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Let's Talk/Entre Nous

Volume 15 No. 1
January 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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/Entre Nous invites your comments, articles, photographs and letters. Submission deadline for the March issue: January 17; April issue: February 14.

Articles may be reprinted as a whole or in part with permission of:

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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner Public Service 2000

While I was writing this month's column, the Prime Minister's announcement of his initiative - Public Service 2000 - to renew the Public Service of Canada, made me change my mind and write *this* column as the last of the year - and the last of the decade.

Public Service 2000 aims to provide the best possible Public Service to Canadians into the 21st century. This is good news for the Correctional Service of Canada because many of their objectives fit extremely well with our Mission and what we would like to accomplish, and may very well mean that our long-term Mission plans will be shorter than we had anticipated.

Personnel and employment systems will be made less complicated and less burdensome. Controls will be reduced to give departments greater freedom to manage and a clearer accountability for results. Innovative ways to encourage efficiency and improve program delivery will be developed. These are just three of the objectives which will move us more efficiently and effectively towards our own long-term goals. This should truly help our managers and staff concentrate their efforts on the correctional tasks to be done.

The Prime Minister also said that this process of change and renewal, that will see legislation brought forward to Parliament in this current session, will reflect close consultation with Public Service unions and interested groups outside the Government. This is certainly consistent with our own efforts to work effectively with our union representatives.

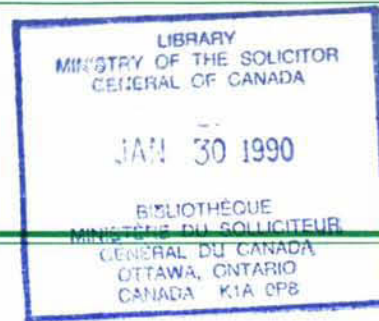
I am pleased that **Paul Tellier**, Clerk of the Privy Council, and head of the entire Public Service, who gave us such strong support at the last Senior Management Conference, will be responsible for the implementation of this initiative. I am also excited that I will personally be part of one of the task forces that has been asked to develop new ideas. This means I will have the opportunity to bring many good ideas from within our Service from you, the readers of *Let's Talk*, to this project. I will take pride in representing you in this important initiative.

Our recent Senior Management Conference made it absolutely clear to me that this Service has one of the finest management teams in the Public Service of Canada - a team with the determination and skills to meet the challenges of the new decade, and to serve the Canadian public with professional pride. Most of all, I am pleased that our vision of what we want to become is strongly supported by our staff, our managers, and, as the Solicitor General told us at our recent Conference, by the Government of Canada.

We can indeed step into the 90s with confidence and optimism!



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Senior
Management
Conference

New name... new challenges

The Service's wardens, district directors, superintendents and managers from across the country gathered in Ottawa for their fall meeting, Nov. 27-29, under a new name and with a new invitation to translate the Mission Document into action.

"You are the leadership of the Service, and the new title for this gathering – Senior Management Conference – reflects that fact," Commissioner Ole Ingstrup told the executives on the first day. "Let us use this conference to develop new ways to involve our front-line people in the challenges of the future and to generate among ourselves a strong determination to move this organization forward."

"Our job is to create a people-oriented environment where our front-line staff are part of the process of shaping the Correctional Service of the future."



(L-R from the Quebec region) Guy Villeneuve, Jacques Roy, Michel Deslauriers, Yvon Deschênes, Maurice Jacques

The Commissioner suggested there is a universal message in the dramatic events in Eastern Europe. "It tells us that people want to be involved; people want to be informed; and they want to be treated with integrity and dignity. Our job," he told the conference, "is to create a people-oriented environment where our front-line staff are part of the process of shaping the Correctional Service of the future."

At this fall's conference, many CSC staff were presenters as well as participants. Atlantic Deputy Commissioner **Willie Gibbs**, Dorchester warden **Claude Dumaine** and Western Ontario District Director **Mike Provan** shared experiences and perspectives with their colleagues on "Consolidating the Mission Document."



(L-R) John Gillies, Atlantic, John Rama, NHQ, Sam Brazeau, Ontario, Bob Boswell, Ontario, Bob Gillies, Prairies

They had a common theme – the Mission Document has become central to the organization and generated encouraging, if sometimes hard-won, results. As Dumaine noted, "the much improved atmosphere in Dorchester is really due to the communication that has developed between staff and inmates." He attributes this greater involvement to the positive changes brought about by the Mission Document and the introduction of unit management. Says Dumaine, "I can't see us implementing the Mission Document without unit management." (See page 6 for unit management article).

Fred Gibson, chairman of the National Parole Board, talked to delegates on "The Protection of the Public and the Reintegration of the Offender into the Community." He described some of the recent changes to the pre-release decision policy and stressed the Board's commitment to a collaborative review of both the decision and hearing process. "Our joint efforts at eliminating overlap and duplication should help not only to reduce costs," said the chairman, "but to reduce administrative burden in a way that contributes to correctional effectiveness."

Feedback from the spring gathering in Halifax resulted in the addition of workshops for district directors and wardens by security level. The delegates themselves organized these workshops.

In the same plenary session, **Vince MacDonald**, district director for Nova Scotia, and **Rodger Brock**, warden of Mission Institution, stressed the need to strike an organizational balance that allows both appropriate regulation and staff initiative and creativity. Said MacDonald, "Freedom to experiment, freedom to take risks, and recognition of positive results is essential if we are to make any progress in the area of community corrections and case management."



(L-R) Gord Holloway, Prairies, Yvonne Latta, Ontario, Odette Gravel-Dunberry, NHQ

Solicitor General keynote speaker at banquet

Solicitor General **Pierre Blais** was keynote speaker at a dinner held for conference participants, Nov. 28. He reviewed his vision and priorities for the Correctional Service and announced the opening of a new minimum security institution with accommodation for about 12 federally sentenced female offenders, in Kingston, early next year.

Special interest workshops

This fall's conference also scheduled special interest workshops covering a wide range of topics including: the latest developments and research in effective offender programming (Research Director **Frank Porporino**); treatment programs for sex offenders (**Bob Cormier**, from the Ministry Secretariat and **Art Gordon**, from the Saskatoon Regional Psychiatric Centre); innovations in institutional design (Director General, Technical and Inmate Services, **Gerry Hooper**); the impact of Canada's changing cultural mosaic; legal issues; and the effects of shift work on correctional staff (Director General, Personnel, **Dyane Dufresne**).

Support for Mission

CSC managers also heard from the Clerk of the Privy Council, **Paul Tellier**. He confirmed his support for the Mission Document. He said it is in tune with

Cabinet direction, taking a common sense approach that empowers people and is result – not process – oriented. He encouraged the Service to develop an action-oriented organization that makes the most of the talents of its staff.

The strike is over: let's move on!

The strike is over. We learned a lot. We learned how to work better together. CXs and WPs gained a better appreciation of their respective roles and of the importance of working together. We experienced a model collaboration between National Headquarters, Regional Headquarters, the institutions and community facilities. Our job is to get back to work to show we are indeed committed to Core Value 3 – to treat people with dignity.



Tom Charbonneau, Pacific and Andy Graham, Ontario

The Mission Document: let's go for it!

"It's often been said the Mission Document is really nothing new. But there's a danger in this kind of statement. If we tell ourselves that the Mission is what we've always done, there's no reason to do anything differently. I believe that the Mission says what many of us have always wanted to do, and that it's an open invitation to go out and do it!"

- the Commissioner. ■

by Anne Gilmore

UNIT MANAGEMENT

A clear message for full implementation and an expanded role for staff

The message was clear.

Full implementation of unit management is essential to the accomplishment of our Mission. But the changes will also bring institutional staff more interesting work and an expanded role that involves better training and better pay.

That was the common thread running through the fabric of the fall Senior Management Conference in Ottawa, Nov. 27-29.

Unit management is the unified approach to offender programming, casework and security that replaced a number of competing operational structures such as the team concept, living unit and squad system.

In many sessions, delegates looked at unit management from all angles - it's the unified approach to offender programming, casework and security that replaced a number of competing operational structures such as team concept, living unit and squad system.

They talked about their own experience with implementation - and listened to what their colleagues had to say.

On the first day, CSC Commissioner Ole Ingstrup emphasized his strong support for the concept. "I am fully committed to unit management. There have been problems with its implementation, but there are also enormous opportunities. We must make sure that our front-line people understand the philosophy behind unit management because there's a lot in it for them."

Benefits to staff from closer involvement

The benefits to staff and inmates of introducing unit management were highlighted by Dorchester Warden Claude Dumaine. He described to the delegates how improved communications brought about by unit management changed the atmosphere of that institution.

"The most important aspect of unit management comes from the constant involvement of staff with inmates," he said. "The much improved work atmosphere

in Dorchester is due to this healthy communication."

Dumaine related how correctional officers grew into their new and expanded roles in the unit management system.

"The staff have shown they can do problem-solving on the range. As a result, we are getting few offence reports and more effective problem resolution with inmates."

On the last day of the conference, Jim Phelps, deputy commissioner, Correctional Programs and Operations, moderated a plenary session on "Unit Management and its Impact on the Implementation of the Mission Document."

He called unit management "one of our largest organizational changes in the last five years. It directly affects 60 percent of all CSC staff and influences everything we do and the way we do it."

Unit management, he said, ends the artificial separation between those who work with offenders and those who guard them. "With most of the other models, many of our staff were assigned permanently to security posts. They could spend their entire career without being in direct contact with the inmates. Unit management is also in line with the goal in our Mission that all staff should be helping offenders become law-abiding citizens."

Two wardens describe their experience

Drumheller Warden Tim Fullerton (left) and Kingston Penitentiary Warden Tom Epp (right) shared their experiences with implementing unit management in their institutions.



Drumheller Warden Tim Fullerton (left) and Kingston Penitentiary Warden Tom Epp (right) shared their ex-

periences with implementing unit management in their institutions. Common to their talks was the need to develop creative solutions to the challenge of changing to unit management. To maintain their level of escorted temporary absences (ETAs), for example, Drumheller now uses its chaplains as escorts. The benefits were twofold, said Fullerton. "The number of ETAs is high, and the chaplains are taking these opportunities to discuss chaplaincy issues with the offenders in a community setting."

Terry Sawatsky, director, Offender Management at NHQ, summarized a few of the initiatives underway to improve the unit management system:

- a study paper clarifying the case management roles of key players in the unit management process;
- a study group on rostering and how to maximize the capacity of officers to work and interact with offenders;
- the development of coordinators' courses;
- the development of a core training program for correctional officers;
- new brochures and other training aids for use in the institutions;
- a cross-country survey to gather information and suggestions on how to facilitate the final stages of unit management implementation.

Unit management brings many benefits

In his closing address, the Commissioner outlined the personal and professional benefits of unit management to the staff. "When I talk to correctional officers about unit management, I point out the difference between the old and the new system," he said. "With unit management their work life becomes more interesting. They are going to be better trained and better paid for their expanded role in the unit management structure."



Wayne Scissons, warden, Kent Institution, chairs a national committee tasked with developing strategies related to the implementation of Unit Management. The Committee wants your comments!

organization work. "To hold people accountable is to show respect, to care for them. To ignore them is the worst you can do."

Unit Management Committee wants your comments!

A national committee, tasked with developing strategies related to the implementation of unit management in the regions, met in Ottawa, Dec. 4-5, deciding to ask for more ideas.

At the meeting, the committee, chaired by **Wayne Scissons**, warden, Kent Institution, and represented by institutional staff from all regions, as well as the Union of Solicitor General Employees, expanded their role to reviewing other alternatives that might positively support unit management implementation.

Prior to writing their final report, the committee is asking input from any CSC staff member who would like to contribute their ideas or thoughts on this important process. ■

Please write or call:

Wayne Scissons, Kent Institution,
(604) 796-2121,
Wayne Oster or **Jim Marshall**,
Offender Management, NHQ,
(613) 995-7354.



Common to their talks was the need to develop creative solutions to the challenge of changing to unit management.

The Commissioner emphasized that the accountability inherent in unit management is essential to making an

by Anne Gilmore

Mental health "house calls" to Pacific institutions

'House calls'

An innovative program to deal with offender mental and emotional problems...

Bill is an offender who isn't adjusting to institutional life and staff fear he's having a nervous breakdown. Nobody can interest Ron in anything. He's severely depressed and is grieving the death of his mother. And, André has just received a "Dear John" letter and is so upset staff think he might attempt suicide.

Mental and emotional problems occur every day in institutions across the country.

For the last five years, the Pacific region has been trying a different approach "to assist staff to cope with offenders' emotional and mental problems," says **Pauline LaMothe**, former executive director, Regional Psychiatric Centre, (RPC) Pacific.

They set up a special Ambulatory Services program to handle out-patients in the institutions. It involves a travelling team of contract psychologists based at the Pacific Regional Psychiatric Centre in Abbotsford, BC. The program was needed, says LaMothe, because of increased demands for psychologists to visit Pacific institutions to deal with mental and emotional crises.

The program was developed with five objectives in mind, notes LaMothe. They are:

- to pre-screen patients for suitability and their need for treatment as in-patients at the Regional Psychiatric Centre;
- to help motivate offenders who need treatment to agree to receive it;
- to provide follow-up care for those discharged from the Psychiatric Centre;
- to help staff cope with bizarre behavior from offenders who need mental health intervention but refuse such care and are not sufficiently ill to be admitted against their will; and
- to provide an on-going liaison with the Psychiatric Centre in identifying program needs, and helping staff develop realistic expectations of mental health programs.

Travelling team visits eight institutions

Here's how the Ambulatory Services Program works:

Every week, a team of six psychologists makes "house calls" to the Pacific Region's eight correctional institutions to assist staff with appropriate treatment for inmates with mental and emotional problems. While they are there, they also inform health and security staff about

methods of handling offenders with serious emotional difficulties.

Since it began operating in 1984, the Program team has seen some 600 to 700 offenders per year an average of two to three times each. **Carson Smiley**, director, Psycho-Social Services, who has a doctorate in psychology, is in charge of the program. He describes the team of contract employees as "forensic practitioners who combine academic knowledge with clinical experience."

Similar programs have since been developed in the Ontario region (Kingston), and the Prairie region (Saskatoon).

The travelling team of six psychologists make house calls to eight institutions in the Pacific region to assist staff with the appropriate treatment for inmates with mental and emotional problems.

The travelling counsellors are responsible for a range of services, including short-term crisis counselling, follow-up, support and evaluation of treatment progress with former patients of the centre as well as referrals to treatment programs. They describe the centre's treatment programs to staff and inmates, inform staff about institutional

patient crisis management and long-term care programs, and put on regular professional workshops for Service personnel at the institutions.

Grief, mental breakdown or attempted suicide

Questions from inmates run the gamut from the routine to the exceptional. The issue might be one of adjustment to the institution, or ability to get along with other inmates at the institution. Sometimes, the patient is grieving a loss, such as a death in the family, marital breakdown or the job he left behind.

Sometimes the precipitating incident is an attempted suicide. While institutional staff may be able to manage the inmate by putting him in a confined space, it's hard to tell whether the most appropriate action is to call a medical doctor, a psychiatrist or having the inmate certified and sent to the Regional Psychiatric Centre.

"The incidents may be as bizarre as an offender who climbs up a flagpole and says that he won't come down until someone addresses his particular problem," Smiley says. "The staff may be able to get him down, but how do they prevent him from climbing the flagpole again? If someone persists in that kind of behavior, then maybe we're dealing with a disordered thought process."

Transsexuals and mixed gender

Staff development sessions given by the Program team tend to focus on such particular behaviors as depression in incarcerated defenders, sexual deviation and major affective and schizophrenic disorders.

Smiley gives the example of transsexuals, "When you get an offender with a female identity in an institution that's all-male, sometimes it is difficult to manage that person. So, we've had sessions for staff on

how best to deal with individuals of mixed gender identity, which is a situation that happens in every region of the country."

The ambulatory team screens offenders who are seeking treatment to decide which are the most likely to benefit from the programs offered by the Regional Psychiatric Centre. Being able to screen cases at the institution, gives inmates an immediate professional response and at the same time ensures that the centre's limited facilities are put to optimum use.

Institutions happy with "house call" approach

Former Executive Director Pauline LaMothe says she's very proud of the Ambulatory Services Program. And Carson Smiley says: "One of the ways you know whether or not you've been successful, is if the institutional consumers say that the number of 'difficult management offenders' is reduced. That is the case.

"We've also been able to ensure faster transfer of difficult offenders to the Regional Psychiatric Centre, where they can begin medical or psychological treatment," he says. "As a result, our institutions are happy with our approach. And so are the offenders because they know that they aren't just being locked up – they're sent to a place that's going to address their problem."

In-patient program

The Regional Psychiatric Centre handles chronic or repeat sexual offenders, individuals with an anti-social personality disorder, offenders with major skill inadequacies and patients with chronic, major psychiatric disorders.

The Regional Psychiatric Centre's in-patient program handles chronic or repeat sexual offenders, individuals with an anti-social personality disorder, offenders with major skill inadequacies and patients with chronic, major psychiatric disorders.

Training program with Simon Fraser U

An average of 200 offenders are admitted to the Regional Psychiatric Centre each year. While this represents 11-13 percent of the 1,700 offenders in the Pacific region, the number of inmates who need treatment may be even higher.

The Ambulatory Services Program can only respond to inmates who voluntarily ask for help. Two years ago, the Program was expanded to include an innovative internship element in collaboration with the Institute of Psychology and Law of Simon Fraser University.

"This program provides post-doctoral training in forensic psychology and also supplies the region with the services of highly qualified practitioners at a very reasonable cost," notes LaMothe.

This has permitted the expansion of ambulatory services without extra cost. The program also provides recruitment benefits since two of the four interns have since accepted permanent positions with the Correctional Service. ■

Eugene Mykyte has been executive director of the Regional Psychiatric Centre since last September. Former executive director Pauline LaMothe is now with the Research Branch of the Library of Parliament.

by Margot Andresen

Part 2 :

*Correctional Programs
and Operations:*

Meeting the chal

In part one of Let's Talk's review of the Correctional Programs and Operations sector, we looked at two of their five branches: Offender Programs and Health Care Services. Now we see how meeting the challenge of the Mission has affected the remaining three branches which deal with conditional release, construction policy and international agreements.

1. Community and Institutional Operations branch

One of their most pressing priorities, according to Acting Director General Rémi Gobeil, is to review the whole process of conditional release with the goal of speeding up the release of short term offenders.

Although it may seem contradictory, Gobeil notes, studies reveal that offenders serving longer sentences are more likely to obtain early parole than offenders serving shorter sentences. This is because there is more time in which to obtain the assessments and hearings necessary

for successful conditional release.

The newly appointed Director, Community Release Programs and Support Services, **Odette Gravel-Dunberry**, and her staff are working with parole offices across the country to develop a system to streamline



**Odette
Gravel-Dunberry**

Conditional release: speeding up the process for short-termers

the conditional release process.

Their goal is to ensure that the necessary documentation is received as soon as possible for the National Parole Board to make a decision when parole eligibility dates are due.

Terry Sawatsky, director, Offender Management, is leading the initiative to develop Case Management personnel resource standards. This is underway, and a draft of the



**Terry
Sawatsky**

new guidelines for the Case Management process has also been prepared for review. "We are going to make every effort to improve our efficiency while retaining the high quality that is necessary to successful case work," says Sawatsky.

The Custody and Control division, led by **Richard Harvey**, is reviewing the Service's procedures to respond to emergencies. His division is also developing policies for use of force, such as "warning shots," and use of restraint equipment during inmate escorts.

Getting offenders' input on high maximum units

The Mission's objective of humane incarceration involves the question: What do offenders think about the running of high maximum security units? A review of high maximum security (formerly Special Handling Units), is now underway which will include input from inmates, and comparison with international systems.

As well, a working group, represented by the Service, the National Parole Board and the Ministry Secretariat, is currently studying the application of the Detention Residency Legislation. This requires CSC to place inmates, who are scheduled to be released on mandatory supervision and who also represent a risk to the community, in halfway house settings. Also ongoing is a review of the new standards for halfway houses.

2. Technical and Inmate Services branch

Renovation of seven institutions underway this year

Under the direction of Director General **Gerry Hooper**, the Technical and Inmate Services branch manages major Crown projects, facilities planning, construction,

Challenge of the Mission

maintenance, materiel management, electronics and food services, through its five divisions.

The **Construction Policy and Services division**, under Senior Director **Habib Chaudhry**, is involved with major capital construction projects including the renovation and redevelopment of Dorchester, Kingston, Mountain, and William Head Institutions, as well as construction at Stony Mountain, Warkworth and Westmorland Institutions.

The division has also co-ordinated master development plans for major institutions to ensure that CSC facilities meet the physical

Projects underway at the **Engineering and Maintenance Policy and Services Division**, under A/Director **Ted Pender**, include the upgrading of the maintenance



Ted Pender

management system to produce more flexible and useful software, and the division's revitalization program, which combines operations-based reviews with skills upgrading for staff. Another component of the revitalization program is the development of techniques for forecasting annual and long-term maintenance requirements and costs.

The **Food Services Policy and Support division**, under A/Director **Joan Gibson**, is evaluating computerized food service management systems to assist food service managers to provide nutritious food of acceptable quality to offenders and at the lowest cost possible. A formal vegetarian diet is also under development as well as a training program for staff and inmates working in kitchens.

Updating PIDS

The **Electronics Engineering Policy and Services division**, headed by Director **Mike Jonckheere**, is working on an update of the

Service's Perimeter Intrusion Detection Systems (PIDS) used to protect maximum and medium security institutional perimeters. This includes design and assessment of new detection sensors and development of a mobile intrusion detection system for use in minimum security institutions.

New technology for personal portable alarm systems, worn by staff, is being developed to allow central control areas to determine exactly where the alarm is being set off.

Non-violent control methods

Also promising in view of the Mission's stress on the protection of both staff and offenders is an interesting study of non-violent indoor control methods which might reduce the use of gas or physical force during disturbances. One innovative method involves filling an area with a disorienting and immobilizing agent which is harmless to the occupants. This is just one of many methods and techniques being studied.

3. Correctional Policy, Planning & Interjurisdictional Affairs branch

Director General **Karen Wiseman** heads this branch which "is unique," she says, because "it serves as an integrating body to bring together the work of the other four branches of the sector, and emphasizes a team approach to correctional activities."



Gerry Hooper

standards necessary to provide programs in the institutions.

Materiel Management, under A/Director **Bill Gamble**, has recently developed and implemented a very successful system for asset control and management, known as AMIS (Asset Management Information System). This highly regarded system, which includes all equipment, vehicles and moveable items used by the Service, is already being requested by other government departments and provincial governments for possible adoption and implementation.

All the Service's programs are aimed at the Mission's goal of returning offenders to the community as law-abiding citizens at the earliest legal and safe date. Since almost all offenders will eventually be released under supervision to the community, a strong system of community programs is essential.

The branch deals with issues that extend beyond the mandate of the individual branches, such as developing responses to inquests and inquiries like the Pepino Report; and co-ordinating implementation of recommendations for the Task Force on Community and Institutional Programs.

Producing the Commissioner's *Operational Facts Book* is an important item on their current agenda. The *Facts Book*, scheduled for implementation next April, will gather together institutional and community data and trends. The branch's job is to coordinate national and regional data as well as to retrieve and produce data currently available in the Service's electronic data bases.

Additionally, says Wiseman, the branch retrieves, formats and produces offender statistical reports which are used not only by the sector but also by other government and non-government agencies. The branch is also working on a graphics format to make institutional and community data more "user-friendly" and easier to understand.

Task Force on Community and Institutional programs

"All the Service's programs are aimed at the Mission's goal of returning offenders to the community as law-abiding citizens at the earliest legal and safe date. Since almost all offenders will eventually be released under supervision to the community, a strong system of community programs is essential," says Karen Wiseman. "Plans for increasing and improving community and institutional programs are being developed in the regions as an outcome of the findings of the Task Force on Community and Institutional Programs."

Project managers have now been appointed in all regions. Bob Hall, coordinator for the implementation of task force recommendations, met with the regional project managers in Ottawa in October to begin planning and developing strategies for full implementation. All regions have submitted short term plans for the balance of this fiscal year and the development of a long range plan is scheduled for completion by Apr. 1, 1990.



Karen
Wiseman

Major review of federal/provincial agreements

The **Federal-Provincial Relations division** manages negotiations for approved federal/provincial initiatives such as accommodation for offenders in provincial institutions close to their homes. For example, says Wiseman, the division has recently completed negotiations on revisions to the male and female accommodation agreements with British Columbia, and is also assisting in the implementation of the Northern Treatment Centre with the Ontario region and the Ontario Ministry of Corrections.

To maintain good working relationships with the provinces and territories, the division offers guidance on federal/provincial matters to ensure the satisfactory and timely resolution of interjuris-

dictional issues. The division is also planning for the next Heads of Corrections meeting in May 1990.

The **International Transfers division** is currently developing administrative arrangements to speed up operational processes involved in the international transfer of offenders. Besides the transfer of convicted offenders to and from Canada to serve sentences in their countries of citizenship, the division is pioneering a Mutual Legal Assistance program. This is another, yet different, form of transfer of offenders under international treaties. It's designed to enable offenders to assist in investigations and to testify in criminal proceedings abroad.

A challenging agenda for the sector

The Correctional Programs and Operations sector have set themselves an interesting and challenging agenda to meet the objectives of the Mission document. Their new approach means a strong emphasis on developing a good working relationship with the community, and not only controlling criminal behavior but encouraging a positive change in such behavior. The Service's objective is expanding to include treatment of the cause of criminal activity, not just the symptoms.

This shift in correctional strategy promises long-term and sustained benefits to the Canadian public. If successful, the rate of recidivism could be dramatically reduced, a goal well worth pursuing, and one in which the Correctional Programs and Operations sector wants to be a significant contributor. ■

by Vince Chetcuti

Super Briefs from around the country

Westmorland's United Way Awards

ATLANTIC - Westmorland Institution received the 1989 Shoppers Drug Mart award for the most productive federal donor to the Moncton United Way campaign. **Donna Lannigan**, chief, Administration, was awarded the prize for the most successful federal coordinator. Through hard work and commitment, Donna and her canvassers, **Donna Legere**, Inmate Employment, and **Melanie Estabrooks**, Case Management, raised \$5425.50. This represents 181% of their \$3,000 objective set for the institution's 73 employees - that's an average donation of \$74.32 per employee.

Quebec's United Way surpasses objective

QUEBEC - As in previous years, Quebec region employees have taken part in the United Way Campaign with great success. They surpassed their objective of \$17,500 with a total collection of \$18,162! **Raoul Cantin**, director of the staff college, and coordinator of the Montreal/Laval sector campaign, offered a special thanks to donors for their proverbial generosity toward the less fortunate.

Ontario's United Way tops 130%

ONTARIO - The Correctional Service's United Way Campaign for Kingston, Ontario and district, wrapped up Oct. 20 with a luncheon for the canvassers. **Bob Boswell**, regional coordinator, reports that \$25,920 was raised - this is 130 percent of their \$20,000 goal, and over \$10,000 in excess of last year's total.

National Hockey Tournament

ONTARIO - Millhaven and Kingston Penitentiary will host the National Hockey Tournament Mar. 27-30, 1990. They hope to have three divisions: A, B and Oldtimers (35 years and over) playing on two rinks, Centre 70 and Cataract. Times are expected to be Tuesday and Wednesday, 8:00 to 23:00; Thursday, 8:00 to 17:00 and Friday 8:00 to 16:00. There will be a Casino Night, Thursday and a tournament dance and awards night, Friday. For more information, Kingston Penitentiary, **Vern Robbins**, (613) 545-8460 Ext. 1120; **Barry Aitchison** Ext. 1815; and Millhaven Institution, **Doug Aitchison** (613) 352-3371 Ext. 3148.

Drumheller takes on challenge - and wins!

PRAIRIES - Last October Drumheller Institution staff accepted a challenge from the city of Drumheller, Alberta, Regional Health Complex staff to see who could cover the most distance walking or jogging during the week of Nov. 14-17.

Since both organizations have about the same number of staff, it promised to be an interesting event.

Participants were asked to pledge \$1 with all money collected going to a charitable community cause of the winning organization's choice.

Drumheller Institution staff logs 765.5 miles

After four days of trudging through wind and snow and bitter cold, Drumheller Institution staff racked up 765.5 miles to the Regional Health Complex's tally of 233 miles. Drumheller's **Bob Hugh** jogged 47 miles over the four-day challenge - the most mileage of anyone.

A total of \$149 was donated to Shock Trauma Air Rescue Society of Alberta (STARS).

'Inside Out': a story of racism, prison and reconciliation

What causes Canadian Native people to be disproportionately represented in our prisons, unemployment lines and welfare lists, in the drunk tanks and the morgues?

Inside Out, a new autobiography by a young Native from Regina, **James Tyman**, describes a childhood filled with racism, crime and self-destruction. Eventually, at 24, his problems led him to a two-year stretch in the Saskatoon Correctional Center.

James Tyman wrote *Inside Out* as he served the last six weeks of his sentence. He had realized he was going nowhere and had nothing, and he began to wonder why. He realized he was fed up with blaming others and with his old, destructive life. He suddenly knew he wanted the ordinary life of most people: a home, a job, a family, a community.

After his release, he took a course in autobody repair through the John

Howard Society, got himself a job and hopes to attend university to study journalism or law.

He wrote this book as a record of his own voyage of self-discovery, and as an open letter to the people of Canada about how his life had been shaped - and almost ended - by troubling aspects of our society.

Inside Out is printed by Fifth House Publishers.

Louis Zeitoun honored with international award



The International Association of Residential and Community Alternatives **President's Award** was presented to **Louis Zeitoun**, formerly CSC's director, Citizen Participation, in London, England last September.

He received the honor for "many years of dedicated service, both to the association (formerly the International Halfway House Association) and to the task of making it a truly international organization."

Louis Zeitoun, who is well known both in the Service and the correctional community, has received many honors, including Certificates of Appreciation from the Canadian Criminal Justice Association, the Ontario Association of Corrections and Criminology and the National Executive of Citizens' Advisory Committees. He received the St. Leonard's Society Cody Award in 1981. His correctional career spanned 22 years with the Service.

Letter from the Commissioner

He also received a letter of congratulations from the Commissioner. "You have accomplished much during your career in corrections and I share the gratitude of your colleagues in the association. I hope you will continue with your valuable work, even though you have officially retired, so that we in corrections can benefit from your wealth of experience."

Retirements

Jack Keddy - ATLANTIC

Friends and colleagues gathered on Nov. 2 to bid official farewell and offer their best wishes for a long and fruitful retirement to **Jack Keddy**, regional coordinator, Labour and Security Deployment.

Regional Deputy Commissioner **Willie Gibbs** presented him with a certificate of retirement honoring his 29 years of service, 16 of which were spent with CSC in the Atlantic region.

Jack worked at the Dorchester and Springhill institutions, at the centre for personnel training, and at RHQ. Through his participation in national work groups/task forces and his training work at the Staff College in Kingston, Jack is well known in various regions as well as at NHQ.

As was evident by the numerous tributes given during the evening by the Deputy Commissioner, Assistant Deputy Commissioners, as well as colleagues who were present and those who sent their messages, Jack contributed significantly to the operations of the Service.



Jack and his wife, **Kathy Richmond**, a case management officer at Dorchester Penitentiary.

Louis Vervoort - PACIFIC



WP-3 Classification Officer **Louis Vervoort** receives a retirement cer-

tificate celebrating his 24 years of service from Mountain Institution Warden **John Stonoski**. Louis, who began his correctional career as a correctional officer-1 at BC Penitentiary in 1965, was awarded the Corrections Exemplary Service Medal in 1988. He was at BC Pen for 10 years until he became a CX-6 security section supervisor. He then transferred to Mountain, becoming a classification officer in 1980. All Louis' friends and colleagues wish him the best of luck!

Regional Chiefs of Accounting and Systems hold Workshops

NATIONAL - A workshop for the regional chiefs, Accounting and Systems, was held in Kingston recently. The agenda focused on specific accounting operation issues with a view to exchanging ideas between regions and discussing possible solutions to accounting issues of mutual interest. The group also had the opportunity to visit the Prison for Women, Kingston,

where the chief, Finance demonstrated the on-line pay process.

A major decision taken by the group was to formalize its existence with a mandate to address accounting issues and practices and provide recommendations to the Service's Finance Committee.

For further information, please call **John Scherebnyj** at (613) 996-7008.

Let's Talk makes it into 'Good Ideas'

Of course, *Let's Talk* editors always thought they had good ideas—but it's nice to hear it from someone else.

In the November 1989 issue of *Good Ideas*, a national company editor's forum from Washington DC, *Let's Talk* was commended on the 20-page coverage given the closing of Laval Institution last June.

Said *Good Ideas*: The presentation was "full of many engaging photographs. Editor Les Shand chose to tell the story in shorter segments: an overview; chronological snippets of his-

tory; interviews with four former wardens; dramatic replay of two major riots; closing the facility; and a look at the bright, modern replacement facility. *Let's Talk* is desktop published with a very clean straightforward design."

Let's Talk staff: Senior Editor Helen Gooderham, Production Manager Irene Boucher, Michele Sury, desktop design assistant, Joanne Hunton, publications and administration officer and writer Brenda Quinn.

Letters to the Editor

Are Public Service of Canada pensions fair?

As you know, the Government has set up a committee to study Members of Parliament salaries to make appropriate recommendations so that the members of the House of Commons are treated fairly.

In society, these people (MPs) are not the only ones to be recognized for performing a specific task. CSC employees are also unique. Many reports and statements have recommended retirement after 25 years of service for employees who work with inmates.

I work in the correctional area, and I have seen nice articles in *Let's Talk* where it is said that we are important to our employer. When someone is important, he is important all the time and does not retire at a Welfare level.

It seems that the Government is not ready to have us profit from an adequate retirement pension fund before we die. Therefore, I am counting on you to print the attached letter (see Editor's note) in *Let's Talk* to

sensitize a greater number of public servants to the pension plan, to which we must contribute by law.

Émile Duchesneau
Dunham, Quebec
Oct. 15, 1989

Editor's note: Due to the length of Mr. Duchesneau's letter, addressed to Mr. de Cotret, *LT* regrets we are unable to reprint that letter. Instead, we have included M. Duchesneau's letter to *Let's Talk*.

Helpful for students

Dear Sir:

Thank you for the subscription to the newsletter "*Let's Talk/Entre Nous*" of the Correctional Service of Canada. As a future criminologist, I will have the information I need to know and will be up-to-date on changes taking place in the institutions, and in work being done by CSC.

Serge Pépin
Ottawa, Ontario
Nov. 15, 1989

Let's Talk welcomes your signed letters, comments, photos and articles. The editor reserves the right to accept or edit submissions. Opinions expressed are not necessarily those of the Correctional Service of Canada, its management or that of the Ministry of the Solicitor General.

Let's Talk

DEADLINE FOR SUBMISSIONS

March issue: Jan. 17
April issue: Feb. 14
May issue: March 16
June issue: April 17
July issue: May 17
August issue: June 15

Erratum

In reference to our December issue of *Let's Talk*, Vol. 14, No. 10, in the article highlighting the work of the Correctional Programs and Operations sector – The Challenge of the Mission – *Let's Talk* would like to clarify two initiatives within Health Care Services:

- Although the *Task Force on Substance Abuse* does fall under the direction of Bram Deurloo, director, Mental Health Care division, *Let's Talk* failed to mention Jon Klaus' role as chairman of its Working Group.



Jon Klaus chairs Working Group, Task Force on Substance Abuse.

- Bram Deurloo, as noted in the article, is chairperson of the Working Group on the Task Force on Mental Health Care.

Dr. Jacques Roy is chairing both Steering Committees.

Aggression and Violence Throughout the Lifespan

The XXII Banff International Conference on Behavioral Science will be held Mar. 18-22, at the Banff Centre, Banff, Alta. Featured as a "Conference of Colleagues," it will focus on the *Development, Treatment and Prevention of Aggression and Violence in Children, Adolescents and Adults*.

Topics will cover: Wife assault; the violent psychopath; child sexual and physical abuse; elder abuse; post traumatic stress disorder; rape victims; bullying in school children; developmental changes in antisocial behavior; families of aggressive children; treating sex offenders; institutional violence; dealing with dangerousness in the community; hyperaggressive preschoolers; children of battered women.

Participants include: Gerald Patterson, Dan Olweus, Edna Foa, Vernon Quinsey, Robert Hare, Patricia Resick, Marnie Rice, Grant Harris, Donald Dutton, David Wolfe, Elaine Blechman, Ronald Prinz, Jean Dumas, Janice Marques, Sarah Landy, Lynn McDonald, Joseph Hornick, Gerald Robertson, Peter Jaffe.

Call for Papers: Individuals interested in presenting papers in a poster session format are invited to submit abstracts. Papers should be data based and related to the conference theme. A 500-word abstract should be submitted before Feb. 15, 1990 to: **Ray DeV. Peters**, Banff XXII Chairperson, Dept. of Psychology, Queen's University, Kingston, Ontario, K7L 3N6 (613) 545-2478. Registration is limited. Decide now to attend.

Briefly

Solicitor General presents awards



PRAIRIES - Solicitor General **Pierre Blais** (above right) presents a Special Recognition Award for Crime Prevention to **Winston Wuttunee**, of Calgary, Alta, at a ceremony at the Westin Hotel during National Crime Prevention Week 1989. Wuttunee was one of four recipients of the award which recognizes exceptional contribution to the field of crime prevention. Awards were also presented to Radio Station VOCM, St. John's, Nfld.; the **Debra/Dynes Tenants' Association** of Ottawa; and the Insurance Bureau of Canada (Quebec Division). Looking on is Deputy Solicitor General **Joseph Stanford**.

Winston Wuttunee received his award for spreading crime prevention messages through a unique program of music, storytelling and song describing the damaging effects of alcohol and drugs and the tragedy of suicide. Working with the RCMP in Northern Alberta over the past two years, he has helped to foster a better understanding

between police and Native people.

Radio Station VOCM's award was for their ongoing sponsorship of crime prevention activities as well as the purchase of a state-of-the-art robot called Officer Cares, used to teach crime prevention to children.

The Debra/Dynes Tenants' Association formed in 1987 as a community response to an escalating drug and associated crime and fear problem threatening residents of an Ottawa housing project, mobilized community support, and in coordination with the police, were able to reduce criminal activity.

The Insurance Bureau of Canada (Quebec Division) developed "Operation Autograph" which is clearly reducing auto thefts in Quebec through engraving cars at service stations. More than 40,000 cars have been marked through the help of 40 students hired for an eight-week period to work on the project.

Westmorland Veterans Observe Remembrance Day

ATLANTIC - Remembrance Day did not go unobserved this year inside Westmorland Institution. With the support of management, a number of inmates, who are veterans and were strong Legion members, organized activities to remember those who fought and died for their country.

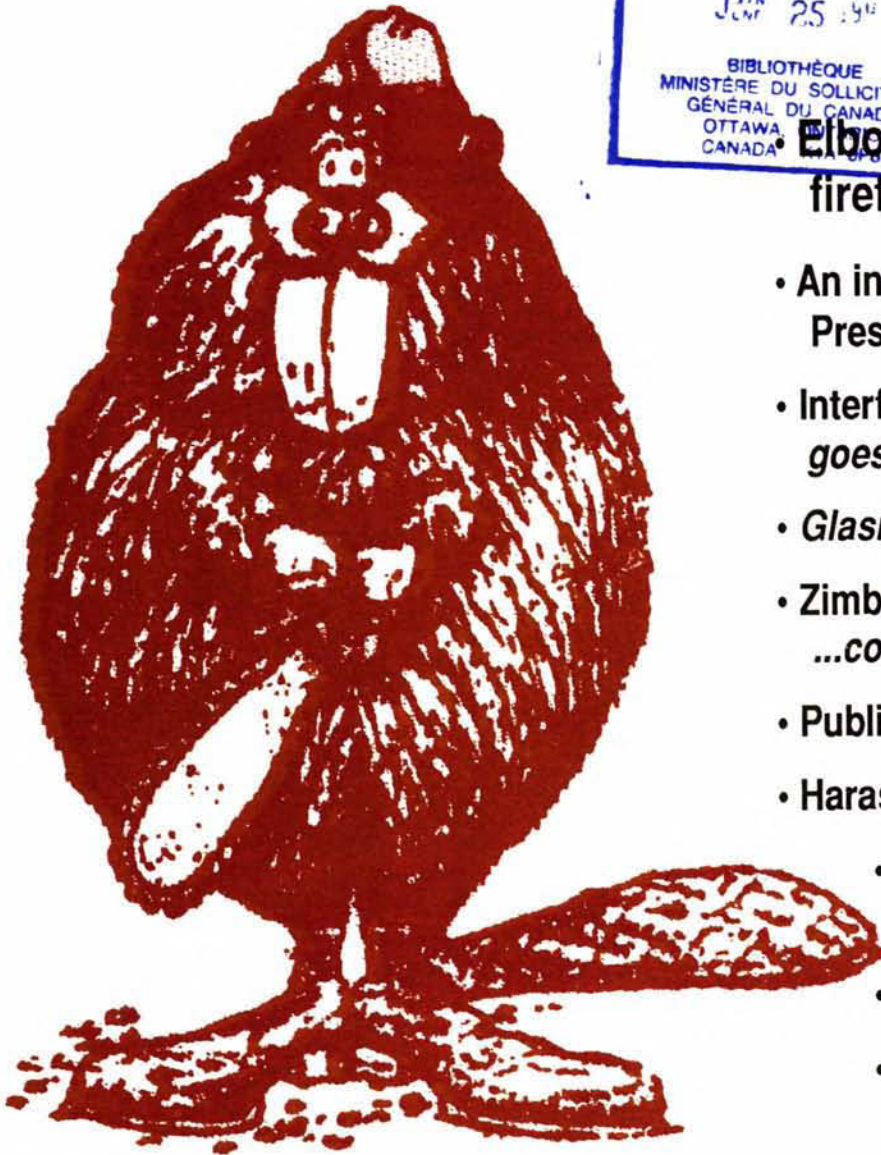
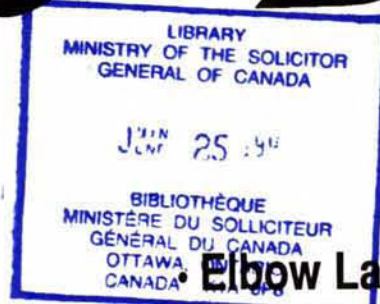
The traditional remembrance church service was incorporated into the Sunday morning service, Nov. 5. Three inmate veterans participated by formulating their own prayers for the occasion. The chapel was full.

Nov. 11 the flag was flown at half-mast until noon. At 1100 hours, about

15 inmates, accompanied by staff members and the correctional supervisor, gathered for a brief memorial service. One inmate veteran served as commander of the service and another read the prayers. To add to the occasion, inmate veterans were given the permission to bring in their uniforms.

Let's Talk

February 1990 • Correctional Service of Canada



HELI-TAC ELBOW LAKE

'a cut above the rest'

- **Elbow Lake's crack team of firefighters** - *'a cut above the rest'*
- An interview with *Iris Craig* - PIPS President ...on CSC's Mission
- Interfaith Committee *goes behind the walls*
- *Glasnost* in Corrections
- Zimbabwe and Canada ...*compare correctional systems*
- Public Service in the year 2000
- Harassment - *no joking matter*
- Offender complaints & grievances - *faster and more fair*
- *Let's Talk* with the Commissioner
- *Briefly ... and more!*



Correctional Service
Canada

Service correctionnel
Canada

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Let's Talk/Entre Nous

Volume 15 No. 2
February 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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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Articles may be reprinted as a whole or in part with credit to:

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Ottawa, Ontario K1A 0P9
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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner

Unit Management *is* the best model

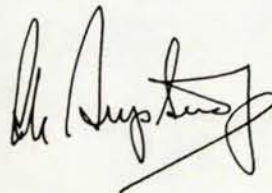
We are no longer at the stage of discussing whether or not we want to implement Unit Management. It is CSC's model for the management of our offender population. Our energy should now be focussed on how best to fully implement it.

Any effort to enhance society's safety by "actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control" has my full support. That is why I am personally committed to Unit Management. It is simply the best correctional model. This has been demonstrated in other correctional services where it has led to better overall security and less violence. In this respect, it is certainly consistent with our Mission Statement "to contribute (continuously better) to the protection of society."

By emphasizing "dynamic security," Unit Management will also bring the Service further in line with our most recent knowledge about what works in terms of reducing recidivism. It is simply not enough that offenders participate in all kinds of programs to meet their needs. We must do what we can to instill in them a desire to live as law-abiding citizens. We are talking about a process of convincing the offender that a life as a law-abiding citizen is a better one than a life of which crime is a part.

Our employees have what it takes to enter into that discussion with the offenders, because our employees have the values of law-abiding citizens and are, therefore, the visible role models for our offenders.

Our Mission Statement says "We lead by example." Unit Management will make it easier for our employees to be examples in leading offenders towards law-abiding futures.



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The Professional Institute of the Public Service of Canada's recently re-elected President shares her view of the major issues facing the Correctional Service and discusses the challenges of applying the Mission Document.	
The Interfaith Committee goes <i>behind the walls</i>: _____	Page 8
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Glasnost in Corrections: _____	Page 10
Prison administrators from all corners of Europe met in Italy in November at the first European Heads of Prison Administration Conference. There to witness this historic event was CSC's Mario Dion, assistant commissioner, Communications and Corporate Development, and Normand Carrier, provincial head of correctional services for the Province of Quebec.	
Zimbabwe and Canada compare correctional systems: _____	Page 12
Enormous wild pigs, prison guard precision marching bands, and an alligator in a cell made from prison blankets were a few of the vivid and unusual images that Jim Phelps, deputy commissioner, Correctional Programs and Operations, and John Evans, director general for research and policy for the Secretariat of the Ministry of the Solicitor General, brought back from a two-week tour of the correctional system in Zimbabwe.	
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In an interview with <i>Let's Talk</i> , Jack Manion, principal of the Canadian Centre for Management Development and one of the participants in the deputy minister summit, talks about the five areas of change identified at the meeting and about the public service in the year 2000.	
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Cover: Our cover features 'Hectare,' the mascot of Elbow Lake's Heli-Tac team.

Elbow Lake's crack

It was obvious by 1 a.m. Jul. 27 the fire in the Pemberton area north of Vancouver was threatening to burn out of control.

Putting it out was a job for the best trained and seasoned firefighters in the province. And this, the BC Forest Service knew, meant calling the unit crew of Elbow Lake Institution, one of our minimum security forestry camps in the Pacific region.

In two hours, Elbow Lake's elite 20-man unit crew and their Correctional Service staff trainers were on the road, fully-equipped, and ready to take part in a two-week battle to control the fire.

The slopes were so mountainous the men could barely stand but the Elbow Lake firefighters, along with other civilian crews, worked furiously to contain the roaring fire. Using shovels, axes and picks, they dug fire guards by turning over the ground so the fire had nothing to feed it.

To make their job even more difficult, lightning storms started new fires. Some of the Elbow Lake men were lifted by helicopter to the top of the mountains where they directed water-loaded helicopters by radio-phone to stop spot fires.

Their first big fire

At base camp, inmates mingled easily with Correctional Service staff, civilian crews and BC Forest Service administrators. The Elbow Lake crew were doing an outstanding job, as subsequent BC Forest Service evaluations showed.

It was an exciting and rewarding opportunity - one staff and inmates had worked hard to achieve. What's more, it was the first big fire for Elbow Lake staff and inmates since they received a written invitation last year to become involved in the province's new unit crew concept of firefighting.

The province's plan was to create eight specially-trained, fully-equipped, mobile firefighting crews of 20 men each. Elbow Lake is the only inmate crew in the province.

150 forest fires and a province-wide reputation

Why were they asked? Quite simply, because they've successfully fought over 150 forest fires and successive cadres of inmates have earned a province-wide reputation as highly motivated, skilled firefighters.

Tom Crozier, Elbow Lake warden, speaks with pride about the achievements of both staff and inmates. "In the

past, our crews have broken records in the production of fire guards. They've thrown up a 1,000 feet of fire guard in two hours, and the guys at Forest Service jokingly refer to our fire guards as 'Elbow Lake highways.'"

Firefighting part of the employment program

General firefighting has been a part of the employment program at Elbow Lake for over 10 years, although Crozier notes the institution had to overcome initial resistance to the idea of using inmates and paying them the provincial firefighting rate.

Success built on success. The Elbow Lake crew started at the district level, where numerous letters of appreciation from district managers and BC Forest Service staff brought their services to the attention of the Vancouver region.



Ken Hodginn (left), Inmate Unit Crew squad leader, **Al Wannamaker** (centre), Elbow Lake Institution forestry technician and **Bob Timber**, fire boss, BC Forest Service.

The reputation of the Elbow Lake firefighters depends in no small part on the hard work and skill of Correctional Service staff. They are all trained in firefighting and have become so skilled the BC Forest Service allows them to train and certify inmates in general firefighting procedures.

Working from helicopters

The crew advanced into "helitac" in 1987 which involves small groups of firefighters trained to work from helicopters. Helitac crews are sometimes required to hook up hoses to huge water containers (known as monsoon

team of firefighters



Elbow Lake Unit Crew in action at a lightning strike fire.

bags) that hang from the bottom of a helicopter. Then, while the helicopter hovers overhead, the crews spray the water on the fire. "It takes very good timing and concentration," says Crozier, "and this is what our inmates are able to deliver."

In fact, the Elbow Lake crew offer many skills, including power saw operation and maintenance, survival training, first aid, general firefighting methods and helicopter safety. These courses, including helicopter training, are prerequisites for unit crew entry.

Correctional Service staff ensure standards are maintained. Crozier notes that after the Pemberton fire, two men were dropped from the elite unit crew because they either committed avoidable errors or they couldn't meet the physical demands of the job. "The safety of the crew depends on the timing, productivity and ability of every member to work safely."

The reputation of the Elbow Lake firefighters depends in no small part on the dedication and hard work of Correctional Service staff. Like the inmates, the five members of the Employment Program (George York, forest programs supervisor, Bert Duncan, construction training program supervisor, and forestry technicians Al Wannamaker, Ken LaFond and Annis Alex) are all trained in firefighting.

Says Crozier: "Some staff have been here 15 years, so they have experience in over 150 forest fires." He notes that to augment their practical experience, staff have taken and passed every available BC Forest Service course. "Our staff have performed very well in what the Forest Service calls a 'fire simulator' which is the equivalent of a

training cockpit of a 747," he says. "The men are put at a desk, and told: 'You are the fire boss. You have 400 men under your control. Here are the conditions. Contain and suppress the fire.'"

The Elbow Lake staff are now so skilled that the BC Forest Service allows them to train and certify inmates in general firefighting procedures. About 100 Elbow Lake inmates are trained in general firefighting every year, and the elite unit crew is drawn from this pool.

Staff enjoy the work – it's exciting

Staff enjoy the work as much as the inmates, says Crozier. "It's exciting. There's no question about it. It tests their abilities and physical endurance, and there's a tremendous feeling of satisfaction and completion when they've put a fire out or they've stopped it from spreading. They know they've saved provincial taxpayers millions of dollars if they can contain a fire successfully."

