at a time. More and more institutions are introducing the unit dose system of medication packaging. This system provides easy identification of medication, permits inmates to receive their whole prescription at once, and allows more time for the nursing staff to provide health education.

New programs on health care

Institutions will also be expanding their health education services to make inmates more responsible for their own health.

Inmates used to have their pills doled out to them one day at a time as if they were children. Now they'll be given the whole prescription and expected to use it according to doctor's directions.

looked at and encouraged for many years. Now it's happening because of the review. He stresses that only items that are "non-mood altering" will be carried at the canteens. Anything with even a trace of alcohol will not be stocked.

"Many inmates don't know much about health in general or healthy life styles," says Dr Préfontaine. In fact, there was little concern in institutions over the lack of preventive medicine programs until the AIDS epidemic. ■

First national task force to be based in a region focuses on:

Crisis management

in the community



*Andrew Graham,
deputy commissioner,
Ontario region.*

Commissioner Ole Ingstrup has asked Andrew Graham, Ontario deputy commissioner, to head a new national task force - the first ever to be based in a region - on crisis management in the community. This is in line with the draft Mission Document which emphasizes that the Service must be open with the community, sharing ideas, knowledge, values and experience.

"The Service has developed policies, guidelines, and procedures," says Graham, "for dealing with crisis situations in our institutions. We have developed a remarkable crisis management model, and are prepared to handle

riots, hostage-taking situations, strikes, and basically any disturbance in our institutions."

But what about the community? "Good crisis management puts us in the driver's seat with a map in our hands." And, he emphasizes, crisis management begins long before there is a crisis.

Commissioner Ingstrup is particularly pleased to have a national task force based in a region, says Graham. Besides the CSC people who will be serving on it, community members as well as representatives from both the Ministry Secretariat and the National Parole Board will be included.

1. Defining crisis

Graham sees the work of the task force as developing in four steps. "The first thing we must do is be sure of what we mean by the term crisis."

He does not believe it is helpful, or even effective, to see every disturbance as a crisis. Much of the work in the community is routine, some is unexpected and must be managed, but only certain events should be defined as truly crises.

2. A policy framework

The second step is to develop a policy framework that will guide further work. These policies must address such

issues as a commitment to community relationships, and corporate support for an employee who might be forced into an untenable situation.

3. Developing a crisis management model

The third step requires the task force to develop a management model, similar to the model presently in place for managing crises in institutions. However, a community crisis will require a broader approach. Graham says he has studies from as far afield as the Bhopal (India) and Tylenol incidents. He plans to use their experience to build a response mechanism that meets CSC's needs.

Health and Welfare Canada has already developed post-crisis trauma teams, he says. The task force group hopes to build their expertise into CSC's community networks. At the moment, when a special incident occurs in a community, trust is often shattered. Only after an inquiry and healing time can the Service begin to rebuild shattered relationships. Graham is confident that a careful and sensitive approach will avert loss of trust and respect in the community.

A strong community network and a careful, sensitive approach to a crisis should avert loss of trust and respect for CSC in the community.

4. A training package

The fourth step will be training. From police, fire, and ambulance crews to trauma teams in hospitals, it has been proven that training for potential crisis situations aids immeasurably in handling difficult situations. Considerable attention will be given to developing training materials to give the people required to manage crisis situations the necessary skills and confidence. ■

CSC's energy-saving:

Million dollar \$uccess

Former Solicitor General **James Kelleher** was most impressed by what CSC has achieved in its energy management at institutions. "I was very pleased to see CSC singled out for its success in energy conservation in the publication *Fed Save '87*," he said.

The figures are indeed impressive. Nearly \$1 million was saved (or "cost-avoided") in 1986-87 and \$700,000 more was saved in 1987-88.

"That's one and three-quarter million dollars in cost avoidance in the last two years," says **Sid Marinoff**, director, Engineering and Maintenance, at NHQ. He explains that "cost-avoidance" is the amount of extra funds that would have been spent this year if energy used per square meter of building had remained the same as the year before.

"These are true savings because no significant amounts of capital were invested."

CSC exceeds government targets

Annual federal government targets call for a three percent energy reduction in government departments "but in the last two years we've exceeded that," says Marinoff proudly. "Our energy reduction has been between five and six percent."

Minister congratulates Commissioner

The Solicitor General made it clear in a letter to Commissioner **Ole Ingstrup** that he appreciated the ongoing energy efficiency effort of CSC staff in all regions over the last decade. "It was a collective effort," adds Marinoff.

Asked to explain CSC's energy management program, Marinoff says it all began in the 1970s with timely initiatives by **Bill Havery**, CSC's energy officer. Bill is retired now but many remember his fine work which formed the basis of CSC's energy management success in the 80s.



Sid Marinoff, NHQ, director, Engineering and Maintenance.

A joint venture with EMR

In the late 70s and early 80s money was available through Energy, Mines and Resources (EMR) for government departments who wanted to improve their energy efficiency. Bill Havery initiated surveys of all CSC buildings to determine what improvements were needed and then using

EMR and CSC funds, undertook retrofits of heating systems, windows, boilers, insulation and so on. The retrofits were often major and the new equipment was state-of-the-art, resulting in cumulative savings that added up every year.

A case of interdepartmental cooperation

It was a case of interdepartmental cooperation that benefitted both EMR and the Service. "We succeeded by working together." ■

I S M Integrated Sentence Management

Scene: Offender X was paroled to the community after he checked out as a candidate for conditional release. But, information obtained by the court about his crime never reached the offender's case management officer until another crime had been committed...

Beginning this January, a new integrated approach to sentence management, involving both CSC and NPB, will help to ensure this scenario is not repeated.



*Terry Sawatsky, director,
Offender Management, NHQ.*

The Correctional Service and the National Parole Board are launching an innovative joint venture to share information and better risk assessment.

Called **Integrated Sentence Management (ISM)**, the new procedure does what its name suggests. It integrates the sentence management of an offender and brings CSC and NPB together to predict, control and treat risk factors from the time offenders are sentenced until the expiry of their warrant.

With almost every offender there is a risk factor both in prison and outside. CSC and the National Parole Board have to control that risk. They are now asking: what is the offender's crime pattern? Why did the offender commit the crime? What were the motives? Is it likely to happen again? Does this person fit the Detention Criteria and, therefore, should this person be detained to protect the public?

Predicting risk is, to say the least, still an inexact science, but widening the information base helps. This

means seeking out information from the police, the courts, and victims' families, and passing it along in our offender assessments to the National Parole Board.

But, Integrated Sentence Management involves much more, says **Terry Sawatsky**, director, Offender Management at CSC, who has been closely involved with the project.

A cooperative effort

"Numerous pressures, both internal and external to CSC, created a reality for us," says Sawatsky, "where we had to take many unconnected issues, and try to bring them together in a logical way."

In the last couple of years, CSC introduced Case Management Strategies (CMS) as a tool to assist in correctional treatment planning. Almost simultaneously, the National Parole Board developed a structured approach to decision-making - the Pre-Release Decision Policies. (See "Parole: Reducing the Risk," *Let's Talk*, October issue.)

CSC's Case Management Strategies are designed to assist in effectively assessing the needs of an offender, and to act as a basis for treatment and programming to reduce risk. NPB's Pre-Release Decision Policies are similarly designed to assist in evaluating offender risk based on program/treatment participation.

Both CSC and NPB are in the business of risk management & risk assessment... we share a joint responsibility to ensure our agencies work together to achieve consistent, quality sentence management.

Jim Phelps, deputy commissioner, CSC Offender Policy and Program Development.

However, says Sawatsky, these two approaches were not developed together, and were not readily complementary.

"CSC needed to align its approach to present the information the Board required to effectively use its Pre-Release Decision Policies (2.7).

"To add to the complexity case managers were faced with, Bill C-67 and the Detention Criteria created new expectations in assessing an offender's risk potential, and determining who should be detained at their mandatory supervision date because of the risk.

"And, after the Ruygrok Inquest and the Pepino Inquiry, there was a strong emphasis on collecting detailed information on offenders' backgrounds, causes of their criminality, the impact of the offence on the victim, and the views of the police, Crown prosecutors and judges.

As well, the Pepino Inquiry raised the requirement to consider the Detention Criteria at the outset of the sentence before any consideration for conditional release."

All these changes had to be brought together, says Sawatsky. "This was the challenge of the Integrated Sentence Management project."

Last spring, representatives from CSC and NPB regions met with headquarters staff from both agencies. After three days of debate, conflicting issues were linked, and necessary changes in existing procedures identified.

This cooperative effort between Board and Service continued through the development of policy and content guidelines to support the changes - and through the development of joint CSC/NPB training which is now underway.

Implementation Jan. 2

All CSC/NPB case management staff are being briefed on the proposed changes to the case management process. And, Jan. 2, the process of implementing the changes begins.

Valuable revisions

As a result of training sessions held to this point, valuable revisions to the procedures have been proposed, notes Sawatsky. In addition, representatives from NHQ and the RHQs will meet with case managers to obtain their views.

From January through March, as case managers begin using the new formats and guidelines, other proposals which will add to the integration and assist in ensuring that the changes do truly succeed in improving case management, will be reviewed. NPB will also review the implementation of its Pre-Release Decision Policies.

Manual to come

In April 1989, the writing of a revised policy and procedures manual, which incorporates all of the changes and becomes the basis for a pro-active case management process, will begin.

At the same time, a major review of both the resource formulas for case management and for supervision, has been requested by Jim Phelps, deputy commissioner, Offender Policy and Program Development.

The full impact of all the changes that have affected case management, including Integrated Sentence Management, will be carefully assessed.

Improved communication

Integrated Sentence Management will improve communication between CSC and NPB, and make sure the efforts of the two agencies are carefully coordinated.

"It will help each of us, CSC and NPB, to be aware of what the other is doing," says Gilbert Taylor, one of the project's coordinators, and a project manager in Offender Management at NHQ. "It's very much in line with the new Mission statements of both CSC and NPB which require us to work closely together throughout an offender's sentence."

National Parole Board coordinator for the project, Jean Sutton, agrees. "We're consolidating all the pieces into a system that is now much more finely tuned. People will have a greater understanding of how the information flows together, and how important their information is to the whole picture on an offender."

Treatment plans for offenders focus on treating the personality problems which affect the offender's crime pattern, such as poor coping abilities, drug or alcohol addiction, uncontrollable anger or sexual deviancy. The plan will make sure these problems are dealt with throughout the sentence. ■

This home is a family

Atlantic: Private Home Accommodations Program

For the past two-and-a-half years a home placement program has been operating in the Atlantic region. CSC contracts with private citizens who have opened up their homes and their hearts to help ex-inmates adjust to life back on the street.

by Wendy Annand

Sitting in the immaculately kept home of Bill and Dianne Gosse, it is difficult to remember you are in the original "foster home" under contract with CSC's Private Home Accommodations program in the Atlantic region. Ruth Fader, the originator of the program, boarded at this home while on a term position as a parole officer in Kentville. She approached Dianne with the idea of taking in ex-inmates instead of the elderly women Dianne had previously boarded. Much of the idea for the program came from Ruth's knowledge of the Gosses and how they related to other people. During the two years of operation, 14 parolees have been accommodated here with stays varying from 10 months to one week depending upon their level of need, and their commitment to staying on the street.

Bill feels that the problem for many of these young men (most have been in their early 20s) is their family environment. Although many of the residents are said to have alcohol and drug abuse problems, the Gosses have not seen much indication of chronic abuse here. Bill attributes many of their past difficulties to boredom. Here "the guys" are comfortable; they enjoy coming home for a change. For young men who are used to receiving negative feedback all the time they respond surprisingly well to encouragement. On the other hand, there are clear behavior guidelines and the residents are

told when the Gosses are not pleased with some action or other.