Apr. 15 to Sept. 15 is the usual firefighting season in BC. However, Elbow Lake's unit crew contract was extended to the end of October, as several BC Forest Service staff specifically requested the services of the Elbow Lake unit crew.

To keep the unit crew busy during winter, the institution is looking toward offering the services of its special crew for other emergency situations such as oil spills and railroad accidents – following, of course, appropriate training and certification of both staff and inmates.

According to Crozier, the esprit de corps generated by the work has a positive impact on the members of the unit crew. "I wish I could have bottled the feeling in the air around the base camp in Pemberton," says Crozier. The morale among the men was sky high.

The inmate crew were treated as individuals who had a skill and were performing at very high levels. It's what we're always working toward at the institution - to give these guys the dignity and respect of useful work while they deal with other problems which brought them to the institution." ■

by Anne Gilmore



"Hectare"

An interview with Iris Craig - Professional Institute of the

LT (Let's Talk): For our readers, can you tell me how long you have been in your current position, and a few brief words on your background?

I've just been re-elected President of the Professional Institute of the Public Service of Canada for a third term of two years. Before taking office, I was a biologist with Agriculture Canada in Ottawa.

LT: What do you see as the major issues now facing the Service and what, in your view, should the Service do about them?

The Service faces an enormous challenge if it wants to become the kind of correctional service outlined in its Mission Document.

Unfortunately, Canadians tend to think of the Service as a penal system, with prisons designed to segregate offenders. They don't think about the conditions for people working in those prisons. Our nurses and psychologists fear that the human resources aren't available in an era of government restraint to accomplish the necessary changes. Correctional Services, like all government departments, faces downsizing.

For example, our members are concerned about their positions being contracted out. Contract workers don't have the same long-term commitment to the Service or the same training that a permanent employee has. More and more of our psychologists' time is taken up assessing people in the system for parole, instead of helping them with treatment. That's contrary to the 'rehabilitation' role of the Service and the objectives of the Mission Document. It's very hard, under these conditions, to make the kind of changes outlined in the Mission Document.

LT: The application of the Mission Document is about one year old. How successful do you feel its application has been as we approach its first anniversary?

It's too soon to make any final judgement. Most people would agree with the values outlined in the Mission Document. However, those values haven't worked their way down to all the worksites in CSC. If anything, we've found that the organizational structure of Correctional Services impedes the application of the Mission Document. The prisons operate independently from one another. It's hard to get a sense of unity and instill common values when worksites are run like separate institutions. Furthermore, many prisons are archaic institutions. I believe Kingston and Dorchester were built in the previous century. In these settings, it's hard to implement the modern philosophy in the Mission Document.

LT: The Mission Document has much to say about the dignity of individuals and the importance of our staff in achieving our objectives. How have we done during this first year?

I applaud Core Values 3 and 5, which talk about staff as a 'resource' and 'open management.' But our members say these objectives have not yet been reached. In the kind of setting and circumstances I've just described, I'm not surprised. The Service needs human resource and management training right in the worksites across the country. That's the only way to ensure that these core values are instilled, respected, shared and implemented in all parts of the Service.

President - (PIPS) Public Service of Canada



*Iris Craig, PIPS
President and
Commissioner
Ingstrup sign a new
Labour Management
Committee accord,
December 7, 1989.*

LT: The Mission Document has much to say about professionalism in Corrections. Your members are professionals. Do you believe they are respected as such within the Service?

Our members would say, "Not yet." They would be respected professionals if the Mission Document were fully implemented. It says, "our strength and our major resource in achieving our objectives is our staff." It's funny, but our members cite the Core Values in grievances they file. It's obvious that they want those values to be respected in the Service.

LT: The Service views all employees as, first and foremost, correctional workers. Are your members comfortable with this?

I think our members would be comfortable with this if they felt that was their only role in the Service. However, they feel that they are expected to be both peace

officers and professionals. Nurses and psychologists are torn by conflicting roles. As members of the 'helping professions,' they need the confidence of the inmates to carry out their duties. But at the same time, they are expected to put more emphasis on control and supervision, which undermines the inmates' trust.

LT: You recently signed a new Labour Management Committee (LMC) accord with the Service. What does this mean for future PIPS/CSC relations?

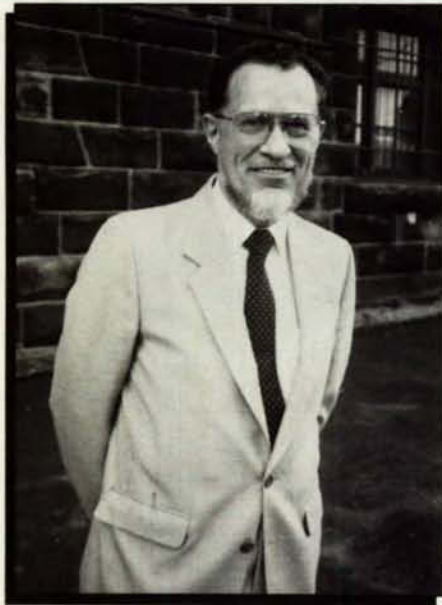
We've always had excellent relations and consultations with the Commissioner. We are confident that will continue. Our concern is to address the common issues that confront our members across the Service and to make sure that those good relations are extended into the various worksites across the country. ■

Interfaith Committee

What's it like to be in prison? How does it feel to be locked away from friends and family, from society?

For three days last fall the Service's Interfaith Committee on Chaplaincy, a community advisory body, decided to find out.

They wanted a close look at prison life – from the inside. So, instead of holding their regular triannual meeting in an office building or community centre, the committee members met at Atlantic region's Westmorland and Dorchester institutions. They slept in a Westmorland dormitory, mingled with inmates and to some degree were treated as inmates.



Atlantic's Regional Chaplain
Reverend Alf Bell.

The experience, says Regional Chaplain Rev. Alf Bell, gave them far greater understanding of the challenges of prison chaplaincy than hours of academic discussions could have done.

Such insight is important, says Atlantic's Regional Chaplain Reverend Alf Bell, because the Interfaith Committee's raison d'être is to convey chaplaincy concerns to Correctional Service management and to act as a link between chaplains, CSC officials and community groups. The 21-member committee includes both men and women and is composed of representatives of a wide range of faiths.

Sleeping in a Westmorland dormitory

Their introduction to prison life began one Thursday evening, when committee members were welcomed to Westmorland Institution by Warden Arden Thurber.



The Service's Interfaith Committee on Chaplaincy at the doors of Dorchester Institution.

They were then photographed, received a bundle of prison-issue personal effects and escorted to the dormitories. The "real-life" experience included eating in the cafeteria with offenders, being part of a count and being part of the inmate congregation during a service led by the Westmorland chaplain.

"At first inmates and staff wondered what it was all about," says Bell. "But when they saw that these people were sincere about understanding the realities of prison, they made them feel extremely welcome."

Women committee members as well as men were treated with respect and hospitality.

On Friday, the committee held its own meetings at Dorchester. They discussed such topics as the committee's role in evaluating the chaplaincy program, the role of the chaplain in performing prison marriages and visiting guidelines.

goes *behind the walls*

The group then joined in a fellowship evening with inmates and volunteers. On Saturday they participated in a workshop on "Shame and Forgiveness" led by Dr. Charles Taylor of Acadia Divinity College and in small-group discussions with offenders, staff, volunteers, students and graduates of a special program in prison chaplaincy.

Experiencing the "woundedness" of offenders

Bell was pleased to see "a lot of good interpersonal contacts" occur between committee members and inmates because of the time people had to relax, talk and share feelings. The interaction allowed the committee to witness some of the "woundedness" of inmates and their deep spiritual and emotional needs. The fellowship evening, which included singing and informal discussions, was particularly moving, says Bell.

A lot of good interpersonal contacts occurred between committee members and inmates because of the time people had to relax, talk and share feelings.

The crucial role of community support

The three-day event included an introduction to some community programs in the region because, as Bell points out, "it's important for the Interfaith Committee to understand the crucial role community support plays in helping ex-offenders make it on the outside."

Committee members were treated to a lobster supper prepared by the Galryc program, which provides work and training for ex-offenders. They toured Spring House, a volunteer-run home-away-from-home for families visiting inmates in institutions in the area. They met participants of the Little Lighthouse program in Moncton, which offers various support services to ex-inmates back on the streets.

A key organizer of the Interfaith meeting was Reverend **Chris Carr**, CSC's associate director of Chaplaincy. Carr was impressed by the extraordinary efforts on the part of administrators, staff, volunteers and inmates to make the visitors feel welcome and activities run smoothly. He singles out several people for special appreciation: **Willie Gibbs**, regional deputy commissioner, Atlantic; **Claude Dumaine**, warden of Dorchester; **Arden Thurber**, warden of Westmorland; **Del Amon** and **Eldon Cormier**, unit managers at Westmorland; the inmate committees and the chaplains. ■



From left to right: Canon Tom James, secretary-treasurer, Interfaith Committee; Rev. Alf Bell, regional chaplain, Atlantic region; Rev. Bernie Pinet, president, Interfaith Committee; Willie Gibbs, regional deputy commissioner, Atlantic region; Claude Dumaine, warden, Dorchester Institution; Otto Drieger, vice-president, Interfaith Committee and other Interfaith Committee members.

by Gabriella Golliger

Editor's note: Let's Talk, in turn, singles out and thanks Rev. Chris Carr, associate director of Chaplaincy, for his photo contributions.

'Glasnost'

Prison administrators from all corners of Europe met in Italy in November at the first European Heads of Prison Administration Conference. There to witness this historic event was CSC's **Mario Dion**, assistant commissioner, Communications and Corporate Development, and **Normand Carrier**, provincial head of correctional services for the Province of Quebec.

Says Dion, "Our European colleagues considered this conference to be a significant event in establishing a more sustained European cooperation in corrections." As invited observer to the meeting, Dion was in a unique position to learn first-hand about European correctional programs.

Unit Management – a recurring theme

"The presentations by the various delegations made me realize that regardless of geographic and political differences, there are a lot of similarities in the problems and trends in penitentiary administration," says Dion. A recurring theme was the use of the Unit Management model. English, Swedish and Danish delegates outlined their particular forms of Unit Management.

"The Danish delegates spoke to us about the 'prison officer unit model,'" says Dion, "which they plan to implement in all their prisons over the next five years." Under this model, the correctional officer has four responsibilities: security and control; the inmates' education and work; a knowledge of the social programs available in the community; and participation with inmates in leisure activities outside working hours.

Each officer responsible for three or four offenders

Dion notes that "each officer is personally responsible for three or four offenders, and the professionals become resource persons available to the correctional officer."

Glasnost in corrections

The delegates listened closely as the head of the Soviet delegation talked openly about his country's penitentiary system. Rarely has that country offered foreigners such details.

"It was clear the Soviet delegate (deputy director of Prison Administration) had carefully prepared his presentation. It was a good example of glasnost in corrections,"

"... regardless of geographic and political differences, there are a lot of similarities in the problems and trends in penitentiary administration," says Dion. A recurring theme was the use of the Unit Management model. English, Swedish and Danish delegates outlined their particular forms of Unit Management.



in corrections

CSC observer at European Penitentiary Conference gets first-hand information on European correctional systems

Soviet delegates revealed there are more than 800,000 Soviets serving prison sentences, from a total population of 286 million. (Canada with a population of 26 million has on average 28,000 federal and provincial inmates on any one day.)

comments Dion. Soviet delegates revealed there are more than 800,000 Soviets serving prison sentences, from a total population of 286 million. (Canada with a population of 26 million has on average 28,000 federal and provincial inmates on any one day.)

The Soviets admitted their prisons are overcrowded and outdated. Some 65 percent were constructed at the end of the last century and according to one Soviet delegate "must be closed because they cannot withstand critical examination".

All Soviet offenders undergo psychological testing

Tuberculosis is a serious health problem among Soviet prisoners. According to the Soviet delegates, most Soviet prisoners are confined to labor camps where inmates are allowed to communicate with each other and to move freely about the camp. Soviet inmates have access to education, correspondence, television and books. All inmates undergo psychological testing.

Recent changes in the Soviet correctional system include: the right to practise religion without restriction; pregnant inmates are allowed to keep their babies with them; and forced labor camps are being abolished for persons found guilty of a first offence.

Soviet prison staffed by the military

Soviet prisons are staffed by military or para-military personnel and 95 percent have completed secondary or post-secondary education. Institution directors are generally lawyers or educators. Prison guards are permitted to use force only in extreme situations, and there are no firearms in women's institutions.

Information gathering

Dion and Carrier used the meeting as an opportunity to gather background on different correctional systems. "I gave each national delegation a short questionnaire," says Dion, "dealing with such topics as prison population, the average length of prison sentence, the proportion of an inmate's sentence that must be served before eligibility for release, and the percentage of national budget allotted to prisons."

This information will be compiled and distributed to the heads of the delegations attending the conference as well as to interested CSC staff.

The European conference was one of a series of regional meetings held in preparation for the 8th United Nations Congress on the Prevention of Crime and Treatment of Offenders which will take place in Havana, Cuba later this year. ■

by Anne Gilmore

Zimbabwe and

We have a common background because we were both British colonies...

Enormous wild pigs, prison guard precision marching bands, and an alligator in a cell made from prison blankets were a few of the vivid and unusual images that **Jim Phelps** brought back with him from a two-week tour of the correctional system in Zimbabwe.

ered, "there are more similarities than most people might expect." Both Canada and Zimbabwe (previously known as Rhodesia) are former British colonies. "This common British background," says Phelps, "means that our legal systems and even the design of our penitentiaries are similar."

As Phelps notes, however, "a correctional system always reflects its culture." Agriculture is an important part of the Zimbabwean economy and thus much effort is directed at developing prison farms where inmates can develop useful skills. The farms range in size from 800 to 2400 hectares (2000 to 6000 acres).

Phelps and Evans also visited larger prison institutions with workshops where the inmates learn motor mechanics, welding, carpentry, upholstery, bookbinding and metal work. Female prisoners learn typing and shorthand as well as sewing.

The communal nature of the Zimbabwean society is reflected in the living accommodations for its 15,500 inmates. As Phelps wryly remarks, "there's no double-bunking in Zimbabwe." One large room will house up to 70 inmates who sleep on the floor with blankets. "Since communal living is the norm, such living arrangements are not considered a problem," says Phelps. As he observed, the rooms are large, clean, with running water and toilets. The food is good quality and plentiful. "By the standards of the country, Zimbabwe prisoners are well-treated," says Phelps.



(L-R) Jim Phelps, CSC, Langton Chigwida, Director of Prisons, T.J. Nawu, Commandant, Training Depot (Zimbabwe Prison Service) and John Evans, Ministry Secretariat.

What was so impressive about the Zimbabwe prison system was their resourcefulness and their self-sufficiency... The prison population is not violent... there is very little drug addiction...and the prison staff have never seen or heard of a riot!

Under the auspices of Canadian International Development Agency (CIDA), Phelps and **John Evans**, director general for research and policy for the Secretariat of the Ministry of the Solicitor General, were asked to review Zimbabwe's correctional system and to make recommendations for improvement. Their November tour had its genesis in the 1986 Conference of Commonwealth Ministers of Justice, where the Zimbabwean Minister of Justice expressed interest in exchanging information on corrections.

More similarities than expected

On the surface, the Canadian and Zimbabwean criminal justice systems would appear to have little in common. Yet, as Phelps discov-

Farms are large, successful and self-sufficient

"We visited some 12 farms on our tour," says Phelps. "Most are large, very successful and self-sufficient. They have a few advantages over Canada in that they can grow four vegetable crops a year on the same land, and they have abundant underground water in virtually all of their farms for irrigation." The farms grow vegetables and maize which are the staples of the Zimbabwean diet. Phelps also noted that their livestock production was varied (pigs, chickens and cattle) and very well organized (as many as 1,000 pigs all separated by different stages of growth). One of their biggest problems are the huge wild boars which steal food from the fields.

Staff receive six months of training

Phelps was equally impressed with the morale and training of the Zimbabwe Prison Service staff. He notes that the staff live on the penitentiary property and the government provides housing, medical, educational and recreational facilities. The staff receive six months of training. "The end result," says Phelps, "is that the staff is very loyal, well-disciplined and dedicated." Phelps and Evans witnessed the graduation ceremony at Chikurubi Training Depot for a class of 255 new correctional staff. "The whole class - men and women - marched in close order drill, carrying rifles, to the music of a large prison marching band," says Phelps.

As Phelps and Evans learned, the Zimbabwe correctional system

Canada

compare correctional systems

lacks some programs considered basic to the Canadian criminal justice system. They recommended that Zimbabwe consider introducing such community-based correctional programs as adult probation and parole for offenders with determinate sentences. At present, only 50 people serving indeterminate sentences are on parole at any one time. Says Phelps, "we also recommended that they consider other programs that are less costly and more rehabilitative such as sentences to community service, temporary absences and half-way houses."

Phelps and Evans returned with a long list of areas where CIDA, CSC and the Ministry Secretariat could help the Zimbabwe Prison Service improve the quality of the correctional programs in its 38 prisons - everything from sharing research reports to providing basic adult education material, farm equipment and electrocardiograph equipment. "Their prison service suffers from a shortage of equipment and spare parts for medical care, workshops and farming," says Phelps. "They aren't asking for new materials, so it's a matter of looking at the Government of Canada surplus materials, and helping out in whatever way we can."

Phelps notes that half the arable land on the prison farms is not cultivated because there is a lack of farm equipment and vehicles. "Their farms are very modern in terms of management," notes Phelps, "but some of the farm equipment they use is 50 years old. If they had some good equipment, they could get a lot more out of their farms."

Literacy training is another area where Phelps and Evans found a great need for materials. "They are prepared to expand their educational

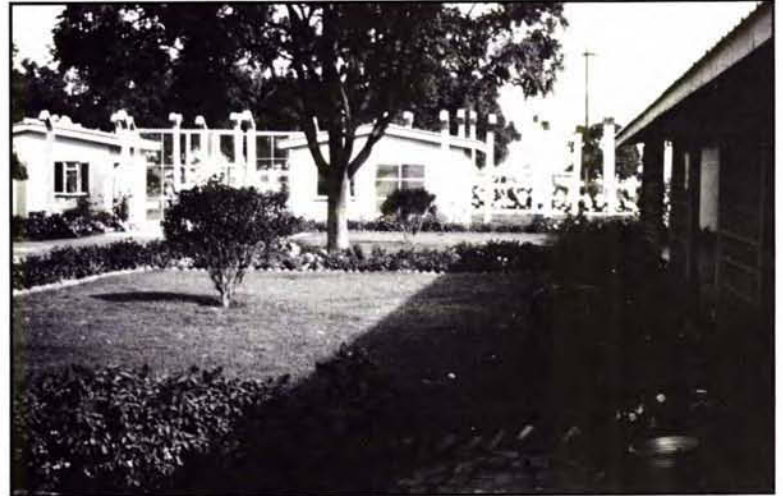
programs," says Phelps, "but they lack adequate course materials. They have shelves of classical and scholarly literature donated by well-meaning Westerners, but no basic books for those just learning to read."

Home with a new perspective

Like all travelers, Phelps and Evans returned from their tour with a new perspective on their own land. "What was so impressive about the Zimbabwe prison system was their resourcefulness and their self-sufficiency. The best example I saw was how they recycle used tires. They turn the tread into soles for making and repairing shoes. Then they

remove the wire from the steel-belted tires and use this to construct chicken coops. They do so much with so little. We should be able to do a lot more with the abundant resources we have here in Canada." ■

by Anne Gilmore



The Khami medium security institution in Zimbabwe.

ZIMBABWE - FACTUAL SNAPSHOTS

Zimbabwe is a landlocked country of nine million people in southeastern Africa. It is 400,000 square kilometres or about the size of Newfoundland.

Zimbabwe received its independence in 1980. The long and recent struggle for black rule means that many of its present government officials - including the Minister of Justice - were incarcerated in a Zimbabwe prison. "It certainly gives him a unique insight that few other ministers of justice share," says Phelps.

In Canadian dollars, the annual cost per inmate in Zimbabwe is \$1,000. The cost per inmate in Canada is \$40,000.

Zimbabwe still has debtor legislation. A debtor can be placed in prison and remain there as long as the creditor pays the prison expenses.

Zimbabwe's prison population is not violent. The majority of inmates are property offenders, and there is very little drug addiction. "The prison staff had never seen or heard of a riot in a prison in Zimbabwe," says Phelps.

Phelps and Evans recommended that Zimbabwe consider introducing such community-based correctional programs as adult probation and parole for offenders with determinate sentences. At present, only 50 people serving indeterminate sentences are on parole at any one time.

PUBLIC SERVICE

in the year 2000

**Changing to
meet the
future**

It's official. In December, the Prime Minister announced that legislation will be introduced in the current session of Parliament to carry out a major new program to revitalize the federal public service to meet the challenges of the next century. While the details of these reforms are yet to be announced, the general direction of the changes was discussed last fall when deputy ministers from across the federal public service met to discuss their goals for this renewal process. What emerged from this meeting was a dynamic new model for the public service of the future – a model that CSC is already well on the way to building.

In an interview with *Let's Talk*, **Jack Manion**, principal of the Canadian Centre for Management Development and one of the participants in the deputy minister summit, talked about the five areas of change identified at the meeting and about the public service in the year 2000.

1. Core Value – Service to the Public

The deputy ministers recognized that the public service in the next century will be a less cohesive structure, with fewer common systems and processes, and hence a need for strong values. Service to the public will replace structure and control as the dominant core value. "One of the reasons we began the whole revitalization process with an exploration of values was to strengthen the common threads across the public service," says Manion.

2. Public Service – A Rewarding Career

To attract and motivate skilled employees, the deputy ministers asserted that the public service must be seen as a challenging and rewarding career option. The aim is to protect the merit principle and simplify the management of our personnel systems. "The process of changing jobs and the frustration in planning a career are very significant," says Manion, "and we believe that there are major improvements which can be made in this area."

3. More Responsibility and Accountability at Lower Levels

Results – not process – will be the focus of management in the year 2000. The deputy ministers recognized that authority and accountability will shift away from the

central agencies to the operational levels within the departments. "The ultimate goal," says Manion, "is to have the public service organized around the activities of professional, well-trained, well-motivated individuals, instead of complex organizational structures and elaborate control measures." As a former Secretary of Treasury Board, Manion notes that the delegation of authority by central agencies has been underway for a number of years. "In 1979, there were 8,000 Treasury Board submissions per year from departments. By 1985, there were 3,500; and now it's down to 3,000 and falling." Manion suggests that the biggest challenge now is decentralization and delegation within the departments themselves. "Delegation must be carried down to the level where people are serving the public."

4. New Organizational Forms

Canada's future will be one of increasing globalization, greater multiculturalism and an aging population. The deputy ministers were convinced that the structure of our public service must adapt to the changing needs of the Canadian public. "We found that organizations are being simplified to facilitate management of dynamic situations," comments Manion. "And in the process of simplifying, they wind up giving individuals at all levels more scope."

5. Better, Direct Communication

The world of the future will be one where frequent, direct and clear communications are essential to doing the job. Says Manion, "it's in this area that we are all beginning to do what CSC has done – to clarify the mission, to redefine the values and principles and to reorganize the policies and structures to get the job done."

CSC – In the Mainstream

"We're all watching CSC very closely," says Manion. "We think that what the Commissioner and his staff are doing is very much in the mainstream of the public service renewal program." ■

by Anne Gilmore

It won't be tolerated in any form:

Harassment is unacceptable

Harassment at work is no joking matter that can be dismissed with a reprimand. It's a serious charge. And, if you are being harassed, you can do something about it.

Harassment is defined as "unacceptable behavior that is demeaning, offensive and embarrassing," according to Treasury Board's recently revised policy. It is not tolerated by the federal government and it is an offence subject to disciplinary measures that may even result in discharge.

The Service's position on harassment is that it will not be tolerated in any form, and any action necessary will be taken to ensure it's dealt with, says **Margaret Fortin**, acting chief, Employment Equity at NHQ.

What is harassment?

Harassment has three faces. It can be personal harassment, sexual harassment, and/or abuse of authority.

- **Personal harassment** is behavior that you consider offensive, undermines the performance of your job or threatens your career, and continues after you have tried to have it stopped.

- **Sexual harassment** is conduct of a sexual nature that offends or humiliates an employee. It may also be behavior that places any sexual condition on employment.

- **Abuse of power** is an individual's improper use of authority that endangers employees' work or influences their careers. However, it's important to realize, says Fortin, that normal good management practices like ensuring employees follow rules, regulations and performance standards, does not constitute harassment.

What can be done to prevent harassment?

Managers play a significant role in creating an environment free of harassment, Margaret Fortin emphasizes. They are responsible for bringing objectionable behavior immediately to the attention of the harasser and for discouraging any questionable behavior.

Employees should encourage fellow workers to complain if they feel they are being harassed. They should also come forward as witnesses if they have evidence relevant to a case.

How to file a complaint

If you are being harassed, you can file a complaint. Objective, easy-to-talk-to staff have been chosen by the deputy commissioners in each region to act as complaint assessors. Their names are made public to employees in each of the regions, and new assessors will be appointed each year.

If you prefer, you can file a complaint directly with the Audit and Investigations sector at NHQ. That sector is not only responsible for handling all complaints of harassment at NHQ, but is also responsible for overseeing and monitoring all regional investigations.

If you're still not satisfied, you may file a complaint with the Canadian Human Rights Commission or the Appeals and Investigations Directorate of the Public Service Commission. The Personnel branch is also responsible for these complaints as well as developing and passing along departmental directives reflective of Central Agency policies.

The role of the complaint assessor

The Complaint assessor's job is to investigate the alleged complaint and to give information on employees' rights and responsibilities. Once a complaint assessor collects all the relevant evidence and interviews all parties, including witnesses, a report is submitted and all concerned are informed in writing of the decision.

When a complaint is judged to be valid or, conversely, invalid, but of malicious intent, the parties involved will be advised in writing by the complaint assessor and the complaint will be dealt with in accordance with the Code of Discipline.

Fair and equal treatment of all employees

Harassment is taken seriously as a form of discrimination under the Canadian Human Rights Act. The Service's goal is that every employee must be treated fairly in a work environment free of harassment. ■

Offenders' complaints and grievances

Faster...and more fair

It's a recurring challenge for institutions. Everyone's workload is heavy and it's often difficult to stick to priorities. But...and it's a very important "but," one of our guiding principles regarding offender complaints and grievances is that "problems will be resolved at the lowest possible level."

Our strategic objective (1.8) commits us "to provide systems whereby serious disciplinary matters and offenders' grievances are dealt with in a timely manner by decision-makers not directly involved in the matter."

Are we following the Mission?

Are we doing what our Mission says we should be doing?

Not always. "We are occasionally inconsistent," notes the Commissioner in a memo to the regional deputy commissioners. "This has been brought to my attention by the Correctional Investigator, and the director, Inmate Affairs."

"If we are to ensure that offenders are provided with a truly effective avenue of redress, four elements are essential. First, make person-to-person contact; second, consider all the facts; third, provide a timely response; and fourth, respect confidentiality."

"If we are to ensure that offenders are provided with a truly effective avenue of redress, four elements are essential. First, make person-to-person contact; second, consider all the facts; third, provide a timely response; and fourth, respect confidentiality."

1. Person-to-person

A genuine effort at conciliation must be made by both offender and employee to attempt to resolve the complaint. Too many complaints don't involve an interview with the offender by a staff member who has not been involved in the matter.

This person-to-person contact is necessary to resolve all but the simplest matters.

2. Consider *all* the facts

Too frequently, *all* pertinent facts are not considered at first level grievances - even when a grievance board hearing is held. In all cases, wardens should ensure that an objective review was conducted on their behalf, and if in doubt, they should personally interview the offender before making their decision.

3. Fast response

I realize, says the Commissioner, that it isn't always possible to meet timeframes. However, the timeliness of our responses will be seen - quite correctly - as a real indicator of the importance we place on resolving offender complaints.

A complaint or grievance should be reviewed at the earliest opportunity. The urgency of the problem should indicate its priority. Clearly, some situations warrant immediate attention.

4. Sensitive complaints

When complaints are sensitive, or an offender has asked for confidentiality, the complaint must be brought to the immediate attention of the warden.

One last point

Valuable time is lost trying to deal with a complaint or grievance when the staff member was either involved in the situation, or does not have the authority to resolve it. For example, in any situation where the warden has personally made the decision, the complaint or grievance should be promptly forwarded to the regional level. ■

Treasury Board measures – impact on 90s

André Lepage, CSC's director general, Finance, has prepared a summary for Let's Talk of Treasury Board measures likely to have an impact on the Service in the 90s.

■ **Cap on operating and maintenance (O&M) budgets** - No adjustment has been made for the effects of inflation on non-salary O & M budgets since 1984-85. However, for 1989-90, CSC received an increase of \$6.4 million to cover "inflationary" increases to our non-discretionary expenditures (mostly programs related to offenders). Cabinet has, however, decided to continue the 2% cap on O&M budgets for two more years.

■ **Direct pay deposit** - This has been a voluntary program since 1986, but beginning Apr. 1, 1991, direct deposit of pay cheques will be mandatory. "This will save time spent in bank line-ups as well as the time it takes our staff to distribute cheques on pay days."

■ **Year-end carry-over for operating budgets** - Treasury Board has approved a new policy to allow departments to carry forward up to 3% of their non-salary operating budget into the new fiscal year, beginning 1990-91. Carry-over will be considered on a case-by-case basis for funds that would otherwise lapse due to causes beyond the manager's control.

This will provide an incentive to managers to budget more wisely, with greater flexibility to smooth out spending patterns and avoid year-end pressure to use up funds rather than lose them.

Inevitable expenditures that slip into the new year will no longer cause an unplanned use of approved new year funds. Managers will be able to focus on overall cost effectiveness and program efficiency, rather than on detailed year-end spending and contract management.

■ **Improved management of assets** - This policy, now being developed, will encourage better management of the government's assets and permit sharing revenue from asset sales. Departments will get a 30% rebate on the selling price of assets.

■ **Increased local purchase authority** - Supply and Services will raise local purchase authorities to \$1,000 for all departments (from \$250) and will negotiate agreements with specific departments to increase this authority to \$2,500.

■ **"Blue Box" program starting** - This year every National Capital employee will receive a blue box for recycling waste paper. This could reduce paper waste by 40%, and garbage collection costs as well.

■ **New policy on user charging** - managers will be encouraged to pursue cost-recovery of services, and departments will be able to reinvest part of the proceeds to make necessary improvements. There is limited application for CSC in this revised policy.

■ **International travel reduced** - Cabinet has ordered an immediate 20% reduction for international trips.

■ **Special Operating Agencies are self-financing units** in government departments designed to increase results and performance improvements. They operate under an agreement reached between their department, the unit and the Treasury Board. They are intended to be competitive with private industry so CSC should experience some savings, it is hoped, in reduced prices.

The first five of these special agencies are: two units in Supply and Services - Communications Services and Audit and Management Services; the Government Telecommunications Agency within Communications Canada; the Passport Office within External Affairs; and the Public Service Staff Training College within the Public Service Commission.

Pet therapy helps RPC patients

PACIFIC - Caring for and loving animals is now being recognized as an important therapy. The Regional Psychiatric Centre (RPC) in Abbotsford, BC, has held three successful pet therapy days since August 1989. They are sponsored by registered psychiatric nurses Jacqollyne Keath and Melodie Hull; and Zena Ryback of the Abbotsford SPCA.

For many of the men at the psychiatric centre, the pet therapy days are special. For the first time in several years, patients were able to touch and

pet an animal. Cats, kittens, dogs, puppies, guinea pigs and even a ferret have visited the centre. Staff also brought in their pets.

Pet therapy day allows patients a short time to care for an animal. It helps to increase patient self-esteem by making them feel worthwhile, says Keath.

"For the nursing and security staff at the centre, pet therapy day shows us another facet of our patients' personalities. We see how gentle and patient they can be with pets."



Regional Psychiatric Centre patient Jeff Anderson cuddles his pet-for-a-day, a ferret, during the centre's pet therapy day last December.

Update on the Task Force on Substance Abuse

NHQ - The problems of substance abuse in prisons, including their contribution to violence, remain substantial - despite a wide range of treatment, prevention and education programs set up over the last decade by the Service.

To address the problem, CSC convened a Task Force on Substance Abuse last August. Since then the task force steering group, headed by Health Care Services Director General Dr. Jacques H. Roy, and the working group, chaired by Jon F. Klaus, have been holding meetings across the country.

The Task Force comes as a response to a 1984 survey which reported that 79 percent of federal offenders said they used drugs or alcohol on the day they committed the offence for which they were convicted. About 50 percent of offenders suffer from

some type of substance abuse problem, according to data from the Study on the Prevalence of Mental and Behavioral Disorders among Federally Incarcerated Offenders, conducted last summer.

The Task Force on Substance Abuse is designed to coordinate the development, management, delivery and evaluation of the Service's substance abuse programs, says Jon Klaus, chairman of the task force working group and director of Operations and Plans, Health Care Services.

Among his priorities, says Klaus, is the development of a broad range of treatment models for offenders with differing needs, and the creation of effective mechanisms for identifying and delivering the appropriate treatment and aftercare for these offenders.

"No one treatment is suitable for all offenders - treatment must be individualized according to the type and severity of the problem," notes Klaus. "There also has to be continuity of care both inside the institutions and beyond into the community."

The task force will also prepare a policy paper and action plan to set the direction for future development and delivery of substance abuse programs for the next five years.

"It's a formidable task considering the tight time frames." The task force's initial report for the Service's Executive Committee is expected to be presented in early June.

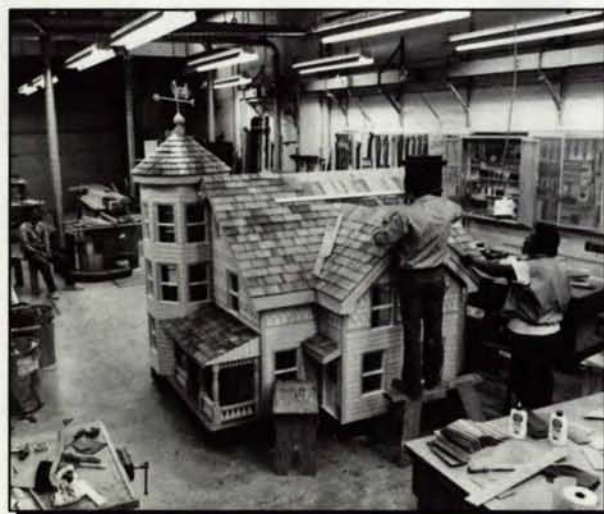
Matsqui's doll house delights sick children

PACIFIC - Matsqui Institution's model Victorian doll house made Christmas a little more fun for sick children this year. The scale model (9' high by 8' 10" long by 8' 8" wide) was made by Matsqui's vocational carpentry section and donated to the Queen Alexandra Hospital for Children in Victoria, Dec. 19.

Nigel Macklin, vocational carpentry instructor, said it took 11 inmates about 1,500 hours over a period of six weeks to make the house. "They worked very hard and were most cooperative."

Why build the house? The inmates had completed their entry level training course and were waiting to begin the next level with nothing challenging to do. Macklin felt that building the model house would be an ideal way to use their new skills.

He pointed out that the skills required to build a full scale house were the same as for a model house, "except



you must be absolutely accurate" when building models or the building won't fit together.

The house comes apart in 14 pieces, takes two or three people over half an hour to reassemble, and fits together with dowels and pins. There are about \$1,000 worth of materials in

it, and the street value is estimated at \$10,000.

The children's hospital in Victoria has about 800 out-patients and 80 in-patients. The doll house will be used primarily for role play therapy for sexually-abused children.

CSC staff offer language skills

NHQ - On occasion Service employees with various language skills have volunteered as interpreters for international enquiries or delegations visiting CSC facilities across the country.

During a recent visit of a Spanish delegation to Ottawa, **Debra Ann Taylor** (photo) from Custody and Control at National Headquarters was good enough to volunteer her skills as an interpreter during the visit. Her ability to speak Spanish was extremely helpful in having those guests feel welcome and comfortable during their stay.

If you are, or know of someone within the Service who is fluent in another language and would be willing



to volunteer as an interpreter for an enquiry or visiting delegation contact: **John Vandoremalen**, Communications, NHQ, (613) 992-8420.

Merit awards for Christmas



Merit awards were received by: (L-R): Guy Cyr, Administration; Marilyn Gervais, Systems; H       Wittenburg, Personnel; Richard Bergeron, Finance, and Jim Stevenson, Operational Planning. Third from the left is Commissioner Ingstrup, and Arthur St-Aubin is on the far right.

Assistant Commissioner, Corporate Management **Arthur St-Aubin**, along with Commissioner **Ingstrup**, presented merit awards to five Corporate Management staff who were recognized under the Merit Award Program. The occasion was the sector's Christmas party, Dec. 14, attended by over 150 employees.

The Merit Award Advisory Committee is composed of **Francine Connelly, Margaret Fortin, Rod Hughs, Charlene Lance, Kathy Lavigne, Julie Reynaud, Midori Saddington, Katie Shaw, Alicia Taylor, and Gilles Plouffe** as the management representative.

Arts and crafts on-the-go

PACIFIC - Offenders in Mission Institution's arts and crafts area have had a busy, constructive year, reports **B. M. McGregor**, assistant warden, Management Services. "We're very proud of the work they're doing, and the positive community PR this gives Mission, and CSC generally."

Inmates donated their labor for construction of a stage for a theatre production at the Cherry Hill Elementary School. They also made office furniture for the Mission Association for Community Living, and one offender is making stained glass panels of cartoon characters for this association. As well, the construction of toys and equipment for the Vancouver Neurological Society continues successfully.

Stained glass windows for Father Hanley

PACIFIC - Mission Institution inmates wanted to do something very special to honor the memory of Father **Maurice Richard Hanley** who died in 1988. They decided to create stained glass windows for the chapel.

For 37 years Father Hanley served as the region's Roman Catholic chaplain, first at BC Penitentiary and later at the Regional Psychiatric Centre (Pacific).

Father Hanley was loved for his sharp wit and wonderful sense of humor. No matter how bleak life seemed to the inmates who were his friends in the prisons where he worked, a few words with Father Hanley never failed to lift their spirits and help them realize there was light at the end of the tunnel.

He will always be remembered by the inmates whose lives he touched.

Mission Institution 'downsizes'

PACIFIC - A critical shortage of industrial storage space due to a significant increase in industries production meant success was proving to be a problem for Pacific region's Industries. It seemed a good idea to share it with their CORCAN team.

It might not be eligible for a Suggestion Award, but Mission Institution's chief, Industries, **Brian Stacer**, took a page from "*Honey I Shrank the Kids*" and offers this interesting solution: shrink the desks. (photo)

M.R. Eves, Pacific RHQ's assistant regional administrator didn't want to diminish this small suggestion, but noted that: a reduction in staff might also be in order; downsizing of ware-



housing requirements could be done; and a shrinkage in costs would certainly occur.

Maybe this whole crew needs to visit a shrink!

— Let's Talk —

Deadline for submissions

April issue: February 14

May issue: March 16

June issue: April 17

July issue: May 17

August issue: June 15

September issue: July 16

Let's Talk welcomes your signed letters, comments, photos and articles. The editor reserves the right to accept or edit submissions. Opinions expressed are not necessarily those of the Correctional Service of Canada, its management or that of the Ministry of the Solicitor General.

Managers auctioned off - Slaves for half a day!

How much is a DG worth these days?

NHQ - This December's coldest-in-a-100 years weather inspired NHQ's Correctional Programs and Operations sector to do something special to raise money for the Ottawa children's snowsuit fund.

They came up with an interesting solution. At their annual Christmas party, Dec. 13, they auctioned off the sector head and directors general to the highest bidder to act as slaves for half a day! Everyone thought it was a great idea even the poor slaves, says **Carole Anne Searle** who organized the whole thing.

The auction raised a total of \$770 with **Rémi Gobeil**, DG, Community and Institutional Operations, auctioned off at the highest price (\$156) and **Thomas Townsend**, A/DG, Offender Programs, coming in as the second most expensive slave at \$120. However, the most valuable manager really turned out to be the MC, **Pierre Allard**, director, Chaplaincy. He thought he was safe running the auction. But he did such a good job, they turned the tables on him and put him on



Rémi Gobeil (centre) up for sale! What's he worth? Plenty as it turned out. He received the highest bid (\$156) and was bought by **Claudette Hamelin** (right) and **Jennifer Trottier** (left), two of the buyers from his branch, from a pool of money collected in support of the snowsuit fund.

the block too. As a slave he turned out to be worth \$207 for half a day. Not bad!

What was the horrible work assigned to the slaves? Including sector head **Jim Phelps** and the DGs, the slaves were cruelly sentenced by their new owners to spend half a day filing, typing, doing memos and briefing notes, conducting research, answering the phones, translating, photocopying, whipping up payment vouchers, doing

commitment certificates, and worst of all, responding to BFs - on time! Sometime soon, we hear, **Gerry Hooper**, DG/Technical and Inmate Services, will spend half a day in supplies - people are already preparing large orders.

A great time was had by everyone, especially the slave-owners, and more children ended up with warm snowsuits as a result of the generous bids.

Let's Talk

March 1990 • Correctional Service of Canada

Breaking Barriers at Stony Mountain Institution

- **Need Help!** - Employee Assistance Program (EAP) strengthened
- **It's your choice tough guy!** - Prison letters helping street kids
- **The Corporate Management Sector**
- **Beaver Creek: offender volunteers - a tradition**
- **ECHO** - Quebec's substance abuse/ social integration program
- **Briefly... and more!**



Correctional Service
Canada

Service correctionnel
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Canada

Let's Talk/Entre Nous

Volume 15 No. 3
March 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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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Articles may be reprinted as a whole or in part with credit to:

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Ottawa, Ontario K1A 0P9
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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner

Constant improvement - A challenging job

To do your job well means a constant - never ending - process of trying to do better. If your job is the same, day after day, it has lost its challenge - and you're headed for burn-out.

When a person loses their desire to improve, that person is no longer a professional.

To continue to do the same things in the same way every day is dangerous to the employee - and dangerous to the organization the individual works for.

Constant improvement must be a natural part of every job. Every unit of CSC must work to improve its performance if we are to be a vital, vibrant, professional organization and a valued part of Government. We must also be open to excellence if we want to attract and keep the best people. Very few good people will want to apply for a job in a treadmill.

What have we improved lately?

Ask yourself and your colleagues: "What have we improved lately?" And ask that question on a regular basis. Build it into every meeting.

Improvements can come from everywhere, from any employee.

The Mission is an open invitation to everyone to think creatively and to come forward with ideas. The Mission also gives everyone a right to be listened to in a serious manner.

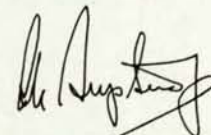
I see encouraging signs everywhere. The possibility of doing better, of making improvements in your performance, is what makes a job rewarding. It's exciting to beat your own record.

We are currently putting a network of people together to look for ideas in a wide range of professional publications. They will use this literature as a source of inspiration for improvement within the Service. We will be sharing their findings with every part of the Service. But we need more than that. We also want to find better ways of sharing ideas *across* the Service.

Many ideas at the local level are excellent, but they remain local because we don't do enough to share them with other institutions or parole offices.

Our 'management letters' are a significant step forward, but we can also improve in that area. Let your wardens, district directors, area managers, regional deputy commissioners, and colleagues in other work locations know about improvements you have been part of.

We can only become the kind of Service we want to become if we feel a desire to improve, and an obligation to share our ideas with those who might like to use them. Don't forget that an idea is a good idea as long as it leads us further towards the achievement of our Mission. It doesn't matter where it comes from; it is the idea itself that counts.



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Breaking Barriers at the Stony Mountain Institution: _____ Page 4

Stony Mountain Institution has pioneered a series of exciting new self-help programs in the past two years. *Breaking Barriers* has become the most popular training course the institution has ever offered. These programs could have a profound impact on the Correctional Service of Canada.

CSC's Employee Assistance Program strengthened: _____ Page 6

Sooner or later everyone experiences a personal crisis. When an individual is thrown into turmoil by personal crisis, one of the most serious side-effects is the impact it can have on work performance. CSC, like many other larger organizations, needs an Employee Assistance Program (EAP). The Service's new Personnel Sector is establishing a joint National Employee Assistance Program tailored to the needs of the Service.

It's your choice tough guy! - Prison letters helping street kids: _____ Page 8

They had no money to help kids get off the street, no training to help steer a young offender off a self-destructive path. Instead, a Collins Bay Life Skills class decided to offer their stories in a series of letters going to juvenile detention centres and group homes for young offenders, with the suggestion that the street kids read them - and think about their own lives.

Meet the Corporate Management Sector: _____ Page 10

Managing the Service with openness, integrity and a sense of accountability... that sums up the Mission's core value 5. Translating this into action is the job of the Corporate Management sector's 184 employees. *Let's Talk* presents its third in a series of articles featuring the Service's NHQ sectors and how they are meeting the challenge of the Mission.

Beaver Creek's offender volunteers now a tradition: _____ Page 14

Beaver Creek Institution's administrative building is filled with plaques given in appreciation for the work done by inmates of this forestry camp institution located in Ontario's Muskoka District.

ECHO - Quebec's substance abuse/social integration program: _____ Page 16

A new program called *ECHO*, which encourages the social integration of offenders, has been set up in the Quebec region. Its sponsor, Portage, is a well-known therapeutic community in the Laurentian area.

Briefly - across CSC: _____ Page 18

Cover: Our cover features part of the historic walls of the Stony Mountain Institution, located near Winnipeg, Manitoba in CSC's Prairie Region.

New self-help
programs are...

Breaking Barriers at

**A first
for the
Correctional
Service**

Stony Mountain Institution, in Manitoba, has pioneered a series of exciting Pacific Institute programs in the past two years. "They have become the most popular training courses the institution has ever offered," says coordinator Al Hickey, a graduate of the McMaster Course in Corrections in 1973 and a recipient of the Corrections Exemplary Service Medal in 1985.

Participation is voluntary and interest is so keen inmates attend primarily because of the enthusiasm of other offenders who have completed the program. Many re-apply to repeat the course. Staff also can take part by volunteering to act as program facilitators and so far 24 have volunteered to do so.

A smorgasbord of self-improvement programs

The program can best be described as a "smorgasbord" of concepts, says Hickey. "It's designed to help participants better understand and to improve the image they hold of themselves, to show that change is possible, to deal with stress and to provide tools for personal enhancement. The training has not only proven to be an excellent tool for growth and change, it has encouraged participants to look for further help through other programs."

Videos, discussions, workshops

Inmate seminars consist of five half-days of intensive video presentations, followed by discussions and workshops conducted by the staff facilitators. Following the initial program, offenders are brought back within the next three-month period for two additional reinforcement sessions. At the close of each course, they are recognized at a certificate presentation ceremony. Staff courses consist of a similar format and are conducted over a two- or three-day period.

The programs are produced by Louis Tice, former teacher and football coach, and Gordon Graham, former inmate of some 17 years. Tice is founder and owner of the Pacific Institute, a private educational organization based in Seattle, Washington. Graham himself was introduced to the programs shortly after he left prison for the fifth time in 1970, when he was invited to attend a Pacific Institute seminar.

Today, close to 20 years later, Graham is an associate of the parent company and one of the most highly rated speakers in America, conducting seminars for many

organizations including labor management, the military and the criminal justice system. Although Graham is enjoyed by staff as much as he is by the inmates, his unique personal history makes his presentations particularly suited for prison populations.

**Breaking Barriers training program:
In cooperation with provincial corrections, an
invitation is extended to federal and provin-
cial correctional workers to attend Breaking
Barriers, May 7-11, at Stony Mountain Institu-
tion, near Winnipeg. For more information,
call coordinator Al Hickey, (204) 453-5541,
ext. 5500.**

Began at Stony 10 years ago

The program at Stony Mountain Institution dates back to 1980, when two staff members, Al Hickey, former Visits and Correspondence supervisor, and electrician Jim Mushaluk attended a Pacific Institute seminar offered in Winnipeg. Full of enthusiasm, they worked with a number of their colleagues to set up a committee to look into the feasibility of introducing the training at their institution. The original committee included former Assistant Warden Dick Sheppard, staff psychologist Om Chaudhry, Social and Cultural Development Officer Gord Kudlak and Greg Graceffo, now deputy warden at Stony Mountain, along with five members of the Inmate Welfare Committee.

As Hickey, coordinator for the project, puts it, "Although there were many challenges along the way, we kept our eye on our goals as the program teaches and as a result, that goal has become a reality."

Al is also quick to point out that although there were many people who gave their support, including former Warden Terry Sawatsky, it was the willingness of Warden Art Majkut and former Assistant Warden Jim Wolfe, now director of corrections for the province of Manitoba, that made the goal a reality in May 1987. Three video programs were purchased: "Investments in Excellence," by Lou Tice, for staff development, "Breaking Barriers" and "How To Do Life on the Streets," both condensed versions of "Investments In Excellence," produced by Gordon Graham, specifically for prison inmates.

Stony Mountain Institution

Facilitator training for staff

In June 1987, Gordon Graham conducted Facilitator Training sessions for 20 staff from both Stony Mountain and Rockwood Institutions. He further conducted two evenings of live introductory programs for approximately 140 inmates.

Preliminary results show reduced recidivism

In 1988, Hickey attended further training sessions in Seattle to become a certified trainer. He returned to Seattle again in September 1989, to attend a reception for Gordon Graham and to have the opportunity to establish contact with people working with the programs in other institutions and organizations such as Vacaville Institution in California, where an ongoing evaluation of results of the *Breaking Barriers* program has revealed preliminary, but encouraging reductions in rates of recidivism.

The final results of this evaluation will be made available to Stony Mountain Institution by the California Department of Corrections as soon as it is completed.

In 1988 the Manitoba Provincial Department of Corrections purchased *Breaking Barriers* and introduced the program in most of their correctional facilities, arranging for Hickey to train over two dozen provincial staff as facilitators.

In January 1989, Al conducted a week of seminars at Saskatchewan Penitentiary for both staff and inmates and in March of 1989, Dorchester Penitentiary, which also purchased *Breaking Barriers*, arranged to have psychologist Murray Cullen and special projects officer Joe Koot, attend a training session at Stony Mountain Institution.

In June 1989, Hickey was again called upon to present the program, this time at the Prairie Correctional Educators' Association Institute at Emma Lake, Saskatchewan. The presentation received an enthusiastic response and favorable comments from the co-presenter, Dr. Robert Ross, professor, Department of Criminology, University of Ottawa.

To date, 376 inmates have attended the *Breaking Barriers* program. As well, over 100 inmates have taken "How To Do Life on the Streets," and approximately 100 staff have attended "Investments in Excellence." A unique benefit of the program is that individual modules can be presented for specific needs, such as stress management. At the present time, excerpts are being used to provide

sessions on "Managing Change" for the Correctional Officer II training course.

A Steering Committee made up of staff from a wide variety of departments and chaired by Assistant Warden Correctional Programs Al Maclean, has been set up to oversee the project. Facilitators include staff from Case Management, Leisure Activities, Materiel Management, the Laundry, the School, Security, Institutional Services and the Works Department. Al Hickey feels there has been a noticeable improvement in staff morale and in staff/inmate relations, particularly among those staff and inmates involved in the program.

Developing reinforcement sessions

Dr. Tim Leis, staff psychologist and member of the Steering Committee, has teamed up with project coordinator Al Hickey to work on the development of further in-depth reinforcement sessions.

An updated and expanded version of the *Breaking Barriers* program has now been introduced by Gordon Graham's company. As a result, Stony Mountain Institution, in cooperation with provincial corrections, are presently working on a plan to bring Graham and other members of his staff to Manitoba to provide training for the updated program and to give an opportunity for managers and staff from other correctional facilities across Canada to preview the program at a very nominal cost.

The province is expected to ask for 15 of the 40 spots that will be made available. Stony Mountain Institution will be sending letters and application forms to all federal institutions as well as regional and national headquarters.

Although there will be considerable work involved for the Sub-Committee established to oversee this special project, if properly implemented, these programs could have a profound impact on the Correctional Service of Canada. They are a very definite step toward advancing the goals set out in our Mission Statement.

These programs... which help inmates to better understand themselves and show that change is possible... could have a profound impact on the Correctional Service of Canada... they're a very definite step toward advancing the goals set out in the Mission Statement. ■

by Al Hickey, 'Breaking Barriers' coordinator,
Stony Mountain Institution.

For employees who need personal help...

Sooner or later everyone experiences a personal crisis. Drug and alcohol abuse may be the most obvious example but many other serious problems can arise - health, marital difficulties, troubled children, conflicts with co-workers or superiors, responsibility for an aging parent, impending retirement, legal and financial difficulties.

When an individual is thrown into turmoil by personal crisis, one of the most serious side-effects is the impact it can have on work performance. It is estimated that between 15 and 30 percent of the working population is affected by a personal crisis at any given time. Only eight to nine percent of these problems stem from drug or alcohol abuse.

The Correctional Service, like many other large organizations, needs an Employee Assistance Program.

work time than the average employee. What does an employer do in such a situation? All too often the response of supervisors is to ignore the situation, in the hope that the difficulty will resolve itself.

Unions and management must work together

Two important points to consider are that unions and management must work together to support an Employee Assistance Program, and that it is vital for the program to remain neutral. Employees and union representatives were instrumental in bringing about the revitalization of the Employee Assistance Program.

For these reasons, peer referral agents who act as the contact point for Correctional Service staff, volunteer to be trained and serve their colleagues as referral agents.

Our Mission document's core value 3 says staff are our most important resource – a pledge that requires an active, trusted Employee Assistance Program.

Dyane Dufresne, assistant commissioner of the new Personnel Sector at NHQ, recently seconded **Bob Lap  ri  re** from the Department of National Defence (DND), to assist in establishing a program tailored to the needs of the Service. He developed and supervised a highly successful plan for DND over the past eight years.

An Employee Assistance Program is very much in line with our new Mission document, Dufresne points out. Core value 3 pledges, in spirit, the Service: "to review and introduce new directions in career development, employee assistance and staff training in such areas as interpersonal skills and conflict resolution."

The Correctional Service believes that the employer can provide the strongest motivation for seeking help for the troubled employee. Someone who is experiencing a serious personal problem misses about three times more

They are nominated by union or management and screened by their local labor management committee prior to receiving training in this role. The peer referral agent concept is based on the premise that staff are more apt to seek help from a co-worker. When peer referral agents, unions, management and supervisors all participate in an Employee Assistance Program, everyone wins.

How an Employee Assistance Program works

Anyone with a personal problem that is causing anxiety or worry - whether it has begun to affect the individual's work performance or not - has the option to get in touch with an EAP referral agent. An employee has several persons to choose from when he or she wishes to see a referral agent.

Joint National *Employee Assistance Program* Strengthened

If a personal problem begins to impair work performance, the supervisor may draw the lagging performance to the person's attention, indicate the consequences, and encourage the individual to seek help.

The EAP referral agent assesses the person's situation and suggests professional or community resources which could be used. Confidentiality is a key factor in the program, the assistant commissioner, Personnel, stresses. It's important that Correctional Service people take part in the program on a voluntary basis, and that they maintain responsibility for their own work performance.

Next step is a cohesive national program

The next step, says the assistant commissioner, Personnel, is to assess the situation and to develop a cohesive National Employee Assistance Program.

Bob Lap  ri  re has begun the process by visiting the regions and discussing the program with the unions. Policy and guidelines need to be developed at the national level and structured, consistent training must be provided to all EAP referral agents.

Only one in five staff are referred for professional help – many people just need to talk to someone.

The Employee Assistance Program encourages staff to seek help early - before the situation begins to affect work performance.

Volunteers are trained to assess and refer

In this approach, volunteers from within the department are trained to assess (but not diagnose) the situation, and put the person in touch with appropriate resources. Three or four visits with a referral agent may be needed to see the situation through to resolution.

Only one in five employees who seeks help through the plan needs professional help. Many people just need to talk to someone, to get a fresh perspective, or to consider the best course of action.

The Correctional Service has not had a formal national Employee Assistance Program for the past three years, but all five regions continue to run active EAP programs with the help of some 150 referral agents.

The program will now also be available to NHQ staff.

Full implementation to begin soon

The assistant commissioner, Personnel, recommended a plan to meet the Correctional Service's needs at the June Executive Committee meeting. The proposed policy and guidelines were approved.

Further discussions will take place with the unions and regions to go over the details. Full implementation is expected to begin shortly.

Suzanne L  ger national coordinator

A national Employee Assistance Program coordinator has now been appointed: **Suzanne L  ger** can be reached at (613) 996-9423 and would be pleased to answer any questions.

Regional EAP coordinators are:

- Atlantic: **Ross Monk**, (506) 857-6363
- Quebec: **Line Bernier**, (514) 662-3456
- Ontario: **Alphonse Meloche**, (613) 545-8706
- Prairies: **Bonnie Davenport**, (306) 975-5074
- Pacific: **Lynn Fairall**, (604) 859-4841, local 366. ■

Letters from prison:

A picture of the Collins Bay Olympiad in a California magazine!

The offenders taking Randi Kennedy's Life Skills class at Collins Bay Institution were excited. Most of them had acted as godbrothers for the Exceptional People's Olympiad weekend held every summer at the institution. The event brings together mentally handicapped people in the area for a weekend of sports and fun inside the prison. And, here was their community project being written up in the *Whole Earth Review*, Summer 1989.

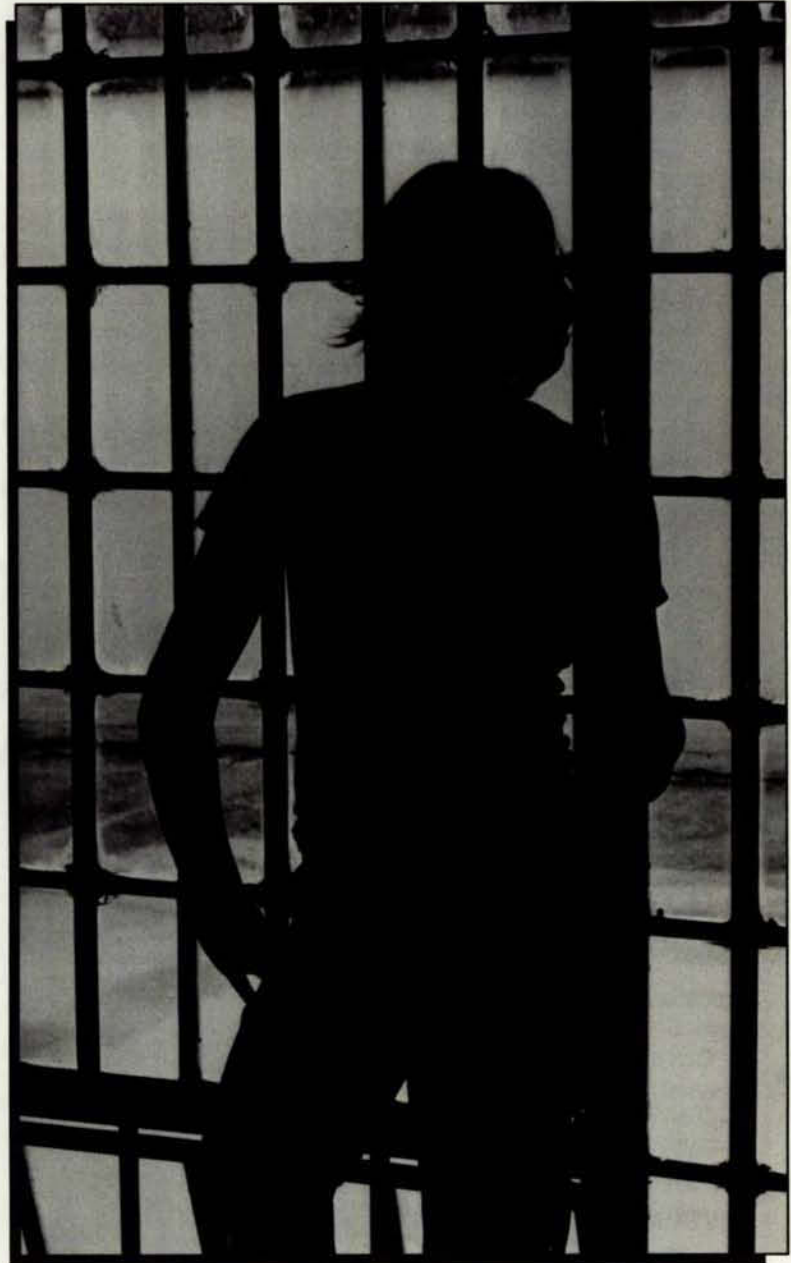
The Life Skills group began talking about what it felt like to do something for someone without expecting anything back. Another article caught their interest. It was called *Prisons as Centres of Kindness*, and writer Bo Lozoff was getting across the idea that education and job opportunities offered by prison systems, although well and good, were not the whole story when it comes to effective rehabilitation.

Prisons should give ample opportunities for prisoners to become givers rather than takers. Inmates, he pointed out, "receive help, therapy, education, training: they receive, receive, receive...The key issue is that people who commit crimes against other people need to become kinder, more caring human beings."

Interesting to note is that one of the strategic objectives of the Service's Mission document calls for CSC "to provide opportunities for offenders to contribute to the well-being of the community."

A project for street kids

The class decided they would like to start a project for street kids since most of them had been young offenders themselves. They had no money to help kids get off the street, no training to help steer a young offender off a self-destructive path. They had no way of keeping their own brothers and sisters from the pain and degradation that drug addicts and alcoholics face.



Instead, says Randi Kennedy, they decided to offer their stories in a series of letters which would "be personal and not preachy." The letters are currently going to juvenile detention centres and group homes for young offenders with the suggestion that the street kids read them - and think about their own lives.

**In this issue, *Let's Talk* prints John's story:
*It's Your Choice, Tough Guy!***

helping street kids

It's Your Choice Tough Guy!

As you read this, you're probably sitting in a cell or a dormitory somewhere else, and you probably wondering who the clown is who's writing this. Another social worker? Another Bible-thumper? Wrong. The guy writing this is a convicted murderer, winding down the last part of eight years in Collins Bay. And Collins Bay isn't a summer resort or a camp. It's a medium security prison with thirty foot walls and gun towers. And I'm here to tell you what life is really about, and what happens when you try to be Jesse James or John Dillinger.

Let me guess what you're like right now. You're young, you have all the answers, you've got some real tight partners that you run with, and you want everything right now, not tomorrow or the next day. Well, allow me to burst your bubble. **You don't have all the answers, in fact, you don't even know the questions.** Nobody has all the answers, and nobody even does. You think it's cool to run with the pack and do what your friends say, even if sometimes you don't want to. I used to think that too. Until I got blind drunk and beat a man to death. Then all my so-called "partners" were nowhere to be seen. I never listened to my Dad's warnings to cool my temper, after all, he was my Dad, how cool could he be? Well, he was right. I've spent most of my life in group homes and prisons as a result of my actions and my attitudes.

You're still young, **you can still change.** Sure you think you've got all the time in the world, I thought that too. Thirty or forty seems a long ways away now, doesn't it? Well, let me tell you, it sneaks up on you pretty fast. And if you don't have any goals, if you don't get any direction in your life *now*, you're gonna wake up at thirty-five in a prison cell somewhere, wondering where your life went.

You also probably spent a lot of time blaming other people for your situation. My folks did this. My friends did this. The cops did this. Wrong! **You did this.** We're all responsible for our own actions. When we break the law, *we* bring the roof down on our heads, no one else does.

You probably think school is stupid too, huh? So did I. Now I've almost got my grade 12. Why? Because I see myself rotting in jail, while people I went to school with, people who *stayed* in school, have names and cars and good jobs and families. *They* can go to the corner store at three in the morning whenever they want; I get to go the prison canteen every two weeks. That's if I have any money to spend, and *if* we aren't locked down. They get to laugh on the beach, under the moonlight. I haven't smelled the night air or seen the moon in eight years.

Still think you're cool? Still think I'm cool? If you do, I'll be seeing you here soon. I don't care how tough you think your life is right now. If you take the time to listen to the people who are trying to help you, you can turn it around. It's your choice kid. You can live in peace and freedom, or you can come here and spend every day wondering when some crazy guy will stab you or smash a pipe over your head. Like I said **it's your choice tough guy.**

Yours truly
Someone who cares,
John B.
Collins Bay Penitentiary

- ✓ • Openness,
- ✓ • Integrity and
- ✓ • Accountability

Corporate

“Our mandate is to

Corporate Management is the third sector in Let's Talk's series on how the NHQ sectors are meeting the challenge of the Mission.

Managing the Service with openness, integrity and a sense of accountability... that sums up the Mission's core value 5. Translating this into action is the job of the Corporate Management sector's 184 employees.



Arthur St-Aubin

“Our mandate,” says Assistant Commissioner, Corporate Management **Arthur St-Aubin**, “is to support operations. We do this by providing technical, finance, systems, planning and administrative services in the right amount and at the right time and place.”

Until last month, Personnel was also part of Corporate Management's line-up of services, but effective Feb. 1, the Personnel branch was upgraded to separate sector status. And, the Technical and Inmate Services branch, formerly part of the Correctional Programs and Operations sector, has now moved to Corporate Management.

Offender Management System: *improving offender management through an automated system*

Corporate Management, the largest of the NHQ sectors, is responsible for one of the Service's biggest undertakings - the Offender Management System (OMS). This comprehensive, automated information system is designed to keep track of all data about offenders from entry into prison to parole completion.



Bob Canart

The Offender Management System (OMS) is a comprehensive, automated information system designed to keep track of all data about offenders from entry into prison to parole completion.

The system has three major components, each a massive project in itself, explains **Bob Canart**, executive director of OMS. First, there is the large-scale communications network which will tie far-flung institutions and offices together. Then there are the 60 local-area-networks (LANs) which provide communications links within each site. Finally, there's the software - packages of programs that enable the Service to store and process data on offenders in one integrated system.

The first software package, relating to penitentiary placements, will be implemented by June/July of this year. Six more packages, dealing with sentence administration, case management, movement control, security, education/training and medical care, will be released over the next two years.

Installation of the hardware components is well underway. The wide-area-network will be in place by March/April. Regional headquarters and district offices should have their local-area-networks installed by the end of March. It will take a few months longer to complete local-area-networks for the institutions.

Preparation for application training is progressing well, as is the development of a conversion strategy for the data from current electronic systems and paper files into the OMS format.

Management *support operations*

Systems branch: building a network of integrated, standardized tools

The new equipment being installed for the Offender Management System, along with many microcomputers, can be used to automate many other Correctional Service functions as well. The Systems branch, headed by **Nancy Corbett**, is busy with projects to help the Service take advantage of this opportunity.

"We are gaining a network of integrated, standardized tools," Corbett points out. "This will make our automation efforts much more efficient and cost-effective than if we were using different technology for each application."

One project underway is a system for improving the security clearance process through the creation of a central database for all the relevant information. Similarly, monitoring the process of contracting for services is being

The Systems branch is also working with materiel management staff towards a comprehensive, computerized system for managing the Service's moveable property (known as corporate assets). The system would record the entire life cycle of an item, from the day it's ordered to the day it's disposed of.

All these projects are by no means revolutionary, Corbett emphasizes. The software being introduced has been well tested on the market and should prove reliable and user-friendly.

"It's a step by step process," Corbett explains. "The big challenge is to help people to become familiar with the technology. Then they'll be able to make recommendations about useful programs and enhancements."

While new projects are exciting, they shouldn't overshadow the important work of maintaining existing systems, Corbett says. Without the day-to-day efforts of her team, the Service would not be able to benefit from its current technology, let alone adapt to new systems.




Nancy Corbett

The big challenge is to help people become familiar with the new technology ...without the day-to-day efforts of her team, the Service would not be able to benefit from its current technology, let alone adapt to new systems.

automated. Another software package being introduced is one that secretaries and managers can use to keep track of correspondence and BF dates - again, a less cumbersome, more reliable system than paper files.

Technical and Inmate Services: Renovation of seven institutions underway and an update for PIDS

The Technical and Inmate Services branch, which moved Feb. 1 from the Correctional Programs and Operations sector to Corporate Management, is under the direction of Director General **Gerry Hooper**. The branch manages major Crown projects, facilities planning, construction, maintenance, materiel management, electronic and food services through its five divisions.

The Construction Policy and Services division, headed by Senior Director **Habib Chaudhry**, handles major capital construction projects including the renovation of Dorchester, Kingston, Mountain and William Head Institutions, and construction at Stony Mountain, Warkworth and Westmorland Institutions. — 

Materiel Management, under A/Director **Bill Gamble**, is putting in place a very successful system for asset control and management, called AMIS (Asset Management Information System). It includes all equipment, vehicles and moveable items used by the Service.

One of the projects underway at the **Engineering and Maintenance Policy and Services division**, under A/Director **Ted Pender**, is an upgrade for the maintenance management system. It's designed to produce more flexible and useful software. Another project is the division's revitalization program which involves a review of their operations, skills upgrading for staff, and development of new techniques for forecasting annual and long-term maintenance requirements and costs.

The **Food Services Policy and Support division**, under A/Director **Joan Gibson**, is evaluating computerized food service management systems to assist food service managers to provide nutritious food of acceptable quality to offenders at the lowest cost possible. A training program is also being developed for staff and inmates working in kitchens.

The **Electronics Engineering Policy and Services division**, headed by Director **Mike Jonckheere**, is working on an update of the Service's Perimeter Intrusion Detection Systems (PIDS) used to protect maximum and medium security institutional perimeters. A mobile intrusion detection system will be developed for minimum security facilities.

Finance: *ensuring accountability*

The **Finance branch**, headed by **André Lepage**, has two broad goals: to ensure proper financial controls over the Service's activities and to provide sound financial advice to managers. The branch is also responsible for the processing of damage claims brought against the Service.



André Lepage

Another important branch project has been a review of the resource base - mainly PYs and salaries - at RHQs and NHQ, to determine whether resources are adequate and whether there are overlaps in tasks and activities.

Currently, the branch is involved in a major undertaking - implementing what is called an accountability framework. The framework outlines the planning, budget-

ing, monitoring and evaluating mechanisms necessary to ensure that each component of the Service achieves its goals.

A key component of the accountability framework is the Multi-Year Operational Plan (MYOP). This is a plan identifying what is to be done, by when and at what cost, together with the expected results over the next three years.

The new planning and accounting framework will require managers to prepare work plans which focus on the results to be accomplished. The process involves more careful budgeting (known as time-phased budgeting) than has occurred in the past. This allows for more timely and accurate forecasting of resource needs and better spotting of discrepancies between actual and planned expenditures.

The accountability framework is being pilot-tested in the Ontario region and at National Headquarters. The target date for full implementation is 1991.

Finance branch's role in the accountability framework includes designing new accounting procedures, identifying ways of measuring program results and improving the ways that results are reported up the line.

Another important branch project has been a review of the resource base - mainly PYs and salaries - at RHQs and NHQ, to determine whether resources are adequate and whether there are overlaps in tasks and activities.

Operational Planning and Resource Analysis division: *planning for the future*

The **Operational Planning and Resource Analysis (OPRA) division**, as the name implies, is concerned with translating broad objectives into specific goals and plans. It also identifies resource requirements. A further responsibility is long-range accommodation planning.

Along with the Finance branch, the division has been working hard on the accountability framework, and more specifically on the Operational Planning Framework (OPF). This framework looks at how to transform the Mission's long-range objectives into concrete achievable action plans, OPRA's Acting Director **Robert Adlard** explains. "The framework specifies objectives, expected outcomes and performance indicators for each Service activity on an annual basis over three years. It is patterned on the current structure of the Correctional Service, thereby updating previous planning mechanisms which were based on the former organization.

"The framework documents how each piece of the jigsaw puzzle contributes to the whole," Adlard explains.

Through long-range accommodation planning the OPRA division reviews the offender population and outlines accommodation options. These options include

building new institutions or enlarging existing ones. A related responsibility is commissioning plans for new or expanded facilities.

The current long-range plan was developed in 1987 and is updated annually through reports to Treasury Board. The division is now in the process of drafting a new plan for the 1990s.



Robert Adlard

Along with the Finance branch, the division has been working hard on the accountability framework, and more specifically on the Operational Planning Framework (OPF). This framework looks at how to transform the Mission's long-range objectives into concrete achievable action plans.

Through resource analysis, the division determines how to make best use of limited resources. This function involves analyzing both Correctional Service objectives and those of Treasury Board and government-wide programs in order to allocate resources wisely. These analyses are presented in the Main Estimates, the Multi-Year Operational Plan and the Annual Report.

Administration: "A collective memory" that makes information accessible to those who need it

Administration, under Gilles Plouffe, manages three broad areas: the Service's recorded information program, the general administration of Corporate Directives, and the forms management program.

Recorded information, Plouffe explains, includes information held on all media from hard-copy memos to electronically-stored data, microfiches, audiotapes and videotapes. "It's the collective memory of the Service."

An ongoing priority is to ensure that all forms of information are properly classified, stored (and disposed of when necessary) so that information is easily accessible to those who need it.

"People must remember that when they generate information, it's the property of the whole Service. It may be important for co-workers' decision-making or have historical significance," Plouffe points out.

The job has become much more complicated with the advent of new technology such as personal computers and electronic mail which add to the challenge of "rounding up" corporate information and ensuring its availability.



Gilles Plouffe

Administration manages three broad areas: CSC's recorded information program, the general administration of Corporate Directives, and the forms management program.

Technology provides new management tools

But technology is also providing new management tools. Administration is now introducing an Automated Records Management System (ARMS) - a computerized databank for the Service's records - which will further improve the service to our clients, says Plouffe. It's also updating our present records classification system and is involved in developing procedures so that current offender records can be effectively transferred to the new Offender Management System (OMS).

The **Directives Management and Linguistic Services** unit edits, translates, prints and distributes Commissioner's Directives and other internal regulatory documents. It also offers a text revision service to staff at NHQ.

The **Forms Management** unit has realized major savings for the Service with the introduction of automatic equipment for the design and control of official Service forms - which must conform to an increasing number of acts and regulations. ■

Effective Feb. 1, Personnel branch, formerly part of the Corporate Management sector, upgrades to become the Personnel sector and reports directly to the Commissioner.

For an in-depth article on the Personnel sector, watch for your next issue of Let's Talk.

By Gabriella Goliger

Beaver Creek's community work program

Inmate volunteers

Beaver Creek Institution's administrative building is filled with plaques given in appreciation for the work done by inmates of this forestry camp in Ontario's Muskoka District.

The plaques and mementos bring back a flood of memories for the institution's director, **Ted van Petegem**. There was **Terry Fox's** last birthday - he took time off from his famous cross-country marathon and came for dinner and a birthday cake made specially for him by the kitchen staff. There is the appreciation of happy snowmobilers whose trails were cleaned by inmates. And then there's Beaver Creek's special project - the vacationers at Camp Dorset, the Kidney Dialysis Camp 100 miles northeast of the institution.

Beaver Creek has one of the most successful work programs in the Service, providing men to do the heavy work in the community as a service.

Camp Dorset project began 15 years ago

Beaver Creek offenders have an especially long standing relationship with Camp Dorset, where families and kidney dialysis patients can vacation away from home because dialysis machines and medical care are part of the facility. The camp has received much of its funding from Lions' Clubs, and medical services from McMaster University. The relationship began 15 years ago when the Lions' Club came to Beaver Creek for help.

Van Petegem recalls that the request began with clearing land for the camp, just near Algonquin Park. Then the men began constructing cottages for dialysis patients. Since then, the institution has employed 15 men in volunteer activities every spring, summer and fall. Generally, they maintain trails and build new



*Ted
van Petegem*

units. This year, they worked on a new motel-style building. Whether or not a request from Camp Dorset can be filled depends on the offender skills available.

"Sometimes we get qualified carpenters, but often they are just good plain handymen. We've had people who were good block-layers - they helped to build the hospital at Camp Dorset. We also put in the septic system there. It's very specialized, because of the saline solution needed for the dialysis machines," van Petegem told *Let's Talk*.

Trail named after Beaver Creek

Camp Dorset showed its appreciation by naming one of the walking trails after the institution - Beaver Creek Trail. The men enjoy the work, too - partly, because of the op-

portunity to be outside in a nature setting, and also because it gives them a chance to do something which really improves life for others. Van Petegem believes that everyone in the work program is a winner.

"The inmate is a winner because he grows as a person and as a responsible citizen, the recipient of the services gains from it, and there is a good feeling about offenders in the community.

"As a result, the community is more responsive to us, more positive in its attitude toward corrections as a whole, and certainly to Beaver Creek Institution, in particular."

Most of the men participate

Most of the men at the institution who are eligible to participate are part of the program. Van Petegem says he works hard to make sure there's always lots of work and that the demand from the community is greater than the institution's ability to supply labor. He is also sensitive to the need for paid local jobs for the unemployed in the community, and only takes on work which does not rob nearby Bracebridge and Gravenhurst of paid employment.

Recognition from the Parole Board

The National Parole Board recognizes Beaver Creek's work program by providing limited day parole for volunteers and paid work for inmates who perform odd jobs for the elderly and handicapped. Van Petegem is clearly pleased with this official recognition. He also has a

now a tradition

very personal appreciation of the value of this service for the elderly and shut-ins. He points out that, as someone who uses a cane to walk, it can be difficult for people in these situations to remain independent.

Shovelling snow and clearing brush

"So often the shut-ins can't get out at all when their driveway is snowed in. It may be a small matter for most people, but it is a big deal to them."

People from the community also request help for raking lawns and house maintenance. The institution obliges by sending an inmate under the limited day parole system. A frequent recipient of the program are the municipal departments of Parks

A clean-up crew for Trout Unlimited

Recently, the forestry group was called upon to assist a national non-profit organization, Trout Unlimited. While the group is Calgary-based, they also have a chapter in Muskoka, famous as a fishing Mecca.

A local doctor, who belongs to Trout Unlimited, asked for assistance to clear a fast-flowing creek of fallen alder trees and other debris. A 15-man Beaver Creek team took on the task.

"We generally cleaned up the whole thing," van Petegem says, "thereby increasing the flow of water and lowering the temperature so that it became a good habitat for trout which are cold water fish. The team is expected to return in the spring to



Learning to help others

"Most of the men have never done anything for others as a volunteer. Here, they learn to empathize with people, to give something of themselves without any question of getting something in return. It really makes them feel good. After two or three weeks of doing this kind of work, most of the guys feel more respect for themselves - and even if that were the only return on the investment of our time, that would be worthwhile in itself." ■

By Margot Andresen



Most have never done anything for anyone as a volunteer. They learn to give something of themselves without expecting anything in return. It makes them feel good - and that makes the work program worthwhile for everybody!

and Recreation, which requests forestry workers to help with clearing brush from overgrown roads throughout the Muskoka region. Muskoka is a popular summer cottage area for Toronto area residents.

clear the creek of accumulated debris from the spring run-off."

Van Petegem stresses the benefits of the program to inmates. "It is a service to the community which is just as important as learning a vocational skill."

Substance abuse/social integration programs in Quebec

A new program called *ECHO*

A new program called "ECHO" which encourages the social integration of offenders has been set up in the Quebec region. Its sponsor, Portage, is a well-known therapeutic community in the Laurentian area.

Portage's judicial program director, **Michel Poirier**, says ECHO stands for Experience, Change and Orientation. It's a program that uses offenders' experiences on which to base change and personal growth. "If offenders understand their good and bad points, they can get on with reorienting their thinking and planning a new direction for their life."

Poirier played a large role in ECHO's planning and implementation. He organized the specialized training for staff including the program's living-unit officers, the supervisor of correctional operations, and the unit manager, **Réjean Tremblay**.

On Jun. 7, 1989 the ECHO program officially opened at Leclerc Institution with **Jean-Claude Perron**, deputy commissioner, Quebec region; **Laval Marchand**, warden of Leclerc Institution, and representatives of Portage, attending the ceremony.

ECHO program highly structured

ECHO is not restricted to substance abusers but one of its cardinal rules stipulates that any individual who drinks or takes drugs is subject to dismissal. This program is consistent with Portage's involvement in setting up therapeutic communities behind prison walls. Having collaborated in designing and implementing the original model in New York State, called Network, ECHO is beginning to implement such models in Quebec. The concept applied reflects Portage's philosophy of helping offenders and drug users to help themselves.

The program operates in a 30-cell unit of Leclerc Institution. Under the supervision of unit manager, **Réjean Tremblay**, offenders meet for therapeutic activities from 4 to 11 p.m.

During the day and between clinical activities, the inmates engage in regular activities and work with inmates from the rest of the institution. During the ECHO program, inmates participate daily in several mandatory groups and can attend two others on a voluntary basis. They also participate in two confrontation groups and one seminar each week. "As large a

commitment as it seems, everyone is very satisfied with the level of participation," says Tremblay.

Offenders are asked to identify and share their attitudes and feelings on a variety of issues. They are then encouraged to learn how to deal with them.

Participants gain a sense of control over their reactions and work on developing these so that they can function smoothly in society once released.

Meetings, with the exception of confrontation groups, are run by inmates under the supervision of correctional officers who have had therapeutic community training.

ECHO is for offenders who need and want to change

Since its unofficial beginning in April, the ECHO program seems to have met offenders' needs. Few participants have dropped out of the program.

"Offenders have a lot of motivation to stick with the program and find they do want to change," says **Ginette Belleville**, a case management officer at Leclerc Institution.

"It is not only for drug and alcohol abusers, but for all offenders who need and want to change, who want to be released and never return to an institution again," she says.

Belleville adds that the program has not only been exciting for the offenders taking part, but has also boosted the morale and motivation of the staff involved.

Quebec's substance abuse programs

Many programs offered to offenders in institutions in the Quebec region deal with drug and alcohol abuse. The Service also emphasizes community correctional and residential centres (CCCs and CRCs) for assisting parolees with drug or alcohol problems. **Robert Paquin**, Quebec's regional administrator, Correctional Programs, says therapeutic community involvement plays an important role in assisting the social integration of these offenders.

For example, a community residential centre will run an intensive six-week program that deals with drug and alcohol abuse. Some centres call upon volunteers from the community to offer support to serious substance abusers.

While the Ogilvie Centre has some specialized staff and privileged contracts with therapeutic organizations, all community correctional centres, through existing prevention and treatment programs in the community, help drug and alcohol users or abusers come to grips with their dependency.

Most cities in the Quebec region have Service-funded centres, and Paquin sees them as key to the success of reintegrating many offenders.

Alcoholics and Narcotics Anonymous

As well as community-based programs, Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) programs operate in many institutions. Run by volunteers on a weekly basis, the workshops last up to three hours and have 15 people per group. AA is the better known of the two and involves a 12-step recovery program. NA is less well-known but is growing in popularity. Both programs exist continuously in an institution.

Portage's other programs

Portage has been involved in other work besides setting up the ECHO program at Leclerc. At Donnacona Institution, Portage is presently in the process of training staff to allow 48 inmates to take part full-time in a therapeutic community model program. Restricted to substance abusers, the program is Portage's second experience in helping offenders in a penitentiary in Quebec. Another group of 71 inmates will participate in a part-time program.

The designated section of the institution is being renovated to allow the program to operate under the best possible conditions.

Inmates are transferred on a voluntary basis to Donnacona Institution once they have been accepted in the program. If they're granted parole at the end of the program, they continue their therapy even after release. Paquin says this system has proven to be a success and is the only one of its kind in the region.

Future projects

As regional coordinator of Drug and Substance Abuse programs, Robert Paquin is currently developing a new modular program. This project is part of the national objectives on offender education as relates to drug and substance abuse. The project will be developed in conjunction with Staff Training and Development at National Headquarters. Cowansville Institution has offered to help in developing and researching the modules.

The program will be comprised of six modules and will be staggered over four to six months. A pre-release module will ensure treatment follow-up in the community.

The program will be launched in 1990-91 in all institutions where a need for the program has been voiced. The Quebec region will, in this way, be able to meet the needs of offenders with drug and alcohol related problems in all detention centres, throughout the length of their sentence and will ensure follow-up upon release to the community.

Team work

The implementation of such a program requires the involvement of several experts in the field. Besides those already mentioned, Leclerc Institution staff, particularly Laval Marchand and **Guy Villeneuve** and the staff of Community Programs and Operations at Regional Headquarters, share in the success of the program. ■

by Louise Coates

TV series filmed at William Head

PACIFIC - 'Secret Lives' is a Vancouver-based T.V. series that dramatizes counselling sessions with practicing psychologist Dr. **Don Dutton**. The individual and group therapy sessions are fictionalized with various parts being portrayed by actors and actresses.

When the show's producers approached Regional Headquarters (Pacific) with a request to do taping on location at a CSC facility, they were referred to William Head Institution, which has an active inmate theatre group, WHOS (William Head on Stage). Following auditions, 14 inmates were selected and background scenarios were provided to each inmate. They gave spontaneous performances with outside professional actors and actresses who portrayed the inmate's family and friends in conflict.

Ten shows were rehearsed and taped over a three-day period. Locations included the special corrections unit's cell, exercise area and the gymnasium. Acting Social and Cultural Development Officer **Mark Townsend** coordinated all activities and contributed to the taping's overall success.

Associate Producer **Susan Culver** said the shows "were a terrific success" and the crew "was very impressed with the quality of performances." **Henry Irizawa**, the director, was equally pleased with the "extra effort from all concerned that gave an outstanding series of programs."

The episodes taped in William Head were aired on the CTV network in November 1989 and February, 1990. Watch for more episodes in March 1990 and reruns after April.

By **Randie Scott**, acting assistant warden, Management Services, William Head Institution.

Atlantic holds 9th annual staff weekend

ATLANTIC - About 180 adults and 156 children took part in the region's 9th Special Staff Weekend, Feb. 2-4, held at Amherst, NS. The theme was 'Helping Friends and Focus on the Family'.

Ross Monk, regional Employee Assistance Program (EAP) coordinator, held a workshop on EAP as an avenue that employees can explore if they are finding it difficult to cope in the workplace. Panelists included: **Suzanne Léger**, national EAP representative; **Wayne Crawford**, national executive vice-president, USGE; **Hélène Hébert** and **Sam Erman**, referral agents, Dorchester Institution; and **Rose-May Richard**, referral agent, Atlantic Institution.

Keynote speaker, Sr. **Elaine Roulet** (photo), who works at the Children's Centre, a home for children whose mothers are in prison in the New York State prison system, spoke with a sense of fun and enthusiasm. Dr. **Charles Taylor**, University of Acadia, gave the closing address at the service of celebration. Other guests included **Wayne Crawford**, national



executive vice-president, USGE; **Willie Gibbs**, deputy commissioner, Atlantic region, and other regional management representatives. Rev. **Alf Bell**, regional chaplain, chaired the planning committee.

The weekend also included singing, a banquet, dance and a children's program organized by volunteers from First Baptist church, Amherst.

A joint project of the Correctional Service and the Christian Council for Reconciliation, the yearly event began in January 1981 after a regional correctional officer died during a hostage-taking incident.

Cowansville staff donate blood



QUEBEC - Two hundred and thirty-two donors participated in Cowansville Institution's annual blood donor clinic recently, organized jointly with the Optimist Club. Sixty-one donors were institutional staff or family members. Left to right: **Daniel Couture**, organizer of the clinic for the institution; **Jean-Paul Lupien**, Cowansville warden; **Alfred Boulet**, organizer for the Optimist Club; and **Jacques Charbonneau**, Cowansville mayor.

Super Briefs from across Canada

A hefty Holstein

ATLANTIC - The Service has one of Canada's best 10 holstein cows. Named Shepody Crysta Lester, she produced approximately 52 liters a day last year and won a "Superior Production award" from the Holstein Association of Canada for her efforts. Farm staff and inmates at Westmorland Institution, Atlantic region, deserve some of the credit for the award for the superior animal husbandry skills they displayed.

Bath inmates experience joy of giving

ONTARIO - Inmates at Bath Institution experienced the joy and happiness of giving when they shared the spirit of Christmas with two needy families in December. Using \$255 they raised from the general population the Inmate Committee bought two turkey dinners with all the trimmings and a number of gifts for the children in each family. They took pride and care in wrapping the gifts and boxing the food before presenting both to the pastor of a local church who delivered the items to the families the week before Christmas.

New gym for Westmorland inmates

ATLANTIC - Minimum-security inmates at Westmorland Institution, NB, got their first chance to use their new gymnasium, Jan. 8. Management and administrative staff are also moving into offices in the new building.

Official opening ceremonies are planned to coincide with the Executive Committee meeting scheduled for May 23-24 in the Atlantic region.

Westmorland inmates bring happiness to children

ATLANTIC - For the past five years 35 inmates from Westmorland Institution have been making Christmas happier for many of the region's children by making toys for them.

This year the inmates presented the toys they made in the fall to Sisters **Dumont** and **Barrieau** of Nazareth House. This is only one of their many projects.

New Solicitor General announced

Prime Minister **Brian Mulroney** announced the appointment of **Pierre H. Cadieux** as Solicitor General of Canada, Feb. 23. Mr. Cadieux replaces **Pierre Blais**, who was appointed as Minister of Consumer and Corporate Affairs.

A native of Hudson, Quebec, born April 6, 1948, and a lawyer by training, he graduated in Law from McGill University, Montreal. As a Member of Parliament for the constituency of Vaudreuil, Quebec, Mr. Cadieux entered

the political arena in 1984. Sworn to the Queen's Privy Council, he was appointed to Cabinet as Minister of Labour, Jun. 1986 and as Minister of Indian Affairs and Northern Development, Jan. 1989.

Mr. Cadieux's parliamentary committee service includes: Justice and Solicitor General; Veterans Affairs, and Government Operations, where he served as Chairperson.

New initiative:

Police issues and visible minorities

NHQ - Renowned criminologist **André Normandeau** has joined the Ministry of the Solicitor General for a one-year term to prepare a report on the role and mission of the police in Canadian society. Appointed by Solicitor General **Pierre Blais** last November, he will also be advising on issues relating to visible minorities for the Law Enforcement Policy and Programs division of the Ministry Secretariat.

The appointment was made through the Canada Exchange Program under an agreement with the Montreal School of Criminology where Prof. Normandeau was director from 1970-80.

Commissioner **Ingstrup** offered the Service's support for the initiative. He noted that "CSC's Mission document clearly states that we must work in partnership with our fellow agencies and consult with other components of the criminal justice system, including police, in developing key policies... The future of the police and the future of corrections are woven inextricably together."

Holder of a PhD in criminology from the University of Pennsylvania, Prof. Normandeau was on the Bellemare Inquiry on Police Relations with Visible Minorities in Quebec, and has written several books.

Let's Talk

Deadline for submissions

May issue: March 16

June issue: April 17

July issue: May 17

August issue: June 15

September issue: July 16

October issue: August 15



LET'S ELIMINATE RACIAL
DISCRIMINATION IN CANADA

March 21 is the International Day for the Elimination of Racial Discrimination

Any form of racism, by one Canadian against another, hurts everyone in this country. We are all diminished in some way. We start to lose the best of what we are – and can be – as Canadians.

As a country, our position is clear. The existence of racism and racial discrimination conflicts with our laws. It conflicts with our ideals. And it conflicts with our image of the kind of country we want to build.

Governments must take a leadership role in eliminating racism and racial discrimination, but this effort involves us all. The responsibility must be shared among governments, educators, industry, labour, the justice system, media, and people in every region of the country.

The greatness of this nation depends on the strength, equality and solidarity of its people. Action taken against racism today determines what kind of society we will have tomorrow. As we meet the challenges and the opportunities of a new decade, join in taking a personal stand against racism and racial discrimination in Canada.

Together, we can make Canada truly a nation of hope and promise.

For help with ideas, brochures and other things, contact: Communications Branch, Multiculturalism and Citizenship Canada, Ottawa, Ontario K1A 0M5.

Letters to the Editor

Hospital thanks inmates for Victorian doll house

In the February issue, Let's Talk printed a story about inmates at Matsqui Institution who built a model Victorian doll house as part of their carpentry training under instructor Nigel Macklin. They donated it to Queen Alexandra Hospital in Victoria just before Christmas.

On behalf of over 2500 children who receive treatment both at the (Queen Alexandra) Hospital and G.R. Pearkes Centre, we offer our heartfelt thanks to each one of you for your outstanding contribution.

The Victorian Playhouse has already brought many hours of play and therapy to our children – from the awe of our children in wheelchairs being able to enter the house, to the acting out of childhood dreams for our more active children, to the intense drama therapy for our youngsters from the Psychiatric unit. The love and compassion that went into the construction of this house is truly being felt by staff and children alike.

The craftsmanship has been admired by many hundreds of visitors over the holiday season and we look forward to receiving the plaque for prominent placement.

The television coverage was excellent and we will be highlighting your contribution in our next newsletter which is distributed throughout British Columbia.

I would like to add my personal thanks for all the warmth and caring

you have shown to our children – you are all truly "Special people for special children."

Our most sincere thanks,

Joy Spencer-Barry
Director,
Development and
Community Relations
Victoria, BC
Jan. 8, 1990

More news from Quebec region

To whom it may concern:

Congratulations on your publication which I read every time I obtain a copy. Thank you, and keep up the good work.

Please try to have more news from the Quebec region.

Emilien Martineau
St-Vincent-de-Paul, Quebec
Jan. 30, 1990

Helpful on community side

Dear Sir/Madam:

I have had the privilege of viewing your publication for the last few months and am very interested in receiving your magazine on a regular basis. Looking forward to hearing from you.

Jeff Rouse
Director
Community Corrections of London
London, Ontario
Jan. 16, 1990

Let's Talk welcomes your signed letters, comments, photos and articles. The editor reserves the right to accept or edit submissions. Opinions expressed are not necessarily those of the Correctional Service of Canada, its management or that of the Ministry of the Solicitor General.

Retirements

Mac Fox – Pacific



Prior to his retirement in Dec. 1989 "Mac" Fox (photo left) a correctional officer at Mountain Institution, received a long service certificate from Warden John Stonoski. His 41 years of service were divided between the Correctional Service and the Air Force.

Jock Spence – Atlantic



After 27 years with CSC, John (Jock) Finday Spence, supervisor, Visits and Correspondence, Springhill Institution, retired, Nov. 1, 1989. He joined CSC in 1962 as a correctional officer at Dorchester Penitentiary, transferred to Springhill in 1966 as a storeman, and joined the Visits and Correspondence team the following year. Springhill Institution staff and friends gathered recently to pay tribute to Spence for his years of loyal public service and to wish he and his wife a happy, retirement. Warden Gary Mills, left, presents Jock Spence with a retirement plaque.

Quebec retirements

Ste. Anne des Plaines Institution paid tribute to staff (photo below) who retired during 1989 at a Christmas party at the Jean-Guy Cardinal Reception Centre.



The retirees and party organizers, first row, left to right: Marcel Labrosse, André Deguire - retirees; Johanne Reid Désormeaux, organizer; Gaby Larrivée, federal Member of Parliament for Joliette; Chantal Binette, organizer; Gérald Babineau, Léon Rivard - retirees. Second row, left to right: Guy Lafrenière, retiree; Jacques Pinet, organizer; Gilbert Falardeau, André Perron, Maurice Lachance, retirees; Paul-Émile Veillette, organizer; Pierre Viau, director, Regional Reception Centre; Jean-Paul Désormeaux, Rosaire Delorme, Fernand Turenne, Liguori Houde, retirees; Claude Binette, Claude Cliche, organizers.

Dave Hooper honored



PACIFIC - Dave Hooper, case management officer, Mountain Institution, (left) received his 35-year service medallion from Warden John Stonoski Jan. 18. Hooper's first position with CSC, in March 1974, was correctional officer, Mountain Institution.

He has also acted as living unit officer, Matsqui, LU2, Agassiz Correctional Work Camp and Kent, and WP3, Mountain. From 1953 until he joined CSC, Hooper served in Canada and Northwest Europe with the Canadian Army.

Henry (Hank) Popp dies

NHQ - Henry Popp, 71, former director, Security, CSC, died in Florida Jan. 21. He is survived by his wife, Sandy, sons Gerald and Paul, daughters Catherine, Lorraine, Kristine and ten grandchildren. Friends and colleagues may write to Sandy at Box 362, Kemptville, Ont. K0G 1J0.

Olive Fynney will be remembered

ATLANTIC - Olive Fynney, an active volunteer at Dorchester Penitentiary, died recently at the age of 82. Miss Fynney became involved as a prison volunteer at age 72, and became well-known as a forthright, original, colorful "grandmother" to the inmates.

Rev. Pierre Allard, director, Chaplaincy, participated in the funeral service and Rev. Alf Bell, regional chaplain, Atlantic, read a letter of commendation from the Regional Deputy Commissioner.

Historical glimpses...

A course in fire-lighting

PACIFIC - Tony Martin, regional manager, Industries, sent us this story:

"While visiting a forestry site with **Ron Junk**, associate director, Agribusiness, NHQ, I realized just how much things can turn around in our business! About 25 years ago at BC Penitentiary, I remember admitting about 120 Doukhobours who had been sentenced to terms ranging from four to 20 years primarily for starting fires. That's straightforward enough.

But early this winter, we listened with great interest as an Elbow Lake Institution forestry officer, **George York**, showed inmates how to light a fire. And not only that. After completing his course, he decided he would have to give still another one on fire lighting - because the brush being slashed on the mountainside was wet and had to be burned, and the result had been lots of smoke but very little fire!

Even more amazing was that, just a few months earlier, this same forestry officer had the same inmates doing an outstanding job of fighting forest fires.

Pacific CORP 285 graduates

PACIFIC - When 22 recruits - CORP 285 - graduated from the nine-week program at the Regional Correctional Staff College recently, 20 were assigned duties at Kent Institution, one to Matsqui and one to William Head. **Andrew J. Burke** earned the academic award trophy, **Brian R. Murphy** was awarded the aggregate weapons trophy, and **Bill G. Schiewe** received the exemplary recruit trophy.



CORP 285, front row, from left to right: **Wayne Pallet**, **Darrell Gosick**, **Eileen White**, **Patricia Gallagher**, **Helene Corbett**, **Ellen Daniels**, **Laurel Parks**, **Richard Cawley**. Second row, left to right: **James Dowson**, **Frank Michaud**, **Mark Jordan**, **Ronald Skilliter**, **Gordon Farrell**, **Randy Norrish**, **Richard Moran**, **Lloyd Beka**, **Brian Murphy**, **Andrew Burke**. Back row, left to right: **William Schiewe**, **Robert McKay**, **Douglas Hall**, **Gary Bennett**.

Pacific Case Management workshop

Staff must be committed to results

Staff must be committed to results, Commissioner **Ingstrup** told a one-day workshop for case management officers (institution and community) held in the Pacific region, Jan. 8.

The Commissioner described CSC staff as, "dedicated, qualified, and competent."

He explained his views on management and his personal style of 'management for results,' to about 100 participants. He said the Service's top priority is to return the highest possible number of offenders, safely and efficiently, back to the community to remain there as law-abiding citizens.

"However," he noted, "evidence over the past two years suggests results are not as encouraging as they should



Jim Bartlett, Area Manager, Kamloops Parole (left) with **Brian Lang**, Area Manager, Prince George Parole.

be. This means all levels of staff must become more committed to results. Case management and parole staff are the key to achieving this goal."

The Commissioner also discussed several essential elements required to get results. "We must become, more

professional, more systematic and more creative," he said. "We must also improve our knowledge of our offender population, and we have to treat our people well."

As part of the workshop, **John Konrad**, director of the Programs Task Force Implementation in the Pacific region, reviewed the various Programs Task Force recommendations and presented initiatives to be undertaken in the region.

Participants broke into 10 working groups to discuss issues and challenges raised in both the Programs Task Force presentation and the Commissioner's address.

The organizing committee consisted of **Dan Denis**, **Mark Kembell**, **Ron Boucher**, **John Konrad**, **Colin McKenzie**, **Lorraine Oxenham**, and **Estelle Wiesner**.

Let's Talk



April 1990 • Correctional Service of Canada



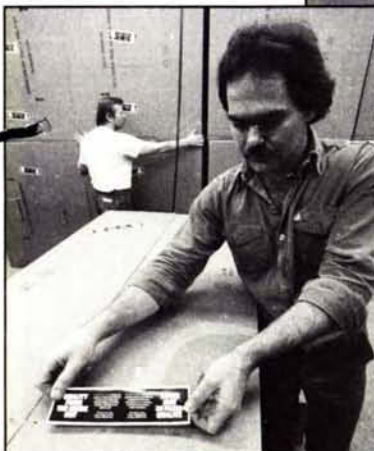
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CORCAN celebrates its 10th anniversary

- Management letters - writing to the Commissioner
- TELIDON - Inmate TV channel
- Across Canada - news from our correctional partners
- Briefly - across CSC



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Let's Talk/Entre Nous

Volume 15 No. 4
April 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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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Ottawa, Ontario K1A 0P9
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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner

Keeping score

We serve the public. The public pays for our services and expects quality services in return for that investment. Is that what we are giving? As a front line officer or a manager - are *you* doing your best to deliver quality services to the public? Even if you are not a front line officer or manager, are you doing your best to deliver quality services to the public?

We must not only ask ourselves these questions on a regular basis, we must also have answers. We have to know what the results of our efforts are. If we don't have good indicators to inform us of what comes out of it all, how can we be proud of our contribution to making Canada a better place to live?

If you work under Unit Management you should know what your unit is achieving in key areas. If you don't, how can you be interested in or proud of your work? How can you think about ways of improving? How interested would you be in playing hockey or watching a game if nobody kept score!

In corrections, measuring our efforts and results is more complicated than in hockey. On the other hand, we should not exaggerate those complications.

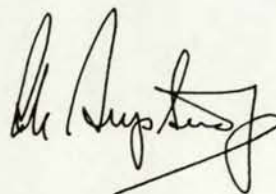
The ultimate goal in corrections is to receive offenders, get them safely and securely through the portion of the sentence that has to be served in a penitentiary, return offenders back to the community, as soon after parole eligibility as possible, and through to the end of their sentence, without committing a new offence.

Within a unit, there are many very important goals on the way to that final result. How many offenders get through without harming anybody? How many make it without transfer to higher security? How many do we safely get to lower security? How many do we get successfully through literacy training? How many do we get ready for parole? How often does the Parole Board agree with us? What happens to "our" inmates a year later? Two years later? How many make it successfully to warrant expiry?