Four years ago Dianne and Bill bought a huge house in Kentville which had been divided into apartments. It needed a great deal of work at the time but Bill is a carpenter and Dianne will tackle almost anything. For example, one night he came home to discover she had attacked a wall she felt "did not belong" with a crowbar and had removed a closet which had indeed been added during past renovations. The floor plan of the home now is as true to the original design as they could make it. The Gosses and guys now occupy a four bedroom house with an apartment on the top floor. Dianne's own two children have been out on their own for a few years but their family and friends all become extended family for the residents. Dianne describes the guys as just like

up and talk about their families and other areas of concern. Most residents like Dianne being home all the time and feel secure knowing that she's always cooking, cleaning, painting or chatting with a visitor over a cup of tea. Although many residents are skeptical of the program before they come, many end up wanting to stay on when their parole expires. Most residents come out of King's Correctional Centre although some are from various federal institutions.

Dianne's only wish is that more people would become involved in the foster care program. It bothers her to think that there are more inmates who could benefit from the program and that she cannot take them all. Dianne and Bill are both strongly convinced that this program works. They feel that if the guys get into trouble again it will be for different reasons.

Dianne's only wish is that more people would become involved in the foster care program.

her own children - you have to put up with some minor irritations. Both she and Bill say the relationships here are "like a family."

Program easier than expected

For Dianne the only surprise in the program is that it's easier than she expected. She has a lightning quick wit and is a good talker and listener so it does not take long for the guys to open

The Gosses have noticed appearance and personality changes with all of the long term residents. Most of them actively seek jobs and find employment while they are here. They begin to see that there are more things in life and to recognize that they have to work and earn money to get them. All the residents seem to have perfect table manners and good hygiene habits. They also quickly catch on to the finer

things in life, like cloth napkins and crystal glasses. While some of our clients are initially overwhelmed at how nice the house is and how well they are treated, they soon fall into the family routine and gracefully accept all that is given here. This is not just a boarding place. Many nights Dianne waits up for someone coming in late while Bill often sits up with one or two of the guys chatting and watching TV. Amazingly, the program operated here for a year before any of the neighbors knew about it.

This home is a family

The thing that most makes this home a family is that Bill and Dianne do not give up on anybody. They'll

take clients back a second time if they get into trouble and they have never refused one of our referrals. Many of the ex-residents keep in touch and come back to visit. As the Gosses say, "you'd never do this for the money. To be done properly this is a 24-hour-a-day job and you really have to like people."

(Editor's note: CSC pays the families \$17.37 a day and \$3.62 for incidentals if the resident is not working and unable to pay their own expenses according to **Vince MacDonald**, district director, Nova Scotia Parole Office. This year CSC's contract was close to \$49,000. We used approximately 2,900 bed-days - the largest number was in Kentville, 746 in Truro and 325 in Halifax.).

The private home or foster care program gives our clients in rural areas greater alternatives for release or transfer to a new community. Like the community centre or community residential centre programs, many of the residents need special support in their adjustment into the community. In areas where populations are not large enough to support traditional residential centres, this program is a real boon to CSC and especially to our clients.

Hats off to Bill and Dianne Gosse and all of those who follow in the footsteps of the "original foster parents." ■

Wendy Annand is a parole officer working out of the Kentville Parole Office.

Historical Glimpse:

Letter found after 30 years

This September, 30 years after it was written an anonymous letter from an inmate found among personal papers of Father **James Michael Barry**, was published in the *BC Catholic* magazine, says **Tony Martin**, regional manager, Industries/Food Services. Father Barry, who died Aug. 17, at age 74, was chaplain at BC Pen for 30 years and regional chaplain.

"During the winter, on alternate Sunday afternoons, 14 variety shows by outside professional entertainers were provided for the entire prison population. The quality of this entertainment and the generous spirit of the show people was greatly appreciated by capacity audiences. The beneficial effect on the "climate" of the prison was apparent." So said the 1954 Annual Report of the Commissioner of Penitentiaries about BC Penitentiary.

Here is the letter:

Dear Father Barry:

Not often have I felt moved enough to give a word of praise where it was due. However, the prejudiced opinion that I have always had for all institutional and rehabilitative organi-

zations or systems, with their puny and half-hearted efforts, have diminished considerably in recent months, thanks to you.

Although a clause in the institutional regulations forbids us to praise any official, my feelings are too strong to keep silent. Thus, I write my silent applause and praise for the wonderful, heart-warming and relaxing entertainment you bring us from the outside world.

It is a deep and grand feeling to know that someone honestly and unselfishly cares.... cares enough to take the trouble and the time on our behalf, as you do, to bring cheer and laughter to embittered hearts and gloomy faces; cheer and laughter that soon wipe out ill feelings and bitterness - and only when the poisonous ill feelings and bitterness are wiped out can rehabilitation start.

Here then is the eventual result of your thoughtful, unselfish and kind efforts: a rehabilitative spirit within the inmate's heart.

Perhaps the motives which prompt your efforts on our behalf are many, but understanding and kindness

are certainly two that are outstanding. And in my own case, understanding and consideration are something I've never known - that includes my youthful life as well as my detention, jail and prison life. And, without a doubt, understanding is what all prison inmates need before there is a chance of rehabilitation.

You have introduced a new feeling of respect to my heart - and how many more in here feel the same?

Your efforts on our behalf, Father, are certainly bringing to us that good feeling that we have a friend on our side. It is a good feeling that is slowly but surely replacing that of prejudice, hate and bitterness. Hate and bitterness, Father, are cruel monsters to reckon with while they slowly eat away one's mind and soul; especially when one has to live with them for several years.

May God bless you with good health and a long life so you may keep up the grand work amongst the unfortunates.

A grateful and sincere friend.

Part 2:

Post-decision

What happens after an

In the October issue of *Let's Talk*, we reviewed the **pre-release decision policies** of the National Parole Board (NPB). The Board has now prepared **post-release decision policies** to cover the time when an offender is on conditional release, says **Roger Labelle**, NPB vice chairman.