Only if you have answers to those questions, can you meaningfully deal with more critical questions such as: Do we have reasons to be proud or to be concerned?

I believe, very strongly, that job satisfaction has a lot to do with understanding just how well we are performing.

I recommend that you begin keeping score - not for control purposes but for your own sake - to make your hours at work more challenging and rewarding.



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Management letters: _____ **Page 4**

Some private companies have instituted a novel way to allow managers to periodically write a letter to the company president... It was clearly an idea whose time had come – to the Correctional Service, at any rate – because Commissioner Ole Ingstrup had independently been mulling over the same notion.

CORCAN celebrates its tenth anniversary: _____ **Page 6**

1990 marks the tenth anniversary of CORCAN, the Occupational Development Programs' manufacturing trademark. It's a success story that has overcome numerous obstacles on its way to becoming one of the Service's most productive achievements. Through the creation of a "normal working environment" and a "learning-by-doing" approach, ODP has contributed immensely to the development of a sense of self-esteem in its inmate workers – and this is certainly a cause for celebration!

TELIDON - Inmate TV channel scotches the rumour mill: _____ **Page 8**

Earlier this year, inmates at Collins Bay Institution in Ontario region staged a sitdown because they were going to be charged for certain medications. Before this could escalate into a serious problem, Warden Yvonne Latta called on *Telidon*, the institution's inmate cable TV system, to get the word out fast – and diffuse the situation.

Audit and Investigations Conference: _____ **Page 10**

The second annual Audit and Regional Review conference sponsored by the Audit and Investigations Sector was held recently. Thirty delegates attended the three-day conference held to discuss the relationship between Headquarters' Audits and Investigations sector and regional staff carrying out operational reviews.

Across Canada – news from our correctional partners: _____ **Page 14**

Keeping in touch with our provincial and territorial partners... *Let's Talk* has invited our correctional partners in the provinces and territories to provide us with news about the latest developments in their policies and programs. We will feature *Across Canada* from time to time, and hope our partners in corrections *keep it coming!*

Briefly - across CSC: _____ **Page 16**

Cover: CORCAN's slogan, '*Quality from the Inside Out,*' exemplifies its commitment to supporting offender preparation for re-integration to society and producing top-grade products. Our cover features a few of CORCAN's many products and the people who produce them.

Management letters

Last June **Jack Manion** (principal for the Canadian Centre for Management Development) addressed the Correctional Service's senior managers at a meeting in Halifax. It is Mr. Manion's job to prepare senior government executives for the challenges ahead.

In his speech, Manion mentioned that some private sector companies have instituted a novel way to allow managers to periodically write a letter to the company president, in which they share the state of affairs in their own operational units with their Chief Executive Officer.

It was clearly an idea whose time had come – to the Correctional Service, at any rate – because Commissioner **Ole Ingstrup** had independently been mulling over the same notion. He told delegates of his own management dilemma, "Whenever I meet the Minister, he asks me 'how are things going?' When you have close to 11,000 employees taking care of 20,000 offenders in over 100 locations, it is difficult to provide a meaningful answer to that question."

In his closing remarks to the conference, the Commissioner took the idea one step further. He invited Service managers to "write a letter to me as though you were writing to your old mother to tell her how it's going with your work life. I'm not asking you to tell me anything in particular, just tell me what you feel is significant in order for someone to understand your work situation."

Some were reluctant. Others were enthused. But whether writing came naturally or with beads of sweat, September 15 brought the Commissioner a mailbag brimming with letters from every single Service senior manager. A second set of letters arrived Dec. 15.

Writing about realities

It is an opportunity for managers to write – with the guts left in – about the realities of running institutions and district parole offices. That's important, because all the dimensions of correctional work cannot be measured with statistics alone. Other avenues of communication will be used for that. This month, for example, a new management information system will start providing hard data on 55 key areas in which the Service is working.

Management letters discuss topics ranging from budgets to our relationship with unions, with staff, with the offender population, and with the community (including the media). They are also used to express an overall sense of direction.

Confidentiality is paramount if the letters are to be a successful tool. The letters are sent through the Deputy and Assistant Commissioners for each area so that they will be

aware of concerns in their own region or sector. When they arrive at headquarters, the Commissioner reads each letter personally. The only other individuals to see them are a few select staff, who produce an anonymous overview document which highlights themes found across the Service. The overview is produced shortly after the letters arrive and are distributed to the 13 members of the Service's executive committee.

This synthesis not only acts as a barometer of what's going on, it enables the committee to identify areas requiring its leadership, whether it is to identify and resolve problem areas, develop appropriate policies, or make adjustments when things are not going well.

Of course, the letters contain good news and bad news. When a problem is raised, the Commissioner anticipates that both the writer and the Regional Deputy Commissioner have taken measures to solve the problem. In cases where the issue cannot be resolved at the local level, a letter may lead to personal intervention by the Commissioner or another member of the Executive Committee.

The letters are also a forum for managers to tell what's going right. They are a conduit for good ideas which have been tested, worked successfully, locally, and may be used as a model in other locations.

Assistant Commissioner for Communications and Corporate Development **Mario Dion** observed, "One of the secondary benefits is that it forces people to reflect back on how well they've done. Corrections is a tough business, so in the life of a warden or a district director, it probably does him no harm to stop every three months and reflect on the good things that happened, as well as the setbacks."

Putting the Mission into practice

One matter preoccupying managers is the challenge of putting the Mission statement into practice. In fact, the March 15 management letter is expected to respond to the first year of this experience.

The Commissioner has asked to know what difference the Mission document has made in each correspondent's institution, in their professional work life and in their unit.

At a December meeting, the Service's executives were given private notepads to be used for registering events and initiatives which fit in with the 55 strategic long-term objectives outlined in the Mission document. These notes, for personal use only, will help managers to assess the impact of the Mission document at a later date.

Commissioner Ingstrup has been pleasantly surprised at the candid tone of the letters. Now, when he writes to the Minister shortly after each batch of letters has arrived, he is able to put his finger on the pulse of 60 institutions and 75 parole offices across the country, as well as events

at national headquarters.

What are his expectations for the future? He hopes that managers will become even more expansive and use the letters to their fullest potential. In other words, keep those cards and letters coming, folks. ■

Let's Talk decided to ask a few managers how they found the experience of writing a management letter to the Commissioner...

"I think I'm getting better at it. For the first one I found it difficult not really knowing what to say but I think I'm getting a lot more succinct and direct. It's something that requires practice."

"The biggest difference is that there's no real right or wrong way to write the letter. It's up to you to use your own style. You can say what you want, and I suppose that's a bit unusual."

"I think a big part of being a manager in this organization is being responsible about what one says. It's not a question of being guarded because you're afraid somebody's going to be offended... It's more that the Commissioner has assured us that he does read each letter carefully, and I'd better make the most of it. I think it will be interesting to look back at the letters later to see if the kind of things that were concerning me then, still do."

"It's an opportunity to say those things that perhaps there isn't enough air time to say when you do have the chance to speak with the Commissioner at meetings, seminars and conferences. There are a lot of us and it's difficult for him to speak personally with each of us."

"It's my chance to give him a window into our district and what we do, the pluses, the minuses, and the direction I think we should be going - maybe even to suggest a direction or two to him."

Jeff Christian, District Director,
Alberta and Northwest Territories, CSC (Parole)

"For me, there's no difference from other reports. I write this letter in the same way that I would write my report to the Deputy Commissioner. I don't think it's very personal - maybe that's what the Commissioner is looking for and not finding. We are aware of who will be reading it and it adds a kind of filter."

"I find writing the letter a very good process. I interpret this idea as a sign of interest on the part of the Commissioner on what's going on with our daily routine, but it may not give a faithful image of everything that's going on in an institution year round, in the sense that some letters may be influenced by the events of the time, such as strikes, etc."

"Anyhow, it's a fantastic idea and it's up to every one of us to make use of it."

Lily Tronche,
Director, Federal Training Centre, Laval

"It allows me to sit back and take stock of the whole of what I'm doing, as opposed to its individual parts. I differentiate between formal correspondence such as memoranda and briefing notes or reports, and a letter. A letter is a communication between two people. Both the tone and the content is different from other management communications. I may report to the Commissioner about a small victory which I found particularly inspiring or about a general area, such as the culture of the organization, which I believe the Commissioner can have some influence on."

"I like the opportunity of being able to express sentiments and feelings, because they're a valuable part of what I bring to the organization. That which is intuitive, although hard to express, is often our most reliable barometer of the real mood of the organization."

Thomas Townsend
A/Director General, Offender Programs

"It's very important that we are able to have this direct access to the Commissioner and to know that he very carefully reads the letters and is prepared to act on things that we raise which touch him."

"I believe this should be more than just an agenda for problems - it should also be an indication of efforts that are being made to grapple with corporate objectives, the challenge of living the Mission document and dealing with issues as they emerge."

"I don't think it's designed simply to give the Commissioner a shopping list of problems that won't go away and that we want him to solve. It should give him a sense of 'yeah, we're in there wrestling for you on these points and well, some are more difficult than others.'

"In our region we're being given freedom to write whatever we want. I can't speak for anybody else, but I don't think it should be any other way."

Tom Epp,
Warden, Kingston Penitentiary

by Margot Andresen

TELIDON:

Earlier this year inmates at Collins Bay Institution in Ontario region staged a sitdown because they were going to be charged for certain medications. Before this could escalate into a serious problem, Warden **Yvonne Latta** called on Telidon, the institution's inmate cable TV system, to get the word out fast - and diffuse the situation.

A videotape of Latta explaining the facts was broadcast direct to inmates in their cells on INTV-4 (Collins Bay's inmate TV channel). The matter was resolved very quickly because all inmates received the same information at the same time.

"Misinformation often fuels a problem in an institution like this, where there are up to 500 inmates, and everyone is picking up different messages. That's often where a problem starts," says Collins Bay teacher **Fred Happy**.

Most of the information carried relates to "daily inmate life," including memos on the daily menu, the weather, memos from the inmate committee, inmate movement times, sports events, jobs available within the institution, educational opportunities, inmate election results, inmate pay information and meetings of self-help groups like AA and Narcotics Anonymous.



The training program currently employs five inmates who format information for the channel.

Most of the information carried on the cable TV system relates to "daily inmate life," including memos on the daily menu, the weather, memos from the inmate committee, inmate movement times, sports events, jobs available within the institution, educational opportunities, inmate election results, inmate pay information and meetings of self-help groups like AA and Narcotics Anonymous.

Happy is in charge of the electronic training program at the institution and supervised the installation, by inmate students, of the cable TV system in 670 inmate cells, hospital cells and common rooms at Collins Bay and neighboring Frontenac Institution.

Unique inmate message service

Don Anderson originally devised the message service which is carried on the inmate channel. He runs the service from Frontenac Institution and he agrees with Happy that Telidon is an efficient rumor-killer. "There's no opportunity for any one faction to control information, because the same information is available to all inmates."

When management saw how effective the communications tool was, the message service spread to nearby institutions. Frontenac, Collins Bay, Joyceville, and the Prison for Women - all in close proximity to each other - share an inmate message service unique in the Correctional Service.

Don Anderson first conceived the message service for Frontenac Institution when he was teaching classes at Loyalist College in Belleville, Ontario. He now runs the program full-time from Frontenac.

He currently employs five inmates in his training program to format information for the channel. Both male and female inmates are employed and they go through a simple two-month on-the-job training session.

When they are able to complete the whole process of receiving and sending information, they become eligible for one college credit as an information systems operator from Loyalist College in Belleville. Several graduates have gone on to find similar jobs in the community after release.

The Frontenac message centre is also responsible for mailing out many Correctional Service publications, including *Let's Talk*, across Canada and internationally.

The inmate message service is not only cost-effective, it conserves paper - and it's quick. Messages can be turned around within 30 minutes from originator to viewer. It also has the advantage of getting accurate information out to inmates who may prefer not to mix with the general population, and tend to stay in their cells. Now information is also accessible to this group.

Fred Happy believes that the most important benefit is the way Telidon contributes to the "peace and good order of the institution," by providing accurate information and making the same facts available to all inmates.

"Before INTV," he explained, "management or the inmate committee would post a memo in each range, and

inmate TV channel scotches the rumor mill

if the first inmate there couldn't read (many of the inmates are functionally illiterate), he often tore it down. So that meant the paper communications system faced many roadblocks. "Now, if an inmate is illiterate, he sees a colorful display on his TV and asks a fellow inmate on a one-to-one basis to read the message to him."

Plans are afoot to run educational courses on INTV. **Andy Morgan**, chief, Education and Training at Collins Bay, is well aware of the potential for the system, "As an educator, I'm really enthused with INTV because it is effectively a built-in education facility."

The cable TV system was introduced at Collins Bay in 1983 with the support of **Wink Wilson**, who was head of Social Development, and **Yvonne Latta**, then assistant warden, Social Development. The system was first used to carry videos on monitors located in each cell block range.

Before that, up to 500 inmates would gather in the gym to watch films. The darkened gym provided an ideal place for the inmates to settle accounts of all kinds. Many physical assaults took place during the movie, according to Happy.

The videos shown on each range were widely accepted by the inmate population. There were other advantages: they were cost-effective, provided a much wider variety of entertainment, and were easier to control for social development personnel. The cable system now carries the message service, videos and TV channels.



Warden Yvonne Latta viewing INTV-4.

When case workers were out on strike recently, Warden Latta was able to inform inmates on the TV channel that their parole paperwork would continue, and that management was doing its best to keep things going, thus stopping anxiety and rumors before they could start.

Now that she is warden for the medium security institution, Latta appreciates the advantages of resolving volatile problems through direct communication.

Frontenac runs a farm as part of its minimum-security mandate. "A lot of the inmates are working different shifts out in the barn, so they don't mix with the population at the same time. But we run messages in INTV 24-hours a day, so, if an inmate is in his cell, he can still see job files or other subjects of interest," Anderson notes.

Last year, a survey by the Communications Committee of Collins Bay found that staff felt inmates were better informed than they once were.



An inmate at Collins Bay views INTV-4 from his cell.

CSC's Mission Statement emphasizes the need for both inmates and staff to be kept well-informed. Telidon does a fantastic job of that.

Staff TV channel coming

In the works is a staff version of the message service at Collins Bay. Called CSTV-3, it may become a model for all the CSC institutions, parole offices, staff college, and headquarters in the Ontario region – approximately 30 locations in all. Deputy Commissioner **Andrew Graham** has given the project his full support.

"We'll be explaining information that comes from administration and communications," Anderson told *Let's Talk*, "and if they want to wish somebody on the staff 'happy birthday' or congratulations on the birth of their latest child, we can broadcast that, too."

The message service will receive assistance from the Informatics section of Regional Headquarters in Kingston with the procurement of computer hardware and software for the development of the INTV/CSTV system. ■

by Margot Andresen

CORCAN celebrates

A commitment to support offender re-integration into society and to produce top-grade products...

1990 marks the tenth anniversary of CORCAN, the Occupational Development Programs' manufacturing trademark. It's a success story that has overcome numerous obstacles on its way to becoming one of the Service's most productive achievements. CORCAN's slogan, 'Quality from the Inside Out,' exemplifies its commitment to supporting offender preparation for re-integration to society and producing top-grade products.

Celebrate with us

Occupational Development Programs invites all former and present staff, offenders, clients and suppliers, correctional personnel and community residents across the country to take part in the events and activities planned to celebrate its tenth anniversary. Events will be held at institutions, national and regional headquarters and local communities, including open houses, fund-raising events, and the distribution of CORCAN tenth anniversary pins and other memorabilia. Activities will be announced as arrangements are finalized, so get ready to join the festivities.

Occupational Development Programs

The Occupational Development Programs (ODP) division was created in 1986 with the amalgamation of Industries, Agribusiness, and Automated Data Processing divisions. Along with this reorganization came a new program mandate:

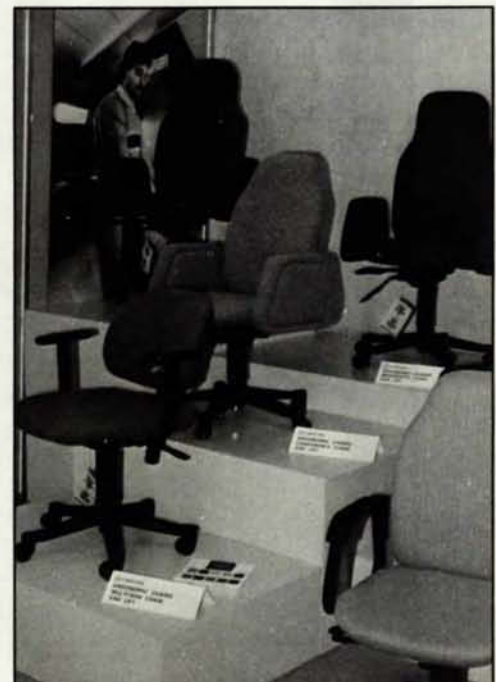
Occupational Development Programs, as part of the Correctional Service of Canada, actively encourages and assists offenders to practice good work habits and to develop marketable skills through the production of saleable goods in structured, cost-effective work environments comparable to the private sector.

If this statement has a familiar ring, it is because Commissioner **Ingstrup**, as a consultant in the spring of 1987, worked with ODP in developing its mission. Implicit in this program mandate were the two operating principles of training in a normal working environment, and 'learning-by-doing.'

Training in a normal working environment

A normal working environment helps inmates learn critical work habits and skills, develop a concept of "self," and practice necessary personal and interpersonal skills.

An important aspect of this approach is a workplace consistent with community standards. CORCAN employment is often the first stable work environment that inmates experience. They receive the kind of instruction and supervision that shows them how to do the job properly and safely. They learn to take pride in their work, to meet deadlines, and to constructively handle conflicts that may arise with fellow workers and instructors. In other words, offenders develop attitudes and habits that they need to gain – and keep – a job.



Take a seat from CORCAN's Ergonomic Seating Line made by staff and inmates at Quebec's Leclerc Institution, Ontario's Warkworth Institution and B.C.'s Mountain Institution.

its tenth anniversary

CORCAN today: 1,830 inmate workers, employed in 32 institutional shops with a doubling of production and sales over the last five years...



Modular furniture built exclusively for the federal government by staff and inmates at B.C.'s Mission Institution.



Tuffy II furniture made by staff and inmates at Collins Bay Institution in Ontario region.

**QUALITY
FROM
THE INSIDE
OUT**



"It is important to recognize ODP's efforts in terms of how effectively they contribute to an offender's personal development in the context of industrial or agribusiness training. ODP does its utmost to ensure that offenders leave the institution with the skills and attitudes necessary to function positively in the community," says **George Massih**, ODP's chief of Marketing.

Massih adds that "ODP, aside from this training, provides offenders with an ideal environment to consolidate and advance all the skills acquired in other correctional programs. CORCAN's work locations are ideal for them to practice those educational and social skills that are also required in the community."

In addition to contributing to an offender's confidence and pride, the CORCAN workplace exposes offenders to the normal demands and pressures of working with others that require effective interpersonal skills. CORCAN is the most demanding work option available in the correctional system. Offenders are encouraged to work to typical industry standards, thereby developing the skills, self-esteem, and the confidence they will need when facing a competitive job market.

Life skills are a major focus of correctional programming. In an environment where the pace of work is demanding, production pressures constant, and the requirements for things to be "done right the first time," opportunities to use life skills frequently emerge.

Learning by doing

Skills are best taught in "learning-by-doing" situations. CORCAN gives offenders the work habits and necessary skills to become self-sufficient and to gain and keep employment. These habits and skills are best developed when offenders are involved in the production of contemporary products and services, using modern equipment and technologies. As **Brian Brownlee**, chief of Production Planning and Control, puts it, "Our most important product is the 'marketable offender' – one that leaves the institution with a sense of contribution and achievement."



By focussing on these principles, ODP, under Director **Thomas Townsend**, embarked on a program that emphasized a strong market orientation to increase sales and productivity. In so doing, CORCAN products were streamlined to bring about greater specialization, an approach that was felt to be the most effective way to increase production, reduce inventory, and generally operate a more efficient and cost-effective program.

Through this streamlining, ODP was in a position to concentrate its production and sales efforts more effectively: in other words, to do fewer things but to do them better. Industrial products were amalgamated into eight basic lines:

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

"Initially, ODP's operations were very institutionalized, mainly selling products to individual customers and local communities. There was no national sales force. ODP then put together a catalogue of products that enabled sales and marketing staff to promote CORCAN product lines in a conscious effort to emulate production techniques found in the private sector," says **Corinne Hagerman**, assistant director, ODP. Hand in hand with this marketing thrust was the encouragement to standardize product lines, deliver products on time, ensure the quality of products and the safety of the working environment.

Times have changed

Tony Martin, regional administrator of Industries, Pacific, recalls his first experiences with CORCAN. "When I came into the program in 1984, I was given custody of a warehouse containing \$1 M worth of products, some of which were produced because we'd always produced it and some of which were of good quality but surplus to our market requirements. We no longer find ourselves with large quantities of hard-to-sell products. Now, our production is based on sales forecasts and plans."

Martin adds that although CORCAN is ten years old, the Service has been manufacturing goods for much longer than that. Items such as footwear and clothing for offenders, correctional staff and other government departments, have their roots in pre-CORCAN times. "CORCAN is a much better organized and polished version of what we had been doing."

Growth and Expansion

ODP's sales and production growth in the last ten years has been achieved with only a modest increase in the number of offenders working in institutional shops. Today, 1,830 inmate workers are employed in 32 institutional shops. Production and sales have doubled over the last five years. Overall, the combined sales revenue from industries and agribusiness steadily increased, from \$10,951,000 in 1980/81 to \$24,454,000 in 1989/90. Between 1984/85 and 1988/89 offender productivity in industry, as measured by sales revenue per inmate employed, increased from \$6,300 to \$13,300. Similarly, in agribusiness, revenue per inmate rose from \$11,700 to \$14,000.

Today, CORCAN is one of the most cost-effective programs in CSC, employing 400 staff in addition to offenders, using Canadian materials, and selling to a wide variety of customers. CORCAN's future looks very good.

"As with any program," says **Carter Powis**, acting director, ODP, "it is difficult to statistically demonstrate the impact of what the program really accomplishes. We believe that what we do at ODP makes a difference and most of the credit for this effort should go to the people operating the shops in the field. They are doing an outstanding job, especially considering the increased security requirements associated with industrial operations. A large part of our success is owed to them. This is one of the reasons we want to celebrate CORCAN's tenth anniversary – to express our appreciation."

Apart from maintaining the quality of products and introducing modern, state-of-the-art equipment, ODP is looking into opening industrial shops, in communities, that would employ parolees. Although this project is still in the early stages of development, Powis believes that it is consistent with the Service's philosophy of cooperating with the community in all aspects of corrections.

There are also a number of joint initiatives being developed with local enterprises to expand CORCAN into the community to give offenders more opportunities to experience, first-hand, working on the outside.

"ODP is a good news story in a field where upbeat news is sometimes hard to find," says Hagerman. "The more that people are aware of and understand the operation, the more support it will get."

Over the last decade, ODP's distinct CORCAN trademark has become associated with well-designed, competitively priced, quality products. Through the creation of a "normal working environment" and a "learning-by-doing" approach, ODP has contributed immensely to the development of a sense of self-esteem in its inmate workers – and this is certainly cause for celebration! ■

by **Vince Chetcuti**

Audit and Investigations conference

Exploring the relationship between National Headquarters' Audit and Investigations sector and regional staff carrying out operational reviews

The second annual Audit and Regional Review conference, sponsored by the Audit and Investigations sector was held recently. Thirty delegates attended the three-day conference held to discuss the relationship between NHQ's Audit and Investigations sector and regional staff carrying out operational reviews. Delegates also participated in a variety of professional development seminars and formal training workshops.

Making audits more responsive to the needs of operational managers

In his opening remarks to the conference, Commissioner **Ingstrup** commended the Audit and Investigations sector, headed by **Irving Kulik**, assistant commissioner Audit and Investigations, for its many successful initiatives over the past year. Of major importance, he said, was the sector's new approach to audits, most apparent in its handling of financial audits. Formerly, a section of the Inspector General's Branch was devoted entirely to the financial audit of responsibility centers. Under the new organization, members of that section are included with operational auditors in one unified internal audit group.

"Audits are now more concerned with looking for positive findings that will contribute to the overall needs of the Service," says Irving Kulik, assistant commissioner, Audit and Investigations.

All auditors and managers at National Headquarters now work within a matrix organization, with staff assigned to a particular audit selected on the basis of the qualifications required. This new approach is a direct result of using Correctional Service staff who are experienced in operations to participate in the audit process. "Through the benefit of this experience, says Kulik, we will make audits more responsive to the needs of operational managers. The net result is reports that are much more balanced than in the past. Audits are now more concerned with looking for positive findings that will contribute to the overall needs of the Service."

Commissioner Ingstrup also congratulated the sector for recognizing the importance of genuine interaction between the audit team and the auditees. He stated that if there is less fear being sensed, the impact and acceptance of the audit will be greater.

Improving performance and obtaining results through audits

Kulik echoed the Commissioner's statements, and added that the use of audits that are national in scope will bear more significant observations, making audit reports more useful for management decision making. As a result, those reports will be a better indicator of the extent of a problem, and will be better able to pinpoint ways to improve performance and obtain results.

Another highlight of the conference was a presentation by **Peter Green** of the Office of the Comptroller General (OCG), describing the Increased Ministerial Authority and Accountability (IMAA) program. IMAA involves the signing of an agreement between a government department and Treasury Board, which tailored to the specific needs of individual departments, gives them greater authority while assuring accountability in carrying out their mandates.

As yet, CSC has not signed such an agreement but is presently preparing for negotiations towards a memorandum of understanding. Green's presentation centered around what is involved in these negotiations and how they would affect the Service's audit function. In addition, **Jay Morrison**, who is the Service's liaison officer with the OCG, provided an overview of the purpose and organization of the Office of the Comptroller General.

Emphasis on professional development

Throughout the conference, major emphasis was placed upon professional development and formal training. Workshops and sessions were held, covering such aspects as: a review of the 1990-91 audit schedule; current audit and administrative procedures within the sector; improving lines of communication between regional review staff and NHQ; Electronic Data Processing (EDP) security and; a presentation of a new 'satisfaction questionnaire,' to be used for internal audits, as an assessment and evaluation tool, beginning in April 1990.

On behalf of the Audit and Investigations sector, Kulik expressed his satisfaction with the outcome of the conference and pointed out the importance of developing close working relationships between regional and NHQ staff. Regional members voiced similar sentiments, and called for the continued use of this type of forum, suggesting that the conference be held on a semi-annual basis. ■

By Vincent Chetcuti

No inmates with AIDS in Correctional Service institutions

Currently, there are no offenders in CSC institutions who have AIDS, says **Jon F. Klaus**, director, Operations and Plans, Health Care Services at NHQ.

As of January 31, 1990, CSC figures show that there are 23 offenders classified as HIV positive - but none with full-blown AIDS.

The Service began keeping statistics on AIDS in 1985. From then, until December 31, 1989, we have had six cases of AIDS, all of whom have been released. To our knowledge, two of these offenders have since died. In the same five-year period, a cumulative total of 44 offenders have been identified as HIV positive.

Service's AIDS/HIV education efforts recognized

In a recent exchange of correspondence between the Minister of Health and Welfare Canada, **Perrin Beatty**, and former Solicitor General, **Pierre Blais**, Correctional Service initiatives to control AIDS and HIV infection in the prison environment were praised.

"There is absolutely no doubt that these issues are complex and the stakes are high," said Beatty. "I was happy to learn that in its policy concerning the care of inmates infected by HIV, the Correctional Service recognized the importance of education programs for both inmates and staff.

"Not only do these types of programs contribute significantly to the easing of inmates' and staff members' fears, but they help to minimize the risk of the infection spreading to inmates' families and the community after release. The success of measures to control AIDS and HIV infection, within prisons and elsewhere, requires a long-term commitment. It goes without saying that I fully support your efforts to combat AIDS in the prisons and pledge our complete cooperation in future endeavours."

Welcome to Pierre H. Cadieux

In our March issue of *Let's Talk*, we announced the appointment of **Pierre Cadieux** as our new Solicitor General. We would now like to formally introduce him to our readers.

Pierre H. Cadieux, who will turn 42 on April 6, has a Law Degree from McGill University in Montreal and practiced there and in Vaudreuil until 1984.

Cadieux's interest in public life eventually led to his decision to run as a candidate for the Progressive Conservative Party and, on September 4, 1984, he was elected for the first time as a Member of Parliament for the riding of Vaudreuil.

During his first two years in Parliament, he served as Chairman of the Standing Committee on Government Operations, and Vice Chairman of the Standing Committee on Justice and Legal Affairs. Through the same period, he also served as Chairman of the Quebec Caucus.

He was appointed Minister of Labour on June 30, 1986. Re-elected to the Commons in 1988, he was appointed Minister of Indian Affairs and Northern Development on January 30,



Pierre H. Cadieux appointed new Solicitor General on Feb. 23, 1990.

1989. He was sworn in as Solicitor General of Canada on February 23.

Cadieux serves on the Cabinet Committees on Justice and Legal Affairs; Human Resources, Income Support and Health; and Treasury Board.

As you can see, much of our new Minister's past experience is pertinent to his new responsibilities and we are happy to extend a warm welcome to him on behalf of everyone in the Correctional Service of Canada.

Pacific CO II training on target

PACIFIC - By the end of March 1990, the Pacific region hopes to have provided all its Correctional Officer IIs with the National Correctional Officer II training course. The Pacific region recently marked the achievement of its targetted training half-way point. So far, the region has graduated 157 officers through the one-week program.

(Photo L-R) **Tom Charbonneau**, director, Regional Correctional Staff College and **John Stonoski**, warden, Mountain Institution, cut the cake to celebrate the half-way point.



'Book' travels across Canada

Watch for the "Book" at your institution

NHQ - The Correctional Service of Canada is taking part in the International Task Force on Literacy's "Book Voyage". The "Book Voyage" marks International Literacy Year by giving Adult Basic Education students the opportunity to write or draw their messages to share with others around the world.

The "Book" will be launched at Westmorland Institution in the Atlantic region and travel to every institution. In September, the voyage will end

at William Head Institution in the Pacific region.

A giant book with pages from all over the world will be translated into other major languages. In December 1990, it will be presented to the Secretary-General of the United Nations in New York by an international committee of learners.

Watch for the "Book" when it arrives at your institution. For information, contact **Shelley Borrowman** at (613) 996-4430.

Aboriginal offender needs study conducted in Atlantic region

ATLANTIC - The Atlantic region is participating in a study aimed at identifying the specific program needs of the Aboriginal offenders incarcerated in federal institutions in New Brunswick and Nova Scotia.

The Specific Program Needs Study is being conducted, in collaboration with the Correctional Service of Canada, through a project funded by the St. Mary's Indian Band, Fredericton, N.B. and is intended to provide on-the-job training in research techniques to three Aboriginal researchers. One of its unique features is that it is being conducted and controlled by members of the Aboriginal community.

With the assistance of **Larry Motiuk**, from the Research Branch at NHQ, the Correctional Programs Division in the Atlantic region contributes to the development of the questionnaire which is serving as the basis for the study. The Project Coordinator is **Alma Brooks** from the St. Mary's Band. Inmates and staff in all four institutions are being very cooperative in the information-gathering process which consists in a one-and-a-half-hour long personal interview with each participating inmate.

The interviewers are also surveying the Aboriginal community and organizations in order to gain insight on the acceptance of the offender in the community and on the support systems available to him.

Although Aboriginals comprise only a small percentage of the inmate population incarcerated in the Atlantic region, management is very aware of the importance "to provide programs to assist the offenders in meeting their individual needs, in order to enhance their potential for integration as law-abiding citizens". (Mission Document, Core Value 2, S.O. 2.3)

In fact, this study will provide the Atlantic region with a current data base on the specific needs of the Aboriginal inmates incarcerated in its institutions. It will serve as a basis for assessing current programming in this area and ascertaining the type of training and treatment programs which are best suited to their needs.

It is hoped that, through this study, the Aboriginal inmate will be better able to obtain and maintain a positive life for himself and develop stronger links to the community.

by **Claudine Daigle**

New Regional Citizen's Advisory Committee rep for Pacific

PACIFIC - **Noel Wright** has replaced **Trish Cocksedge** as regional Citizens' Advisory Committee (CAC) representative for the Pacific region.

At a recent regional CAC chairpersons' meeting, **Art Trono**, deputy commissioner, Pacific, presented Trish with a Service Certificate of Appreciation for her four years as regional CAC representative.

Trish has been instrumental in keeping the region's CAC active. She will continue her involvement as a CAC member for Ferndale Institution.



Pacific Deputy Commissioner Art Trono presents Trish Cocksedge with a Certificate of Appreciation for her efforts and active support of Pacific region's CAC program over the past four years.

— Let's Talk —

Deadline for submissions

June issue: April 17

July issue: May 17

August issue: June 15

September issue: July 16

October issue: August 15

November issue: Sept. 13

Millhaven's United Way fund raising praised

ONTARIO – Staff from the Millhaven Institution were praised, recently, for their fund-raising efforts in this year's United Way campaign, raising approximately \$6,500.

In a presentation held at the institution, United Way representatives expressed their appreciation for the staff's support and contribution, with the presentation of a Certificate of Appreciation.

Special thanks went out to CSC's regional United Way coordinator, **Bob Boswell**, and Millhaven's local representative, **Gerry Fardella**, for their successful support and efforts.

Change to CSC form earns award



PACIFIC – **Denis Augert**, Chief, Administration, Matsqui Institution, recently received a cash award of \$300 for his suggestion to improve a Service Form.

Augert's suggestion, which resulted in changes to Form 561, 'Inmate Claim for Lost or Damaged Effects', has very substantial benefits, says **Richard Bergeron**, Claims Coordinator, NHQ. "The introduction of the new form, implemented nationally in September '89, has increased efficiency and reduced administration time", he says.

Doug McGregor, Matsqui Warden, presented Augert with the check and a Suggestion Award certificate at a ceremony held Feb. 16, 1990.

Ferndale holds volunteer appreciation banquet



Photos, from left: *At* warden **Glen Cross** with long-time volunteer and pioneer of Citizen Escort Program, **Mrs. Jean Robertson**; volunteer **Hans Van Harmelen** (Centre); and "irreplaceable" volunteers **Major John Knowles** and **Gertrude Knowles**.

PACIFIC - Ferndale's annual Volunteer Banquet was held on Feb. 19, 1990, with over 60 volunteers being thanked and awarded Appreciation Certificates for their help during the past year. Twelve volunteers received special recognition name plates, hand-crafted out of wood by a Ferndale inmate.

Acting Warden **Glen Cross** thanked all the volunteers and spoke about the important role they play in the Service's attempts to bridge the gap between the community and prisons. Living Unit Officer **Sharon Tompkins**, former Social and Cultural Development Officer at Ferndale and instrumental in starting the Citizen Escort Program at Ferndale, was the Master of Ceremonies for the evening.

Past Inmate Committee Chairman

Glen Flett thanked the volunteers on behalf of all the inmates. Pastor **Harold Krahn**, long-time volunteer and Citizen Escort, spoke from the Volunteers perspective, mentioning that volunteers also benefit from the experience.

Current Ferndale S&CDO, **Hans Milis**, event coordinator, spoke about the importance of Citizen Escorts to Ferndale's pass program. He mentioned that Citizen Escorts travelled almost 100,000 km (or 3 times around the world) while escorting during 1989, and that Commissioner **Ole Ingstrup** was very supportive of this program during his recent visit there.

Food Services Supervisor **George Laird** and his staff catered the banquet and the volunteers were thankful for their time and effort.

Adult Education conference planned

OTTAWA - 'Challenge for Change '90,' a National conference on Adult Education will be held in Ottawa, May 9-12, 1990.

Organizers indicate the event will also be the combined annual conference of the Canadian Association for Adult Education and the Ontario Association for Continuing Education.

Keynote speakers will be **David Suzuki** and **Peter Gzowski**. Work group topics will include: A Vision for Success - Training and Educating the Workforce of the 21st Century; Adult Education in a Multicultural, Multira-

cial Context; Distance Education; Environmental Citizenship; Linking Adult Education to the Economic Community; Literacy Today - The Challenge for Tomorrow; Peace Education in the '90s; Removing Barriers to Access; The Grey Nineties - Are We Ready for the Challenge; and Women and Learning.

For more information contact **Bill Conrod**, Chairperson, 'Challenge for Change '90,' 200 Elgin St., 10th Floor, Ottawa, Ont., K2P 1L5 or call (613) 232-0090.

Retirements

Bob Dunham - ATLANTIC



After 39 years of public service, **Bob Dunham**, regional telecommunications and electronics officer, retired Dec. 30, 1989. After a lengthy military career with the Department of National Defence, Bob (shown here with his wife) came to CSC's Atlantic Regional Headquarters in 1984. During his five years with the Service, Bob made a valuable contribution to the field of electronics in the region, especially in the area of PIDS.

At a recent retirement party in Bob's honour, Deputy Commissioner **Willie Gibbs** thanked him for his contribution and acknowledged that such longevity in public service is worthy of recognition.

Helen Gooderham - NHQ

Helen Gooderham, Senior Editor/Writer with the Publishing and Editorial Services division, Communications and Corporate Development sector, NHQ, retired from the Service, effective Feb. 16th.

Helen and her work has become very well known to CSC staff throughout her 13 years of service, as both Senior Editor/Writer of our *Let's Talk* magazine, a position she has held for all 13 years, and more recently, as editor/writer of our *Focus* publication.

Helen's wonderful charm and friendliness, as well as her excellent writing and editing skills will, truly, be greatly missed. We wish her well in her retirement.

Helen's immediate plans include a two-week photographic safari to Kenya with her husband, Kent. A special note to Helen's many friends and colleagues... a farewell party will be held in April upon her return.

25 years of service

Jean-Claude Michaud, A/Records Clerk, NHQ.

Wilbert (Bill) Rilling, Correctional Supervisor, Mountain Institution.

Dev Dhillon to Pacific

PRAIRIES - RHQ staff and guests honoured **Dev Dhillon**, assistant deputy commissioner, Operations at a farewell dinner on Feb. 6. Dev had worked at RHQ Pacific since Apr. 1985 and is leaving to be Warden of Ferndale Institution in the Pacific region.

Photo: Deputy Commissioner, **John Duggan** (left) presented Dev with a farewell gift, a painting of a Saskatchewan winter scene.



'A Rock and a Hard Place' published

Lisa Hobbs, former National Parole Board (NPB) member, recently launched her new book entitled, 'A Rock and a Hard Place'.

Hobbs, who served as a regular NPB member for many years, says her book is a constructive criticism of the system and is very supportive of conditional release. She also relates some of her personal experiences as a board member.

Food Services reps attend career conference



NHQ - **Chin Yeung**, chief, Food Services Consulting and Training, NHQ (not shown); **Cliff Weir** (centre), Ontario regional Food Services officer; **Gerry Fardella** (right), chief, Food Services, Millhaven Institution; and **David Curtis** (left), Food Services officer, Joyceville Institution, participated in the Contact '90 Career Conference at the University of Guelph, Feb. 10.

Sponsored by the Canadian Food Service Executive Association's junior chapter, it attracted more than 40 companies and organizations representing various hospitality and related industries. Between 250-300 people, primarily university and college students, visited the display booths at the university centre. Many asked about career opportunities in CSC's Food Services. They were amazed to learn that our institutions serve a total of 32,800 inmate meals and 4,000 staff meals daily.

Keeping in touch...

Phone, fax, modem, mail or electronic mail!

For our correctional partners wishing to contribute items to *Let's Talk*, the choice is yours...

FAX : 613-995-3603,
PHONE: 995-5356,
MODEM: 613-992-8629
E-MAIL: LETS-TALK or
WRITE: *Let's Talk*,
 Publishing and Editorial Services,
 Correctional Service of Canada,
 340 Laurier Ave. West,
 Ottawa, Ontario
 K1A 0P9

New community training residence for women

SASKATCHEWAN - Early this year, the Corrections Division of the Saskatchewan Department of Justice awarded the Gabriel Dumont Institute of Native Studies and Applied Research (GDI) the contract to operate a female community training residence in Saskatoon.

GDI's intention is to build a permanent facility, but until a site has been purchased and planning approval received, a temporary facility, accommodating fourteen women, has been leased.

Twelve bed spaces have been designated for women who have been incarcerated at the Pine Grove Correctional Centre located at Prince Albert. Currently, the Province and Federal authorities are working on a contract for the use of two bed spaces by federal female inmates or by day parolees from the Kingston Prison for Women.

The first residents arrived on Nov. 15, 1989, starting a new era for female offenders in Saskatchewan.

by Eileen Gorman, Corrections Division,
 Province of Saskatchewan.

Keeping in touch: provincial and territorial news!

CSC staff understand their own correctional turf pretty well but when it comes to provincial and territorial corrections, there are a lot of questions. What kind of programs do they have? How many institutions? Staff training - is it like ours? What sort of provincial/federal agreements do we share?

Keeping in touch with our provincial and territorial partners in corrections is a good idea whose time has come. As Core Value 4 of the

Mission puts it: *"We believe that the sharing of ideas, knowledge, values and experience nationally and internationally is essential to the achievement of our Mission."*

We have invited our correctional partners in the provinces and territories to provide us with news about the latest developments in their policies and programs. We will run the *Across Canada* feature from time to time and hope our correctional partners will 'keep it coming'.

Inmate tracking enters computer era

MANITOBA - Computer technology is entering the world of corrections. Adult Corrections has implemented an inmate tracking system that will generate specific information on any inmate in any institution almost instantly.

According to project manager **Jan Gilchrist**, the system will be able to trace inmates from the time they enter a correctional institution until their release. The tracking system, designed to collect such information as marital status, educational level, security classification, and emergency contact, will provide complete records on individuals during their time in custody.

The concept was originally developed in Nova Scotia. DMR Associates developed the software under contract with Nova Scotia Corrections and Statistics Canada. The software is designed to operate on IBM AT's or compatible computers.

Data collection methods and statistical analyses used in Nova Scotia are similar to Manitoba's: only a few modifications were required. The decision to proceed was made in 1987.

"This system was installed and in place at Headingley Correctional Institution by the end of April 1988," said Jan. "This pilot project is being assessed on a continuous basis."

Responsible for training the staff who will be operating the system,

Jan has been assisting with both training and implementation of the software at various institutions. The goal was to have every adult institution ready to begin entry on January 1, 1989.

"One unique aspect of the tracking system," said Jan, is that it has the capacity to link up Temporary Absences with the inmate. This means that the administration will know very quickly how many inmates have temporary absences, and what kind. Also, sentence calculations will be easier."

The inmate tracking system will eventually link all institutions to central headquarters. "The institutions will download their information on disks; central headquarters will upload these to print the information. The paperwork should be cut tremendously!" explained Jan.

"The System will give each institution quicker access to its own data base, and more up-to-date information for inmate programs (education, work, literacy, etc.). More analysis can be done at the institutional level.

"Since inmates will keep the same code numbers as they transfer from one institution to another, receiving institutions will also have quicker access to records."

Source: Extracts reprinted from *Corrections Community*, vol. 4, No. 4, July/August 1988.

PROFILE in Corrections: Newfoundland and Labrador

The Adult Corrections Division of Newfoundland and Labrador was formally established by legislation in April 1975 when the *Adult Corrections Act* was proclaimed. The legislation provided for the establishment of an Adult Probation Service and delegated authority to the Director of Corrections for the administration of adult prisons. Services provided to young offenders are administered entirely through the Department of Social Services while services to adult offenders are managed under the jurisdiction of the Department of Justice.

lution detained in its seven correctional centers.

Organizational Structure

The Division of Adult Corrections is headed by a Director of Adult Corrections who is also Superintendent of Prisons. Three Branches comprise the Division:

- Institutional Services Branch
- Community Corrections Branch
- Victim Services Branch

The Institutional Services Branch is composed of seven correctional centers, each headed by an Assistant Superintendent. This

Institution	Capacity	Staff Complement
H.M. Penitentiary	152	106
Salmonier Correctional Centre	68	36
Clareville Correctional Centre	24	12
Bishops Falls Correctional Centre	24	12
West Coast Correctional Centre	50	30
Newfoundland/Labrador		
Correctional Center for Women	22	16
Labrador Correctional Centre	38	29
St. John's Lockup	26	11

Newfoundland and Labrador have jurisdiction over all adult offenders sentenced in its provincial courts. This means the province has the discretion of determining which offenders serving terms of 2 years or more (including life) are to be patriated and which of those are to be transferred to a federal penitentiary.

When Newfoundland became a part of Canada in 1949, it retained its jurisdiction over all adult offenders sentenced in provincial courts of the province. In effect, this means that the province has the discretion of determining which offenders serving terms of two years or more (including life) are to be patriated and which of those are to be transferred to a federal penitentiary. Currently between 50 and 65 offenders, serving terms of two years or more, are maintained in the provincial prison system on any given day. This constitutes one-sixth of the inmate popu-

Branch also includes two Lockups: one in St. John's and one in Corner Brook, each managed by a Captain.

The Community Corrections Branch is comprised of 15 Probation Offices dispersed widely throughout the province. Each office is headed by a Regional Probation Officer and may include one-person operations or as many as five in one single office, depending on population density.

by Marvin J. McNutt, Director of Adult Corrections, Province of Newfoundland and Labrador.

Nova Scotia pilots new probation officer orientation

NOVA SCOTIA - A pilot program in probation officer orientation has been operating in Nova Scotia's western region for the past few months.

Underlying the program is the understanding that each new staff person has had a variety of education and experience, and that each region and/or office has certain requirements. What makes this program unique is that it addresses, in a very individual way, each new probation officer's needs and the expectations of each office.

An in-depth interview

The orientation program involves an in-depth interview between the new staff person and the Regional Program Officer which covers all aspects of probation, including community corrections and the criminal justice system, communication, office and financial administration, personnel, investigative reports, probation supervision, the Temporary Absence program and the Alternative Measures program.

The Regional Program Officer then makes a list of areas for training, noting the individual's strong and weak points. Based on the interview, training and orientation needs are identified and a meeting is arranged between the new probation officer and the appropriate Officer In Charge to discuss the needs and to agree on a schedule. A priority list for orientation is determined and agreed to so that the new probation officer can go to work quickly and perform a number of job functions with confidence.

Source: Extracts reprinted from *Corrections Nova Scotia* Vol. 4, No. 1 December 1989.

Manitoba's adult corrections to adopt Unit Management

MANITOBA - In the near future, Adult Corrections in Manitoba will reorganize its operations into a unit-based management approach.

"Unit Management is a decentralized approach to the management of inmates, through which we are seeking to improve overall operations of our correctional facilities," says **Jim Wolfe**, Manitoba's executive director, Adult Corrections.

Under Unit Management, significant authority will be delegated to the unit level. This will result in restructured decision-making at all levels. Although the smaller facilities will be considered as one unit and, therefore, will not experience major change, the larger institutions will be divided into smaller, more manageable units.

Smaller units of offenders, together with increased interaction between knowledgeable staff and offenders, are the most effective form of security. Therefore, a permanent team of officers will be assigned to a specific unit. Security, case management and program activities of a unit will become the overall responsibility of the unit manager and staff. Correctional officers will have knowledge of all offenders in their unit. Under the new system, they will be better able to assess risk and suitability of release for every offender as well as manage behaviour more effectively.

There will be no reduction in staffing levels, although the functions of some positions will change. Job satisfaction will be improved through participation of correctional officers

in unit management. There will be better opportunities for teamwork, which will enable all staff to work toward a common goal.

In the coming months, every facility will develop plans that incorporate the key elements of the unit management concept. Staff at all facilities will have the opportunity to provide input and feedback during the planning and implementation processes.

A steering committee, consisting of all levels of staff as well as union and management representatives, will be formed at every institution. This committee will distribute information and solicit staff input and feedback throughout the process.

Source: Extracts reprinted from *Corrections Community* Nov./Dec., 1989 Vol. 5, No. 3.

Saskatchewan's corrections industries: an old program with a new purpose

SASKATCHEWAN - Corrections Division is expanding and modernizing offender work programs to make them relevant, useful and productive. It is our way to survive in a competitive economic environment.

In the past, inmate labour was mostly directed toward the needs of institutions - making clothing, growing food, maintaining the physical plant. The 1960's came, and the emphasis turned toward education and training programs for inmates to contribute to society after release from jail.

Here come the 1990s

The world is now much more complex. Interest is in results today. Solutions to problems have to be broadly based. For this reason correctional programming in the 1980's moved toward a position of less isolation from the community and more co-operation with it. Corrections Industries is part of that reorganizing and restructuring that is necessary.

Correction's Industries places emphasis on inmate work productivity in a business environment... Shops will operate similarly to other shops where quality products, full work days, waste reduction, efficiency, inventory control and planning have real economic meaning.

Our marketing focus is industrial business with other government departments and private sector firms. The consumer market will be a small section of activity. Our shops will operate similarly to other shops where quality products, full work days, waste reduction, efficiency, inventory control and planning have real economic meaning.

Primary objectives:

- To balance the developmental needs of inmates to learn and grow with the institution's need to maintain security and to control costs.
- To increase inmate productivity by providing constructive work opportu-

nities with real economic value.

- To operate in a business like manner so that inmates may develop skills in a revenue generating work environment.
- To make corrections industries self-sufficient through revenue generation.

Implementation of corrections industries in Saskatchewan began in 1986 when planning for a new facility began under the federal-provincial agreement. New multi-purpose shops were built, and staff positions obtained. As a result of new legislation passed in August 1989 we now have corrections industries established in the Department of Justice Act.

The 1990s will be a period of rapid change. We look toward a busy, challenging and exciting year as our dreams for corrections industries are taking shape before our eyes.

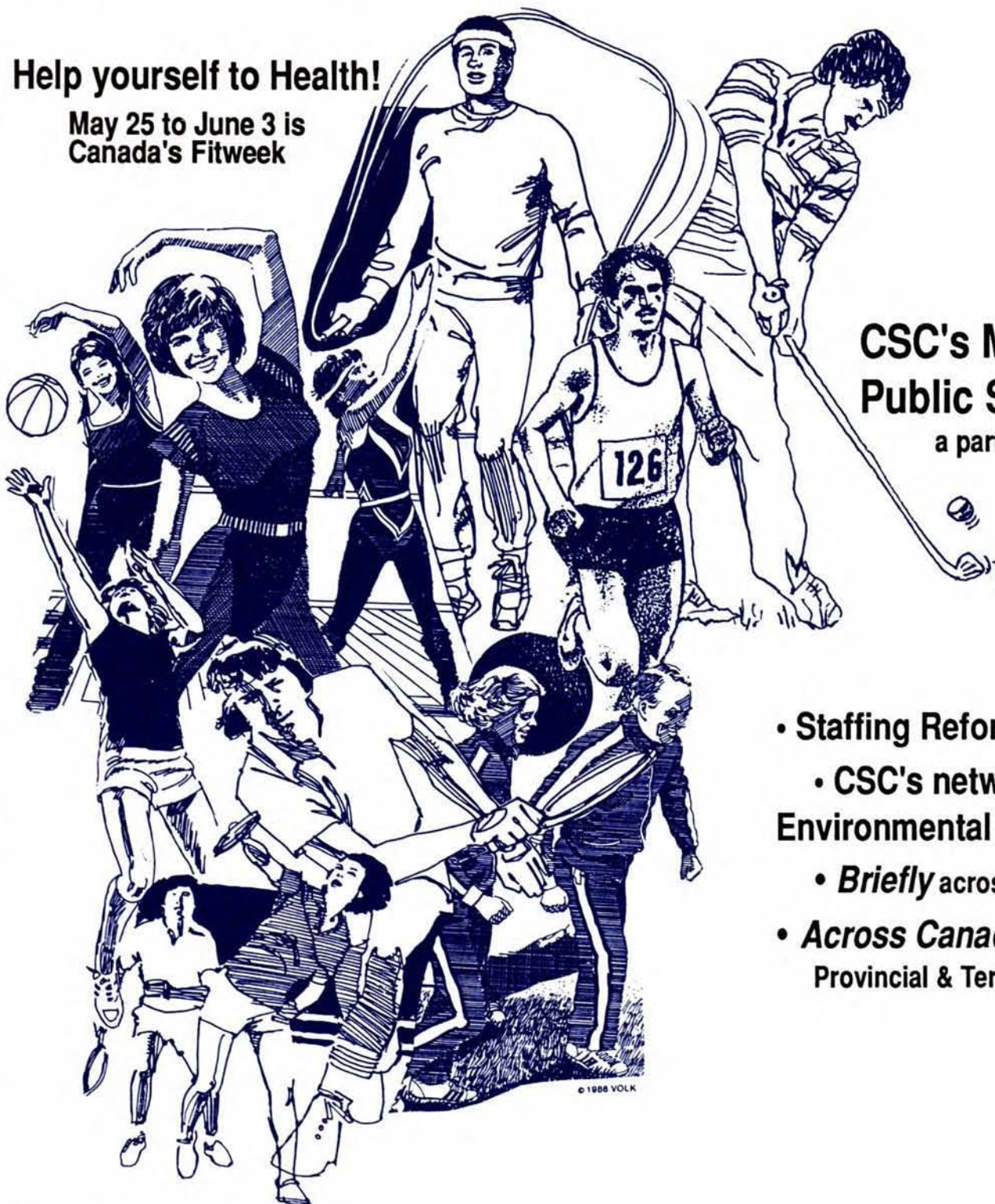
by **Jim Schnelder**, Corrections Division, Province of Saskatchewan.

Let's Talk

May 1990 • Correctional Service of Canada

Help yourself to Health!

**May 25 to June 3 is
Canada's Fitweek**



CSC's Mission and Public Service 2000

a partnership for energy
& renewal

- Staffing Reform Project
- CSC's network of
Environmental scanners
- *Briefly* across CSC
- *Across Canada* -
Provincial & Territorial news



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 5
May 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner

Reducing the risk: contributing to the protection of society

We have talked a great deal about dynamic security recently. This is not surprising in so far as Unit Management has a strong element of that type of security.

It is, however, very important not to diminish our attention to the well-known, traditional aspects of our security. Dynamic security is not there to replace what we often call static security. It is there to provide us with additional security. The goal is to constantly make a better contribution to the protection of society by reducing the risk of a federal offender committing a new offence or posing a serious risk to the public while he or she is under our care.

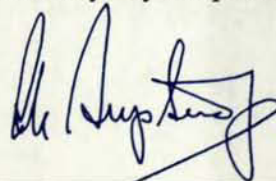
As in all other aspects of our work, we must continue to deliver and improve our overall security. Safety for everyone is the ideal that we are pursuing. And we are doing that while respecting other fundamental ideals and while ensuring that we do it in a way that demonstrates respect for the public interest in monies being productively spent. Good static security requires a combination of the state-of-the-art technology and human commitment. This aspect of security can only be of maximum benefit when every employee, while performing on a static post, is on full alert and conscious of the need to stay alert during the many shifts where no threats to security occur. To be aware of, and fight, the danger of reduced attention when nothing is expected to happen is of paramount importance.

We need an ongoing discussion at our institutions on how best we can ensure that our static security posts – in the towers, at the perimeter, at the gate, at internal control posts, during escorts, etc. – contribute to the protection of everybody's safety. It is only when all the elements of our security system are working together, and in the way they are supposed to work, that we may confidently say that we make our best possible contribution to the protection of society.

This review and discussion can only be meaningful when the people who are doing the work – those who work the shifts and those who have experienced security incidents from which we can learn – play an important and active role.

To facilitate and inform this ongoing discussion, I have requested that reports on security investigations be shared throughout the Service. Any dangerous or potentially dangerous situation, and how it was handled will assist us in finding better ways in the future – and within all units of the Service where static security is part of the operation.

We must also ensure that innovative improvements be shared with colleagues across the Service. We cannot afford to waste time inventing today what our colleagues already invented yesterday. It is managers' responsibility to make sure that the front line people are being listened to and taken seriously. It is everybody's responsibility to contribute to the discussion.



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Good ideas, like seeds, only grow in the right conditions. Core value 3 of CSC's Mission document – that our strength and our major resource in achieving our objectives is our staff – provides fertile ground for many good ideas including the staffing reform project for correctional operations.

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On December 12, 1989 Prime Minister Brian Mulroney announced an initiative to renew the Public Service of Canada. *Public Service 2000* has been launched to enable the Public Service to provide the best possible service to Canadians into the 21st century. In this issue, we give excerpts from the speeches of: Paul Tellier, Clerk of the Privy Council and Secretary to the Cabinet; of John Edwards, the Deputy Minister in charge of PS 2000 at the recent meeting of APEX (the Association of Professional Executives of the Public Service) and; of CSC's Commissioner Ole Ingstrup, at a recent Case Management Conference.

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The Correctional Service of Canada has recently established a network of staff, from head-quarters and the regions, who are participating in an exercise of environmental scanning. What is environmental scanning? How is the information to be used? Read about how you can contribute to the Service's knowledge base.

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Keeping in touch with our provincial and territorial partners... *Let's Talk* has invited our correctional partners in the provinces and territories to provide us with news about the latest developments in their policies and programs.

Help yourself to health!

Canada Fitweek - May 25 to June 3
the largest celebration of physical activity in the world!

"Canadians have come a long way since 1973 when PARTICIpaction shocked them out of their La-Z-boys with the announcement they were not as fit as the average 60-year-old Swede," says **Rick Bélanger**, promotion officer with Fitness and Amateur Sport Branch of Health and Welfare Canada. "Over the past 16 years Canada has experienced something of a fitness revolution. Canadians have clearly changed their lifestyles."

What is health?

"Physical fitness through regular sport or recreation is more than just a fad or enjoyable leisure-time pursuit," says Bélanger. Research indicates increased physical activity - which leads to improved fitness - can enhance people's ability to cope with modern life."

"With regular exercise we handle stress more easily, look and feel better, and reduce our mental and physical fatigue. Besides making us feel younger, healthier and happier, it is crucial to reducing national health-care costs, now in the neighbourhood of \$40 billion a year. Call it preventive medicine."

No longer is being healthy considered simply the absence of disease - it includes many positive qualities and benefits such as:

- being in shape mentally and physically;
- having the energy to work without chronic fatigue, and resilience and resistance to diseases - reserves which can be drawn on in times of stress;
- having endurance, strength and flexibility; and
- having a feeling of well-being.

It helps you to enjoy life and to do your best work.

Lifestyle induced diseases - prevention is up to you!

While some health risks are beyond our direct control, such as our age, race, family medical history and work environment, many risks which will affect our long-term prospects for well-being arise from our own lifestyles and as such are subject to our control and change.

Today, progress in public health measures has resulted in the control of major infectious diseases which once caused significantly high rates of mortality. Advancements in medicine and other sciences have also provided treatment and surgery for many diseases which earlier in the century caused premature death or disability. What we see now are "Lifestyle diseases," arising from our life in the Western world in the twentieth century. These include heart attack, stroke, cancers of the lung, intestines and skin; respiratory diseases such as emphysema; digestive tract problems such as ulcers and; chronic headache and backache.

What can you do to help prevent these 'lifestyle' induced diseases? The strategy is simple! Decide that you want to enjoy the rest of your life - then recognize how your present lifestyle habits are influencing your health.

Risk factors for coronary artery disease

- high blood pressure;
- too much salt in the diet;
- too high a level of fat in the blood;
- lack of exercise;
- smoking; and
- stress.

Most of these also contribute to the other lifestyle diseases.

Health and fitness in the workplace

"While workplace fitness attempts date back to the 1920s, employee fitness programs really began to increase significantly only in the past decade," says Belanger. "Federal public servants, in step with the national trend, are more than ever calling for increased access to fitness programs and facilities in the government workplace. Reduced absenteeism, lower staff turnover, savings in health-care costs, improved morale, fewer on-the-job accidents, improved job satisfaction, and increased productivity are some of the obvious benefits."

Join the fun and make your move towards active living...

Here are just some of the activities you can take part in:

- On May 25 be a part of *Sneaker Day* by wearing yours all day, everywhere!
- Join your community in the *CrownLife PARTICIPaction Challenge* on May 30 to determine the most active city in Canada.
- Contact your local pool to see how you can *Catch the Wave* to fitness.
- Participate in *MOGA Madness*, May 31, by creating the *Most Outrageous Group Activity*.
- Join sighted and nonsighted participants at dusk and *Run for Light*.
- Everyone, including people with a disability, participate together as Canada's Fitweek is *Fit For All*.

Don't miss your chance to celebrate! Find out about the events in your area and "kick up your heels" with Canada's Fitweek.



KICK UP YOUR HEELS!

Canada's Fitweek

May 25 to June 3

Supported by
Fitness Canada

 Government of Canada
Fitness and Amateur Sport

 Gouvernement du Canada
Condition physique et Sport amateur

"While no specific data currently exist on the number and extent of government fitness programs, Paul Youldon, manager of Fitness Canada's Workplace Fitness Unit, confirms that public servants who are personally interested in fitness are increasingly taking matters into their own hands and *organizing*.

CSC employees identify issues in worklife

What are CSC staff interested in?

At CSC National Headquarters, Dr. Jacques Roy, director general, Health Care Services chairs a 'Quality of Worklife Committee,' made up of the other Directors General of the Programs and Operations sector. "The origin of the Committee," he says, "was a commitment by former Deputy Commissioner, Jim Phelps, to look at work-related problems encountered by employees" – a commitment that now enjoys the full support of new Deputy Commissioner Mario Dion.

They found that key 'worklife' issues identified from employee feed-back related to:

- communication - sharing of information and reasons for decision-making;
- workload - identification of priorities is a must if people are to feel a sense of accomplishment about their work;
- staffing; and
- physical facilities - are there ways to improve the environment within the existing space allocation?

What's next?

"Communication and education are very important," says Dr. Roy. "There are a number of things which could be provided to assist employees in their wellness efforts. There is a health hazard appraisal assessment, available from Health and Welfare, which can help individuals identify factors in their lifestyle which may be making negative contributions to their health and future. It's also possible to establish screening clinics for particular problem areas like blood cholesterol level and diabetes."

The Quality of Worklife Committee recently circulated a booklet to all sector staff on nutrition, healthy eating and appropriate body weights. A questionnaire followed several weeks later asking for comments on the information and suggestions for future activities. ■

Excerpts reprinted from *Working up a sweat* by Rick Bélanger, *Dialogue*, Nov. 89 (Vol. 13, No. 5); from *Kick up your heels*, Fitness and Amateur Sport, 1990; and with thanks to Laurie Fraser, director, Nursing Care, NHQ.



Staffing Reform Project

Staff involvement: the measure of success

Good ideas, like seeds, only grow in the right conditions. Core Value 3 of the Mission Document - that our strength and our major resource in achieving our objectives is our staff - provides fertile ground for many good ideas including the staffing reform project for correctional operations.

Since the Executive Committee gave its approval to the restructuring of the Service's staffing system for correctional operations staff in the CX, WP and AS groups, it has become clear that the involvement of line staff in developing and designing a new system of performance evaluation and promotion is central to the project's success.

Staff input crucial

When *Let's Talk* interviewed staffing reform project manager **Mike Hale** in February, his NHQ office was crowded with boxes of completed job analysis questionnaires from institutional staff across the country. (Community staff received their questionnaires in March and April.)

The questionnaires are being analyzed by Pass Group Consultants. All the job tasks for CX, WP and AS positions in correctional operations were listed in these questionnaires, and staff in both institutions and community offices were asked to rank these tasks by importance and frequency. "Line staff have taken hours of their time and given their honest reactions in these questionnaires," says Hale. "Their input is crucial and will be used as source material to develop job profiles, and qualification and performance standards."

A unique feature of the staffing reform project is that input from the line staff is built into every step of the project. In addition to the questionnaires, focus group discussions at selected institutions and community offices will also increase the information from which the consultants will assist CSC to design the new staffing system.

During both the information gathering and analysis parts of the project, there will be widespread consultations with the staff affected by the changes. "A consultation paper which outlines a proposed model of the new system has been sent to all institutions and community offices," says Hale, (see: Highlights) "This consultation phase is the longest, but most critical part of the project, but without the staff input," Hale notes, "the project can't be based on the real-life situations of line staff."

Working Group - a direct line

All these information gathering steps as well as the design of the new staffing career development system will be the subject of an ongoing review by the project's working group - a committee consisting of correctional officers, case management officers, parole officers, and representation from the Union of Solicitor General Employees as well as NHQ and RHQ.

Working group members are: Catherine Beres (Kingston), Glen Brown (NHQ), Steve Canton (RHQ Atlantic), Bob Fischer (RHQ Ontario), Keith Forrest (Collins Bay), Maria Henriques (Archambault), Jack Hewitt (Union of Solicitor General Employees), Jean-Pierre Labrie (Trois-Rivières), Mike Scrivens (Mission), Rick Walker (Saskatchewan) and Steve Wesselby (Westmorland).

The Working Group sees itself as an important communication bridge between the project and the line staff. Says Working Group member Catherine Beres, a case management officer at Kingston, "I see the Working Group as a direct line through which line staff can express their concerns and ideas about staffing and have a real input."

Members of the project team are available to come to institutions at the request of the warden to talk to staff members about the new staffing system. As Working Group member, Mike Scrivens, a correctional officer who is currently acting coordinator of correctional operations at Mission Institution says, "I've gone out on my own time to different institutions to promote and get the project going. It's something I believe in."

A new way of staffing

As the members of the Working Group talk with their colleagues, recurring concerns have emerged. How will the new system differ from existing staffing procedures? How will the new system deal with past problems?

"It's generally acknowledged," says Hale, "that most staffing is done after vacancies occur. This has led to a high number of acting situations, and has created problems at times." The new system will be designed to anticipate and forecast staffing needs, to qualify people in advance of vacancies, and to fill positions from an established merit list.

"Both staff and management realize that the present competition process is slow and ineffective," says Scrivens. "Managers would like to be able to fill a position within a week. And staff would like to see the right person - the person with the right qualities and abilities - get the promotion."

Says Beres, "one of the complaints of staff is that our current method of evaluating an employee's promotability is geared to people with university or college backgrounds and misses good people already on staff." She believes that the new system should assess employee performance in a manner that is objective and meaningful. To achieve this end, Beres has initiated her own research into alternative methods of testing employee knowledge and skills.



From left to right Jack Hewitt, USGE, Mike Hale, Staffing Reform Project manager, Keith Forrest, Collins Bay Institution, Catherine Beres, Kingston Penitentiary and Steve Canton, RHQ Atlantic.

A shared commitment to career development

Under the new staffing system, career development will be centre stage. "It will become a shared commitment between the employee and the supervisor," explains Hale. "Employees will identify what they want to do and then they can work toward these objectives. A key part of such a system," says Hale, "will be development training related to present or future work goals."

Scrivens shares this perspective. He believes, however, that training can no longer be regarded as the first area to be trimmed in a budget-cutting exercise. "Training supervisors to do objective assessments and providing staff with courses appropriate to their ability and career goals will cost a lot of dollars," says Scrivens. "This means a change in the way of doing things."

According to **Dyane Dufresne**, assistant commissioner, Personnel, the Correctional Service will be one of the first federal government departments to streamline its staffing process and put in place a career development system of this kind.

Dufresne chairs the staffing reform project steering committee which includes **Jacques Dyotte**, assistant deputy commissioner, Operations, Quebec; **Tom Epp**, warden, Kingston Penitentiary; **Rémi Gobeil**, director general, Community and Institutional Operations; **Lynn Ray**, president of the Union of Solicitor General Employees; project manager, Mike Hale, and former Assistant Commissioner Corporate Management **Art St-Aubin**.

Says Dufresne, "when the new staffing system is up and running next year, it will help us further our Mission Document commitment to develop staff to their full potential."

Highlights of the proposed model:

- performance and qualification standards will be established for each level;
- a new performance system will be developed based on the performance standards;
- career discussion will be a part of the annual performance evaluation;
- a review committee will ensure that employees are rated fairly and consistently;
- job-related training will be linked to improving performance in the current job;
- employees interested in advancement will undergo training and development related to qualifying for a new job;
- individuals will be able to work towards qualifying at their own speed;
- a merit rating board will rank qualified employees annually based on their performance; and
- employees will be promoted from the annual eligibility list in order of merit.

The aim of the new system will be to improve the fairness and effectiveness of human resource management in the Correctional Service. The project has the full support of the Public Service Commission, whose officers are working actively with CSC's project team. Redress mechanisms, including appeal rights, are an important part of designing the new system. ■

Additional information on the Staffing Reform Project may be obtained through Mike Hale's office, NHQ, at (613) 992-0443.

by *Anne Gilmore*

Public Service 2000

A partnership for energy and renewal

Excerpts from Prime Minister Brian Mulroney's announcement and from remarks by Paul Tellier and John Edwards reprinted from PISCES, Fisheries and Oceans Canada, Feb. 1990.

Prim Minister Brian Mulroney announced on December 12 an initiative to renew the Public Service of Canada. The objective of Public Service 2000 is to enable the Public Service to provide the best possible service to Canadians into the 21st century.

In this issue we give excerpts from the speeches of: Paul Tellier, Clerk of the Privy Council and Secretary to the Cabinet; of John Edwards, the Deputy Minister in charge of PS 2000 at the recent meeting of APEX (the Association of Professional Executives of the Public Service of Canada) and; of Ole Ingstrup, Commissioner of the Correctional Service of Canada, at a recent CSC Case Management Conference.

Objectives of Public Service renewal

Excerpts from Prime Minister Brian Mulroney's announcement of the Public Service 2000 initiative.

"The principal objectives of this initiative are to foster and encourage a Public Service that:

- is professional, highly qualified, non-partisan and imbued with a mission of service to the public;
- recognizes its employees as assets to be valued and developed;
- places as much authority as possible in the hands of front-line employees and managers; and
- provides scope for different organizational forms to meet differing needs, but in the context of a single Public Service."

"The Canadian Public Service is justly regarded as one of the finest in the world," said Prime Minister Brian Mulroney. "It has been built up over 75 years on the pillars of merit, equity and non-partisanship. It is a uniquely Canadian institution, created by Canadians to reflect the needs of the country and its people. Every day, millions of Canadians rely on the Public Service for everything from the inspection of food and drugs to safe landings at Canada's airports, from the issuing of passports to the provision of employment services, from weather forecasting to the processing of millions of cheques.

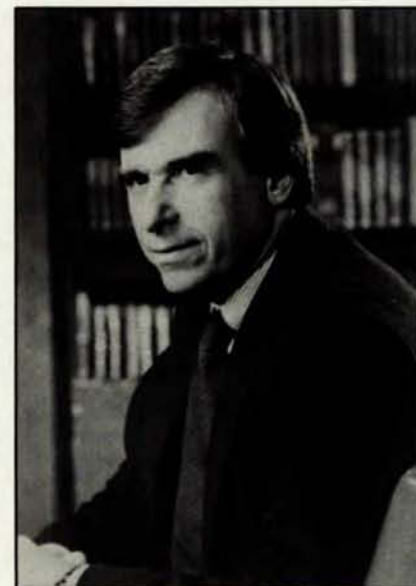
"Over the years, the Public Service has been asked to satisfy the demand for many new programs and services, and in recent years it has had to do so within a climate of increasing fiscal restraint and with a significant reduction in personnel. This task has been made even more difficult

by traditional institutional structures and controls that do not encourage efficiency or improvement in service to the public.

"The complexity of the administrative regime governing the Public Service has been recognized as a serious problem for more than a decade. The need for simplification, greater devolution of authority and responsibility, and increased efficiency, is higher now than ever before.

"To equip public servants for the 21st century, and to enable them to function effectively in the context of continuing restraint, fundamental changes are required to the ways in which the Public Service is structured and managed."

Revitalization and renewal



Excerpts from notes for remarks by Paul M. Tellier at the Third Annual APEX Symposium.

First, I will describe what Public Service 2000 is all about. Second, I will explain its rationale and its timing – why are we doing it, and why are we doing it now? Third, I want to share with you my expectations about what is going to happen over the coming months; I will also share some of my concerns about the forces that must be overcome if this initiative is to succeed. Finally, I will talk about how I see your role, as public servants, in this initiative.

There are essentially four dimensions to this fundamental review.

and CSC's Mission

1. People

First and foremost, people. We must take a hard look at who we are recruiting to the Public Service, and how. How can we attract the best and the brightest from our universities? How do we develop such talent? And how do we retain it? In so doing, we must be conscious of the unique values of the Public Service which distinguish us from our counterparts in the private sector.

2. Organization

When I look at the government telephone book, I realize that the basic shape of government has not changed appreciably in more than 30 years. Are we organized as efficiently and effectively as we could be? Do we have the right balance in roles and responsibilities between central agencies and departments, and within departments? Are we organized to provide the best quality policy support to ministers and the most efficient service to the public? All these questions are open for examination.

3. Management

We will be looking at every single aspect of the management process, beginning with how we manage our most precious resource: people. We will consider ways to improve the management of our financial resources, particularly the extent of, and the need for, controls.

4. Legislation

The legislative and regulatory framework governing the way we do things in the Public Service must be examined. We will have to be prepared to amend that legislation to make the necessary changes in how we attract and develop people, distribute responsibilities among organizations and manage the way we do things.

Government commitment

Public Service 2000 is a major overhaul. It is a major commitment by the Prime Minister and therefore by the government to a professional, career Public Service that is non-partisan, competent, and efficient. A Public Service that can better serve the government and the public, both today and in the future.

What Public Service 2000 is not

It is not just another study. It is not just a theoretical exercise to produce documents that will go unread and

unheeded. Nor is it the sort of review that would appropriately be undertaken by a Royal Commission. This is an action-oriented initiative, which is why the Prime Minister has asked us – the Public Service – to do it.

But I want to stress that it is not the aim of Public Service 2000 to "downsize" or otherwise to reduce our already scarce human and financial resources.

Expectations and concerns

What are my expectations of this initiative? They are both realistic and what I would call "reasonably" high. As I see it, Public Service 2000 will have succeeded if it results in:

- A **Public Service with a better image**, not in the public relations sense but in the positive sense of a strong feeling of self-worth and a corresponding recognition of value by Canadians. I want a Public Service that is well-regarded because it serves the public better in the field – at customs points or employment centres – and is more efficient than ever before.
- A **"simplified" Public Service**, one that is not choked by 88 occupational groups and dozens of classifications; I want a Public Service that has simplified and streamlined processes, particularly in personnel management.
- A **more creative and innovative Public Service**.
- A Public Service that is **freed from frustratingly complex and distorted lines of accountability**, with corresponding increases in productivity, effectiveness and morale at all levels.

A Public Service that brings into its ranks the best and the brightest. We have done this in the past; I like to believe we are still able to do this.

Now a word about some of my worries, my preoccupations.

The first is cynicism. Already, I can hear people say "Public Service 2000 – what else is new?" My second concern is skepticism. You know what I mean – "They won't succeed." "Previous attempts have failed." "Is there political will?"

My third and perhaps most serious worry is the forces of inertia. "The current situation is not that bad..." "We have to be cautious. These changes will be in place for 20 years." "The status quo is more comfortable. Why change?"

Finally, I am worried lest we miss this window of opportunity. What makes it possible for us to act now is a convergence of favourable circumstances that may not reappear again for years; in particular, an experienced Prime Minister and other key players; and the early phase of a new mandate. If we do not act now, we may lose the opportunity for a generation; six or seven months before the next election is not a time when Public Service legislation is likely to get much priority.

The challenge to you



Excerpts from notes for a presentation by John Edwards on Public Service 2000 at the 1990 APEX symposium.

"The challenge to each of you individually, I would suggest, is first and foremost to decide if this exercise has a reasonable chance of causing major changes. If you think it has, then you should rationally wish to

influence the direction and content of change. If for whatever reason you decide not to – perhaps because you are close to retirement or experiencing a total loss of faith in your fellow men and women – then live with the results without complaint.

If you choose to become involved, there are many ways to express your views:

- through your department;
- through writing to members of task forces; or
- through contacting my secretariat."

John Edwards, Manager, Public Service 2000, 171 Slater St., 5th floor, Vanguard Building, Ottawa, Ontario K1A 0A3.

CSC's Mission and Public Service 2000



Excerpts from an opening address by Commissioner Ole Ingstrup at CSC's Case Management Conference

"The world is changing more rapidly than we have ever seen before," said CSC Commissioner Ole Ingstrup in his opening address to

participants at the Case Management conference held in Ottawa, April 3-5, 1990. "Look what is happening in Europe. Canada is no exception."

Public Service 2000 aims to provide the best possible Public Service to Canadians into the 21st century. "This is good news for the Correctional Service of Canada because many of their objectives fit extremely well with our Mission and what we would like to accomplish."

"What our Mission is primarily intended to do is:

- to make CSC a value-based and results-driven organization as opposed to a compliance-driven organization;
- to clarify our direction so that we know the difference between change and improvement;
- to clarify our accountabilities;
- to redefine our client – not only the offender, but the public at large, including our staff;
- to redefine our products – safe and secure custody followed by the largest possible number of months of law-abiding community behaviour among those who have once been incarcerated;
- to change our management style to a people-oriented style of management; and
- to delegate the decision-making authority as close as possible to the field of action.

"Although significant and encouraging progress has been made during the 15 months we have had our Mission, we still have a lot of work to do in order to adequately deal with some of the major problems that Mr. Tellier has identified as Public Service problems.

"I believe that we possess the energy for renewal and ideas for improvement. As Mr. Tellier has stated, public servants are the most important part of this equation. They must become and be seen as partners and not cogs in the machine. We must help each other to take that next step towards excellence in our Service." ■

CSC's network of environmental scanners

The Correctional Service of Canada has recently established a network of staff, from headquarters and the regions, who are participating in an exercise of environmental scanning.

What is environmental scanning

Environmental scanning refers to a process of identifying relevant issues and trends from a broader environment, analyzing their significance for the organization and then forecasting their future development.

Although, traditionally, environmental scanning focused almost exclusively on issues that were narrowly defined by an organization's immediate internal and external environment, today's approach to scanning is more outward looking.

In addition to having rather broadly defined parameters, effective environmental scanning is also proactive in nature; it focuses on future events, future issues and future decisions. After all, important trends and issues which may some day affect the Correctional Service of Canada might originally surface in fields related to demographic conditions, social and political situations or economic activity, rather than within the correctional or criminal justice milieu.

CSC's scanning network

In recognizing the importance of instituting a regime of environmental scanning, the Communications and Corporate Development sector, in conjunction with the Regional Deputy Commissioners and Sector Heads, coordinated a network of environmental scanners. Members of this scanning network come from a variety of professional backgrounds within the Service and represent a cross-section of managerial, operational and administrative perspectives.

The primary task of each 'scanner' is to read, as soon as it becomes available, issues of a journal or publication which they have volunteered to scan; select one or more articles that may directly or indirectly have some influence on the Service, and then submit a short abstract directly to the Communications and Corporate Develop-

ment sector. The abstracts should link the relevance of the article's subject matter to the Correctional Service of Canada.

How the abstracts are to be used

The Communications and Corporate Development sector plans to reproduce some topical abstracts submitted in a variety of our in-house publications such as *Focus*, *Let's Talk* and *Forum*. Preparations are also underway to track recurring trends and issues, for information purposes and presentation to senior management. In this way, the Service is actively supporting its commitment to Core Value 4 which refers to the sharing of knowledge and ideas, while functionally enhancing the collection and management of information.

Current status

At present, the network consists of 62 environmental scanners. In discussing the scanning network with *Let's Talk*, then-Assistant Commissioner, Communications and Corporate Development, **Mario Dion**, expressed his pleasure with the enthusiastic response that has been received so far and indicated that requests to participate in the network are welcome and continue to arrive daily.

Environmental scanning is not solely the responsibility of the network scanners. All Correctional Service staff should be scanning literature and thereby contributing to the Service's knowledge base.

So, even if you're not currently a member of the scanning network, you are encouraged to scan a variety of literature for articles that may have a direct or indirect effect upon the Correctional Service.

Abstracts are to be submitted directly to: Communications and Corporate Development, 340 Laurier Ave. West, 4th Floor, Ottawa, Ontario, K1A 0P9, or by facsimile at 613-995-3603. ■

by *Judith Fyffe*
Planning Analyst, NHQ

Canadian Families & Corrections Network

A network of people who affirm the importance of families in the Canadian justice and corrections process.

Many individuals and organizations across Canada have developed positive, cost effective and humane programs to strengthen the family ties of offenders. For years these programs have developed and emerged, frequently with a lack of awareness of others sharing the same concerns.

In recent months, there has been a strong desire by representatives from across the country to come together in a "network" ... to be known as "The Canadian Families and Corrections Network."

Their founding statement reads: *'Canadians from many walks of life, varying circumstances, with diverse backgrounds and perspectives recognize the value of loving families. The family of the prisoner is often overlooked in the criminal justice system. A focus on the family within criminal justice settings is in harmony with a wide range of humanitarian goals and encompasses natural justice; crime prevention; and social, psychological, physical and spiritual health.'*

'The Canadian Families and Corrections Network is a network of people who affirm the importance of families in the Canadian justice and corrections process.'

The goals of the 'Canadian Families and Corrections Network' are to promote:

- awareness, understanding and knowledge about issues concerning families and corrections;
- relevant research, policy development and program initiatives; and
- family and corrections as a professional focus.

For additional information or to have your name and address added to the mailing list, contact:

The Canadian Families and Corrections Network
c/o Suite 700 - 880 Wellington St.,
Ottawa, Ont., K1R 6K7.

Briefly

Pacific CORP 289 graduates



PACIFIC - The Regional Correctional Staff College held a graduation ceremony of CORP 289, Mar. 15. Commissioner Ole Ingstrup presented the certificates and addressed the graduate group. Congratulations to all the graduates of CORP 289! (Photo: front row, l-r) L.L. Hosier; N. Taylor; P. de Vink, assistant deputy commissioner, Operations, Commissioner Ole Ingstrup; R. Lusk, assistant deputy commissioner, Planning and Management Services; T. Charbonneau, director, Correctional Staff College; L.S. Dry; A.E. Blamire (High Academic award); (Center row, l-r) L.K. Beaton; V.C. Adair (Exemplary Recruit); C.J. Ayotte (High Aggregate Weapons award); P. Lovett; C.R.J. Jackson; M.R. Maclean; R.R. Hache; M.R. Olsen; R.D. Blanchette; A.M. Larsen; J.R. Smith; (Back row, l-r) K.E. Miller; C.L. Burnie; D.M. Wansink; L.V. Tucker; D.G. Smyth; G.J.K. Aardema; A.K. Atkinson; R.H. Blakeway.

Prison Arts 'Words from Inside' published

The Prison Arts Foundation has published *Words from Inside* (Vol. 9), an anthology of poetry and prose by Canadian inmates and parolees.

Last published in 1980, this new volume marks the renewal of this Prison Arts series.

For copies of *Words from Inside*, (30 pp - \$2.50) or further information about the programs and activities of the Prison Arts Foundation, please contact: Michael Johnson, Executive Director, (519) 752-7405.

Open house at La Macaza School

QUEBEC - La Macaza literacy instructors and their students moved into a new school recently. The new locale, which has been renovated inside the budget and time allocated by the institution's technical services division, is now one of the most modern of

all CSC institutional schools. It comprises 7 classrooms, a teachers' room and an examination room. The new school is presently mainly used for literacy instruction although it is planned to also accommodate horticultural classes and computer training.

Freedom to Read

International Conference on Literacy in Corrections

The Correctional Service of Canada and the United States Federal Bureau of Prisons are pleased to announce "Freedom to Read - An International Conference on Literacy in Corrections," to be held in Ottawa, Oct. 14-17, 1990.

In this international forum, correctional education professionals, public educators, and community and private sector interest groups, will have the opportunity to exchange views, discuss what works and learn

from the challenges and successes of their colleagues. This conference is designed to encourage participation and leadership in this important correctional and world issue.

For more information, please contact: **Shelley Borrowman**, Conference Coordinator, Education and Personal Development, Correctional Service of Canada, 340 Laurier Ave. West, Ottawa, Ontario, Canada, K1A 0P9. Tel: (613) 996-4430; Fax: (613) 996-6174

Engineering and Maintenance personnel graduate

Twenty-three Engineering and Maintenance personnel from across Canada recently completed a four-week Building Operator Maintainer Course (BOM) at the Northern Alberta Institute of Technology (NAIT) located in Edmonton, Alberta.

The course was sponsored by the Service as part of Engineering and Maintenance's long-term plan of developing our tradesperson's skills and providing knowledge on the latest techniques and equipment in the maintenance industry.

According to NAIT, this group was the most motivated and knowledgeable to go through this course. Congratulations to all!



(L-R) Back row: **Keith Brooks** (Edmonton Institution); **Bill Adams** (Bowden); **Claude Sevigny** (Edmonton); **Dave Smith** (Dorchester); **Jacques Fournier** (Sask. Pen.); **John Howell** (Matsqui); **Willi Ahlbrand** (Kent); **Ray Lacroix** (PWC); **Merv Kryworuchka** (Sask. Pen.); **Dave Wilkinson** (Collins Bay); **Ken Scott** (Edmonton) and **Gary Johnson** (Sask. Pen.). Middle row: **Richard Hutter** (Mission); **Geoffrey Boran** (Sask. Pen.); **Bern Kucheran** (Elbow Lake); **Marshall Gaston** and **Michael Arsenault** (Atlantic); **Tim Blake** (Warkworth); **Gerry Welsh** (Bowden); and **Tom Smith** (Ferndale). Front row: **Murray McIntyre** (PWC - RHQ); **Terry Vanclieaf** (Edmonton); **Donald Hughes** (Joyceville); **Bob Osmack** (Mountain); **Tom Campbell** (Kent); NAIT staff **Bob Snedden** and **Ralph Genon**, with **Bruce Muise** (NHQ) seated.

Violence and Aggression symposium

PRAIRIES - The third symposium on *Violence and Aggression* will be held in Saskatoon, Sask., Jun. 24-27.

Plenary and workshop sessions will provide a forum for discussion of current theories, research and practice in dealing with aggression and violence. Featuring prominent keynote speakers, topics cover: the Child & Community, Family Violence, Forensic Treatment and Aggression Research.

This symposium will be of particular interest for those involved in treatment, service delivery, policy, or research in the mental health, social service, or criminal justice system.

For more information contact: The Registration Office, Division of Extension and Community Relations, University of Saskatchewan, Saskatoon, Sask., S7N 0W0, or telephone: (306) 966-5539.

Erratum

In our *Briefly* section of the March issue of *Let's Talk*, under the heading **Quebec retirements**, the article should have read: "The Quebec Regional Reception Centre paid tribute to staff who retired during 1989..." and not Ste. Anne des Plaines Institution.

We apologize!

Let's Talk

Deadline for submissions

July issue: May 17
August issue: June 15
September issue: July 16
October issue: August 15
November issue: Sept. 13
December issue: Oct. 15

CORCAN's 10th anniversary:

Fund-raising campaign for Guide Dogs

Ten years ago, Occupational Development Programs began marketing goods and services using the CORCAN symbol and wordmark. During this time, staff and inmates involved in the program have succeeded in making CORCAN synonymous with quality.

Occupational Development Programs invites all Correctional Service staff, offenders and CORCAN customers to join us in celebrating this achievement in a special way: by participating in a fund-raising campaign on behalf of the *Canadian Guide Dogs for the Blind*, a non-profit organization.

Staff and inmates at Drummond Institution in the Quebec region will be producing custom-designed sweat-shirts and t-shirts which will go on sale in all Correctional Service locations across Canada this June. Net proceeds from sales will be donated to the *Canadian Guide Dogs for the Blind*, to sponsor one or more guide dogs.

There is a great demand for fully trained guide dogs in the blind community, but because of the lack of permanent training facilities and the actual costs associated with training a guide dog, this demand cannot be met.

The companionship of a guide dog provides a visually impaired person the independence and confidence required to help integrate them back into society and share in the everyday tasks of life that we sometimes take for granted.



We look forward to your support in making this worthwhile campaign a success!

Employee Assistance Program (EAP) training

QUEBEC – The first EAP referral agent course to be held since the revitalization of the Employee Assistance Program took place at the Staff College in Laval, Mar. 14-16, 1990.

Line Bernier, Coordinator Psychological Services and EAP administrator for the Quebec region delivered the newly revised course with help from **Al Meloche**, EAP Coordinator for the Ontario region and **Suzanne Léger**, the National EAP Coordinator.

CSC recognizes that staff is its major strength and resource, and that the well-being and work performance of employees can be affected by their health and personal circumstances. For this reason, it is important that referral agents be trained and that employees be aware there is a vehicle by which they can seek, on a voluntary basis, confidential assistance in dealing with health or personal problems.

Twenty employees from across the region participated in this training course, including one guest participant from the Saskatchewan Penitentiary. These referral agent volunteers included correctional officers, case management officers, psychologists, office clerks and instructors.

Once the Quebec course has been assessed, the basic course will be delivered in the Prairie and Pacific regions. This should take place within the next few months.

An advanced EAP referral agent course is being designed for employees who have been referral agents for over a year. Plans call for a pilot in the Atlantic region in the fall and subsequent delivery to referral agents in all regions.

Information sessions on EAP are being developed by each region and will be offered as soon as they are available.

Your EAP coordinators are:

Atlantic:

Ross Monk (506) 857-6363

Quebec:

Line Bernier (514) 662-3456

Ontario:

Al Meloche (613) 545-8706

Prairies:

Bonnie Davenport (306) 975-5074

Pacific:

Lynn Fairrall (604) 859-4841

NHQ:

Suzanne Léger (613) 996-9423

Helen Gooderham retires

NHQ – After 13 years with the Correctional Service of Canada, **Helen Gooderham**, senior editor, Publishing and Editorial Services, has retired.

Helen joined the Service in 1976 as English editor of *Let's Talk/Entre Nous* and, over the years, has edited and written many of CSC's publications.

Helen's many friends and colleagues, including former CSC Commissioner **Don Yeomans**, joined in wishing her a happy and healthy retirement at a reception held Apr. 6.



Les Shand, chief, Publishing and Editorial Services presents Helen with her retirement certificate. Helen's friendliness, charm and professional contribution to Publishing and Editorial Services will be missed. Happy retirement Helen!

1990/91 Internal Audit schedule approved

NHQ - A schedule of 13 Internal Audits has been approved by CSC's Audit Committee for 1990/91.

"This year's Audit schedule reflects a mix between audits of a distinct correctional nature and those more

administrative," says Irving Kulik, assistant commissioner, Audit and Investigations, NHQ.

Further information may be obtained by contacting the Audit and Investigations Sector, NHQ.

The schedule is composed of the following audits and tentative dates:

- | | |
|---|-----------------|
| 1. Offender Process System - Quebec region: | Apr.-Aug. 1990. |
| 2. Staff Training - Correctional Officers: | Apr.-Aug. 1990 |
| 3. Classification: | Apr.-Aug. 1990 |
| 4. Exchange of Service Payments: | Apr.-Aug. 1990 |
| 5. Informatics Management: | Apr.-Sept. 1990 |
| 6. Expenditure Processing: | Sept.-Dec. 1990 |
| 7. Orientation and Assessment: | Sept.-Dec. 1990 |
| 8. Vocational Programs: | Sept.-Dec. 1990 |
| 9. Employment Equity: | Sept.-Dec. 1990 |
| 10. Temporary Absence Program: | Jan.-Mar. 1991 |
| 11. Access to Information and Privacy: | Jan.-Mar. 1991 |
| 12. Contracting for Services: | Jan.-Mar. 1991 |
| 13. Capital Contributions: | Jan.-Mar. 1991 |

No stuffed shirts at National Headquarters



NHQ - National Headquarters staff are sometimes accused of taking themselves too seriously. From a distance they may seem to be a group of long-faced stuffed shirts, but Community and Institutional Operations staff refute this reputation. They recently not only proved they can poke fun at themselves but that they have a heart.

Using some profits from their coffee fund, staffers Julie Lévesque

(shown above) and David Boyd hired caricature artist Sharon Cooper to sketch everyone from the director general (Rémi Gobeil, above) to the most recently contracted clerk. Photocopies were made for an "organization chart," then the original sketches were given to each employee.

Coffee fund money not used for this project was donated to the heart foundation.

Letters

Another word about CORCAN...

I read with considerable interest the CORCAN tenth anniversary article in the April 1990 edition of *Let's Talk*.

Consistent with one of the reasons for wanting to celebrate CORCAN's tenth anniversary - to express our appreciation - I believe it important to acknowledge that staff and inmates at Kingston Penitentiary are also involved in manufacturing the Ergonomic Chairs pictured in the article. Moreover, the staff and inmates at this institution are responsible for upholstering the Tuffy II furniture frames which we receive from Collins Bay Institution.

I appreciate your efforts in spreading the good news regarding the progress made by CORCAN over the past ten years as well as the contribution by the staff and inmates at Kingston Penitentiary to this program.

Sincerely yours,
L.G.T. Epp
Warden
Kingston Penitentiary

Let's Talk welcomes your signed letters, comments, photos and articles. The editor reserves the right to accept or edit submissions. Opinions expressed are not necessarily those of the Correctional Service of Canada, its management or that of the Ministry of the Solicitor General.

For anyone wishing to contribute to *Let's Talk*, the choice is yours...

Fax: (613) 995-3603
Phone: (613) 995-5356
E-Mail: LETS-TALK
or write to:

Let's Talk / Entre Nous
Publishing and Editorial Services
Correctional Service of Canada
340 Laurier St. W.
Ottawa (Canada) K1A 0P9

First Native Correctional Workers graduate

MANITOBA - Graduation is symbolic of many things. For students graduating from the first Native Correctional Worker program in corrections it was a giant step forward.

In presenting their diplomas, **Jim Wolfe**, executive director, Adult Corrections, saluted the students on their success and commended program coordinator **Louise Phaneuf** for her work and efforts.

The Native Correctional Worker training program was 38 weeks, including seven weeks in correctional institutions in Brandon, Dauphin, and Portage la Prairie. Students enhanced their knowledge and skills studying the justice system, criminol-

ogy, interpersonal communication, crisis intervention, chemical dependency, cross cultural awareness and other topics critical to working in corrections.

This program was held at the Assiniboine Community College (A.C.C.) in Brandon, Manitoba. Financial support to the A.C.C. was provided by the Canada Employment and Immigration Commission through the Canadian Jobs Strategy, Job Development Fund.

Twelve of the first fifteen graduates began employment with Corrections shortly after graduation.

Source: Extracts reprinted from *Corrections Community*, Vol. 5, No. 3.

New Remand Centre for Winnipeg

MANITOBA - A new Winnipeg Remand Centre is expected to be in operation by May 1991.

The new centre's proposed design has 8 floors and a capacity of 226 male and female offenders. It will be connected to the Law Courts building in Winnipeg.

The new centre will accommodate people who have been arrested and are awaiting trial, detained for further court appearances or held pending the outcome of an appeal before transfer to a correctional institution to serve their sentences. It will also be equipped to care for people

awaiting psychiatric or other assessment.

As there is frequent movement between the remand centre and the law courts, the proximity of the centre to the courts will provide optimum security against escape attempts. This will result in savings in escort and transportation costs, and speedier response to changes in court schedules. It will also offer easier access to clients by lawyers, court officials and Corrections staff.

Source: Extracts reprinted from *Corrections Community*, Vol. 4, No. 6.

Keeping in touch...

Phone, fax, modem, mail or electronic mail!

For our correctional partners wishing to contribute items to *Let's Talk*, the choice is yours...

FAX : 613-995-3603,

PHONE: 995-5356,

MODEM: 613-992-8629

E-MAIL: LETS-TALK or

WRITE: *Let's Talk*,

Publishing and Editorial Services,

Correctional Service of Canada,

340 Laurier Ave. West,

Ottawa, Ontario

K1A 0P9

Northern Treatment Centre nears completion

ONTARIO - Construction is proceeding on target for the ministry's newest facility, the 96-bed Northern Treatment Centre in Sault Ste. Marie.

Scheduled to open in May 1990, the medium-security institution will treat both federal and provincial inmates, and will be staffed by 117 full-time employees.

Half the 96 beds in the Northern Treatment Centre will be available for federal inmates. Eight will be set aside for female offenders.

Source: Extracts reprinted from *Correctional Update*, Ontario Ministry of Correctional Services, Vol. 17 No. 6.

A reliable case supervision system for Nova Scotia probation officers

NOVA SCOTIA - The Case Management Strategies System has been used in major correctional centres in Nova Scotia for two years and is proving to be reliable. As a result of the effective use of this system in institutions, it is being offered to community corrections staff as a method of case supervision planning.

The initial phase of the case planning process is the concentration of information obtained from all available sources into a single document entitled the "force field

analysis." This document will enable the probation officer to focus supervision on a single problem, offering the best chance of success.

After prioritization, the probation officer completes a written case plan that outlines the behavior to be addressed during the supervision period and the course of action to be pursued by both the probationer and the probation officer.

The final step in the supervision process is the negotiation of the plan with the probationer. This step is

absolutely essential to the eventual success of the plan, as it is at this point that the probationer agrees to the supervision process or suggests any changes. At the end of negotiations, both the probation officer and the probationer sign the document, so that in effect a contract has been established.

Source: Extracts reprinted from *Corrections Nova Scotia*, Vol. 3, No. 3.

Let's Talk



June 1990 • Correctional Service of Canada

Task Force on Federally Sentenced Women Released



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 6
June 1990

Let's Talk/Entre Nous is published monthly by the Publishing and Editorial Services Division, Communications Branch, of the Correctional Service of Canada.

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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Ottawa, Ontario K1A 0P9
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Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner

"We lead by example"

This short sentence in our Mission document says an awful lot when you think of it.

The obvious is, of course, that those who are leading in a supervisory position – no matter where in the Service – must set an example in leading. In this respect, we are not talking about their preference. We are talking about their duty. What they are being paid for is to lead and to do so by setting an example for others to follow. The example that they have to set is defined in the Mission.

I see and hear about many excellent unit managers, correctional supervisors, area managers, etc.. Unfortunately, I also see some who don't give me the impression that they have read the Mission recently. Let us all remind them of what they are there to do. Don't forget that the Mission gives you the right to speak up and to be listened to as long as you attempt to move us forward towards the accomplishment of our objectives.

All that should be self evident.

However, there is another aspect of "leading by example," which may be less obvious: "We lead by example" is also an open invitation to every member of the Service to become a leader. Every job in the Service holds the potential for leadership. We have many members who have become leaders without being supervisors or managers. I am thinking of those who are truly striving for excellence in doing the job assigned to them and who demonstrate a contagious enthusiasm for their contribution and personal achievements: The secretary who takes pride in getting things done on time and right the first time; the industrial instructor who takes pride in counselling the inmates while keeping production up and waste down; the parole officer who goes the extra mile to get the parolee out of a risky situation through professional intervention in the community; the correctional officer who takes the initiative to discuss opportunities for improvement with his or her colleagues in the unit.

We need as many of those leaders as we can get or develop.

If you want to become a leader, read your Mission, pick an area where you think you can make a contribution and provide leadership – and go for it!



Contents

Task Force report on Federally Sentenced Women released: _____ **Page 4**

Fundamental changes are needed in the treatment of female offenders to help them rebuild their lives and reintegrate into the community. This was the overall message of a task force established last year by CSC Commissioner **Ole Ingstrup** to develop a plan responding to the special circumstances of women under federal sentence. The report of the Task Force on Federally Sentenced Women, released April 20, 1990 by the Commissioner, advocates a comprehensive approach to federally sentenced women in order to address their unique needs and rectify their disadvantaged situation.

Partnership in action: _____ **Page 11**

Joint ventures between corrections, industry and the community in the Atlantic region were highlighted at a recent Offender Rehabilitation Workshop, held in Truro, Nova Scotia, as part of the National Forum on Rehabilitation.

Case Managers' Conference: _____ **Page 12**

"It's a long way from my office to the Parole Office in Chilliwack," Commissioner **Ingstrup** told 450 delegates to a national Case Managers Conference in Ottawa. "The interesting thing is that the distance from the Parole Office in Chilliwack to me is exactly the same as from me to the Parole Office in Chilliwack." The national case management conference, titled, "Correctional Expectations in the 90s," took place April 2-5. It was the first time in 29 years that case managers had met at the national level, to discuss their common objectives, learn from each other, and address their common concerns.

The Contract Review Board: _____ **Page 18**

The Contract Review Board (CRB) is not something managers should fear or avoid, said former Chairperson **J.A. St-Aubin**, assistant commissioner, Corporate Management, at NHQ. True, the Board acts as a financial mechanism which sounds ominous but, in fact, its purpose is to *help* managers, not hinder their accessibility to potential suppliers and contractors. It will assist managers to comply with the Service's contracting policies and procedures.

Briefly – across CSC: _____ **Page 19**

Cover: "We're offering hope to the women, hope to the community to which they'll return, and a different climate for correctional staff as well."

Bonnie Diamond, Co-chair, of the Task Force and,
Executive Director, Canadian Association of Elizabeth Fry Societies

Task Force Working Group (l-r): **Felicity Hawthorn, Hilda Vanneste, Jane Miller-Ashton, Maureen Evans, Joan Nuffield, Sally Wills, Rosemary O'Brien, Marian Price (secretary), Diane Wilkinson, Patricia Monture and Sharon McIvor.** (Absent: **Mary Cassidy**, warden, Prison for Women and **Pauline Montreuil**, secretary).

Task Force on Federally

Fundamental changes are needed in the treatment of female offenders to help them rebuild their lives and reintegrate into the community.

This was the overall message of a task force established last year by CSC Commissioner Ole Ingstrup to develop a plan responding to the special circumstances of women under federal sentence. The initiative is one in a series aimed at developing plans to ensure the safe, successful return of offenders to society.

The report of the Task Force on Federally Sentenced Women released April 20, 1990 by the Commissioner, advocates a comprehensive approach to federally sentenced women in order to address their unique needs and rectify their disadvantaged situation.

"We're offering hope to the women, hope to the community to which they'll return, and a different climate for correctional staff as well," said Bonnie Diamond, executive director of the Canadian Association of Elizabeth Fry Societies and co-chair of the Task Force.