"The primary goal of the Board is to contribute to the protection of society. That's why we look first at the risk offenders represent when they are free in the community. It's the fundamental consideration in any conditional release decision."

CSC/NPB working together

"Experience and a brief look at the statistics show that supervised release greatly increases the likelihood of the offender's successful return to the community.

"Quality supervision of offenders is therefore critical. Supervision must achieve a delicate balance of control and assistance to both protect society and support offenders. It is at this point that cooperation between the Board and CSC becomes crucial.

"While CSC is responsible for the supervision of the offender, NPB as the decision-maker, must be kept informed of the changing levels of risk that the offender represents throughout the period of conditional release. This enables the Board to make decisions to vary the conditions as required to meet the level of risk," says Labelle.

The National Parole Board makes the final decision on who is released on parole - after reviewing CSC's recommendations. But it is CSC's parole supervisors, working in the community, who do the actual supervision of parolees, and offenders on mandatory supervision releases, Labelle points out. "Once the decision is made to grant someone parole, CSC and NPB must work hand-in-hand to ensure a successful release."

Terms and conditions

The new post-release policies begin by stating that the conditions listed in the Parole Regulations are automatically imposed on every offender released on parole or mandatory supervision. These conditions can

involve travel restrictions, regular reporting to the parole supervisor, a ban on weapons and so on.

"But," reminds Labelle, "the Board may vary these conditions." After reviewing CSC's recommendations, the Board may alter mandatory conditions if requested to do so by the offender or by someone acting for the offender. This is only justified, usually, if it reduces the level of risk, or facilitates reintegration.

Special conditions

"Special conditions - such as curfews, a ban on alcohol, participation in a treatment program or no contact with the victim - are tailored to fit the specific offender. They may be imposed by the Board to reduce or manage risk, or to facilitate reintegration."

Whenever special conditions are imposed, however, the Board must explain in writing, and if an offender doesn't agree, they can ask to have them set aside or changed.

"Special conditions place limits on freedom," notes Labelle, "so the

release policies

offender is released on parole?

Board is willing to review them if the offender or the offender's supervisor, applies for a review."

Breach of conditions

Board policy requires CSC parole supervisors to report any breach as soon as possible – no later than 72 hours. Most of the time, if an offender violates a special condition, parole will be suspended.

"However," notes Labelle, "if the violations don't affect the risk level, the offender's goals and conditions will be reassessed by the parole supervisor."

Offenders' changing needs

CSC parole supervisors use a wide variety of assistance techniques to respond to an offender's changing circumstances or behavior. "For instance," says Labelle, "at regular interviews they will often give directions, develop objectives, and outline expectations with the offender. This establishes an accountability process which

is understood by the offender. The supervisor explains the consequences of certain types of behavior and offers information on support systems available in the community.

give directions to offenders that will control risk and facilitate the offender's reintegration. The Parole Act also permits parole supervisors, in respect of terms or conditions of re-

Statistics show supervised release greatly increases the likelihood of an offender's successful return to the community.

Warning the offender

"If an offender's behavior indicates his or her risk to the community may be increasing," cautions Labelle, "the parole supervisor must formally and clearly warn the offender. The supervisor may even impose sanctions or establish new obligations or expectations."

According to the new policies, parole supervisors will be allowed to

lease, to issue special instructions to prevent a breach of release, or to protect society. However, if the parole supervisor imposes such new special instructions, the Board must be informed if the time period is to exceed 60 days.

When the time limit is up, the Board decides whether the special instructions should be converted to a



special condition or continued for a further 60 days, with referral back to the Board. After discussions with the CSC supervisor, the NPB may vary mandatory conditions or add or alter special conditions. "But," says Labelle, "the offender always has the right to make representations to the Board whenever conditions are changed or added."

Parole suspension

Suspension of parole is a serious matter and the decision to do so is weighed carefully. Parole supervisors must take all reasonable steps possible in the community. If suspension is necessary, the Parole Act allows it for three main reasons: if there is a breach of a term or condition of parole, to prevent such a breach from occurring, or to protect society.

"Normally," said Labelle, "a release should only be suspended when continued freedom would constitute an undue risk." There are, however, other circumstances that require suspension of parole. They include:

- the offender has been charged with an offence and continued release would constitute an undue risk.
- reliable information indicates the offender is planning to commit an offence.
- the offender has failed to report and the parole supervisor cannot adequately assess the current level of risk.
- the parole supervisor believes the offender has breached a term or condition of release which necessitates reincarceration because the risk to society has now increased. Or, continued release is no longer possible (due to continued flagrant violations of conditions).
- the parole supervisor believes the offender is about to breach a term or condition of release which would result in the risk to society increasing.

14 days to notify the Board

If a parole supervisor, or another designated person, suspends a release or cancels a suspension, the Board

must be notified within 14 days. Suspensions may be cancelled if there is no longer undue risk to society according to a revised assessment based on additional information. Sometimes a revised release plan reduces risk and will result in a cancellation of suspension.

NPB's involvement

Labelle assured *Let's Talk* the Board will normally decide whether to cancel a suspension, terminate or revoke the release (following a referral from CSC) as soon as possible – generally within 45 days. The Board would provide reasons whenever it was not possible to make the decision within the time limit. For instance, the Board may reserve its decision at the request of the offender; to obtain necessary reports; or until pending charges are disposed of by the court.

The Board may cancel a suspension if it is satisfied that continuing the release would not constitute an undue risk.

Cancellation may be based upon:

- new information which modifies the risk assessment
- new conditions or a new release plan which reduces the risk to society.

Termination as undue risk

The Board will normally terminate an offender's release when continuation would present an undue risk to society, or when reasons for the release or program itself no longer apply.

Termination, according to the new policies, will be based upon situations such as:

- the offender's release plan is no longer viable and an alternative plan cannot be developed.
- the offender requests return to custody.
- the offender has failed to satisfy, or is unable to meet minimum program or release requirements.
- the offender is no longer eligible for release due to sentence recalculation.

Revocation

"Once again," says Labelle, "risk is the important factor. The Board will normally revoke a release when the risk to society increases. By the same token, mandatory supervision will also be subject to revocation."

If parole or mandatory supervision is revoked, all an offender's remission credit at the time of release is forfeited. Except for an inmate released on "one chance" mandatory supervision (that is when the inmate is allowed only one chance at MS), the Board may recredit all or any part of the statutory and earned remission:

- that stood to the credit of an inmate at the time parole or day parole was granted
- in the case of a revocation of day parole, the inmate earned up to the suspension of the day parole, and
- when regular mandatory supervision is revoked.

Recredit of remission

Normally the Board will not recredit remission. But, recredit of remission to an offender may be granted in cases where the loss of all remission is out of proportion to the seriousness of the inmate's behavior leading to revocation.

Recredit of remission will not be used to affect future release at a specified time, nor will it be granted when it would frustrate the intent of the courts when a new sentence has been imposed.

However, the Board will usually recredit some remission when, for example, parole was revoked for a violation of a condition but the breach did not indicate a potential for return to serious criminal activity. ■

Drumheller Pow Wow

PRAIRIES - The Native Brotherhood's 20th annual Indian Days Pow Wow held at Drumheller Institution Sept. 24, is always a colorful and successful event, reports **Dale Gavel**, A/W Correctional Programs. This year was no exception. About 100 guests, many wearing traditional costumes, from as far away as Prince Albert, Sask. and Cold Lake, Alta., participated in competitions and ceremonies.



Jack Kakakaway, Drumheller Institution Elder, and his wife, Helene.

"Although the Pow Wow has come to be associated with the culture of the Canadian Plains Indian, it's a relatively recent addition to their traditions," explained Gavel. "It originated with the Oklahoma Indians and has been gradually adopted by the Plains Indians in the past 25 to 50 years.

"In the traditional Pow Wow, which often lasted several days, many Native tribes gathered to visit, dance, exchange stories, feast and pay honor to their friends and special guests. While this Pow Wow is limited to one day it is crammed with as many of the traditional events as possible. Even the buffet dinner boasts traditional dishes like bannock, stew with wild game, if available, and tea."

The most honored guests at any Pow Wow are the Elders. Visiting Elders at the Drumheller Pow Wow included **Dennis Thorne**, Prince Albert, **Tom Cranebear**, Bowden and **Harley Crowchild** from the Sarcee Reserve near Calgary.

Cover: **Ernie Poundmaker**, Prince Albert, participating in the traditional chicken dance.

Officer Custeddy creator leaves CSC

PRAIRIES - The latest addition to the Officers' Bereavement fund started at Edmonton Institution is a life-size **Officer Custeddy**, reports **Mike Rogiani**, the project's creator.

Rogiani, a correctional officer at Edmonton Institution for eight years, recently left the Service to work for private industry and **Ron Summers**, a CX 2 at the institution, who has taken over the project, is now the one to contact if you want to order an Officer Custeddy. But Rogiani cares about his favorite bear. He says he will still "have my hand in the Officer Custeddy project."



This life-size **Officer Custeddy**, (right) who raises money for the Officers' Bereavement Fund, holds the Stanley Cup won by the Edmonton Oilers.

IERT team honored

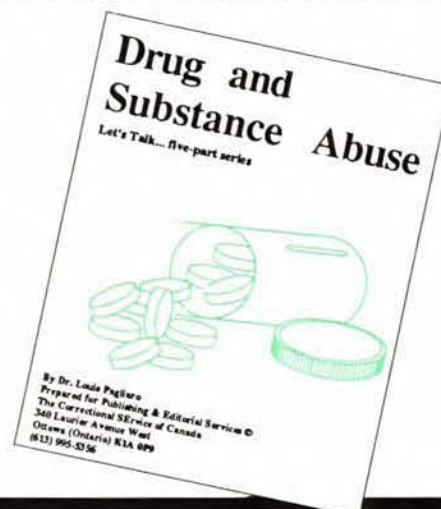
ONTARIO - Millhaven Institution is proud of the fine work its Emergency Response Team (IERT) has done in the last 10 years. To mark the occasion, plaques were awarded to six of the institution's 15 IERT members who have been staunch supporters since its inception. During a party Warden **Remi Gobel** presented plaques to **William Kirkey**, **Gerald Stoddard**, **Pat Laverty**, **Richard Shelley**, **Paul Way** and **Clark Ilan**.

Dupuis retires

NHQ - Many friends and co-workers gathered to wish **Donat Dupuis**, NHQ senior storeman, a happy retirement Oct. 27. Dupuis joined CSC 13 years ago, and is well known to many staff for his helpful service dispensing supplies.

Drug and Substance Abuse series available

If you missed *Let's Talk's* five-part series on Drug and Substance Abuse, don't despair. The series by **Dr. Louis Pagliaro** was so popular it has been reprinted as a booklet. To order a copy, write to Publishing and Editorial Services at National Headquarters, 340 Laurier Ave. West, Ottawa, Ont., K1A 0P9, or call (613) 995-5356.



Organizational changes at NHQ

NHQ - During October and November a number of organizational changes took place at National Headquarters. Commissioner **Ingstrup** announced, in a memo to staff, that on Oct. 3 the Operational Planning and Resource Analysis Division under Corporate Policy and Planning, had joined the Administrative Policy and Services Sector (APS) headed by assistant commissioner APS, **Joseph Arthur St-Aubin**. At the same time **Rob Adlard** assumed the position of acting director, Planning and Resource Analysis, while **Jim Stevenson**, **Carl Comeau** and **Gaetan Lalonde** continue to work in the Planning Resource Analysis function. **Kathy Shaw**, formerly with the task force on accountability and information, is now administrative assistant, APS. **Doug Borrowman**, continues as acting director, Corporate Planning.

Also on Oct. 3, the Access to Information and Privacy Division was transferred from APS to the Executive Secretariat.

A month later, on Nov. 1, Accommodation and Telecommunication Services and the National Forms Distribution Centre left the Administra-

tion Division to join Offender Policy and Program Development. National Records, Directives and Forms Management remains with APS.