"We're not condoning the crimes that women commit," she added during a press conference for the release of the report. "We are placing responsibility on the women to make the amends that have to be made, but believe that they must be given the resources with which to accomplish that task."

Main components of the Task Force plan

The main components of the plan recommended by the Task Force include:

- 1) the replacement of the Prison for Women in Kingston, Ontario with small federally operated regional facilities;
- 2) the creation of a Healing Lodge where Aboriginal women could serve a part or all of their sentences;
- 3) the expansion of community-based services for women released from federal custody.

Task Force issues

The Task Force's three-pronged plan addresses a number of longstanding issues arising partly from the fact that Prison for Women, a maximum security penitentiary, is the only federal institution for women. The problems include the fact that:

- many women are imprisoned far from families, friends, cultures and communities;
- many women serve time under tighter security than necessary and as a result do not have access to the full range of programs and services available to men;
- there are not enough programs and services geared to women's special needs, particularly coping with the trauma of past physical and sexual abuse;
- pre-release planning is difficult;
- Aboriginal women prisoners, overrepresented in the population, are especially disadvantaged and isolated from their culture and community.

1) Proposed women's facilities:

The proposed women's facilities would be situated on several acres of land and would be built to modern environmental standards which promote wellness, including natural light, fresh air, colour, space and privacy. The living areas would be cottage style, with accommodation for six to ten women per cottage. A central core area would be designated for administration, and have flexible program space for recreational, social, spiritual and counselling activities. The facilities would be designed to maximize mother-child interaction and family visits.

Dynamic rather than static security measures would be utilized wherever possible. Staff recruitment and training would emphasize counselling, communication and negotiation skills, and would also require understanding of cross-cultural and women's issues.

Programming would be based on individualized plans for each woman, and would be holistic in nature and culturally sensitive. Programs would be delivered largely by community groups with relevant expertise, and each facility would be supported by a Regional Advisory Council. High emphasis would be placed on programs

Sentenced Women released

which address physical and sexual abuse trauma, mental health and addiction needs of women, the need for marketable skills, and the requirement for close, positive contact between women and their families.

2) Proposed Aboriginal Healing Lodge:

The proposed Aboriginal Healing Lodge would be established somewhere in the Prairies, and would be developed in collaboration with Aboriginal communities. Programming would be based on Native traditions, and the Lodge would provide an environment for ceremonies, teachings, workshops with Elders, contact with children, and interaction with nature. Staff would be primarily Aboriginal and would be selected for their ability to provide support and be positive role models.

"Most Aboriginal women prisoners experienced violence at a very tender age," says **Debbie Meness**, executive director of the Native Women's Association of Canada and a key member of the Task Force. "To become fully participating members of society they (Aboriginal women inmates) must address their own personal abuse. The Healing Lodge will help."



Fielding questions from the media – **Jane Miller-Ashton** (left) (co-chair, Working Group), director, Female and Native Offenders, Commissioner **Ole Ingstrup** and **Bonnie Diamond** (co-chair, Steering Committee), Canadian Association of Elizabeth Fry Societies.

Taking action

The Task Force report follows 9 other previous commissions and task force reports produced since 1934, all of which have, with only one exception, called for the closure of Prison for Women and a move to more regionally or community based alternatives.

"The Task Force confirmed much of the valuable work of previous studies" explains **Jane Miller-Ashton**, director of Native and Female Offender Programs and chairperson of the Task Force working group committee, "but it took a further step to propose a plan that comprehensively addresses most of the long-standing issues. It is very consistent with the Mission of the Correctional Service of Canada, and well set within the wider context of a society that is moving towards greater equality for women and Aboriginal peoples."

During its release on April 20, Commissioner **Ingstrup** praised the report calling it "the most thorough and compelling analysis of the problems of federally sentenced women that the Service has ever had."

He indicated that CSC will now study the costs and other implications of the proposed plan, particularly the accommodation aspects, before making proposals to the Solicitor General. He added, however, that many of the Task Force's ideas for programming and community based services could be adopted without substantial additional expenditures.



Sharon McIvor, (left) lawyer, Executive member of the Native Women's Association of Canada, Task Force Working Group member; **Joan Lavalee**, (centre) Elder; and **Patricia Monture**, Professor of Law, Dalhousia Law School School, Task Force Working Group member.

A unique approach

Government initiatives to study the problems of women in the federal correctional system are almost as old as the Prison for Women itself. But the recent Task Force on Federally Sentenced Women was unique in both structure and process.

The Task Force, which released its report in April 1990, included a broad range of community and government agency representatives, but was based primarily on a tri-partite partnership between CSC, Aboriginal women's groups and the Canadian Association of Elizabeth Fry Societies (CAEFS).

The Task Force was composed of a Steering Committee and a Working Group. The broadly-based steering committee, co-chaired by **Jim Phelps**, former deputy commissioner, Correctional Programs and Operations, CSC, and **Bonnie Diamond**, executive director, CAEFS, gave overall direction to the project.

An eleven-member working group, commissioned research, conducted consultations, reviewed the issues and drafted discussion documents. It was chaired by **Jane Miller-Ashton**, director of Native and Female Offender Programs, CSC, and **Felicity Hawthorn**, Board Member and Past President, CAEFS.

This was the first inquiry of its kind in which Aboriginal women, at their own urging, played a key role. Another unique feature was that the Task Force membership included two Native women under federal sentence (once again with the encouragement of Aboriginal women).

The Task Force had a distinctly women-centered perspective. It placed high value on the views of federally sentenced women. It looked not only at the problems of women in prison, but at the wider context of women's and Aboriginal women's experience.

It examined how societal discrimination and lifetimes of abuse made many women particularly vulnerable in the current correctional system. The final report stressed the need for a focus on support rather than security or control and a holistic rather than piecemeal approach to address the complex, interlocking problems that federally sentenced women face.

In its proceedings, the Task Force strove to be inclusive, paying attention to personal experiences as well

as to experts. It consulted with over 300 organizations and individuals across the country, including a significant number of federally sentenced women. Efforts to involve Aboriginal people in the process were hampered by the Task Force's inexperience in linking with Aboriginal communities, nevertheless many Elders, Native organizations and Aboriginal researchers provided valuable insights.

The group worked for consensus in making decisions to ensure broad support for its report. The process was slow and at times difficult as members from varied backgrounds and very different decision-making styles tried to reach understandings.

Mr. Ingstrup stated that the Task Force was an excellent collaborative effort and that he was "impressed by the determination and commitment that Task Force members from very diverse interests were able to demonstrate in addressing a difficult correctional problem."

Highlights of the Task Force research

The Task Force's recommended plan is based on insights into the situation of federally sentenced women gained through extensive consultations and the results of five research projects. Eighty-four per cent of the federally incarcerated women participated in the research as well as a large number of women under community release.

The process revealed that federally sentenced women are a diverse group with multifaceted needs. Common threads in their backgrounds include disadvantage, dependency and low self esteem – conditions that must be overcome to enable them to take responsibility for their lives.

Among the specific findings are:

• Major limitations identified:

A maximum security institution built in 1934, the Prison for Women (P4W) is the only federal institution for women. Thus, women from across the country serve time far from families and communities. The majority are confined in a much more restrictive environment than required by their security classifications. Provincial

institutions, which house about half of federally sentenced women, generally do not offer significant programming geared to long-term offenders or the special needs of federally sentenced women.

• Need for more community facilities:

There are not enough community based facilities or services for women. Those that exist are often too far from women's home communities, and may not be tailored to meet the needs of women under federal sentence.

• Histories of abuse:

Eighty per cent of federally sentenced women interviewed said they were survivors of abuse – physical or sexual – or both, during their lives. Abuse was even more common among Aboriginal women. Ninety per cent reported physical abuse, 61 per cent, sexual abuse. Two thirds of all women who had been abused said they wanted counselling to help them deal with their experiences.

• Problems with substance abuse:

For a majority of federally sentenced women, substance abuse had played a key role in the offenses they had committed. Many of the women interviewed said that treatment programs offered in prisons were not intensive enough to give them the help they needed. Aboriginal women wanted programs in harmony with their cultures and backgrounds.

• Need for more contact with their children:

Two-thirds of the women interviewed are mothers. They spoke of the hardship caused by separation from their children, especially if they had been raising children as single parents – the situation for most of the mothers.

• Proximity to home:

Most federally sentenced women consulted indicated that proximity to home was their most important concern with access to appropriate programs identified as their second priority.

• Lack of training and skills:

Two thirds of the women interviewed lacked high school education or training beyond high school, with Aboriginal women the most disadvantaged. They wanted to leave prison better qualified for the job market and for gaining economic self sufficiency.

• Need for more culturally sensitive programs:


Aboriginal women feel they need more contact with their own people, more culturally sensitive programs, and greater understanding of their experiences of disadvantage by prison staff.

• Program Directions Which Work:

The successful program directions for women offenders that appear to work in other jurisdictions include those which focus on self awareness and self esteem, promote community involvement and inter-agency coordination, approach services holistically, utilize tools validated for women, and provide supportive environments with less emphasis on traditional security measures.

New minimum security institution opened

On March 7, 1990, Solicitor General, **Pierre H. Cadieux**, officially opened a new minimum security institution for federally sentenced women in Kingston, Ontario. The new facility is in a renovated house located across the street from the Prison for Women. It allows eleven women to serve time in a relaxed, relatively non-institutional atmosphere, rather than behind the high walls and clanging gates of the maximum security prison.

Prison for Women's (P4W) warden, **Mary Cassidy**, says a small but important step has been taken towards addressing a perennial problem. ————— 



Solicitor General Pierre Cadieux (left), Commissioner Ole Ingstrup and Prison for Women warden Mary Cassidy cut the ribbon at the opening of the new minimum security facility for federally sentenced women.

Because P4W has been the only federal institution for women, most female offenders – regardless of their security classification – have had to serve time in a high security environment. In fact, fewer than 15% of the some 120 inmates at P4W are considered maximum security.

The new facility can accommodate less than half of the minimum security population. It also does not solve the problem of women having to serve time far from home because of the lack of federal facilities in their province. "It's not the whole solution by any means," says Cassidy, "but it is a beginning."

The new house offers social, recreational and counselling areas. It is staffed by eight unit staff, a house supervisor and a case management officer. But despite the relatively high number of staff, the house is being run more through the honour system than through rigid rules. "We're trying to reinforce personal responsibility and self esteem, and to create a homelike atmosphere," says Cassidy. "So far it's worked well, and it's getting better all the time."

All but one of the women have work placements outside the house at nearby correctional facilities. They participate in community-based programs such as substance abuse meetings and activities at a Native Friend-

ship Centre and receive visits from a drug recovery counsellor. In addition, staff are developing in-house programs to suit other individual needs.

Cassidy says the therapeutic effects of the new environment are easy to discern. "The women are more relaxed and there are fewer real or perceived medical problems. The adjustments of the women have been really rewarding for me, and for the staff working with them." This doesn't surprise her because, she says, "I really believe environment changes behaviour. This was a positive move and will have a positive effect on the women's development."

Short-term recommendations and responses

In addition to the comprehensive plan contained in its report, the Task Force on Federally Sentenced Women proposed eight short-term recommendations for immediate improvements at the Prison for Women. The Service supports all of these recommendations, and implementation is already underway. An Ontario Region implementation committee, chaired by Dave Sandhu, regional administrator, Correctional Programs, meets regularly to plan and review progress on the recommendations.

In brief, the short-term recommendations, including CSC action to date, are as follows:

- 1) Eliminate transfers of provincially sentenced women to the Prison for Women.
Response: Transfers have ceased. All provincial and territorial heads of corrections were notified of the policy change.
- 2) Recruit additional women-centered and Aboriginal counsellors to assist prisoners in healing from sexual and other forms of abuse or trauma.
Response: A second full-time psychologist will be hired in the near future. The Coping with Sexual Abuse program will be renewed. The Region is also negotiating for the provision of therapists with expertise in Family Violence issues including an Aboriginal counsellor.

- 3) Admit prisoners who have engaged in self-injurious behaviour directly to the health unit in the Prison for Women, or to a community hospital. Provide prisoners with medical and counselling support, and return them to the general population as soon as possible.

Response: Every possible effort is being made to avoid the use of segregation in responding to self-injurious behaviour. A second nurse has been scheduled for night shifts, and a therapist has been hired to work with women with histories of self harm. Upgraded monitoring equipment is being installed in the hospital area.

- 4) Establish the daily presence of an Aboriginal Elder at the Prison for Women and facilitate the visits and the work of Elders through provision of space, staff support, and payment for expenses.

Response: A female Elder has been identified in consultation with Aboriginal communities and with the support of the Native sisterhood at the prison.

- 5) Facilitate the maintenance of family and cultural ties for prisoners.

Response: The Region has increased paid telephone calls to families from one to two a month. A committee is also examining the feasibility of funded family visits. A recent CSC policy stipulates that cost must no longer prevent prisoners from attending funerals, and every effort will be made to facilitate the presence of women offenders at family funerals.

- 6) Establish two liaison workers, including one Aboriginal worker at the Prison to help women maintain family, community and cultural ties.

Response: A full-time Aboriginal community liaison worker has been hired. Consultations are underway with respect to the possibility of a second liaison worker.

- 7) Ensure that waivers of parole hearings are used only in the women prisoner's self-declared interest.

Response: The Region has established a tracking system which monitors waivers on a case by case basis to ensure that they are not being used in a manner that is detrimental to the women.

- 8) Provide enhanced opportunities for fresh air and exercise.

Response: The Region will install adequate lighting in the exercise yard so that it can also be used during evening hours.

Aboriginal women's reality

Aboriginal women in prison experience unique disadvantages.

To better understand and acknowledge these experiences, the Task Force commissioned research by two Aboriginal women Task Force members – **Fran Sugar** and **Lana Fox** – who had themselves served federal sentences. After interviewing 39 women who had served federal time, Sugar and Fox produced a report that is frank and powerful in detailing the personal accounts of Aboriginal Women and how those histories shaped their experiences of prison and parole. Reality for many Native women, according to the study, means backgrounds which include poverty, erosion of culture, racism and experiences of violence.

Most of the 39 were victims of long-term and systematic violence, either during childhood, adulthood or both. The interviews also reveal long histories of self-destructive behaviour – drug and alcohol abuse and self-mutilation – typical ways in which women who have been victims seek to escape.

Helping services in prison, the research reflected, are delivered in culturally inappropriate ways. The care givers are typically White and male whom Aboriginal women, because of past experiences, tend to distrust. But in refusing help they can be seen as uncooperative and may lose opportunities and privileges.

To address these issues, the Task Force urges the increased recruitment of Aboriginal correctional staff, Native community workers and Elders, and the enhancement of culturally sensitive programming and Native halfway houses.

"It is only Aboriginal people who can truly know and understand our experience. It is only Aboriginal people who can instill pride and self-esteem lost through the destructive experience of racism," Sugar and Fox state. "The solution is healing: healing through traditional ceremonies, support and understanding."

The Aboriginal chapter of the Task Force Report was written by Native member **Patricia Monture** in consultation with other Aboriginal representatives. This was viewed as an opportunity for the broader issues of Native women to be voiced by them in their own way. At the same time Task Force members attempted to integrate their understanding of issues pertaining to federally sentenced Aboriginal women, throughout the Report.



Task Force on federally sentenced women

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- **James A. Phelps** (Co-chair),
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Pauline Montreuil ■

by *Gabriella Golligher*

Partnership in action:

joint ventures with corrections, industry and the community in Nova Scotia

ATLANTIC – Joint ventures between corrections, industry and the community in the Atlantic region were highlighted at a recent Offender Rehabilitation Workshop, held in Truro, Nova Scotia, Mar. 6, as part of the National Forum on Rehabilitation.

In his keynote address to the more than 200 participants, **Dr. Charles Taylor**, professor of Divinity at Acadia College, whose longstanding involvement with corrections in the Atlantic region is well known, focussed on the sharing of 'Good News' in corrections today.

Three successful Atlantic community-related initiatives were featured as examples which provide opportunities for offenders to contribute to the well-being of the community. "These initiatives are truly conducive to the achievement of CSC's Mission," said Dr. Taylor. "They help inmates change their perceptions about themselves and this is most certainly a key to rehabilitation or 'habilitation,'" a term preferred by Dr. Taylor when speaking of the offender.

Three successful community-related initiatives highlighted:

• Volunteer work for inmates

Through a joint community-oriented venture, inmates from Springhill medium-security institution are afforded the opportunity to develop special relationships with residents from the Pugwash Sunset Residential and Rehabilitation Centre, a home for the severely mentally and physically handicapped.

Residents of the Sunset House visit the institution to use the gymnasium facilities for exercise programs. Offenders are encouraged to lend a helping hand to these individuals, who are far more disadvantaged than themselves. Inmates on day parole also go to the centre to do maintenance or housekeeping work.

According to Sunset program director **Beth Lyons**, offenders have responded well to this project. "I see some of the toughest-looking guys imaginable...picking up handicapped persons and carrying them from one point to another because they can't get there on their own.

"Providing offenders with the opportunity to give something of themselves does much for their self-image; some see themselves in a positive light for the first time in a long while...."

• Offenders working in the community

A River Enhancement project, called **Barbs and Bars**, makes use of offender and community labour, working together in an effort to enhance the rivers and streams throughout the Cumberland County area in Nova Scotia.

This project serves a two-fold purpose. It not only enhances the fish habitat but also provides job experience for the offender, who learns to communicate with colleagues and supervisors.

• Industry and Corrections cooperate

The Scott Paper Tree Nursery has been providing paid employment to Springhill Institution's medium-security inmates since 1979. With two tree nurseries located on the grounds of the institution, Scott Paper employs as many as 60 inmates from the institution during the peak season.

Inmates must have a Grade 8 education and a record of good behaviour to work for the company which pays them at least minimum wage for their services. The employed inmates contribute a certain amount to their living expenses and are free to save the rest of their wages or send the money home to their families.

In addition to being a major confidence-builder, this job experience teaches the inmates safe working habits, proper work ethics and a marketable skill in the forestry industry. Participants learn how to grow and care for ever-green seedlings, which are shipped to planting sites for use in the reforestation process. Upon leaving the institution, they are given a job evaluation profile and character references to take to their next potential employer. ■

by *Claudine Daigle*

Case Managers'

"It's a long way from my office to the Parole Office in Chilliwack," Commissioner Ingstrup told 450 delegates to a national Case Managers Conference at the Westin Hotel in Ottawa. "The interesting thing is that the distance from the Parole Office in Chilliwack to me is exactly the same as from me to the Parole Office in Chilliwack."

"We have a problem here. As long as we see the organizational hierarchy as limiting the free flow of information and ideas, we have a problem. We must try to work toward a system where people use the hierarchy as a way of ensuring consistency in decision-making, but not as something which gets in the way of the development of new and good ideas," he said in his opening address to the conference.

"If you feel that you're stuck in the hierarchy, in terms of developing your ideas and being listened to, send me a letter, or send it to someone that you trust somewhere in the system, and get the discussion going."

"This is a serious invitation for all of you to contribute to a healthy evolution of CSC. It is also an invitation to be part of the development of a more rewarding work life for you," he told the gathering.

He added that case workers should take care to ensure that their ideas were consistent with the core values expressed in the Mission document.

The national case management conference, titled, "Correctional Expectations in the 90s," took place April 2-5. It was the first time in 29 years that case managers had met at the national level, to discuss their common objectives, learn from each other, and address their common concerns. At the instigation of the Commissioner, a national committee had begun organizing the conference several months ago.

Case managers play a key role in Corrections

"Case managers play a key role in Corrections," said Commissioner Ingstrup. They recommend which inmates are ready to be reintegrated into the community.

I recognize that it is not a task that can be taken lightly. The decisions you make (often alone) have consequences which can be far-reaching, and errors in judgement can be devastating."

The Commissioner said that one of the challenges ahead for all public servants, and particularly case managers, is to learn to, "manage in a fish bowl," which leaves all actions open to public scrutiny.

In one of his first public speeches as the Solicitor General, the Hon. Pierre Cadieux told the case managers, "You are the correctional professionals. Through your education and training, knowledge and experience, professional judgement and personal example, you are central to the preparation of offenders for a safe return to society and for maintaining them safely within the community. Part of my job is making our fellow citizens aware of your valuable, ongoing efforts to contribute to their safety through good corrections."

Delegates also heard from two wardens who began their careers as case managers – Yvonne Latta, warden of Collins Bay Institution and Arden Thurber, warden of Westmorland Institution (see separate story). Workshops

"When I think of you in your field of work, I think of an extremely important group of people who have a difficult task to carry out under difficult circumstances – and often with some of society's most difficult people."

included a morning panel discussion on process and intervention, and five simultaneous workshops on regional initiatives, intervening with substance abusers, case management of minorities, meeting criminogenic needs and managing offenders with mental illness. Later, dele-

Conference



Solicitor General **Pierre H. Cadieux** (right) and Commissioner **Ole Ingstrup** (left) talk with case management officers.

gates broke into 15 working groups to discuss the nuts and bolts of shared concerns and present them to top level CSC managers. Key issues were answered in a two-hour panel discussion.

Regional Deputy Commissioner for the Prairie Region, **John Duggan**, responded to the group's concern that there was a lack of educational opportunities for case managers to enhance their skills.

Duggan told the group that, "we have to show that we want to invest in people. We are vitally interested in the issue of training and development and we cannot achieve the Mission without this. But there is a balance between allocation and resources." He added that training is crucial to sustaining the commitment and enthusiasm of staff.

Dyane Dufresne, assistant commissioner, Personnel told the group that three new courses are currently being developed for WPs.

Art Trono, regional deputy Commissioner for the Pacific Region, spoke to a concern that case preparation may be transferred into the institutions. He told delegates that a decision has not been made conclusively by management in this matter. While case preparation will be "revamped," case managers will be, "given the opportunity to comment."

Case managers were particularly concerned with the escalating levels of paperwork which are required. Trono told the group. "It's true that there's too much paperwork,


but try to understand the position of people at headquarters. Paper trails are important for our protection and yours. We have to be able to show that you did what's required of you by law. We will look at cutting down that burden."

Deputy Commissioner Correctional Programs and Operations **Mario Dion**, told the group he will try to do something about having to repeat the same information in reports, two, four or six times. "We still have to have cases properly documented, but we have gone too far with having to repeat information," he said.

Andrew Graham, regional deputy Commissioner for Ontario, spoke to the need to integrate programming with resources. "The Executive Committee has discussed this at length and decided to ask for a study of how to integrate programming in institutions and the community. We have to have continuity of programming, but the sacred cows must be challenged, and the grassroots involved in the process."



Case management staff

While he said that management will, "look carefully at case load volume," he advocated that case managers take advantage of the resources which are in place for them, such as psychologists in each district, who are there to help case managers cope with difficult cases, burnout, and ethical dilemmas. — 

Correctional research a priority

Commissioner Ingstrup responded to concerns over the allocation of programming resources, such as the amount given to research.

"We are a professional organization and we must be interested in research. It is more important to study what we don't know, instead of what we do know. We need to know what works and what doesn't and if we don't open and keep open the windows to other sciences, we will fall behind in knowledge in our field."

The Commissioner added that research and staff development are the areas in which the Correctional Service has not been strong in the past. He pointed to the launching of the CSC periodical, *Forum*, as a major accomplishment in this area and said that, "if we get an interplay between you and the people in research, you will see them as more relevant to what you are doing. So, contribute your questions about areas you don't have time to pursue. Use them."

In his closing remarks to the conference, Commissioner Ingstrup responded to questions about the Mission's core value number two, recognition of offenders' potential to live as law-abiding citizens.

"I don't think that all offenders have the ability to become law-abiding citizens, but I think that they have the right to not be given up on. Our problem is that we can never say in advance who cannot change for the better, and I think that every human being on this earth has a right to be perceived as a bundle of positive potential. We may be discouraged, we may be disappointed from time to time, but I cannot be part of an organization that gives up in advance on people, and I don't think any Correctional worker should be able or willing to do that."

A new way of doing business

He told Case Managers that improving communication is everybody's responsibility. "Ideas, more openness, using your phones to communicate, letting us know what interests you, are all very important elements in this process.

"I may be completely romantic, but my feeling is that this conference is our first beginning of a new kind of communication between you people and us (management).

"Some people are not quite ready to say what they think. I can understand that, but I want to encourage you all to be a little more courageous than you think you should be. That is the only way we can move forward and still try to understand a thousand problems on the management side.

"Empowering people is useless if people don't want the power. Empowering people in the right way means inviting them to use their human power in order to deliver better what we are together to deliver," he said.

The Commissioner encouraged case managers to be understanding if managers are slow in adapting their management style to the demands of the Mission statement. "We are talking about a new way of doing business," he told delegates. "So no wonder that they (managers) are maybe a little reluctant to suddenly move to this kind of new management style. It is like asking a cannibal to become a vegetarian (although I would think it is more difficult to go the other way). It is not an easy task and we have to have understanding on both sides."

He said that the challenge which must be faced by the Service is, "how to more meaningfully contribute to a better society in the context of our Mission statement, and at the same time, to a better work life for all our colleagues in the Correctional Service of Canada."

A fine balance – the commitment to good corrections

Delegates to the Case Managers' Conference got a unique view on their work from a warden who should know. Yvonne Latta, warden of Collins Bay Institution, reminisced about her early days as a parole officer and cast the light of her experience on today's demands for increased paperwork from case managers.

Latta, who was, coincidentally, addressing the audience on her birthday, began her work with the Service in 1971, as a parole officer in Toronto.

"I started out as a young, keen officer, who wanted to help people – probably like most of you. My fondest memories of my years in Corrections are of those years. We really did have a lot of fun. We had a lot of stress and a lot of private soul-searching, and we were faced with difficult decisions.

"My own career objective was really to never work in a penitentiary. I really felt that environment would be too rigid and hostile to ever accomplish anything positive."

Latta received a rather rude introduction to the realities of work life, in sharp contrast to the ideal presented in university studies. She set the scene for delegates:

"Everybody under 30 was obsessed with talking to each other about our feelings and relating to each other in a meaningful way. So it was with some surprise that I found myself on the first day in the job, hauled in to the District Representative's office, to be told in no uncertain terms that he didn't believe in young women doing this kind of work. He hadn't really wanted to hire me, but had been forced to do so, and he had no expectation that I'd last any length of time in the job."

From this dismal assessment, she found herself catapulted as a witness into an interview situation, as a sidekick to a young parole officer who favoured a bizarre interview technique. The parolee was an enormous, muscle-bound young man called Jim.

"My colleague went into this diatribe about how he fully expected this guy to mess up. He was going to be on his case and he expected him to fail," remembers Latta. Throughout, Jim sat with barely controlled hostility, muscles rippling with intent.

From there, it was off to a whirlwind home visit. "To this day, I have no idea why, but this colleague decided it would be a good idea for he and I to search the house for guns. He went around, looked behind the fridge and stove, and the beds. Throughout this time, the parolee and his wife were sitting with a bewildered expression on their faces, along with yours truly, the greenhorn, at the kitchen table. I really wondered what on earth I was doing. And that ended my first day on the new job."

From this inauspicious beginning, Latta went on to learn by "the seat of my pants" the realities of being a parole officer, with very few guidelines, and a lot of latitude for interpretation.

"There were no real standards for performance and no tools of any kind to help us set our priorities or understand our caseload parolees. Community resources were absolutely minimal. CRCs were scarce, and money for psychiatric or medical intervention and treatment intervention, was simply non-existent. The parole officer was

on his or her own. Staff relations were virtually non-existent and the union played no role in negotiating better working conditions."

"...We in management rely on and need your good judgement and your commitment to good corrections. Being a WP never was, and never will be an easy job, but you all have a wealth of experience and, I believe, an awareness of the fine balance between public safety and the welfare of an individual parolee or inmate."

There was another side to the days of simpler paperwork, as Latta pointed out, "Our reports were completely subjective and there was no direction to us about content. Inmates didn't get them, so we could say pretty well anything we wanted. I remember well a community assessment done by a colleague where he indicated he'd made a major scientific discovery while doing a home visit. He stated, "for years anthropologists have been searching for the missing link. I have found him – he is inmate Smith's father."

All in all, Latta reckons that nothing could have been better training for her understanding of the criminal subculture. "The penitentiary, as we all know, has its own rules, and inmates are always playing a part of some kind. One sees the families as well, and I doubt there are any parole officers who have not at some point felt deeply disturbed by some of the children of these men and women – shattered wrecks by the age of five, whose values are already entrenched in antisocial beliefs."

Latta finished with some words of wisdom for case managers. "The organization's listening to the WP group and attempting to put in place better training, release programs and support systems. Take advantage of them for yourselves and your colleagues.

"Some of the forms and paperwork that you're now required to complete would have been welcomed by staff in the 'good old days' because they are your protection and your opportunity to have assistance in making the difficult judgement calls and decisions that we demand of this group."

With ever-escalating requirements for accountability in government, Latta told delegates, such tools as the correctional treatment plan, case management strategies and criminal profiles will help case managers to do their jobs in a way which is open to such public scrutiny.



"I can tell you, as a warden, that I have found these documents to be of great use in making release decisions. We in management rely on and need your good judgement and your commitment to good corrections. Being a WP never was, and never will be an easy job, but you all have a wealth of experience and, I believe, an awareness of the fine balance between public safety and the welfare of an individual parolee or inmate."

Becoming a team member – Oh, What a Feeling!

What does Toyota and the Correctional Service of Canada have in common, you ask? A commitment to a well-functioning organization.

Delegates to the Case Managers' Conference found that as they listened to Toyota Canada's senior vice-president **Bill Easdale**.

Easdale describes himself as "a bit of an organization buff" who looks for buzz words and likes to see organizations improve. Easdale told the group that "change is the future," and that "listening is the least developed skill in management."

Illustrating his own listening ability, Easdale listed the "key words from the Commissioner's speech as: focus on work; the future/change; listened and understand; mission; client; shared vision; communication; delegation; product; restraints; finding ways to improve; unnecessary procedures; reducing paper burden; overlap and duplication; and dialogue.

He supported CSC's mission statement as being "extremely important" and stressed the need for improved communication as being the most common need in organizations

...There are four ways of dealing with the future: ignore it; predict it; control it; and respond to it. "The first three don't work."

The senior vice-president, who was responsible for guiding Toyota through the establishment of a Canadian plant, said that there are four ways of dealing with the future: ignore it, predict it; control it; and respond to it. "The first three don't work," he added.

In order to understand today's workforce, organizations should consider the fact that in this age of information, 48 per cent of the work force and 35 per cent of the Canadian population is made up of babyboomers. The characteristics of this group, he said, are that they spurn discipline, reject authority figures and insist on immediate gratification. They also want to participate in decision-making.

Good leadership and team work are the keys to making an organization work.

Good leadership and team work are the keys to making an organization work well within this context. Easdale told the conference that "leadership is the worst-defined, least understood personal attribute sometimes possessed by human beings."

He said that "the mediocre leader tells, the good leader explains, the superior leader demonstrates, and the great leader inspires." The way to spot an organization which is "over-managed," he said is to look for signs of "a choking innovative process, employees who feel alienated and distant from the bureaucratic elite, an inevitable need for reports, statistics and plans, a decrease in employee commitment and employees who try to beat the system and management which continues to plug the loopholes."

Easdale said that "the blame for the we-they gap lies at the door of management, in such cases.

The answer, Easdale said, lies in building an atmosphere of teamwork, where everyone shares responsibility and has room to use their abilities. "Two people working as a team will produce more than three people working as individuals," he said.

Easdale defined the attributes of high performance teams as:

- **Participative Leadership:** creating an interdependency by empowering, freeing up and serving others;

- **Shared Responsibility:** establishing an environment in which all team members feel as responsible as the manager for the performance of the work unit;
- **Aligned on Purpose:** having a sense of common purpose as to why the team exists and the function it serves;
- **High Communication:** creating a climate of trust and open, honest communication;
- **Future Focused:** seeing change as an opportunity for growth;
- **Focused on Task:** keeping meetings focused on results and sharing responsibility for meetings;
- **Creative Talents:** removing barriers to creativity and applying individual talents and skills creatively;
- **Rapid Response:** identifying and acting on opportunities. Easdale shared some of the Japanese work philosophy which has made Toyota Canada an award-winning organization. The company believes in developing people as a resource, and looks for flexible employees who are motivated. It relies on team member commitment and trust.

"...Don't give up on your organization or take a negative attitude. If you complain, you get what you deserve. If you get people together, you can take an optimistic approach."

Guest speaker Bill Easdale of Toyota Canada.

Easdale said that most people "like to feel they've achieved something they can be proud of each day." Everyone who is affected by a decision is included in the decision-making process, he said, and decisions are implemented quickly.

He defined the Japanese motto of "Kaizen" as "the search for continuous improvements in small bits and chunks, which contribute to betterment of the organization. Everyone at the Toyota plant receives the same rate of pay, because they are equal team members.

Easdale advised delegates, "don't give up on your organization or take a negative attitude. If you complain, you get what you deserve. If you get people together, you can take an optimistic approach." ■

by Margot Andresen



Contract Review Board

Emphasis on accountability to managers

The Contract Review Board (CRB) is not something managers should fear or avoid, said former Chairperson J.A. St-Aubin, assistant commissioner, Corporate Management, at NHQ. True, the Board acts as a financial mechanism which sounds ominous but, in fact, its purpose is to *help* managers, not hinder their accessibility to potential suppliers and contractors. It will assist managers to comply with the Service's contracting policies and procedures.

The Service's contract review boards – there are six, one in each region and one at NHQ – were put in place by the Service as a response to Treasury Board's concern about contract administration and control mechanisms in federal government departments. This is their fifth year as the Correctional Service's "contract overseer."

The Contract Review Board does not sit in judgment on managers who are requesting contracts. Their job is to help managers access suppliers and get their contracts through – in compliance with the Service's contracting policies and procedures.

"We are committed to *working* with managers to help them put a contract through, whether it is identifying prospective suppliers, outlining procurement strategies and contract regulations, or fulfilling tendering guidelines. The Board makes sure that proposed contracts meet procedural, legal and conflict of interest regulations which, ultimately, saves time and money."

The Board has been expanded from its original three members to include a representative from each of the Service's six sectors. Supported by a secretariat made up of the Director, Financial Policy, Systems and Operations and the Director, Materiel Management, the Board meets every Thursday to review contract requests. Managers should have their submissions in by noon Wednesday to give Board members sufficient time to carefully review the contract proposals and to prepare its agenda for the weekly meeting.

Each region has its own board

Each of the Service's five regions has its own contract review board that studies and advises on contract proposals at the regional level. The CRB at NHQ supplies functional direction to the regions, advising the regional boards on all aspects of the contracting process.

A recent requirement, initiated by Commissioner Ingstrup, asks that the NHQ CRB provide monthly reports on the contracts requested and accepted. This gives the Commissioner an overview of the nature of the contracts being requested, and ensures they comply with Treasury Board and CSC guidelines.

St-Aubin said the Board has been asked to specifically look at the *type of work* being asked of contractors. "They should not be involved with planning or philosophy, or in work that can be performed by a staff member."

Sole-sourcing still a major topic

Sole-sourcing of contracts remains the major topic of discussion at CRB meetings. Sole-sourcing was, at one time, the general practice, but recent directives have reinforced the policy of using the tendering process in most cases. Sole-sourcing is only allowed under certain conditions, such as where it is uneconomical to tender, where it is clear that there is only one suitably qualified supplier, or if the contract value is relatively low.

Previous use of sole-sourcing had led to the belief that the contracting process was being abused. The tendering process, on the other hand, demonstrates fairness to all potential suppliers, as well as opening the Service to new ideas and approaches.

Another aspect of sole-sourcing that St-Aubin felt should be looked at occurs when prospective suppliers are contacted directly by a staff member to discuss a specific project. "It is Materiel Management's responsibility to initiate such discussions with suppliers, and this should not be undertaken by the Service's managers or personnel," he says. "This ensures that the 'arm's length' philosophy of contracting is adhered to; it is often overlooked during the contracting process."

Some practical suggestions for managers

Gerry Hooper, current CRB Chairperson and acting Assistant Commissioner, Corporate Management, offers some practical suggestions for managers in preparing their submissions to the Board. These include:

- Identifying requirements through a description of the required work in specific deliverables, if possible
- Analyzing the contract to determine if the work must, in fact, be performed by an outside source, or if the work can be done in-house. Making sure that there is no risk of an employer/employee relationship
- Maintaining an arm's length relationship with contractors – don't negotiate directly with contractors
- If in doubt, discussing contract plans with Contracting Services before the request for contract is submitted to the CRB. ■

by Vince Chetcuti

ASAP – Substance abuse program in the community



District parole Director **John Gillis** (photo centre) presented graduation certificates to **Adriano Didomenicantonio** (left) and **Tim McAllister** (right).

ATLANTIC – CSC staff from the Moncton Area Parole Office are offering offenders a 20-session Substance Abuse program as part of the Atlantic Substance Abuse Program (ASAP) being piloted in the community. On April 9, a graduation ceremony was held for the first two offenders to complete the ten week program.

Jim Davidson, Atlantic region assistant deputy commissioner, Operations, congratulated the Moncton Area Parole Office for a job well done. He also acknowledged that this program represented a significant challenge for the participants.

Guest speaker, National Parole Board member **Clarence Cormier**, commended both graduates for having proven to themselves that they could succeed.

Drawing from his experience with the New Brunswick Provincial Drug and Dependency Commission, he offered valuable information about substance abuse and substance abusers. Recognizing two types of drug dependency, he stated that, "existing programming in the community has a better success rate with the secondary user – the otherwise stable adult who becomes an abuser. Much remains to

be done for the primary drug dependent who has become addicted at a young age and often reverts to crime to sustain the habit. I am delighted to see initiatives such as ASAP delivered in the community."

In addressing some of the causes of drug dependency such as; boredom, lack of self-confidence and lack of self-worth, he said, "by helping individuals discover their inner potential, Substance Abuse training shows them how they can change these feelings." "You now have all the chances to succeed," he told the participants, "and if you don't, don't blame others, blame yourself. You have learned how to deal with it (substance abuse); now it is time for progress. Substance abuse stops progress and, to be happy as an individual, you need to progress!"

District parole Director **John Gillis** (photo centre) presented graduation certificates to **Adriano Didomenicantonio** (left) and **Tim McAllister** (right). He thanked the parole staff for their hard work in making the program a success. Gillis also thanked regional ASAP coordinator **Hal Davidson** for his support, as well as the coordinator of Kennel House, for encouraging the two residents in this endeavour. Gillis expressed his wishes that this successful ASAP experience would contribute to making such a program a viable way of assisting offenders in the community to remain law-abiding citizens. ■

Gallery opens

The Prison Arts Foundation recently announced the opening of their Gallery/Showroom in Brantford, Ontario. The arts and crafts of inmates and parolees will now be available for viewing, sale and rental on a regular basis. For more information, call (519) 752-7405 or write Prison Arts Foundation, 111 Darling St., Brantford, Ont., N3T 2K8.

— Let's Talk —

Deadline for submissions

August issue: June 15
September issue: July 16
October issue: August 15
November issue: September 13
December issue: October 12

The answer to your translation problems

Termium, Secretary of State's linguistic data bank, is now available on compact disk (CD-ROM).

This new technology has an amazing storage capacity, equivalent to 1,400 diskettes. You can access three million English and French terms contained in the huge computerized dictionary. Users of **Termium** on compact disk need a microcomputer connected to a CD-ROM drive.

To obtain a disk or get further information, contact Secretary of State's Terminology and Linguistic Services Directorate at (819) 997-9727.

For anyone wishing to contribute to *Let's Talk*, the choice is yours...

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Publishing and Editorial Services

Correctional Service of Canada

340 Laurier St. W.

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Briefly

Atlantic inmates fast for needy children

ATLANTIC – For the 14th consecutive year, federal inmates in the Atlantic Region fasted for up to 24 hours to help contribute to the well-being of the less fortunate children of the world.

About 130 inmates, along with a number of volunteers, participated in this year's annual fast, raising close to \$10,000.

"We do this out of compassion, with our rewards coming from knowing our efforts will help ease the hunger of some starving children who are much less fortunate than us," says one inmate about why they fast.

Fasting during the Easter weekend, 22 inmates at the Atlantic Institution in Renous, New Brunswick, raised some \$2,000 in support of a small village in Haiti called Paulette. A nutrition centre is being set up there to provide preschool children and their mothers with dietary supplements under the direction of the Sisters of the Sacred Heart who operate a mission there.

At the Springhill Institution, some 40 inmates went without food on Good Friday and raised \$3,000 for the SOS Children's Village in Nova Scotia, a home for orphaned or homeless children aged from 6 to 14 years. Currently there are 20 children in that residence.

Dorchester Penitentiary's 30 inmates fasted to support needy children of the Third World through World Vision for Development and Peace. They have 17 "adopted" children to whose well-being they have been contributing to over the years through the

Good Friday fast. Donations this year amounted to close to \$2,500. They also send cards with messages to their "adopted" children. These messages are translated by representatives from the sponsoring agencies.

At nearby Westmorland minimum-security institution, 14 inmates fasted for 24 hours raising \$2,000 for World Vision children.

In all institutions, the fast is a time of prayer, soul searching, and celebration. The inmates, with the support of volunteers and staff from the Chaplaincy Department, reflect on the less fortunate and experience the satisfaction of helping the needy along the way. "It does wonders for their feeling of self-worth," says a Chaplaincy representative.

The inmates and volunteers who take part in the fast are sponsored by family and friends, church groups and benefactors from all walks of life reached through personal letters, religious organizations, and the media. Many benefactors have become regular donors over the years. Donations also come from the Inmate Welfare Fund as well as from inmates themselves. They too share in the gift of giving!

Volunteers play a very big part in the success of this event which is sponsored by the Christian Council for Reconciliation. A special 'thank you' is extended for the participation of **Dr. Charles Taylor**, professor of Divinity at Acadia University, **Sister Rita Barribeau** from La Maison de Nazareth, a home for the needy in Moncton, **Mgr Donat Chiasson**, archbishop of the diocese of Moncton, as well as the many devoted chaplains working in the institutions who contributed to creating an atmosphere conducive to prayer and sharing. ■

CORCAN's 10th anniversary fundraising event:

Canadian Guide Dogs for the Blind



Prices: T-shirts \$ 7.00
Sweatshirts \$15.00

You can help support this worthwhile event by purchasing custom-designed sweatshirts and T-shirts, from a CSC representative in your area. Net proceeds from sales will be donated to sponsor one or more guide dogs. One of the guide dogs sponsored will be named "CORCAN".

The actual cost to raise and train a guide dog is in excess of \$15,000.

The word "VISION" and the "Butterfly" symbol in the design represent the "new pair of eyes," the

"brighter future" and the "new beginning" that is provided to a blind person by a trained guide dog. The design also relates to the Mission of the Correctional Service of Canada, in that we encourage and assist offenders toward a new "VISION" and a "new beginning."

Sweatshirts and T-shirts are offered for sale to CSC staff, family and friends of staff, inmates, and CORCAN customers.

Every person is important

ATLANTIC – One manager let employees know how valuable they are with the following memo:

"You arx a kxy pxrson"

Xvxn though my typxwritxr is an old modxl, it works vxry wxll – xxcxpt for onx kxy. You would think that with all thx othxr kxys functioning proprly, onx kxy not working would hardly bx noticxd; but just onx kxy out of whack

sxxms to ruin thx wholx xffort.

"You may say to yoursxlf – Wxll, I'm only onx pxrson. No onx will noticx if I don't do my bxst. But it doxs makx a diffxrxncx bxcxux to bx xffxctivx an organization nxxds activx participation by vxry onx to thx bxst of his or hxr ability.

So thx nxxt timx you think you arx not important, rxmxxmbxr my old typxwritxr. You arx a kxy pxrson."

New design concept for William Head

PACIFIC - During a recent media visit and tour to the Pacific region, Commissioner Ole Ingstrup announced, on behalf of Solicitor General Pierre Cadieux, plans for the redevelopment and expansion of William Head Institution. Mr. Ingstrup commented that "the expansion will introduce a new prison design concept unique in Canadian corrections."

Extensive Design

The concept design resulted from extensive consultation, over a five-year period, between operational and management services staff from the institution, Regional and National Headquarters. Members of the U.S.G.E. also participated along with architects, consultants and specialists from Public Works Canada.

The design is based upon a residential style environment that provides for certain freedoms, opportunities and responsibilities that are more typical of a community setting. The design will be consistent with Unit Management standards.

Subject to Treasury Board approval, construction will take about two years to complete at an approximate cost of \$14 million. Construction costs for the new accommodation are forecast to be significantly lower than traditional prison design.

The design consist of three units each containing twenty-four duplexes accommodating 10 inmates (5 in each house), which would effectively expand William Head's capacity to 240 from the present 201.

Letters

A good resource for High school law

The *Let's Talk* newsletter we receive for our law program has been a valuable asset.

Our Law program has grown to six full time classes, and utilizing the valuable resources throughout the province has been very beneficial.

We would like to continue to be on your mailing list.

Richard G. French

Law teacher
Trenton High School
Trenton, Ontario

Good coverage of Native Awareness Day

I would like to thank you for the November 1989 article in *Let's Talk* on the Native Awareness Day that was sponsored by the Native Awareness Group (of the Saskatchewan Penitentiary).

The Native Awareness Group is a positive step forward not only for the Native inmates of Saskatchewan Penitentiary and the administration, but for other institutions and the public. It is our belief that Native Organizations and programs within institutions will make a difference in terms of recidivism and self-identity. Those two, in our opinion, are closely connected and when one is addressed the other will follow.

Sincerely,
Donald J. Morin,
President

Rick Jerome
Vice-president
Native Awareness Group

Let's Talk welcomes your signed letters, comments, photos and articles. The editor reserves the right to accept or edit submissions. Opinions expressed are not necessarily those of the Correctional Service of Canada, its management or that of the Ministry of the Solicitor General.

Retirements

PACIFIC – Joseph H. Fitzgerald, Correctional Officer 1, Mountain Institution. Retired Apr. 2, 1990 after 35 years of service.



Warden **John Stonoski** (r) of Mountain Institution presents **Joseph H. Fitzgerald**, Correctional Officer I, retired effective Apr. 10, with his 35 year medalion. Mr. Fitzgerald, previously served with the Canadian Forces before joining CSC in May 1975.

NHQ – Approximately 75 friends and colleagues gathered April 4, to wish **Carl Comeau**, planning officer, Operational Planning and Resource Analysis, a happy and healthy retirement.



Carl Comeau and colleague, Jim Stevenson.

Carl, who joined the Public Service of Canada in 1955, has been with the Service since 1974. His work has been mostly in the area of work simplification and work measurement. During the last years, Carl was responsible for the preparation of Part III of the Main-Estimates and the Solicitor General Annual Report.

Carl was presented with many gifts as well as a retirement certificate signed by the Prime Minister, a 35-year recognition medallion and a CSC retirement certificate signed by the Commissioner. Happy retirement Carl!

Let's Talk



July 1990 • Correctional Service of Canada

CSC 2000
A Renewal



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 7
July 1990

Let's Talk/Entre Nous is published monthly by the Publishing, Editorial & Design Services Division, Communications Branch, of the Correctional Service of Canada.

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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Articles may be reprinted as a whole or in part with credit to:

Let's Talk/Entre Nous
Publishing, Editorial & Design Services
Correctional Service of Canada
340 Laurier Avenue West
Ottawa, Ontario K1A 0P9
(613) 995-5356

Electronic Mail: LET'S-TALK
FAX: 613-995-3603
MODEM: 613-992-8629

© Correctional Service of Canada 1990
Printed in Canada

ISSN 0715-285X

Let's Talk... with the Commissioner CSC 2000

I have stated in an earlier column that *Public Service 2000* excites me – it really does! The management style according to PS 2000 is not only the same as Strategic Objective 3.2 in our Mission document: "To develop an environment characterized by relationships among staff that are based on openness, trust and mutual respect," but we are actually doing much of it already.

The Prime Minister's renewal project for the whole of the Public Service of Canada could not, however, be a better invitation to do even more. Our Executive Committee fully accepts that invitation to move toward the accomplishment of our Mission's management objectives. We have decided to do so by inviting all of you – I said *all* of you! – to be part of this process.

A Service-wide project, soon to be launched, called *CSC 2000* will be a frontline-driven attempt to ensure that authority is delegated as close as possible to the point of impact. This is also aimed at removing as many obstacles as possible from your daily work – to reduce the famous red tape. Also, we are seeking ways of becoming more responsive, more alive, and less complicated, in everything we do. We simply want to be on a faster track to becoming the kind of Service that we have committed ourselves to being when we developed the Mission.

CSC 2000 will give everybody an excellent opportunity to point out what can be done in order to improve the quality of life at work. We will be looking for the hundreds of things that can be done right away. We will also be looking for the hundreds of things that will take more time to put into place but that are possible with a bit of imagination and some hard work. Finally, we are looking for those ideas that, at first glance, look impossible to implement, but are so good that we should, nonetheless, go out of our way to make them happen.

We want to make *CSC 2000* the largest working group in Canada – 10,500 members! We also want to ensure that it becomes our *action* group.

We will ask you to be part of local action groups and to help ensure that there are enough of them so that not one single employee is without a place to speak his or her mind. We also want to work with the unions, and it is my hope that those of you who work directly with offenders will talk to them about ways of improving our methods of interaction with them. Our volunteers will also be invited to participate along with those individuals who have a longer term contract with the Service.

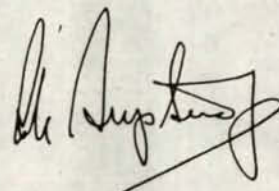
It is important to understand that we are not changing direction – we are capitalizing on the enormous boost of *Public Service 2000* coming from the highest office in our country.

CSC 2000 is not just a quick fix. It is a project that we expect to keep going for a couple of years. Over that period, we hope to receive ideas from every unit of the Service. We also hope to respond quickly to many of your proposals.

Finally, we will establish a group of people who will be ready to come to your unit and help you, if needed, and ensure that proposals will be acted upon.

If you have ever wanted a project that could make a difference, here it is: *CSC 2000* – building on our Mission.

You will be hearing more about it soon!



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Research can help the correctional field map out future programs and address a wide range of concerns, says CSC Research Director Frank Porporino. Speaking from Quebec City to delegates of the second annual *Forum on Corrections Research*, Porporino said research can be relied upon as a tool to reveal present areas of concern in the correctional system.

Questions and answers about PS 2000: _____ **Page 8**

Public Service 2000 is the government's program to modernize the Public Service so it can respond to the needs of a changing Canadian Society. *Let's Talk* provides our readers with answers to some frequently asked questions about PS 2000 provided by John Edwards, manager of PS 2000. *Reprinted from Public Service Newsline.*

Drumheller offers Resource Management Course: _____ **Page 11**

The Drumheller medium-security Institution in Alberta is offering offenders a Resource Management course, the first of its kind within the Correctional Service of Canada. This year 12 students have been selected to train as resource management technicians in fish and wildlife. Nine of these twelve students are of Native or Metis origin.

Special Handling Unit Changes: _____ **Page 13**

The Service is changing its policy and programs on the management of dangerous offenders in Special Handling Units at Prince Albert, Sask. and Ste-Anne-des Plaines, Que.. Changes have been made to better reflect the philosophy of the Service's Mission document and to assist in keeping to a minimum the number of offenders held in the Special Handling Units.