On Nov. 15, Publishing and Editorial Services division, headed by **Les Shand** and Media Relations, were transferred from the Executive Secretariat to Corporate Policy and Planning (CCP), headed by **Mario Dion**, assistant commissioner, CCP. Along with that move, **Andrew Roy**, who returned to the criminal justice system after working almost a year at the Department of Fisheries and Oceans, heads Media Relations as director. **John Vandoremalen**, former director, Public Affairs, has been made responsible for communications' Planning and Analysis division.

Daniel Terrien, acting senior legal counsel, Legal Services, was seconded, Nov. 21, from the Department of Justice for two years, to replace **Irving Kulik** as executive secretary, Executive Secretariat Sector. Kulik has been appointed inspector general, replacing former inspector general **Jack Rankin**. Rankin is heading a task force on inquiries.

Sandra Davis joins Environment Canada

NHQ - CSC said farewell to **Sandra Davis**, director general, Human Resources, Oct. 31. Davis who joined CSC - for the second time (the first was from 1984-85 when she was with the National Recruitment Program) in May 1987 as director general of the then Personnel Branch, has been named regional director general, Western Region, Canadian Parks Service, Environment Canada. While at CSC she was instrumental in reorganizing the Personnel Branch to the current pro-active and "user-friendly" Human Resources Branch. Many friends and co-workers were on hand as Human Resources staff, **Bob Cooper**, senior project officer and **John LeMay**, director Policy and Planning, presented her with gifts and good wishes from NHQ and the regions.

Ferndale volunteer night

PACIFIC - Ferndale Institution's annual volunteer appreciation banquet, prepared by **George Laird**, chief, Food Services, and his staff, Nov. 2, attracted over 40 guests, including **Doug McGregor**, regional director, Operations and **Bev McGregor**, deputy warden, Mission Institution, who braved "torrential" rain to attend.

Several volunteers received special service awards and **Glen Cross**, assistant superintendent, thanked all for their invaluable contributions in the past year. Superintendent **Maurits Van Derveen** spoke and **Hans Milis**, newly-appointed social and cultural development officer (S&CDO) asked the volunteers for their continued support.

Former S&CDO **Sharon Tompkins**, now a living unit officer at Ferndale, gave an emotional farewell speech, thanking the volunteers and her many friends for their dedication and support over the years.

Got your copy of Basic Facts 88 ?

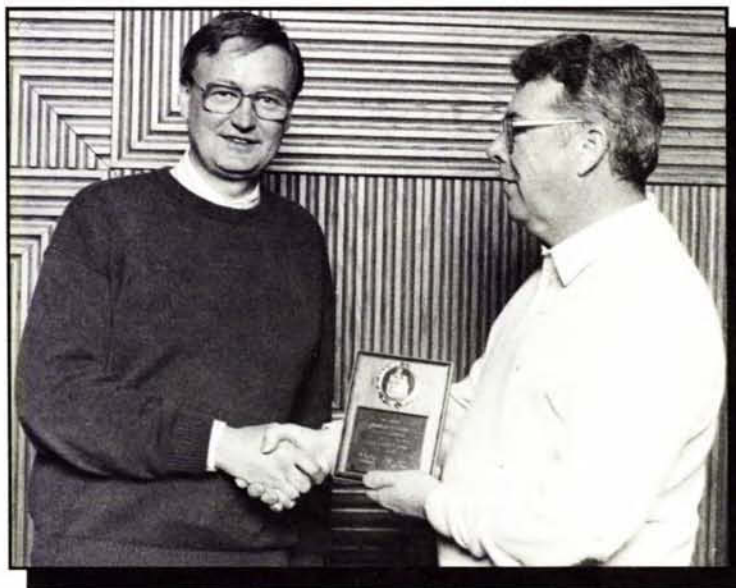
Have you got your copy of *Basic Facts About Corrections* yet? The 1988 edition of this annual pocket-size publication which contains straight answers to basic questions about adult corrections in Canada, has just been published. To obtain a copy, contact your RHQ or Publishing and Editorial Services, at National Headquarters, 340 Laurier Ave, West, Ottawa, Ontario K1A 0P9. Tel (613) 995-5356.

Drumheller CX receives award

PRAIRIES - Terry Yeman, a CX-5 at Drumheller Institution, received a Distinguished Service Award from the International Association of Correctional Officers, during the association's annual conference in Denver, Colorado, Aug. 13.

"The award is presented to correctional officers and supervisors who have demonstrated a high quality of service in the field of corrections, and since Yeman joined CSC as a CX-1 in 1973, he has indeed earned this recognition," says **Jon Klaus**, Drumheller warden. "In 1976 he advanced to a CX-3 and was promoted to keeper in 1986. As a supervisor he has demonstrated strong leadership abilities, a commitment to high standards of performance among his staff and the ability to respond quickly and effectively in emergencies. His skill and leadership qualities, evident during a riot at the institution in June 1987, earned him a special commendation from the regional deputy commissioner."

Doug Clark honored for 25 years of Service

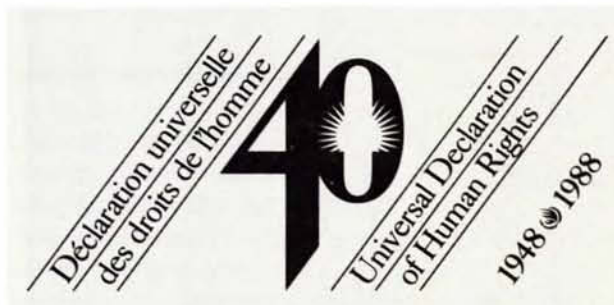


Douglas Clark, superintendent, Saskatchewan Farm Institution and former superintendent of Grierson Centre in Edmonton for eight years, was honored for 25 years of public service at the Administrators' Conference. Commissioner **Ole Ingstrup** presented him with a certificate signed by the Prime Minister "in recognition of 25 years in the Public Service." Clark, a criminologist, joined CSC as a classification officer at Stony Mountain Institution, and was later superintendent of the Osborne Centre in Winnipeg.

40th anniversary of Universal Human Rights celebrated

Human Rights Day has been celebrated annually on Dec. 10 ever since 1948 when the United Nations signed the Universal Declaration of Human Rights. This year marks the 40th anniversary of the proclamation of that Declaration. It gives us a chance to review our commitment to the principles of equality and freedom for all and to strive to build a world where human rights and fundamental freedoms can be fully realized.

Canada has a particular interest in the 40th anniversary. In the fall of 1986 our country initiated and co-sponsored a resolution adopted by the UN General Assembly calling upon member states to take special initiatives to celebrate this anniversary.



CSC also takes pleasure in celebrating the anniversary because we also are committed to its paramount principle - "that all human beings are free and equal." This belief is in line with the first core value of the

Service's new draft Mission Statement which states that "We respect the dignity of individuals, the rights of all members of society and the potential for human growth and development."

Briefly

Drumheller hosts Law Enforcement Conference

PRAIRIES - More than 100 delegates, representing major law enforcement agencies of the Canadian and American Pacific Northwest attended the 36th International Law Enforcement Coordinating Conference in Drumheller, Alberta, Sept. 14-16. Representatives from Canadian Security Intelligence Service (CSIS), the RCMP, Canada Customs, Calgary City Police, Interdiction Division of Canada Customs, Canadian Military, US Border Patrols, and various local/provincial/state police agencies came to hear about Terrorism and Technology in the '90s.

CSC's regional deputy commissioner, **John Duggan**, and representatives from the RCMP and the City of Drumheller opened the conference Sept. 15. Presentations were heard over the next two days from representatives of National Criminal Intelligence Section, the RCMP, Calgary City Police, Interdiction Division of Canada Customs, Brinks Security and CSIS.

Warden **Jon Klaus** welcomed delegates at a reception, hosted by the City of Drumheller and Mayor **Bill Doucette**. **Ron Green**, from Bozeman, Montana, invited participants to the 37th International Law Enforcement Coordinating Conference in Bozeman.

Jack Crogie dies

ONTARIO-**Jack Crogie**, 63, an administrator at NHQ when he retired in 1965, died Sept. 6 at Cobden, Ont. He leaves his wife and two sons. Crogie was a trainee in the first CX course at Rockcliffe, in 1947 and served under four different Commissioners during his CSC employment.

Terry Fox run: raising money for cancer research

Among the numerous Canadians who took part in annual **Terry Fox** runs held across the country in September were many CSC staff and inmates who raised more than \$2,100 for cancer research.

Reporting from the Atlantic region, **Art Robson**, executive assistant to the regional deputy commissioner, says Atlantic Institution staff and inmates raised a total of \$800 in two separate Terry Fox runs. About 35 staff who took part in the Sept. 16 run organized by **Linda Pitre**, A/recreation officer, collected \$466. A Terry Fox t-shirt went to **Brian Richards** for running the fastest mile and another to **Dave Varis** for receiving the most pledges (\$120 worth). Everyone enjoyed a barbecue after the run.

In the Prairie Region, **Jim Boswell**, project officer, Correctional Programs, RHQ, and his wife **Sandy**, organized a trail ride and wagon trek in Dalmeny, Saskatchewan, as a Terry Fox run event. The idea originated when Boswell was coordinating the region's Terry Fox run last year and decided there should be some other event the whole family - and others who would not normally participate in the run - could enjoy. "The 'Ride the Dream Trail Ride and Wagon Trek' attracted 23 participants," says

Boswell, "including a 92-year-old 'Foxy Lady' parade queen, a local radio personality and MPP **Bill Neudorf**."

Riders, including the Boswells and their children **Jamie** and **Hilary**, were limited to horse and mule power. They followed a 20 mile circuit from Dalmeny on back roads and trails through the countryside surrounding the town, and collected \$1,300 in pledges. Local merchants donated prizes that were raffled off and the town covered operating expenses.

Sask Pen, Drumheller and Edmonton institutions also did their part. **Fred Trebilcock**, executive assistant to the warden of Sask Pen, says staff were allowed an extra half hour at noon and jogged or walked around the wall. Although inmates were unable to take part in the actual run, they pledged money through the inmate committee. Staff and inmates were able to donate a total of \$500 to the cause.

At Drumheller LUF-01 **Les Keeping** raised \$545 by running six miles, says **Sam Campbell**, A/chief, Human Resources, while at Edmonton Institution about 40 inmates, their wives and children ran Sept. 24 and raised several hundred dollars according to **Rick Dyhm**, chief of leisure activities.

French training facility opens at Pacific RHQ

PACIFIC - A branch of the Public Service Commission's (PSC) continuous full-time language training opened at Regional Headquarters (RHQ) Oct. 19 because the commitment to the Official Languages Act and policies has increased the demand for the number of federal public servants enrolled in French language training. The opening of the extension, which includes a classroom, an eight-station language laboratory and a teacher's

office, will help PSC meet its training commitment.

The first class began mid-October with seven participants employed at CSC, the RCMP and Canadian Security Intelligence Service (CSIS). The new location is a great advantage for regional CSC staff as well as other federal employees in Abbotsford who until now had to commute daily to and from Vancouver for French language training.

Associations appoint two Prairie staff

PRAIRIES - Jim O'Sullivan, Prairies, has recently received two appointments. He has been named president - for the second time - of the North American Association of Wardens and Superintendents (NAAWS), an affiliate of the American Correctional Association (ACA). O'Sullivan served as the association's president from 1980-84 and was chairman of the Board of Directors from 1984-88. He has also been appointed, by the Saskatchewan

Institute of Applied Science and Technology (SIASST) Woodland campus Board of Directors, as a member of the Corrections Program Advisory Committee for three years.

Another regional employee, **Dave Mills**, regional manager, Human Resources, RHQ Prairies, has also been appointed to the SIASST, Woodland Campus Corrections Program Advisory Committee for three years.