Audit report: Security Electronic Systems: _____ **Page 14**

Distribution of Audit reports has been limited to heads of responsibility centres. There is a need for all staff to be made aware of the findings of audit reports says Irving Kulik, assistant commissioner Audit and Investigations. "By communicating results of audits to staff I hope that those who have a direct responsibility for a program or activity will have a closer look at their own situation and take whatever corrective action is necessary." The Audit and Investigations Sector hopes to make a summary of audit reports a regular item in future editions of *Let's Talk*.

This issue reports the summary of major findings in the recent audit of Security Electronic Systems (Audit #378-1-002).

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Cover: CSC 2000 - A Renewal

"The Correctional Service of Canada will soon begin a major initiative to involve correctional service employees in contributing to good corrections in Canada."

Ole Ingstrup

Photo by Dan Maruska

Forging ahead in Corrections

Research can help the correctional field map out future programs and address a wide range of concerns, says CSC Research Director Frank Porporino.

Speaking from Quebec City to delegates of the second annual *Forum on Corrections Research*, Porporino said research can be relied upon as a tool to reveal present areas of concern in the correctional system.

"It is important," said Porporino, "that an understanding of research be fostered in the Service (so) that new research developments can help correctional staff in their work."

Research is integral to CSC's goal of contributing to public protection – but it must have practical applications which can be translated into action.

The three-day conference, Apr. 29-May 2, attended by over 120 academics and correctional service staff from Canada, the United States and Britain, explained the following issues: balancing short and long range concerns, decentralizing research, complementing policy and operation, addressing issues of staff interest, and reintegrating inmates into the community.

CSC Commissioner Ole Ingstrup sees research as integral to CSC's goal of contributing to public protection. He said research must have practical applications (which) can be translated into action. This process is presently overseen by the dissemination of research reports by CSC's regional research committees. *Forum* magazine serves as another source of thought committed to this goal.

Staff Issues

The first day of the three day conference dealt with the new but important field of staff issues in correctional research.

Respondents mentioned work environment, shift work/schedule, supervisors, boredom, co-workers, inmates and management as major sources of stress but rated management-related problems (conflicting demands and lack of support) as the biggest sources of stress.

Gareth Hughes, psychologist with the Eastern District Parole Office in Kingston, presented to the delegation the results of his study on stress in correctional work. Hughes explained he interviewed 110 front-line correctional workers (at the CX 1 to 4 levels) from two maximum and one medium-security Kingston institutions. All interviewees had on-the-job contact with offenders on a regular basis. Hughes studied the staff's work performance, health status, personalities, and ways of coping with work-related stress and looked at whether coping patterns impacted on job satisfaction.

He said respondents mentioned work environment, shift work/schedule, supervisors, boredom, co-workers, inmates and management as major sources of stress but rated management-related problems (conflicting demands and lack of support) as the biggest sources of stress.

Coping mechanisms relied upon, he explained, included distancing oneself from a stressful work situation, solving problems with clear plans in mind, and finding sources of emotional support. Job satisfaction, he added, was in turn affected by a number of variables including an individual's ability to cope with work-related problems. But responses to the study, explained Hughes, showed many correctional workers deal adequately with their problems.

"I think one of the things that surprised me was the high number of people who found co-workers a source of stress as opposed, for example, to the physical work environment," said Hughes.

Developments now underway in the U.S. include programs aimed at promoting staff well-being and greater staff participation in strategic planning.

Research

An American Perspective

To give the audience an American perspective on this issue, Gerald Gaes, Kevin Wright and William Saylor discussed staff issue research now underway at the U.S. Federal Bureau of Prisons.



An American perspective. William Saylor (l), Kevin Wright (c), and Gerald Gaes discussed staff issue research now underway at the U.S. Federal Bureau of Prisons.

Historically, corrections research in the United States has focused on inmates, Gaes said, "but we are now starting to ask: What's life like for the people who work in prisons, in parole and probation, and what can we do to improve the quality of their work life?"

To address this concern, the U.S. Bureau of Prisons devised a questionnaire which assesses the quality of work environments in federal prisons. The questionnaire, administered annually to 7,000 staff members, asks questions on socio-demographics, personal safety and security, work environment, quality of life and personal well-being. Results are then compiled on a data base for easy access. The Bureau's questionnaire, called the Prison Social Climate Survey, measures staff perceptions and attitudes on a wide range of issues and assists managers in planning, monitoring and evaluating an organization's performance, and predicting its potential problems. Researchers can also use results to spot long-term trends.

Developments now underway in the U.S. include programs aimed at promoting staff well-being and greater staff participation in strategic planning.

Community Reintegration

Day Two of the conference explored research on reintegrating offenders in the community.

Jim Bonta of the Ontario Ministry of Correctional Services began a discussion on halfway houses, stating they are one of the least researched areas in corrections. Despite his faith in the houses, Bonta said they have yet to live up to their full potential.

Bonta says his research on the concept of rehabilitation has led him to a number of conclusions.

According to Bonta, it is now possible to predict who will be a good halfway house candidate. By using objective risk/need assessments, correctional workers can improve their selection and classification process. It is important, however, for risk level to be matched with the appropriate level of treatment.

"We need to go beyond viewing halfway houses as a good way of dealing with offenders just because they are in the community. What we need to do is look at what goes on within a halfway house" Bonta added.



The conference explored research on reintegrating offenders in the community. Jim Bonta, Ontario Ministry of Correctional Services began a discussion on halfway houses, stating they are one of the least researched areas in corrections. Despite his faith in the houses, Bonta said they have yet to live up to their full potential.

"Research shows using appropriate treatment programs reduces recidivism rates. Risk, need and responsivity are characteristic of effective treatment programs. When assessing need, both criminogenic and non-criminogenic factors must be considered," Bonta concluded.

He said low risk offenders are not the only ones who can be effectively placed in halfway houses; high risk offenders can also be assigned to the houses. But intensive treatment and services must be provided to these higher risk offenders.

Risk/Needs Assessment Training

Conference delegates were then updated on the 'Conditional Release Supervision Standards Project' by Larry Motiuk and Louis Brunet of NHQ. This project relies on the 'Community-Risk Needs Management Scale' developed by CSC's Research Branch to improve outcome predictions of conditional release.

During March, 550 case management officers from across Canada were trained to use the new scale, provide clarification on how to conduct ratings, and instill higher levels of confidence in case management assessments.

Cases used in the training were chosen at random from local parole offices. Personal identifiers were removed and participants were asked to study the case information and then make assessments of criminal risk needs using the scale. According to Motiuk, even though participants only had the file information to work from, the results showed high rates of consensus "with a 96 per cent agreement rate on the frequency of contact."

"We have a lot of confidence in our case managers," he concluded. "It's surprising when you're engaged in a process like this (to see), the high level of agreement on what to do with cases and that's what we're striving for in order to achieve professional standards."

Continuum of Care Important

A member of the American correctional department then told delegates about developments taking place in Vermont's community corrections through a project called the Field Supervision Model.

Tom Powell, chief of Clinical Services at the Vermont Corrections Department, explained the model is comprised of two programs, the Community Control Program and the Furlough Reintegration Program.

The 'Community Control Program' is aimed at low-risk non-violent offenders serving less than 120 days. Sentences are usually combined with probation. The program's goal is to put offenders on probation as quickly

as possible. Offenders usually spend a few days in jail and are then released on probation but subject to strict conditions.

The 'Furlough Reintegration Program' involves speeding up the release of offenders serving longer sentences six months prior to eligibility. Because a decentralized system of institutions allows offenders to be housed in prisons close to their communities, offenders can continue the treatment they started in institutions without disruption. They can also continue to deal with their probation and parole officers even after leaving correctional institutions.

Combined, these two programs form a larger program, the Field Supervision Model which involves a "marriage of community supervision and treatment that benefits both the taxpayer and the offender," Powell said. The model is expected to become more popular as prison overcrowding increases, he said.

Reform in Britain

In keeping with the community reintegration theme, Chris Nuttall, director of research and statistics with the Home Office Research and Planning Unit in Britain, informed the audience with a paper called *Crime, Justice and Protecting the Public*. The paper highlighted proposed legislative changes to British parole and described how British courts deal with offenders.



CSC Commissioner Ole Ingstrup (l - front) and Dr. Art Gordon (l - rear) talks to Chris Nuttall (r - front) director of research and statistics and Nicholas Wall (r - rear seated) with the Home Office Research and Planning Unit in Britain. Alan Sierolawski policy analyst, NHQ, looks on. Nuttall enlightened the audience with a paper that highlighted proposed legislative changes to British parole and described how British courts deal with offenders.

"There is a major attempt to make a shift in policy in Britain so that prison is not seen as the only true form of punishment for offenders," Nuttall said. Among the changes mentioned:

- new powers to impose longer sentences on violent and sexual offenders;
- power to combine community service orders with probation orders;
- probation to become a sentence of the court;
- the focus for judges in sentencing would shift from the previous criminal history of the offender to the current offence;
- a reduction of the maximum term of imprisonment for larceny and non-domestic burglary;
- wider powers for the courts to make parents more responsible for their children;
- an overhaul of the parole system that would include new criteria for decision-making, more openness and accountability, and better supervision standards;
- new youth courts;
- increased use of financial penalties.

Regional Workshops



The conference held a number of Canadian regional workshops to highlight progress made in areas of correctional research in this country. Panel participants included (l-r) Joanne Severn – Prairies; Bob Lusk – Pacific; Marc André LaFleur – Quebec; Jean-Guy Legere – Ontario and Dan Ferguson – Atlantic.

In addition, the conference held a number of Canadian regional workshops to highlight progress made in areas of correctional research in this country.

A discussion, for example, on the Atlantic region's program Development for Sex Offenders' was presented. Likewise, workshops on 'Research on Mental Health Issues' were offered by Quebec institutions and another workshop 'Integrating and Expanding the Role of Psychology: Employee Assistance Programs and Critical Incidents Debriefing' was given by Ontario institutions. A 'Research-Based Strategy for the Treatment of Sex Offenders in the Prairie Region' workshop was held by the Prairies and the Pacific Region held a workshop called 'Community Sex Offender Programs: Treatment or Supervision.'

Research: Past, Present and Future

Professor Julian Roberts of the University of Ottawa's Criminology Department opened Day Three of the conference by reviewing corrections research published in two major Canadian corrections journals over the past 30 years.

Research, he began, has moved from largely descriptive case histories and personal accounts, to more sophisticated analytical work supported by scientific tests and empirical data. He added there has been a drop in the proportion of articles dealing with corrections over the years but that CSC should continue to promote research and strengthen its ties with the academic community.

Guy Lemire of the University of Montreal then talked about the challenges research and management will face in prisons during the 1990s. Contrary to popular belief, he said, the prison environment is changing because prisons no longer see themselves as totalitarian entities.

"Wardens have a more reactive role today than in the past because they have gone from having too much power to perhaps not having enough..."

Media, lobby groups, and unions are groups who want a say in prison management, Lemire explained. Wardens have to balance these various pressures by managing inmates, staff, and prison environment. Wardens have a more reactive role today than in the past because they have gone from having too much power to perhaps not having enough, he said.

What will be needed, Lemire said, is a new definition of power for wardens and their staff. "We should not be afraid to talk about the concept of power. It is not abusive power that we are discussing. This is a term you find used more and more in the sociology of organizations. I think we need to rehabilitate the idea of power as a management tool," said Lemire.

To close the conference, University of Montreal Professor Pierre Landreville said future corrections research should examine power structures and internal relationships within prisons, validate parole decision-making policies and American correctional research pertaining to Canada, decentralize Canadian research to consider regional differences, and increase staff and sociological research on prison environments. ■

by Kim Laforce,
Ministry Secretariat

PS 2000

Questions and answers

Editor's note: Public Service 2000 is the government's program to modernize the Public Service so it can respond to the needs of a changing Canadian Society. John Edwards, former Commissioner of the Public Service and recently Secretary General of the National Museums Corporation, became manager of the initiative on Dec. 12, 1989. He runs a small Secretariat in the Privy Council Office which is coordinating PS 2000 on behalf of Paul Tellier, Clerk of the Privy Council, and the Honourable Robert de Cotret, President of the Treasury Board. The Secretariat coordinates the work of nine task forces of senior officials and supports the Public Service 2000 reviews being conducted by individual departments. The following is the edited text of an interview with Public Service Newline in which Mr. Edwards answers some frequently asked questions about PS 2000.

Is Public Service 2000 a management-driven exercise? What are you doing to involve the average employee?

We see it as top-down and bottom-up. As PS 2000 runs its course, we expect as many employees as possible to be involved and to have a voice. We have only begun to reach out to the front lines.

We are approaching this in two ways. On the one hand, for those subjects that clearly cross all departments and all levels, we are launching widespread consultations across the country. For example, the Task Force on Service to the Public is taking a multi-level, multi-media approach. There will be seven executive level symposia, some of which will bring together managers from the public sector and the business community. There will be a series of 30 focus group meetings in 12 cities involving

front-line support staff and supervisors from a number of departments. There will be a telephone survey of 1,000 support staff and front-line officers and supervisors across the Canada, and there may be written questionnaires as well.

At the same time, we think the most important consultations will take part at the departmental level. That's partly because each department has its own culture and history, but also because each department has its own particular mix of problems that require unique solutions. Identifying these problems and finding solutions naturally calls for input from employees, since they're often the people most familiar with a department's inner workings.

What will PS 2000 do for front-line employees?

Better service to the public is the *raison d'être* of PS 2000, and this means making sure front-line staff have the tools and authority to do their jobs as effectively as possible. What we are trying to do is remove the heavy hand of central administration from front-line employees so they can spend more of their energy on and respond more flexibly to client needs. We also want front-line staff to have a greater voice in the policies and procedures that affect their day-to-day activities. All departments have been asked to review their internal administrative policies and procedures in order to put more resources and authority in the hands of front-line troops, and to improve communications from the bottom up.

Is PS 2000 another down-sizing exercise in disguise?

Not at all. We have said from the outset that this is not an excuse to reduce budgets or personnel. I think it's fair to say we have made significant improvements in efficiency already in the Public Service – we have fewer resources yet we are serving more clients. But we have

about PS 2000

recognized that the downsizing of the past few years has taken its toll on the front-line troops. What we hope to do with PS 2000 is reduce the time and resources spent on internal paperwork and administrative procedures – activity which does not serve the public directly – and devote more of those resources to the work that our clients expect of us.

What effect might PS 2000 have on legislation governing the Public Service?

It's too early to say what the final package or packages might look like, but we've had some pretty far-ranging suggestions. Among the laws which are more than 20 years old and might be changed are the *Public Service Employment Act*, which sets out the current rules for recruitment and promotions, and the *Public Service Staff Relations Act*, which defines the collective bargaining process. The question has also been raised as to whether we could amend the *Financial Administration Act* to allow more flexibility. As to when we can expect to see legislation introduced, later this year looks like the most likely time.

Will PS 2000 help managers with the difficult task of dismissing poor employees?

The laws governing the Public Service – as do provincial and federal labour codes – contain provisions for dismissal with cause. Given that we are reviewing that legislation for the first time in 20 years, it makes sense that we look at the experience we have had with those provisions to see if they are in line with changes in other jurisdictions, and whether there is an appropriate balance between the needs of the employer and the rights of employees.

What are you doing to consult with the unions?

In his announcement on Dec. 12, the Prime Minister indicated that PS 2000 would be undertaken in close consultation with the unions. Shortly after the announcement, Mr. Tellier and I, along with the Secretary of the Treasury Board and the Chairman of the Public Service Commission, met the union executives to reiterate that commitment. There have been several meetings with union representatives since then, and all unions have been invited to make presentations to the task forces. We've invited the unions to make recommendations about how the laws that affect them should be changed, and we have made an undertaking to consult with them before specific legislative changes are introduced.

How will PS 2000 bring about change to the way the Public Service operates?

In three phases. You can expect the first changes to occur where quick improvements can be made without resorting to legislative changes. The next changes will be more fundamental, and some of them will require amending legislation. And in the third phase, which is ongoing and will span several years, a new corporate culture will be developed, one in which employees will find greater job satisfaction and be able to build more challenging careers.

Will PS 2000 be able to do anything about the length of time it takes to complete a staffing action?

The Public Service Commission deserves full credit for the 20 per cent improvement that has been made to date, but we all think we can do better. We may have to



change the basic rules of the game. We have a task force devoted to the question of staffing that's looking at some short-term procedural and mechanical changes we can make to speed up the process: further delegation of authority, better training of managers in staffing processes, more use of computer technology and so on. For real long-term improvement, however, the task force is looking to see if we could speed up the system by making changes to the legislation on which the staffing process is based.

How do you plan to bring in new recruits in an era of continuing restraint and down-sizing?

That is a question of fundamental concern to us. The task forces are looking at it from several angles. We think it's important to re-establish the view that service to the public is a worthy career for the best and brightest coming out of our universities and colleges. We think a less bureaucratic Public Service would be more inviting. We are also looking at issues of compensation, benefits and career development. It may also be useful to look at special mechanisms to facilitate entry of young graduates in all regions.

What is the relationship between IMAA and PS 2000?

Increased Managerial Authority and Accountability is an important step in the continuum of Public Service renewal. It has allowed many departments to increase the decision-making powers of their managers. The PS 2000 task forces are building on the experience of IMAA to see if solutions which we provided to individual departments can be applied equally across all departments.

How do you ensure that the recommendations of the task forces are not watered down in their implementation?

First, we have a commitment from the very top – the Prime Minister and the Clerk of the Privy Council – that there will be fundamental change to the way we do business. And second, we have the peer pressure of Deputy Ministers on the task forces who will be following very closely the way central agencies respond to the recommendations.

You make frequent references to decentralization. Is this part of some sort of anti-Ottawa campaign?

We are talking about decentralization of authority – from central agencies such as the Treasury Board, the Public Service Commission, and so on – to the line departments that deliver programs so they can serve the public better. We are also asking departments to look at their administrative procedures to ensure that their energies are focused *outwards* toward their clients rather than *inward* toward headquarters. I think most departments have recognized that the bottom line is better service to Canadians, and have begun to organize themselves with that goal in mind. This often involves stronger regional and local office operations, just as most major corporations have realized that the best way to improve performance is to put resources in the front lines, where the customers are.

How do you intend to deal with the longer-term challenge of changing values in the Public Service?

One part of the solution is to remove the system-wide obstacles that prevent employees from meeting their full potential. Another part is to involve employees in identifying the changes that need to be made to improve their own working environment. We must also open the channels of communications at all levels within the Public Service about what these changes mean. We are getting enthusiastic support from a number of sources, including the Association of Professional Executives (APEX), which is planning a special symposium on Public Service values, and just about every department is reviewing its own values. Over the longer term, we will have to demonstrate through action that we reward risk takers and encourage initiative. It will clearly be a lengthy process, one that may take three to five years or so after new legislation is passed. ■

Source: reprinted from *Public Service Newsline*.

Drumheller offers Resource Management Course

The Drumheller medium-security Institution in Alberta is offering offenders a Resource Management course, the first of its kind within the Correctional Service of Canada. This year 12 students have been selected to train as resource management technicians in fish and wildlife. Nine of these twelve students are of Native or Metis origin.

An idea that caught fire

The idea originated in Mar. 1987 from Ernie Psikla, executive director of Alberta Forestry, Lands and Wildlife. "A very close friend of mine is a nurse in a prison, and one of the correctional officers that I got to know through her was talking about hunter education," says Psikla. "With my years in Fish and Wildlife, it struck me that a course which trained Native inmates in fish and wildlife resource management could provide people with a natural affiliation and heritage to the land with some knowledge of wildlife science. That way, when a person left Drumheller and talked to band councils about exploration programs, timber harvesting or the possibility of setting up a game farm on a reserve, they would be able to give good advice to their elders. It would also heighten their sense of self-esteem in nature communities, because fish, wildlife and the environment are very important culturally to Indian people. The idea caught fire. The result was an amazing degree of cooperation between government, academic and community agencies," said Psikla.

Canada Job Strategies - Prairies (CEIC), provided funding for the course which is coordinated by regional headquarters. Contributions to the program followed. Lethbridge Community College contributed money to go towards two instructors' salaries, books and certification, while Alberta Forestry, Lands and Wildlife donated specimens and equipment, and is helping to find jobs for graduates. The Native Counselling Service of Alberta helped select candidates and counsel students.

The Drumheller Institution was also able to find classroom and laboratory space for the course.

A panel representing all these organizations looked at applicants last summer. Pat Mulgrew, chief of Education Programs recalls, "we were looking for a minimum of completion of adult basic education, the willingness of the person to be deployed in that area once they leave the institution and that they were serious, highly motivated individuals, primarily of Native descent."

Those who were selected were slated for parole hearings or release within six months of completing the course. Of the original twelve, three dropped out, intimidated by the amount of homework and reading required. They were replaced by inmates who will get partial credits. The graduating group of 12 say they worked together enthusiastically. They range in age from early 20s to late 40s.

Students enjoy the homework

Mike is a student chosen by the class to be interviewed by *Let's Talk*. It is rare to hear a student so enthused about homework, but Mike was. "The homework was probably the easier part of it all, because you were able to use your books and your notes," he said. "Basically, the answers were there and all you had to do was read over them. There was a lot of homework - but it was good, it passed the time."

"It's an excellent course which has given the whole class a lot of awareness about the environment. I think people should be more concerned about what's happening in the world. I was aware, but now I'm taking that responsibility more personally, and I think that's where it all has to start."

"The friends that I have (who are not taking the course) contend that it's too time-consuming and requires a lot of work. But you have to be dedicated and you have to want to do it. You have to push yourself, but it's given me a big lift and confidence in what I can do and where I'm going. The future looks better now because I have a sense of purpose."

Mike has applied to Arctic College in the Northwest Territories. Originally from Yellowknife, he will pursue his education in renewable resources in the Territories' Fort Smith campus.

A first for instructors

The course was a first for instructors Joe Helwig and Ward Trotter, who never before taught a course to inmates. Both say it was a positive experience they would be happy to repeat.

"The first thing that struck me, was how good and friendly this group of people was," Ward explained. "Their academic ability was a lot higher than we had been led to believe when we first worked with inmates."

One man was so committed to the course, Ward said, he agreed to stay in the course six weeks beyond the mandatory limit just to complete the course. He was slated for parole on the course's last day.

The course began Sept. 18 and wrapped up Apr. 20. Interviewed toward the end of the course, Ward said, "We've become a very cohesive group. I think the students have learned a lot of group dynamic skills."

"At the beginning of the course when we would mention a word like 'ecology', all the faces would look blank. Everyone was quite intimidated by the whole concept of all this technical language. Now in our fisheries module, we can cover something that's fairly complicated, and which might have taken three days before, in only one class. That's how much they've picked up," he added.



Instructors and students of Drumheller Institution Resource Management Course. Front row (l-r) Instructor Ward Trotter, Hugh Chalifoux, Mike Fraser, Instructor Joe Helwig. Back row (l-r) Dave Bird, Vince Wolfe, Neil Omeasoo, Robert Alook, Dale Meadows, Perry Sayer (Kreelig), James L'Hirondell, Mark Lange.

A sense of mutual respect

Mutual respect is the key to the closeness that has evolved in the class. It is very evident in the way the instructors talk about the course.

Ward related, "I was covering a hunting, trapping and wildlife module and told one student: 'You're the expert - I know the theory but you know how to set traps.' So he explained to the class different ways of setting up beaver traps, what to look for, more efficient and traditional ways. It helped us out quite a bit. It added a nice dimension to the course because they've been able to introduce their life skills."

The gate pass read 'one dead sheep, two dead chickens,'

Ward and Joe are both community college graduates who went on to university. They bring a wide variety of experience to the course, with Joe specializing in science, and Ward in management.

Their students study theory in the morning and do lab work in the afternoon. That sometimes involves some unusual requests.

"I once invited a provincial veterinarian in to do an autopsy on a sheep and to show the autopsy procedure," began an amused Helwig. The gate pass read 'one dead sheep, two dead chickens,' and it went on from there. It wasn't the kind of thing they get here every day."

A high level of interest

The course held an open house in November, where students presented displays for guests. Ward remembers, "The guests were quite impressed. The students took a lot of pride in their work. They had displays on the soils of Canada, a taxidermy project, a demonstration on aging deer (they had some deer jaws and were able to show people how to age them) and a fur display."

The mix of students parallels, both in marks and ability, the same level of discipline of students in a similar course at Lethbridge College, even though not all the students from this program have a Grade 12 academic education.

"We have a couple of students that are real leaders," said Ward. "We have a typical class that you would find at any university or college, and we've got a really good distribution. Last night, we had a study seminar after dinner, and I think three quarters of the class showed up. That shows a high level of interest."

The students' favourite lab was on aging and internal anatomy of lake whitefish. Each student was given their own specimen to work on. Another favourite was an orienteering lab. Most had never before used a compass.

A new concept with a lot of potential

In addition, a number of guest lecturers were brought in to speak on specific topics. "We brought in a buffalo rancher. Students were very interested in that," Helwig said.

"This program is a new concept that has a lot of potential for native people because they have the reserve lands and Resource Management is a growing industry," added Ward.

The course instructors said the program was blessed with good facilities. A storage space became the classroom, and an old barbershop, the laboratory. Running water, ventilation and high ceilings made the space ideal.

At least half the class plan to go on to further education in the field, pending parole - two at university level. Some students may be employed by Alberta Fish and Wildlife and one has had a future offer from the Band Council at home.

Ward spoke for both instructors, summing up the experience as being very positive.

Ernie Psikla of Alberta Forestry, Lands and Wildlife recalls, "I went back to the institution when they were halfway through the course. There was just a vibrancy with those men that everybody was excited about. What the institution had done was to provide them with something that had value for them. It was beyond words." ■

Special Handling Unit Changes

The Service is changing its policy and programs on the management of dangerous offenders in Special Handling Units at Prince Albert, Sask. and Ste-Anne-des-Plaines, Que.. Changes have been made to better reflect the philosophy of the Service's Mission document and to assist in keeping to a minimum the number of offenders held in the Special Handling Units.

The objective of programming within the Special Handling Unit (SHU) will be the safe return of the inmate to a maximum security institution at the earliest reasonable time.

Phases abolished

As part of these changes, the different SHU program phases offenders previously had to go through have been abolished. Instead of phases, offenders will be grouped as: Assessment, General Population, Psychiatric, Segregation/Dissociation and Special Needs. Following an initial assessment, to be completed by no later than 90 days after admission, some SHU offenders will be transferred to maximum security institutions, if it is determined they do not pose a serious threat to security, staff or other inmates, or they will be admitted to the SHU.

Program changes

Security will remain a priority in the SHU, as the offenders admitted to these units are considered particularly dangerous. Controls such as restraint equipment will be applied only to those offenders who require additional security. Programming will be designed to actively encourage offenders to participate in constructive activities, and to learn to interact with others. This new environment should result in an increased emphasis in dynamic security. To further enhance their skills staff will be provided training in communication, interaction, problem/conflict resolution and interviewing/counselling.

Much more attention will be paid to motivating and assisting the inmate to change their violent behaviour.

Personal development programs will also concentrate on changing the offender's attitude toward aggression and violence. Program development will emphasize substance abuse, anger management/temper control, individual/group psychological counselling and effective communications. Work programs will be designed to provide offenders with opportunities to learn and demonstrate responsible behaviour and the ability to interact with others.

More direct interaction between staff and inmates will require a better understanding of offenders by correctional staff.

National Review Committee

An assessment and program committee will be established at the institution. This committee will oversee the development of treatment plans for the individual offender. Treatment plans will be developed based upon an assessment of the offender conducted during the first three months of their admission to a Special Handling Unit. Progress will be reviewed no less than once every four months and the resulting recommendations forwarded to the National Review Committee for their consideration.

The National Review Committee is comprised of all Assistant Deputy Commissioners, Operations, and the Director General, Community and Institutional Operations, will decide which offenders will be admitted to the special program unit, based upon the inmate's assessment; and decide when and where an offender should be transferred from the Special Handling Unit, either at the completion of the assessment period or at any subsequent time. ■

Audit report: Security Electronic Systems

The Audit and Investigations Sector has recently issued an audit report on Security Electronic Systems. The audit formed part of the Sector's 1989-90 annual schedule.

While distribution of formal reports has been limited to heads of responsibility centres, explains Irving Kulik, assistant commissioner Audit and Investigations, he feels that there is a need for all staff

to be made aware of the findings of audit reports. "One of the best ways of having corrective action taken is to make sure that everyone is aware of the problem. Many of our recommendations relate to daily operational issues which involves all staff. By communicating results of audits to staff I hope that those who have a direct responsibility for a program or activity will have a closer look at

their own situation and take whatever corrective action is necessary."

The Audit and Investigations Sector hopes to make a summary of audit reports a regular item in future editions of *Let's Talk*. While noting that it is frequently difficult to condense lengthy reports to a few paragraphs, Kulik suggests that staff who have a specific interest in additional details contact his Sector.

The following is a brief summary of major findings of the audit of Security Electronic Systems (Audit #378-1-002).

1. Maintenance of Security Electronic Systems is provided on a contract basis with ADGA. The audit determined that the contractor has provided consistently high quality services in this regard.
2. Security Electronic Systems have provided reliable and cost effective security to institutions.
3. Deficiencies were noted in the initial and refresher training provided to operators of the system. In response to the recommendation that a regular and systematic training program be implemented, the Custody and Control Division replied that operational standards would be developed that would address training requirements.
4. The elimination of the position of Regional Telecommunications and Electronics Officer in several regions has reduced the ability of CSC to effectively monitor and manage the program in all regions, and it was recommended that the need for this position be reviewed.
5. From a financial perspective, the audit noted that controls over payment of invoices was sound, however proper inventory procedures, and effective safe guarding of inventory were not in place in all facilities. Given the estimated value of up to \$70 million of security electronic equipment it is important that proper controls be implemented and adhered to by all staff.
6. The PIDS Operational Testing Manual outlines the requirements for regular testing of the system to ensure that PIDS sensors provide adequate system performance and detection capability. Results of the audit indicate that such testing needs to be done more frequently. ■

Northern Treatment Centre opens



The 96-bed Northern Treatment Center will provide psychiatric, psychological and behavioural treatment for provincial and federal adult offenders, primarily from Northern Ontario. Officials join in cutting the ribbon at the opening ceremony (l-r) **Tom Watson**, Superintendent, Northern Treatment Center; **Ole Ingstrup**, Commissioner, Correctional Service of Canada; **Bob McDonald**, Deputy Minister, Correctional Service (Ontario); **Pierre H. Cadieux**, Solicitor General of Canada; **Richard Patten**, Ontario Minister of Correctional Services; **Rev. Bill Stadyk**, Chaplain, Northern Treatment Center; **Dennis Caplice**, Deputy Minister, Government Services (Ontario).

ONTARIO – Solicitor General **Pierre H. Cadieux**, and Ontario Minister of Correctional Services (OMCS), **Richard Patten**, officially opened a new, jointly funded, Northern Treatment Centre for adult offenders in Sault St. Marie, Ontario, May 28.

The 96-bed facility will provide psychiatric, psychological and behavioural treatment for provincial and federal adult offenders, primarily from Northern Ontario. The \$15 million construction and estimated annual operating costs of \$7 million are

shared between the federal and provincial governments.

The centre will employ 131 people, operated and staffed by the Ontario Ministry of Correctional Services, most of whom are from Northern Ontario.

Cadieux said special attention has been given to the needs of aboriginal offenders, and that the facility includes an 8-bed unit for female offenders, four provincial and four federal. "This initiative along with the recent opening of a minimum security facility for women in Kingston, represents significant strides in our efforts to improve our services to and treatment of female offenders," he said.

OMCS Minister Richard Patten thanked everyone who helped open the facility on time and within budget, and specifically thanked Regional Administrator of Planning **Lou Kelly**, who represented the Ontario Region throughout the project.

Approximately 300 people attended the opening. The general public were invited to visit the Centre during the remainder of the week.

The first residents of the Northern Treatment Centre are scheduled to arrive in early July.

Westmorland Institution: interacting with the community

ATLANTIC – Westmorland Institution's "friendly neighbour" programs have strengthened its ties with the surrounding community.

• The new gym has been the site of community-inmate volleyball games as well as goal ball, a game played between blindfolded inmates and visitors from the Canadian Institute for the Blind, using a ball with a bell inside. Inmates also used wheelchairs to compete with six members of the Canadian Paraplegic Association in a game of wheelchair basketball. The final score: 91 to 52 for the visitors!

• In fund-raising activities the Minto Hockey Association's Oldtimers competed against nine inmates and three staff members in a fundraising game for the Association. Following this, players attended a lunch provided by the local Knights of Columbus.

Inmates at Westmorland, through payroll deductions, have contributed more than \$5,000 to the Isaak Walton Killam sick children's hospital in Halifax this year. Finally, a one-day fast by 14 inmates during Holy Week raised \$2,000 for Third World organization's for children such as World Vision and Development and Peace.

— Let's Talk —

Deadline for submissions

September issue: July 9

October issue: August 7

November issue: September 5

December issue: October 3

Book Voyage launched at Westmorland

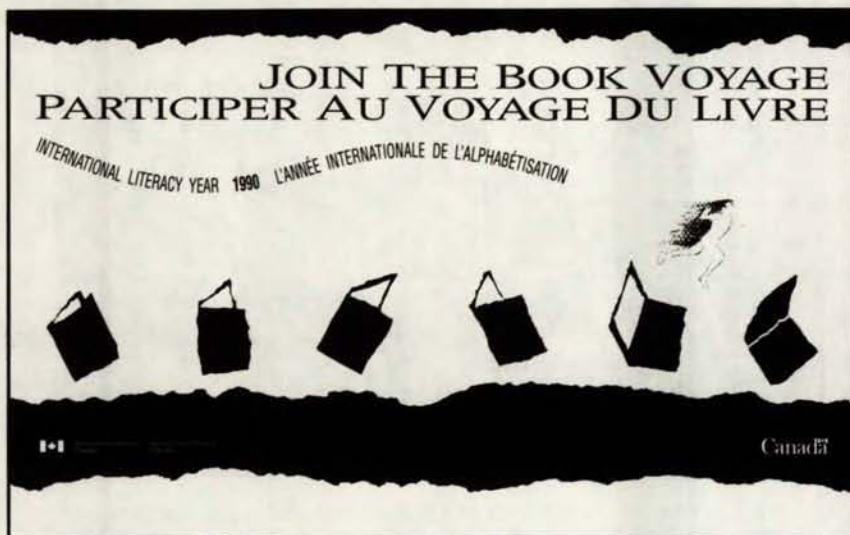
ATLANTIC – On April 18, Westmorland Institution launched CSC's Book Voyage to give millions of adults from around the world, who have recently learned to read and write, a chance to voice their thoughts in poems, drawings and stories. Employees from all regions are invited to view the "Book".

The project is being conducted in thirty countries across the world.

The Correctional Service of Canada has received one of the thirteen books travelling in literacy centres across Canada. On January 25, every province and territory in Canada was presented with blank red books in Ottawa. CSC's book has one unique feature: its cover is "mission-blue."

"I am very proud that CSC has chosen the Atlantic Region to launch our 'book' in this tremendously important project...I feel that the Atlantic Region has played a strong leadership role in the battle to deal with the monumental problems of illiteracy," said Willie Gibbs, deputy commissioner, Atlantic Region.

Because the Service considers Adult Basic Education important in assisting offenders to become law-abiding citizens, it decided to invite offenders, who are either literacy students or recent graduates, to create their very own 'Book.'



According to Thomas Townsend, acting director general, Correctional Programs and Operations, the Service's major thrust towards literacy in the last three years has been most successful. To date, close to 4,100 literacy learners have completed the program, by far surpassing the objective set in 1987. CSC staff, volunteers, and offender-tutors have all played a key role in the success of this project.

Other participants in the Book Launch included: Marion Saichkowski from New Brunswick Community College, the Nova Scotia Department of Advanced Education and Job Train-

ing, representatives from organizations involved in literacy programs, CSC Regional Senior Management, Correctional Programs staff from NHQ and the region, and Westmorland Institution employees and inmates participating in the program.

The "Book" has embarked on an East-West journey and will spend a few days in each of our forty-two learning centres. At the end of the year, fifty pages created by inmates will be selected and included in a master copy, to be presented to the Secretary-General of the United Nations on Human Rights Day, Dec. 10, 1990.

Inmates hear about family violence

QUEBEC – On Mar. 25 nearly 200 people attended an evening of information at the Montée St. François Institution on the causes and effects of family violence. This was a first in the history of corrections.

The evening, organized jointly by Pro-Gam and the Correctional Service, started with a brief press conference chaired by the Warden, Guy Villeneuve. Exchanges with the audi-

ence, which included 130 inmates and 40 spouses who were invited for the occasion, were moderated by Claude Poirier, a well-known Quebec reporter. During the evening, the participants were served a cold buffet, saw a play and listened to music.

The Deputy Commissioner, Quebec, Jean-Claude Perron, attended the event, which was covered by the media.



From left to right: Claude Poirier, TV announcer and legal columnist; Guy Villeneuve, Warden, Montée St. François Institution; Louis Fréchette, Community Case Management Officer, Montreal-Metro District; Claude Roy, Pro-Gam; and Sylvie Brunet Lusignan, Community Case Management Officer, Montreal-Metro District.

Pacific Participaction

PACIFIC – Sixteen teams participated in the Pacific Region's 21st semi-annual Regional Fitness Participaction Meet on May 4, 1990.

Awards were presented by **Arlie Bender**, warden, William Head Institution, representing management, and **Gerry Gauthier** from Kent Institu-

tion, representing USGE (Union of Solicitor General Employees).

For the second time in a row, Matsqui Institution managed to win the "A" Division trophy, no small feat considering William Head has won it 17 of the last 21 times.



Susan McIntosh, new-comer to RHQ, doing pushups.



Arlie Bender, warden, William Head presenting Doug McGregor, warden, Matsqui with top senior trophy.



Steve Gill, Mission Institution, doing stand-ing jump.

Donnacona's volunteer firefighters



QUEBEC – For three years now, twenty employees from Donnacona Institution have been working as volunteer firefighters in the riding of

Portneuf. In addition to the many courses they were required to take on their own time, our firefighters are actively involved in the various festivals and fund-raising campaigns organized each year. They raised enough funds to purchase a set of 'jaws of life' that were donated to the municipality by **Claude Amyot**, corrections officer and president of the volunteer firefighters association at Donnacona. Last May, the firefighters raised nearly \$600 during another fund-raising.

The region's population is appreciative of the brigade's work which is yet another fine example of the institution's involvement in the community.

Atlantic bowls for Big Brothers-Big Sisters

ATLANTIC – The 1990 Big Brothers-Big Sisters Bowl for Millions was held earlier this year in the Miramichi. Five teams from Atlantic Institution participated in the event and raised a total of \$659. At a recent awards banquet bowlers from over 130 teams were awarded prizes. **Roberta Crawford**, **Bev Wood** and **Don LeBlanc**, of Material Management, took top honours in the 'Atlantic Institution' raising \$282, with Bev Wood earning the Bronze Medal for raising \$200.



Atlantic institution raises funds for Big Brothers-Big Sisters. Atlantic bowlers (l-r) Jan Shannon, Finance; Bev Wood, Materiel Management; Don LeBlanc, Materiel Management; Guy Poirier, Finance; Roberta Crawford, Materiel Management.

Pacific Weapons Competition

PACIFIC – The Pacific Region hosted a regional Weapons Competition May 11. Approximately 35 shooters took part. Deputy Commissioner **Art Trono** presented awards to Kent Institution, which won the **James M. Murphy** trophy for the highest aggregate top four scores. **Paul Sheppard** of Mountain Institution received the Big Wheel trophy for the manager's shoot.

Winners in the various categories were: Non-Security Rifle – **George Girling**, Kent (379); Non-Security Revolver – **Paul Sheppard**, Mountain (418); Security Rifle – Master – **Brian McKay**, Matsqui (384); Security Rifle – Sharpshooter – **Frank Paolini**, Kent (373); Security Rifle – Marksman – **Brian Buhay**, Kent (343); Security Revolver – Sharpshooter – **Neil**

Thiessen, Kent (530); Security Revolver – Master – **Dolphus Peterson**, William Head (522); Security Revolver – Marksman – **Kevin Morgan**, William Head (477).

Neil Thiessen, – revolver category, and **George Girling** (replacing **Brian McKay**) in the rifle category attended the Solicitor General's Challenge Cup competition held in Regina, Sask.

Saskatchewan launches Intensive Supervision pilot project

SASKATCHEWAN – Saskatchewan Justice, Corrections Division, is piloting a new Intensive Probation Supervision program in the city of Prince Albert.

This new sentencing alternative combines the concepts of Intensive Supervision with Electronic Monitoring. It enables the probation sanction to apply an increased level of offender control while continuing to promote responsible behaviour by offenders whose risk level would otherwise warrant incarceration.

The Intensive Supervision aspect of the program places strict expectations on the offender to comply with specific conditions. These may include curfews, restricted mobility requirements, attendance in treatment/education programming, requirements to report to the co-ordinator two or three times a week and requirements to maintain employment.

The Electronic Monitoring component refers to the use of an electronic device to monitor offenders to ensure they are at their place of residence when required. The device signals a central control unit, using telephone lines, that an offender is either within or outside the allowed (limited) radius of the sending unit.

In order to participate in the project the offender must consent to the use of the device, have a permanent residence, have an active telephone line and bear the cost of maintaining normal phone connections.

The Prince Albert pilot project will target Natives, females and those persons receiving periods of incarceration with probation to follow their release. Serious 'against person' offences will be excluded from participation in the program.

The program is considered to be a front end alternative for offenders

released on conditions of probation by way of a suspended sentence.

A careful assessment of the offenders needs and risks as well as available resources will be completed at the Pre-Sentence Report stage. A highly detailed and individualized plan will be developed for each offender with a recommendation as to the length of each sanction.

Violations of conditions will be reported to the Crown for determination with respect to charges.

Violations of the Electronic Monitoring component and certain Intensive Probation conditions will invoke immediate contact with the police with a recommendation for immediate arrest.

If all goes well with the pilot project the department will look at possible province-wide expansion.

by *Terry Lang,*
Corrections Division,
Province of Saskatchewan

Keeping in touch...

Phone, fax, modem, mail or electronic mail!

For our correctional partners wishing to contribute items to *Let's Talk*, the choice is yours...

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Shift schedules move into the computer age

MANITOBA – A plan to computerize shift scheduling in Manitoba's correctional institutions is underway at the Headingley Institution. The system is called Employee Automated Schedule Inquiry, Entry and Reporting (EASIER).

Al Webster, a member of the implementation team, and project coordinator Ron Parkinson have been working with Celine Nott and Roy Williams to introduce the new system.

The objective is to replace existing manual and recording systems with EASIER. "It has been thought that such a move will greatly assist in controlling overtime costs and staffing patterns," says Williams.

Parkinson said there will be many benefits from the new system. All employees will have an annual schedule, so that they will know

when their days off, vacations and actual work shifts will occur. This, in turn, will ensure that the institution will have a position filled while the regular employee is on vacation.

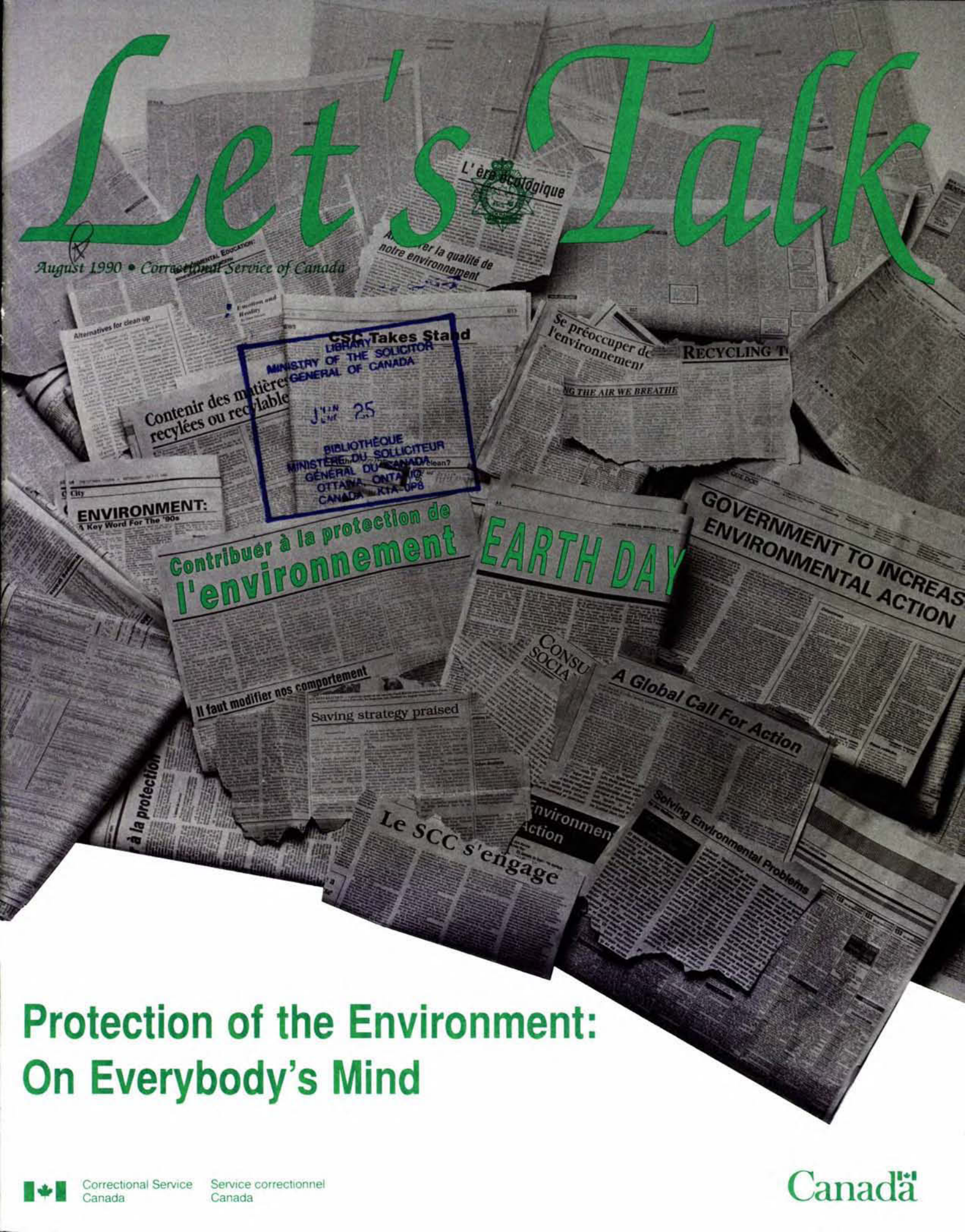
"Better scheduling will increase the number of hours for part-time staff; scheduling consistency should result in fewer grievances; staff will be better used; less time will be spent on preparing reports and there will be improved accuracy in recording time actually worked."

EASIER is a prototype system, developed by Syscom Technologies of British Columbia and modified for the Corrections division. Parkinson says that, "once the system is functioning smoothly at Headingley, it will be extended to other institutions."

Source: Extracts reprinted from *Corrections Community*, Vol. 4, No. 6.

Let's Talk

August 1990 • Correctional Service of Canada



Protection of the Environment:
On Everybody's Mind



Correctional Service
Canada Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 8
August 1990

Let's Talk/Entre Nous is published monthly by the Creative Services Division, Communications Branch, of the Correctional Service of Canada.

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/Entre Nous
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Ottawa, Ontario K1A 0P9
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Printed in Canada

ISSN 0715-285X

Let's Talk.. with the Commissioner

Protecting our environment – let's do something about it!

As a government department responsible for more than 30,000 people, with operational units all across Canada, it matters how we relate to our environment in the course of our every-day work:

There are many ways we can help preserve and protect our environment. If each of us was to do just a little each day to improve our environment, then the end result would be quite significant.

In some places, CSC has already taken action in contributing to a better environment: "The River Enhancement Project" in Nova Scotia is an impressive example of how creative people can combine good corrections with an environmental contribution. In that project, inmates working with local citizens are cleaning up river banks to improve the water environment and the salmon habitat.

This is an excellent opportunity for offenders to take part in our Strategic Objective #1.6, "to contribute to the well-being of the community." This initiative is therefore good corrections. It is also good service to the public and a good way of demonstrating to Canadians that CSC is more than incarceration; that we are an organization that wants to be a good corporate citizen in the communities in which we operate.

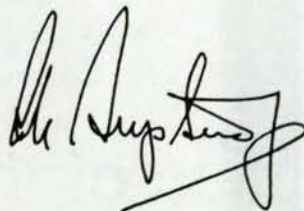
We must attempt to find ways of helping to protect our environment – every day, everywhere.

As another example of our contribution, let me just mention that the September issue of *Let's Talk* will be printed on 50% recycled paper.

I would like you to discuss this issue at your next meeting. I would also ask you to discuss ways of making sure we don't fall back to old ways of doing things.

Don't forget – there is an enormous difference between "being all in favour" of a better environment and "doing something" to preserve and enhance the environment.

CSC is action-oriented. We have taken the lead before. Let's do it again. Let's do something about the environment everywhere within our Service.



Contents

Senior Management Conference: _____ **Page 4**

Senior Correctional Service managers from across Canada met in Toronto June 19-21 for their Summer meeting. Conference participants, including CSC's wardens, parole district directors, senior regional and national headquarters' managers, took part in 3 days of presentations, seminars and workshops including various special guest panelists and speakers.

The literacy phenomenon: _____ **Page 8**

The struggle for offender literacy has been the success story of the late 1980s. After taking their first step towards learning, inmates become enthused about the idea of learning and the hope it represents. In the 90s, the Correctional Service will encourage inmates to work toward attaining a grade 10 level of education.

Briefly – across CSC: _____ **Page 10**



Cover: The facts speak for themselves. CSC is taking the lead and is committed to the protection of our ailing environment.

Photo by Dan Maruska

Senior Managers

Senior managers of the Correctional Service of Canada from across Canada met in Toronto June 19-21 for their Summer meeting.

Conference participants, including CSC's wardens, parole district directors, senior regional and national headquarters' managers, took part in 3 days of presentations, seminars and workshops and heard various special guest panelists and speakers.

In his introductory address to participants, Commissioner Ole Ingstrup told senior managers that CSC is moving ahead with its correctional agenda.

The Commissioner said the principles of the Mission statement are being well assimilated within the organization. This is evidenced by the progress made on the Service's corporate objectives. But, he said, it is important to keep track of how well CSC is performing to determine areas "where improvements are needed."

Staff issues is an example of such an area. CSC's record in hiring women, Natives, visible minorities and the disabled must be further improved, he said. Additional means must be found to hire more individuals from these groups and to afford them access to promotion within the Service. CSC also needs to improve its record in the area of staff bilingualism.

"It's very difficult to claim that we are part of a society that is not discriminatory, that is tolerant, that is positive in its attitude towards people who may need an extra hand in getting up to speed, after looking at our statistics," the Commissioner said.

He said it is important for everyone within the Service to try to improve the range of opportunities open to these four groups.