Judges tour Atlantic institutions

ATLANTIC - "Sixteen judges from Nova Scotia toured four federal institutions in the Atlantic region recently," reports **Art Robson**, executive secretary to the Regional Deputy Commissioner. "A tour involving so many members of the judiciary at once was a first for this region."

The 14 provincial and two county court judges visited the Springhill and Westmorland institutions, Dorchester Penitentiary and the Atlantic Institution. They wanted a first-hand look at our prisons and programs for inmates.

Speaking at a dinner for the judges hosted by the Westmorland institution, Regional Deputy Commissioner **Wil-**

lie Gibbs focused attention on the role of the judiciary and CSC as partners in the criminal justice system. He emphasized the need for our case management officers to have judges' sentencing comments available, especially when they are dealing with high profile, dangerous offenders.

Speaking on behalf of the other judges, Chief Judge **Harry How** said they were pleased and surprised to note that life in the institutions was characterized by a positive attitude by both staff and inmates. He said that it was well worth taking time from their busy court schedules for such an informative and enlightening tour.

Prime Minister cites ABE success story

CSC's Adult Basic Education (ABE) program got a big boost from the top recently.

Speaking at Frontier College on International Literacy Day, Prime Minister **Brian Mulroney** listed the Service's ABE program along with other "significant success stories." He explained that almost 50% of inmates in federal institutions are functionally illiterate. Last year, after the ABE program was implemented more than 1,000 inmates completed their grade 8 level compared to 150 the previous year.

The Service has been striving towards significantly reducing functional illiteracy among inmates since

April 1987 and has achieved impressive results due largely to the commitment and effort of staff at institutional, national and regional levels.

In a memo thanking staff involved in teaching, tutoring and administering the program, Commissioner **Ole Ingstrup** noted that through tremendous efforts more inmates are participating in Adult Basic Education and successfully completing the program. "The challenges of this important initiative are many," he said, "but with the motivation, encouragement and cooperation demonstrated at all levels of this organization, I'm confident that Adult Basic Education will continue to be a strong correctional program."

Projects open prisons to public

QUEBEC - Several hundred tote bags, made by inmates in CORCAN workshops at Drummondville, were distributed to four groups recently, reports **Carl Pelletier**. Frédéric Tétreau school received 122, Christ-Roy school 316, Immaculate Conception school 500 and the St-Simon Scout pack 40.

The inmates are now working on another cooperative venture, he says - repairing more than 1,500 toys, collected from area school children.

"These community projects help the inmates' self-esteem," says Pelletier, "as well as opening another window in penitentiary life to the public."

Dru Allen accepts appointment

NHQ - A number of friends and colleagues, including Commissioner **Ole Ingstrup**, attended a reception, Oct. 20, to wish **Dru Allen**, director, Community Release Programs and Support Services, well in his new position. He has accepted a two-year appointment as director of the Society for the Reform of the Criminal Law. **Doug McMillan**, has been named acting director, Community Release Programs and Support Services.

Bowden hosts retired staff

PRAIRIES - About 50 retired Bowden staff and their spouses enjoyed an appreciation day celebration sponsored by Warden **Mitch Kassen** and current Bowden staff. The retirees, who had served CSC from 18 months to 36 years, toured the main institution and farm operation to see some of the changes that have taken place over the years. The day was organized by staff member **John Ferris** and retired CSC staff **Ed Handford**.

Operation Courage raises \$15,000 for disabled kids

ONTARIO - More than 150 walkers, runners and volunteers participated in the annual walk/run from Watertown, NY to Kingston, Ont., Sept. 11. This year the CSC peace officers' Operation Courage Memorial Marathon to raise money for physically-disabled children gleaned over \$15,000 that will be donated to areas defined by the 1983 organizing committee.

The 100 km marathon began at Watertown city hall with the introduction of team leaders, a memorial service and the presentation of plaques. Officiating were Deputy Commissioner, Ontario, **Andrew Graham**; Commissioner of the State Depart-

ment of Correctional Services, New York State, **Thomas A. Coughlin III**; and Watertown's Deputy Mayor, **James E. Brett**. When it ended at Kingston city hall participants were greeted by Kingston's mayor and the public. Mementos and plaques were presented to mark the occasion.

The day's activities were highlighted by a reception and buffet at the National Correctional Staff College. Concerns for the welfare of others did not end when the teams crossed the finish lines or relaxed at the reception - **Dennis Halsall**, who directed the event again this year, and his team of organizers are getting ready for 1989.

Coming Events

Jan. 13-14, 1989 North American Association of Wardens and Superintendents, San Antonio, Texas. Contact: Department of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky 40475.

Jan. 16-19, 1989 American Correctional Association Mid-Winter Conference, San Antonio, Texas. Deadline for early registration, Dec. 23, 1988. Contact: John Vandoremalen, Director, Public Affairs, NHQ (613) 992-8420.

Feb. 6-8, 1989 Ninth National Citizens' Advisory Committee conference, Ottawa. Contact: Maurice (Moe) Royer, departmental liaison officer, NHQ (613) 992-3268 or Noella Ryan, chief, Correspondence Control and Administrative Services, NHQ (613) 996-3503.

Feb. 14-18, 1989 Correctional Leadership Forum. Contact: Department

of Correctional Services, Eastern Kentucky University, 202 Perkins Building, Richmond, Kentucky 40475.

April 9-12, 1989 Family and Corrections Conference, Albany, New York. Hosted by the New York State Department of Correctional Services. The conference emphasizes the importance of offenders' families as a resource in the struggle for cost-effective, humane correctional programs. Contact: Crease Finned Hairston, Indiana University of Social Work, Box 647, Indianapolis, Indiana 46223, (317) 274-6792.

April 18-21, 1989 Council of Europe - European Committee on Crime Problems, Strasbourg, France. Ninth Conference of Directors of Prison Administrations. Contact: Marie-ève Marchand, Director, Intergovernmental Affairs, (613) 991-0311.

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