Likewise, CSC has to make all its employees feel as if they are part of a family which can discuss work and Service-related problems candidly.

We need "to ensure that people understand why they're being asked to do certain things," he explained.

"The days are gone...when people just want to be treated like another piece of equipment. They want to feel good about what they're doing. They want to understand why they're doing what they're doing."

"Violence among inmates and better communication with the public and inmates are other areas within CSC which need to be addressed," he added.

The Commissioner also asked delegates to use their outside resources in a better fashion. Referring specifically to the Citizen's Advisory Committees (CACs), he said the Service needs to insure that all CACs are used to their maximum potential.

In noting that our correctional agenda is on the right track and achieving its purpose, he observed that Regions are now tackling their concerns head on. "That is how corrections should be run. It is not a national headquarters organization. It's an organization that combines field units, regional units, and headquarters in a healthy interplay to make sure that we perform well."

CSC is also working hard to improve its management style through a project called CSC 2000. In transforming the Service, by suggesting ways to cut corporate red tape, improving the delivery of its services to the public and the working conditions of its staff, CSC will become a more effective organization.

CSC 2000 will also increase the Service's public accessibility and visibility as well as its ability to keep the public informed.



(l-r) Mario Dion, Deputy Commissioner, Correctional Programs and Operations, and Dyane Dufresne, Assistant Commissioner, Personnel.

Building public trust

The Correctional Service of Canada has made many positive changes in the last few years. But if the public is to understand those changes, it must be informed about them.

Conference



Senior managers
lending an ear to the
Commissioner's
opening remarks.

This was the general view of a guest panel of speakers asked to offer CSC a brief synopsis of the Service's public image. The panel, consisting of Toronto lawyer **Jane Pepino**, CBC's *The Journal* producer **Christine Neilsen**, and *Toronto Sun* reporter **Anita Elash**, told senior management representatives that because the Service has become more proactive in the last few years, its public image has been enhanced.

The Mission document can be credited for this, Pepino said, because it has given the Service the internal stability and control it required. But, she warned, the Service must constantly give itself "reality checks" to make sure it is fulfilling its public duty and not resorting to its old ways of doing things.

"It is important (for the Service) to get public feedback," Pepino said. And the only way this can be done, she added, is if the Service visits Canadian communities and talks to the general public directly. Only then will it be able to really understand how the public feels about the entire correctional process.

Because CSC is part of the federal government, added pressure is put on the Service, the panel said. This is because the public has an inherent distrust of large government bureaucracies. The public contends that government is too large and too lazy and that it has its own agenda. Essentially, this means that the federal government is perceived as not being committed to serving the public interest, which is what it is expected to do, the panel explained.

The panel also said that government is unable to tackle its problems adequately because it gets embroiled in corporate red tape. This usually results in what the panel refers to as the "snowball effect." This means that little problems tend to snowball into larger ones because the public service is not equipped with whatever it needs to tackle those problems head on. That is why, the panel said, the public has a tendency to "jump down the government's throat whenever things go wrong."

"It is important to let the public know what you're doing and to get them involved," Pepino said. "This is how (the Service) can build on its public trust base."

(l-r) Timothy
Plumtre,
consultant
and author,
and
Commissioner.





(l-r) **Andrew Graham**, Ontario Deputy Commissioner, **Gerry Hooper**, Assistant Commissioner, Corporate Management, and **Ted Tax**, Senior Legal Counsel, NHQ.

The Service should also break down what the panel refers to as the perception of the 'faceless bureaucrat' by identifying Service employees who work in their respective communities. It should also clarify certain areas of its organization which the public does not understand by explaining why certain things are done the way they are. For instance, the panel said, the public does not understand why the parole process is done "behind closed doors." Likewise, the public is unclear about the process associated with halfway houses or inmate reintegration into society. It is, therefore, the Service's responsibility to make sure that these areas are explained to the public, the panel concluded.

Environics – a Canadian view of its criminal justice system

Canadians have a flagging confidence in their criminal justice system stating it lacks fairness and consistency, says the president of a national marketing research firm.



Lucie McClung, Director, Operational Planning and Resource Analysis explaining the work plans within the accountability framework.

Addressing senior managers, **Michael Adams**, president of **Environics Research Ltd.**, said the Canadian public's view of its criminal justice system is more negative than positive.

Canadians, he said, see the system as one where the criminal gets more justice than the victim. It is seen as a system which favours the rich and discriminates against women and low-income Canadians.

The public also contends that there is an insufficient number of courts and judges to deal with the number of criminal offenders and that penal institutions resemble vacation resorts more than correctional facilities.

Adams said Canadians are also very critical of the parole process. They would like to see it changed or reformed, he explained, with more strict eligibility requirements and better supervision of released parolees.

Although the public supports the concept of halfway houses and believes there is a need for more of them, they are still very uncomfortable about having them in their 'backyards.'

The changes they advocate are harsher sentences for violent and repeat offenders and a return to capital punishment.

Inside prisons, they would like to see more toughness tinged with a slight dose of compassion. This means they would like to see prison life become so horrendous that it would become the best form of deterrence for offenders.

When asked by the Commissioner what CSC should do to reform its public image, Adams said the Service must deal directly with local communities, media and interest groups to answer their questions.

PS 2000

The best way to discover organizational areas which need improvements is to detach oneself from the organization and get an outside view of it, says a Toronto-based management consultant and author.

Timothy Plumptre, consultant with **William Mercer Ltd.** and author of *Beyond the Bottom Line: Management in Government*, says an outside-in perspective can help an organization adjust its vision of what and where it wants to be in the future. It can also help it monitor its performance more carefully to help it improve its services to the public.

Plumptre was asked to share his knowledge on management in government with CSC senior managers.

Beginning his presentation with an explanation of PS 2000 (Public Service 2000), a series of federal task forces studying ways of improving services to the public and staff/management relations in the public service, Plumptre shared with the audience his explanation of what makes organizations successful.

For organizations to be successful and remain competitive in the next century, they must have a strong staff/client orientation, understand all aspects of their corporation, and rule with a combination of hearts, heads, and guts.

Well-functioning organizations, he explained, are characterized by six major features.

First, they must maintain a close connection between services offered to customers and staff morale. By taking account of and responding to staff concerns, an organization will benefit by being able to offer better services. But always leaving employees in the dark and not responding to their concerns will result in less adequate services offered to the public. This is because employees will respond to clients in the way they are treated by management.

An organization should also have a **strong customer focus**, meaning it should be close enough to its customers to be able to anticipate what they will need and how to satisfy those needs.

Effective use of information technology is the third characteristic of a well-working organization. This is because it allows organizations to communicate the latest information to staff and the public at the earliest opportunity.

High standards and vigorous attention to detail and quality is the fourth trait of a successful corporation. By always offering firm, reliable and durable products, a corporation will guarantee itself a trusting and faithful clientele.

Organizations which **realize that front-line staff are important** aspects of their overall business also tend to be more successful than organizations which do not.

Finally, **organizations are strongly encouraged to offer rewards and recognition to deserving staff members.** This will keep hard-working employees happy. In turn, they will provide good quality services to the public and this will keep the public happy. And in the end, it is the organization which benefits from this whole process. Incentives and recognition can also be used as motivational tools for unmotivated employees.

From Plumptre's presentation, the following traits emerge. For organizations to be successful and remain competitive in the next century, they must have a strong staff/client orientation, understand all aspects of their corporation, and rule with a combination of hearts, heads, and guts. These traits can be revealed by taking an outside-in perspective of the organization.

Jeff Christian, District Director, Alberta & N.W.T. Parole District takes part in the discussion.



Wrap-up

Other issues addressed during the conference included:

- Discussion-type workshops offered on a range of topics such as: setting corporate objectives, case preparation, inmate pay/incentives, methods of reducing work-related stress, labour relations and adjudication, staffing reform and training, and critical incident stress debriefing.

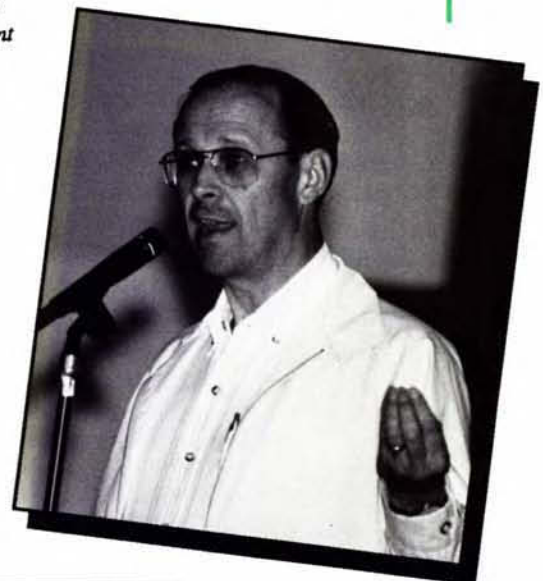
- A panel of delegates from the Ontario region explained the work plans program being piloted in their region.

- University of Montreal professor **Guy Lemire** presented his views on the role of prisons in the 1990s.

- **Liz Fabiano**, senior education officer, NHQ, informed the audience about the series of cognitive living skills programs already in place or awaiting implementation in the Service.

- The Executive Committee held an informal question and answer period with all participants. ■

*by Gilbert Gbantous
(Gbantous is a student
from Carleton
University's School
of Journalism).*



*John Stonoski,
Warden, Mountain
Institution, making
a point.*

The literacy

The struggle for offender literacy has been the success story of the late 1980s. After taking their first step towards learning, inmates become enthused about the idea of learning and the hope it represents. In the 90s, the Correctional Service will encourage inmates to work toward attaining a grade 10 level of education.

Bea Fisher says she has one of the most challenging teaching jobs in Canada. Her 36 students are offenders from Saskatchewan Penitentiary's special handling unit, where inmate and staff interaction is more limited than in other institutions.

Despite these obstacles, Fisher says she has been able to motivate virtually all her students, whose academic abilities range from Grade 1 to the university level.

Fisher's success has been particularly remarkable among the 16 or so students below the Grade 8 level, the benchmark for functional literacy. These are the people with learning disabilities that society often considers unteachable.

Literacy can be acquired at any stage of life

Yet Fisher can point to numerous graduations over the years, proving that literacy skills can still be acquired at any stage of life, even in a difficult environment.

The students' achievements at Sask. Pen.'s special handling unit serve as an example of a phenomenon occurring all across the Correctional Service. Inmates who, until recently, couldn't read a menu in a restaurant are now reading books and newspaper articles. People who once disliked school and learning are today pursuing certificates and participating in graduation ceremonies.

A ninefold annual increase in literacy completions targets

This new trend towards inmate learning is the result of an intensive literacy initiative begun in April 1987 by then Solicitor General James Kelleher. Wanting to reduce the high rate of illiteracy among inmates (about 50 per cent) Kelleher set unprecedented targets of Grade 8 completions expected over the next three-year period. In 1986-87, approximately 150 inmates in the Service's programs completed Grade 8. The target for completions between April 1987 and March 1990 was set at 4,050 – a ninefold annual increase over the pre-initiative year.

The first year of the initiative saw 750 completions; the second year brought the number to 2,488; by September 1989, the number had risen to 3,200; and by March 31, 1990, preliminary results showed that approximately 4100 offenders have completed the Adult Basic Education (ABE) program.

These statistics, however, do not convey the whole picture because numbers cannot express the pride or self-esteem felt by inmates as they first begin learning how to read or walk up to the graduation podium to receive their graduation certificate.

The success of the three-year initiative can be traced to a number of factors. One was support from senior management who provided the necessary resources: teaching aids, tests, books, and inmate incentives for enrollment in the ABE program.



Bea Fisher says she has one of the most challenging teaching jobs in Canada. Her 36 students are offenders from Saskatchewan Penitentiary's Special Handling Unit.

Everyone is also grateful to people like Bea Fisher, who put heart and soul into the initiative to ensure its success. Likewise, teachers, community volunteers and inmate tutors from across the country have been coaching and encouraging their students.

These people, and the students themselves, are the ones to be congratulated.

Inmate tutors key component

One of the literacy initiative's key components has been the use of inmate tutors – educated inmates who coach students. This gives students more one-on-one teaching, and more recourse for help than from people hired from "the outside."

There are currently about 115 inmate tutors. There's a similar number of volunteer tutors from the community.

phenomenon

To encourage ABE enrollment, inmates are offered regular inmate pay rates for studies and a flexible program that allows them to study either full-time or part-time.

They get hooked on the rewards of learning

Once inmates take the first step, Fisher said, they are likely to get hooked on the rewards of learning. She remembers a moving speech given by one of her students during recent graduation ceremonies. It was given by a man who had gone from Grade 6 to university-level courses in only four years.

"He talked about how education helped him understand that there was a world bigger than himself, that there were different points of view and many options one could take in problem solving....It was a super speech," says Fisher.

New emphasis on grade 10

Grade 8 is the accepted United Nations functional literacy standard, but it may not be sufficient to function in Canada in the 1990s. Most jobs and training programs require the equivalent of Grade 10. For this reason, Correctional Service education managers are planning the next campaign in education to encourage inmates to achieve this level. Again, the Service will rely on teachers, volunteers and inmates to realize this goal.

Two Correctional Service goals for 1990 International Literacy Year

In addition, the Service is in the midst of two initiatives in honour of the declaration of 1990 as International Literacy Year. The first, the *Book Voyage*, is a collection of stories, poems and other works created by ABE students from all institutions. Similar projects are being undertaken around the world and, at the end of 1990, a master copy containing selected submissions is to be presented to the Secretary-General of the United Nations. The CSC Book Voyage was launched on April 18, 1990, at Westmorland Institution.

The other initiative, announced by Solicitor General **Pierre H. Cadieux**, is a conference entitled *Freedom to Read - An International Conference on Literacy and Corrections*. The conference is a collaborative effort of the Correctional Service of Canada and the United States Federal Bureau of Prisons. Some 700 delegates from around the world are expected to participate in this event which will be held in Ottawa, October 14-17, 1990.

TV lessons sometimes the "only option" in special handling

Televised lessons are sometimes the only option for students in the special handling unit, teacher Bea Fisher discovered.

Students may view lessons from their cells. Through patience and perseverance, Fisher developed a way of making TV work for them.

Singlehandedly, Fisher scripted and produced several hundred TV lessons in English, math, social studies and science. When she began the task in 1984, she had no assistant. This meant performing in front of a camera. The project took several years to complete.

Inmates can tune in to their level of learning by accessing the institution's broadcasting system, which televises lessons all day. Broadcasts are often repeated for those who have missed them or need a second viewing.

The 36 students, 16 of whom are in Adult Basic Education, complete exercises which are sent to Fisher through the institutional mail system. Afterwards, Fisher regularly meets students to discuss their progress.

The system works because of the repetition of broadcasts and access to the teacher. Fisher has been able to communicate with the inmates and build up trust.

"At first I thought it would be very boring to see the same person on TV day after day," Fisher said. "But then I realized it's reassuring. They know I'm right here, in the institution, to help them."

Another advantage of the broadcasts is that they act as "discreet advertising," says Fisher. Inmates who may not at first want to enroll in school, catch sight of the lessons while channel-scanning, and become intrigued.

The dropout rate among Fisher's students has ranged from one to five per cent and progress for most has been steady, for some even dramatic.

A seasoned high school teacher from Prince Albert, Saskatchewan, Fisher says she's found it very interesting to explore a new method of teaching. But the biggest reward has been sharing in the successes of her students. She recalls when one inmate passed his Grade 10 math test after years of struggle.

"Both of us were grinning from ear to ear when I brought him the results," she recalled jokingly. ■



OCTOBER 14-17 OCTOBRE 1990
OTTAWA, CANADA

by Gabriella Goliger

Courage Marathon – 10 years already!

QUEBEC – Flowers Sir? Easter chocolates for sale! Do you need garbage bags? How about a spaghetti supper followed by a game of bingo? A cake-a-thon! Well, why not?

Any idea was good to help the Quebec region raise \$62,000 for handicapped children, including \$20,000 from the sale of souvenirs and photographs during the "Open House" held last summer at the St. Vincent-de-Paul Penitentiary. The Service's Quebec Region volunteers provided efforts, time and energy to get contributions and help mark the Marathon of Courage tenth anniversary.

The Marathon of Courage is a charitable event organized annually by employees of the Quebec region for Camp Papillon, a camp for handicapped children. In 1981, Quebec and Ontario CSC employees joined together in a relay race to raise donations for handicapped children. In 1983, the event was organized entirely in Quebec. Employees relayed each other to run the distance between La Macaza and Laval (270 km). Over the years the event has been attracting more participants and donations. Since the beginning, more than \$224,400 have been raised.

— Erratum —

In our June 1990 issue, page 21, 'New Design Concept for William Head', we reported that consultation on the redevelopment of William Head Institution would be done over a five-year period when it should have read over a five-month period.

In our June 1990 'Briefly' section, page 19, 'Atlantic Substance Abuse Program in the Community' we mistakenly referred to the Kennel House, for encouraging the two residents in this endeavor when it should have said Cannell House...Let's Talk apologizes for the errors.

Seventh Annual Participaction Day held in the Atlantic



The champs...Westmorland Sports. Team members, left to right, Brian Chase, Vicki Stone, Micheal LaForest, Ghislaine Ouellette, Eldon Cormier, (bottom) Joe McKenzie.

ATLANTIC – Thirty-nine teams made up of employees from various sites in the Atlantic region gathered for the region's seventh annual Participaction Day.

Participants were rated on team activities such as the plank walk, the shuttle relay and the flipper race and for individual efforts: sit-ups, shoot out and basketball throw.

A barbecue, sponsored by Dorchester Penitentiary, and dance added to the pleasure of this fun-filled day.

Trophies were awarded to the winners of the various categories.

Awards and Honours in the Atlantic

ATLANTIC – Staff from Springhill Institution and Dorchester Penitentiary were recognized for their contribution to the Correctional Service of Canada during recent ceremonies held in both institutions. Deputy Commissioner Atlantic, Willie Gibbs, presented awards to the following employees:

Springhill

Retirement certificates were awarded to: Maurice R. Anderson (25 yrs.), Morley Brown (27 yrs.), Derrick Hughes (22 yrs.), Joseph C. Lees (35 yrs.), C. Ernest MacKenzie (26 yrs.), James I. MacLeod (23 yrs.), Clyde R. Murray (24 yrs.), Harold G. Nicholson (25 yrs.), Glen M. Potter (23 yrs.), Frederick J. Rolfe (31 yrs.), George S. Welton (31 yrs.).

Recipients of 25-year service awards included: Maurice R. Anderson, Josephine F. Gillis, Irvin B. McCormick, David L. McKay, William R. Mills, Harold G. Nicholson, George H. Skidmore, Eugene White.

Frederick Davis received a 35-year service award.

The following employees received exemplary service medals: Lawrence G.J. Capon, John E. Hunter, Douglas J. Hyatt, Kenneth A. Keefe, J.C.E. Adrien Martel, Robert I. Martin, Carmen R. Noiles, Thomas H. Scott, Karel A. Wilson.

Dorchester

Dorchester honoured 29 of its employees; 25-year plaques were presented to: Donald F. Goss, John Gothreau, Charles Myers, Edward R. Nicholson, Joseph L.A. Vautour, Harold McBeath, Phillip R. White.

The following employees received retirement certificates: Gordon Beal, Forrester Black, Francis Cormier, Alcide Gionet, Frederick Hopkins, Carl Kingston, Ronald Lerette, Elmer MacDonald, Ronald Taylor, Harold McBeath, Walter Paul, Harold Branscombe, Clyde Thompson, Phillip R. White.

Exemplary Service Medals were awarded to: J.H.R. Cormier, P.G. Boyd, W.R. Bishop, Forrester Black, J.L.A. Vautour, J.J. Gallant, Gaius L. Dobson, N.A. LeBlanc.

J.G. Surette received a Master Shot Award.

A Service Commendation was presented to Charles Ouellet for the part he played in the apprehension of an inmate who had escaped from custody.

Mission Institution – Programs conference

PACIFIC – Mission Institution recently held a unique conference which enabled staff to share information about institutional programs and how these programs could be developed over the next few years. It was billed as Mission Institution's first annual Programs Conference.

Line staff planned the entire conference using the guidelines set by Warden **Rodger Brock**.

Approximately 100 people attended, including Mission Mayor **Sophie Weremchuk**, Citizens' Advisory Committee representatives, senior National Parole Board Member **Kathy Louis**, representatives from private agencies and the inmate committee, and staff from Regional Headquarters and Mission Institution.

"All staff in their unique and special way contribute to the success of our programs," Warden Brock said in his opening remarks. Staff should share the pleasure that comes from seeing excellent correctional programs in action. They should also have an opportunity to give input into the future of Mission's programs, he added. "This is Core Value 3 in action."

The Conference focussed on numerous programs including Arts and Crafts, Chaplaincy, Education, Health Care, Industries, Living Skills, Long Term Offender, Recreation, Social and Cultural Development, Substance Abuse, Visits and Correspondence, and Inmate Work programs.

After speakers described their specific program, a representative

from the inmate committee was given an opportunity to present the opinions of the inmate population for future programming.

Deputy Commissioner **Art Trono** and Warden Brock presented awards to personnel working in Substance Abuse, Inmate Training and Production, Aboriginal Offenders, Educational and Cognitive Skills programs for their contributions in making these programs successful. Deputy Commissioner Trono also presented a Commendation Certificate to **Mike Matty**, Unit Care manager, for his personal commitment to help Correctional Officer II's to achieve the Mission of the Correctional Service of Canada. Mike was a CO II course instructor at the Staff College in Mission, B.C.

Police Week – Red Deer, Alberta

PRAIRIES – The annual Red Deer, Alberta, Police Week, sponsored by the Red Deer R.C.M.P. was held May 17-19.

Joining the R.C.M.P. for this event were: Bowden Institution, representing the Correctional Service of Canada; Customs & Excise; CN/CP Police; the Lacombe Police Department and the Provincial Fish & Wildlife Service. Each organization set up individual display areas in a local mall. Staff from each organization were available and provided information.

The CSC display was one of the more popular exhibits. CSC staff were recognized by organizing officials and the R.C.M.P. as being courteous and highly professional in their conduct.

Public interest in the CSC display was exceptional, with good interaction between our staff and individuals attending the exhibit.

The success of this exhibit was greatly assisted by the excellent cooperation of the Prairie Region institutions and Regional Headquarters.



"Warner, the R.C.M.P. Red Deer Safety Bear" and CSC mascot "Officer Custeddy"

Two of Bowden Institution's Correctional Officers, **Brad Richmond** and **Don Ahlquist**, did an outstanding job in planning, organizing and staffing the display.

Other staff members, all from the Correctional Officers group, who shared host responsibilities during the event were: **Rita Wehrle**, **Tom Yung**,

Rob Christensen, **Don Morris**, **Tim Van der Hoek**, **Darcy Singh** and **Dave Halfhide**.

An attraction that particularly appealed to the younger generation was the presence of CSC mascot, "Officer Custeddy" and "Warner, the R.C.M.P. Safety Bear."

Westmorland joins Miracle Network

ATLANTIC – On June 3, **Gerry Bezanson**, a representative from the inmate population at Westmorland minimum-security institution in Dorchester, New Brunswick, and staff member **Jerry Randall** travelled to Halifax, Nova Scotia, to present the Izaak Walton Killam (IWK) Children's Hospital with a \$5,694.88 cheque during the Children's Miracle Network Telethon.

For the past three years, Westmorland inmates participated in a payroll deduction program aimed at raising funds for this annual event, which is part of an international fund-raising drive for children's hospitals across North America.

Donating money to help purchase equipment and further the research in childhood disease makes the inmates feel good about themselves. Bezanson explains that "they have a heart for children. They also receive a lot by having a chance to give to others."

Many like Bezanson have a personal motivation as well. A nephew and niece of his were both patients at the IWK.

Staff also donate to the IWK Telethon

Jerry Randall also presented a cheque to the IWK Telethon on behalf of Westmorland staff. During their Participation Day held on June 1, staff from Westmorland Institution raised \$522 for this charity drive through a ticket sale.

Staff from Atlantic Regional Headquarters also proved that every little bit counts when they turned in the proceeds from their IWK Penny Fund and pledged \$275 to the telethon.

Retirements

PRAIRIES – After 19 years in the Public Service, **Effie Harrison** retired from CSC-RPC Prairies on May 31.

Starting in 1971 with Indian Affairs and spending a few years at DREE, Effie moved to CSC in 1977. She has been well known and respected during her 13 years as Chief, Materiel Management and Services.



Effie Harrison

In honour of her retirement, staff, family, friends and former colleagues gathered for a Dinner and Roast on May 24 at the Faculty Club – U of S.

On her last day, Effie was again honoured at a barbecue held by RPC staff and the Board of Governors. **John Duggan**, Deputy Commissioner, Prairies presented Effie with her service award. **Bob Gillies**, Executive Director, RPC presented a bouquet of roses and wished Effie a long and happy retirement on behalf of all staff and others in attendance.

PRAIRIES – **George Christenson**, Technical Services Division, RHQ retired May 27 after 24 years of service. He joined CSC in 1967 at Saskatchewan Penitentiary and went on to RHQ in 1986, where he remained until his retirement. **Bob Maguire**, Regional Administrator, Technical & Inmate Support Services, presented George, a fishing enthusiast, with a gift certificate for a custom-made fishing rod. Best wishes for a long and healthy retirement.



(l-r) Bob Maguire and George Christenson

Briefly

Meals on Wheels appreciation

PACIFIC – A certificate of appreciation was recently presented to Mountain Institution in recognition of its support to Meals on Wheels.

The Food Services Section of Mountain has been preparing Meals on

Wheels for the Agassiz-Harrison Community Services over the past three and a half years.

Karen Gair, Executive Director Agassiz-Harrison Community Services, presented the certificate to **Lew Innes**, assistant warden, Management Services, and **Beat Helfer**, assistant Food Services Supervisor.

Inmates graduate at Dorchester Penitentiary

ATLANTIC – Like other graduation days, June 8 was a special day for 32 Dorchester Penitentiary inmates. They received certificates of recognition in scholastic achievements in this International Literacy year.

John Lean, principal of the Moncton campus of New Brunswick Community College, described Dorchester convocation services as a graduation of a calibre equal to others held on community college campuses this time of year.

Chaplain **Phil Ferris** contributed to the solemnity of the occasion with a reading on understanding and wisdom.

Certificates were also awarded to eight Laubach inmate tutors for their significant contribution to the success of their peers.

Graduates for International Literacy Year

Valedictorian **Eugene Patterson**, a graduate of the ABE program, began with a humorous speech, but concluded with profound words for his fellow graduates: "To grow and learn one must be taught", he said, "School can teach you to learn and think responsibly."



Valedictorian Eugene Patterson

"You have taken the first step to opening the door to freedom," said guest speaker **Marion Zaichkowski** from the Canadian Literacy Council, "You don't have to wait until you are released to become free." She insisted on the importance of reading in today's society and related several literacy success stories that had been achieved by inmates during this year.

Visibly proud of their achievements, the graduates mingled with staff members, friends and visitors from the education community, as they savored their success around an appetizing buffet prepared in their honour.

Programs improve overall atmosphere

In his welcoming remarks, Warden **Claude Dumaine** commended the graduates in their decision to return to school and accomplish what they had missed out on in their earlier years. "Education is like a passport", he said, "you never know when you will use it."

He said that education plays a large part in helping inmates improve their lives and become law-abiding citizens.

Mr. Dumaine thanked school director **Bill Snowdon** and his teachers for creating an atmosphere of tolerance and openness in the Dorchester school.

While handing out the certificates of recognition for achievement in Adult Basic Education, grade 12 or General Education Diploma, Literacy training and Correspondence courses, Lean congratulated the inmates for having the personal drive to see the program completed.

Did you know...

Did you know that *Let's Talk* is read by an extensive international roster of enquiring minds like you. At last count, the Service's tell-all publication boasted a readership of 135 international subscribers, reaching 40 countries:

Australia, Austria, Belgium, Bermuda, Canada (of course), Cyprus, Cayman Islands, Dar es Salaam, Denmark, England, Finland, France, Ghana, Greece, Hong Kong, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malawi, Malaya, New Zealand, Netherlands, Norway, Portugal, Spain, Swaziland, Sweden, Switzerland, Scotland, Singapore, Tanzania, Trinidad and Tobago, Tunisia, Tonga, Turkey, Uganda, U.S.A., Zambia, Zimbabwe.

CORCAN's accomplishments at Leclerc

QUEBEC – Quebec Deputy Commissioner **Jean-Claude Perron** recently unveiled a plaque dedicated to employees of the CORCAN division at Leclerc Institution in recognition of their accomplishments during 1989-90. Leclerc's industrial workshops produced a record \$1,280,000 in terms of direct production costs, and \$2,000,300 in terms of sales. This represents a 28% increase compared to 1988-89 and a positive contribution of \$355,950, after overhead deductions.

Perron and **Yves Fafard**, acting warden Leclerc, underscored the significance of the industrial sector in the inmates' social rehabilitation process. Beyond these figures, we have to consider the professional skills and good working habits gained by inmates. Upon their release, they will be able to work in the private sector and become economically-independent, socially-acceptable and law-abiding citizens.

In lieu of experience

PRAIRIES – The classified ad section of most daily newspapers has, at one time or another, had the following advertisement: "Experience in lieu of Trade Certification considered."

The above ad is one of the reasons CORCAN Industries staff at the Drumheller Institution's Industrial Graphic Arts Shop gears its training of offenders toward those employers in the private sector who place importance on the 'hands on' experience in the graphics trade.

In 1984, a computerized sign making machine was installed at the Drumheller shop and, since that time, approximately 24 inmates have been trained to operate it.

Through their open line communication with the private sector the Graphics Art Shop has been able to tailor both production and training methods to the needs of future employers. Staff take advantage of the opportunities of any contact with employers, such as trade shows, telephone conversations with customers, and classified ads, in order to discuss and understand what they require of prospective employees.

The effectiveness of this practice can be seen in the field of computer signmaking, where, upon their release from the Correctional System to date, all of the offenders trained on the Gerber Signmaker in graphic arts were either employed in the private sector or opened successful business enterprises for themselves.

— Let's Talk —

Deadline for submissions

October issue: August 7
November issue: September 5
December issue: October 3
January issue: November 5

Healthpartners – a new dimension to the United Way campaign

September – a month of beginnings, endings and traditions – the end of summer holidays, the beginning of a new school year and association meetings where new friends will be made and old friendships renewed.

September tradition also includes Labour Day weekend and the United Way campaign which follows soon after.

A new dimension has been added to the National Capital Region's 1990 United Way campaign. When the campaign begins September 10 it will be an historic joint event with a new name – United Way/Healthpartners. Briefly, that means when you make your contribution you'll be able to choose from the 104 agencies that



make up the United Ways of Ottawa Carleton and the Outaouais, plus an additional 17 organizations that will make up the Healthpartners fund.

Spearheading NHQ's 1990 campaign are committee members **Gilles Rhéaume** – campaign coordinator; **Hélène Wittenburg** – training officer; **Teresa Freeman** – supply officer; and **June Coxon** – public relations officer.

CSC employee shares graduation with daughter

ATLANTIC – Thanks to CSC's education leave program, **Lyn Bourgeois**, former Health Care supervisor at Springhill Institution, completed her dream and achieved a rather unusual feat as a mother. Lyn and daughter **Bonnie** were joint valedictorians at the spring convocation services held recently at Dalhousie University in Halifax, Nova Scotia.

Lyn obtained a Bachelor of Science degree in Nursing with a concentration in health promotion research; her daughter obtained a Bachelor of Education and a Certificate in Physical Education. Both graduated with high honours. Lyn obtained the highest grade point average awarded to a full-time student with a cumulative total of 3.96 out of a possible 4.

Being the oldest student in her class, Lyn was a bit apprehensive at first but was quick to realize that experience can be a valuable asset in a learning environment. During her two years of study, Lyn had the opportunity

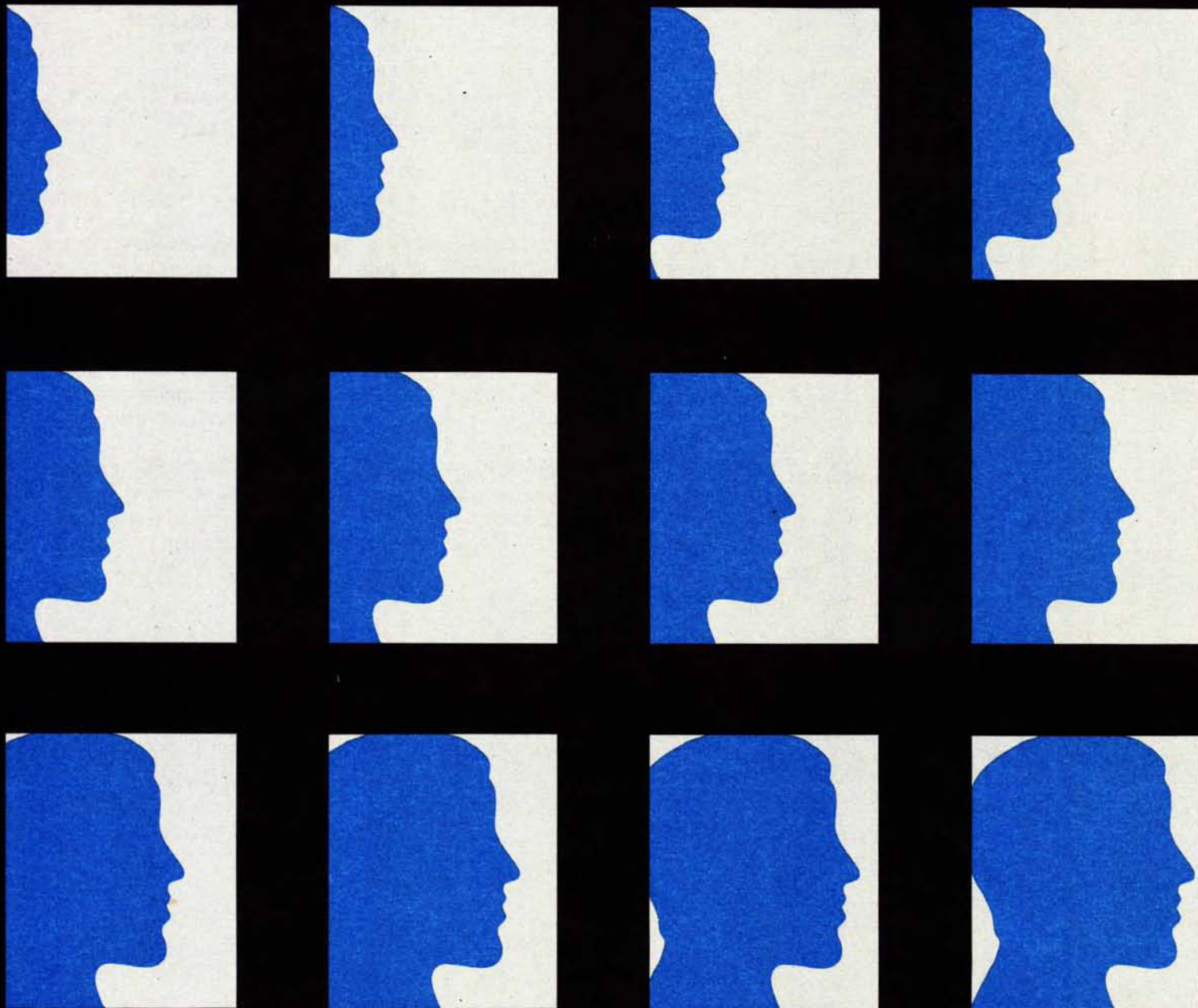
not only to become acquainted with the state of the art in the field of health care, but also to broaden her horizons. Elective work in special education projects brought her in contact with cognitive skills and substance-abuse training which she hopes will assist her in helping offenders.



Lyn Bourgeois and daughter Bonnie.

Let's Talk

September 1990 • Correctional Service of Canada



Paying attention to others is part of good corrections



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 9
September 1990

Let's Talk/Entre Nous is published monthly by the Creative Services Division, Communications Branch, of the Correctional Service of Canada.

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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Articles may be reprinted as a whole or in part with credit to:

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FAX: 613-995-3603
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© Correctional Service of Canada 1990
Printed in Canada

ISSN 0715-285X

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Let's Talk... with the Commissioner

Paying attention and taking action are part of good corrections.

It doesn't have to be in an official report for it to be a good idea or something one can do!

A good example is our efforts with respect to Natives. 1990-91 is the year in which we will implement the vast majority of our initiatives for Native offenders. I am impressed by how many of these initiatives have seen the light of day since we decided to improve our correctional services to this particular group of inmates. Even more encouraging, many of these have been local initiatives which were not part of the original Task Force report.

I am frequently amazed by how these initiatives came to life and by how much creativity we generate in certain areas when our creative energy is focussed.

But I am also amazed by the limited creativity we display in other areas. There are many other individuals, both colleagues and offenders, who also need us to devote attention to their needs but we lack information to get us started. To be able to perceive and respond to the needs of others is not the talent of a gifted few. It is an ability and an attitude that each and everyone of us has or can develop. To move us closer to our Mission, we must focus our attention on the needs of others. We see ourselves as the most important resource in meeting those needs.

Pay attention to the needs of those around you. Give them a hand when they request it, or when you see someone or something in need of your attention. Paying attention and taking action are part of good corrections. You don't have to wait for an official report.

A handwritten signature in black ink, appearing to read 'D. R. ...'.

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The new Cognitive Skills program, a component of Living Skills programming, serves as an example of the Mission Statement's core value 2, which states that offenders have the potential to live as law-abiding citizens. And it uses the resources and skills of CSC staff to achieve its goals, which underlines another value, core value 3.

Turning a life sentence into a constructive life: _____ **Page 7**

As any "lifer" will tell you, a life sentence means a long time behind bars. Transforming a lengthy confinement into something constructive can be the hardest job of all, but it's a job that 35 lifers at Joyceville Institution in Ontario have decided to take on.

Self-funded Leave: _____ **Page 8**

Pity poor Lorna and Robert Blackett, a married couple who work for Employment and Immigration Canada at headquarters in Hull, Quebec. Both say they pictured themselves cheerfully coming in to the office each morning well into the foreseeable future, with the only breaks in the routine being their regular yearly vacation.

CORCAN's "Vision": _____ **Page 12**

On June 28th, about 350 people attended the latest graduations of guide dogs and their owners from the school of Canadian Guide Dogs for the Blind (CGDB), including the graduation of the 100th dog, "CORCAN Jobe".

Blind Faith: _____ **Page 14**

Donald Ginsen's story began when he faced the loss of his sight and his freedom. After receiving a four-year sentence, Ginsen was sent to Dorchester Institution. Shortly before arriving at Dorchester, Ginsen lost his sight by a self-inflicted injury. Because he spent most of his cell time alone, loneliness and emptiness took over. But things slowly took a turn for the better.

Breaking Barriers training update: _____ **Page 15**

The Breaking Barriers program, in effect for the past three years at Manitoba's Stony Mountain Institution, helps participants overcome negative attitudes they hold about themselves and the world around them. Developed by Pacific Institute and Gordon Graham & Co. of Seattle, Wash., this program shows participants how negative habits, attitudes, beliefs and expectations prevent them from reaching their full potential.

Across Canada – Provincial and Territorial news: _____ **Page 16**

Cover: Poster for Living Skills Programming: A series of programs which meet the needs of offenders, as required from reception to warrant expiry date, and assist offenders to prepare for successful reintegration.

Clearer Thinking

New Cognitive Skills program offers major building block to offender reintegration

Liz Fabiano leans back in her chair and prepares to impart her vision of a positive thinking skills course for the correctional service. She then asks offenders to imagine they have two pockets, each containing nothing.

"In one pocket I want you to put your fist," she begins "(and) that will represent all that you had (in the past) and (all) you thought you had in the future."



Charlie Le Blanc, coach (photo top right) at the Carleton Centre Cognitive Skills training program.

"I'm not going to take that away. What I'm going to do is load the other pocket full of skills and ask you to choose between the two," she says.

In the past, Fabiano explains, inmates chose the wrong route because they felt limited in their choice of options.

Taking responsibility for actions

The new *Cognitive Skills* program, a component of Living Skills programming, serves as an example of the Mission Statement's core value 2, which states that offenders have the potential to live as law-abiding citizens. And it uses the resources and skills of CSC staff to achieve its goals, which underlines another value, core value 3. Cognitive skills programs concentrate on teaching people more positive forms of thinking. Fabiano says the skills prepare offenders to realize that they are responsible for their actions and this can help them manage their own lives later.

"Many offenders lack self-control. They fail to self-regulate their behaviour and tend to be action-oriented, non-reflective, and impulsive..."

They lack skills to take the perspective of other people to distinguish their own emotional states and thoughts from those of others... Offenders are sometimes caught in a cycle of thinking errors, the most common of which is the externalizing of blame for their actions onto other people. The cognitive model directly targets the thinking styles that appear to be responsible for sustaining criminal behaviour," posits Fabiano.

Major building block for future

Fabiano, acting senior officer, Education and Personal Development, NHQ, says the Service has every reason to be proud of the results of the training program it has been piloting in Atlantic and Pacific institutions since 1988, as well as the whole concept of Living Skills programming. The Correctional Service of Canada is the first national correctional service to introduce this set of 'thinking skills', and Fabiano is part of a limited number of internationally acknowledged experts in the field. Enquiries about the program have been coming in from Japan, Hong Kong, Europe and the United States.

If the preliminary evaluation results are accurate in their indications, this could be a major building block for future inmate reintegration into society.

When figures about the 72-hour intensive program were released, the research team found that only 26.3 per cent of released offenders had returned to the penitentiary for new offences or technical violations. The comparison group had a return rate of 35.7 per cent. Inmates chosen for this

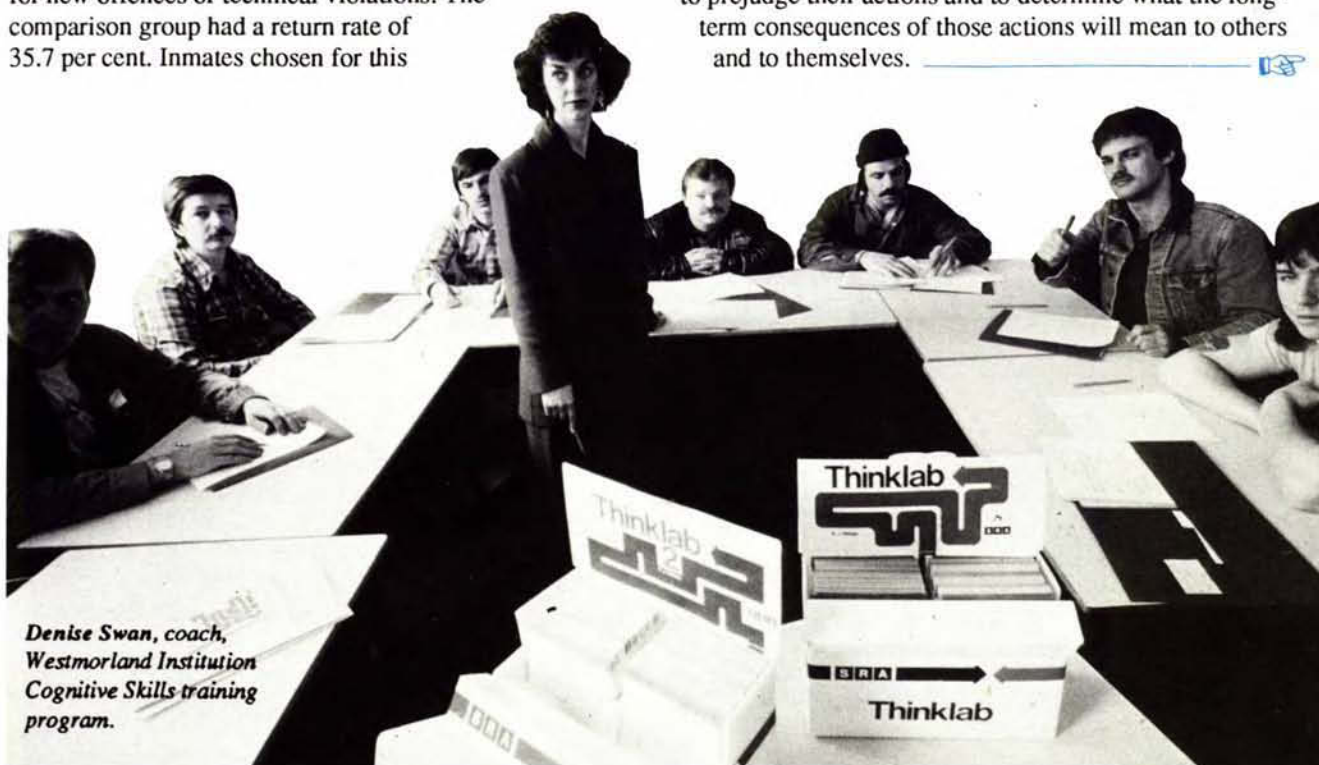
program are those offenders who need the program the most – high risk, high needs offenders – Fabiano explained. Offenders are referred to the program based on recommendations from case management workers. They are then assessed before and after the program to determine the long-term effects.

In an article submitted to *Corrections Today*, research teammates **Frank Porporino**, director, Research, and **David Robinson**, research officer, NHQ, said they were impressed by the initial figures because before this program was set up, they expected 46 per cent of released inmates to recidivate within one year of their release.

Teaching new ways of thinking

"In the past our programming efforts were directed towards the release end of sentencing," explained Fabiano.

Past programs were focused on motivating inmates immediately after sentencing or just prior to release. But the present program is taught throughout the course of the prison term to enable inmates to apply what they learn immediately and not later when an occasion requires them to. It teaches offenders to identify problems, subject them to rational analysis, consider the alternatives and make objective and well-founded decisions. It also teaches them to prejudge their actions and to determine what the long-term consequences of those actions will mean to others and to themselves.



Denise Swan, coach,
Westmorland Institution
Cognitive Skills training
program.

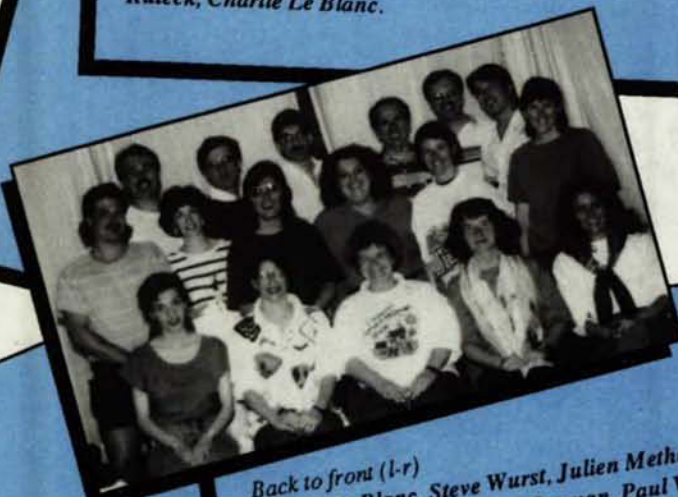
"They learn the idea of respect for others, but not in a touchy-feely way. I don't believe there is any universal set of values. The only value we try to stress is the impact of your behaviour on others," Fabiano said.

Use of reverse-psychology achieves this goal. By showing offenders the behaviour they exhibit, the program hopes to discourage them from repeating it. If the person is aggressive, for example, they are exposed in a role play situation of how it feels to be aggressed upon.

"We might also take them through a dilemma situation, where there is no right or wrong. After some group discussion, they expect to know right from wrong, but they don't. What they do learn for the first time, is to understand the real reason behind their own positions. If they're against abortion, for example, they now understand why. They actually understand the impact of their behaviour, as well as their choice."



Cognitive Skills program coaches; (l-r) Marilyn Whitby, Henry Lau, Sherry Brown, Elizabeth Fabiano, Scott MacLeod, Denise Swan, Dan Thorne, Paulette Ruteck, Charlie Le Blanc.



Back to front (l-r) Charlie LeBlanc, Steve Wurst, Julien Methot, Hans Millis, Keith Fowler, Bryan Furman, Paul Veino, Denise Swan, Joanne Reynolds, Elizabeth Fabiano, Tricia Haley, Deanna Burton, Luisa Mirabelli, Sherry Brown, Marg Richards, Peggy English and Diane Valentino.

"It's often the first time anyone has behaved aggressively towards them. They have no idea how it feels. They'll often stand there clenching their fists. They'll realize that this is how they come across. This is why people react to them the way they do."

Trainers selected for interpersonal skills

CSC personnel are presently coaching only small groups of participants. The *Cognitive Skills* training program has been piloted at Westmorland and Carleton Centre in the Atlantic region, and Hobden House and Mission in the Pacific region. Coaches were chosen from existing staff in these locations, not on basis of their educational qualifications but on their ability to have an impact on inmates and to serve as models of good interpersonal skills.

The group of trainers was intensively trained by Fabiano over a 10-day period. A group of 17 from Atlantic and Pacific regions graduated in May from a workshop in Gananoque, Ont., and another group of 14 from Ontario and Prairies graduated in July. The staff are taught training techniques, the type of training to expect and ways of reinforcing acceptable behaviour. This is important, explains Fabiano, because this staff interacts daily with the offenders. "What we are trying to say to staff is not only to expect new attitudes (but to) demand them." One day staff awareness training, provided to all staff in the institution where the program is to be delivered, is also crucial to creating an environment which reinforces the lessons offenders learned in the intensive two-hour daily classes.

The *Cognitive Skills Training* program is the cornerstone of a complete series of Living Skills Programs, to be introduced over the next three years in all correctional service institutions across the country. The decision to implement the program was made by CSC's Executive Committee.

A second program, called *Living Without Violence*, has already been piloted at Westmorland in the Atlantic region. It is a precursor to a batterers' program whose aim is to target attitudes towards aggression, sexual coercion and violence. Its results are currently under study.

Three other programs, *Parenting Skills*, *Leisure Skills*, and *Community Integration* are also planned. The first two are awaiting implementation; the third, its start in early 1991. ■

by Margot Andresen

Turning a life sentence into a *constructive* life

As any "lifer" will tell you, a life sentence means a long time behind bars. Transforming a lengthy confinement into something constructive can be the hardest job of all, but it's a job that 35 lifers at Joyceville Institution in Ontario have decided to take on.

In August of last year, they formed a special "Lifers' Group" to voice their opinions on the unique needs of long-term inmates and to undertake projects to help children in the Kingston area – handicapped, neglected, learning-disabled, and especially those with Down Syndrome.



Joyceville's Lifers' Group – "Many of them are fathers and have a strong sense of wanting to help disadvantaged children."
(L-R) Ron Auger, CAC, Millhaven Institution, John Hippolite, Vice-Chairman of Lifers' Group, Harry MacDonald, Liaison Officer of Lifers' Group, Harry Tudor, CAC, Joyceville, Bill MacIllister, Chairman Lifers' Group, Bill Dendy, CAC, Millhaven.

"Lifers' Group" – innovative projects

The group drafted a formal constitution and received the support and approval of Joyceville warden **Jim Blackler**. The group represents over 75 per cent of the lifers in Joyceville, and admission is by sponsorship only. They meet every other Monday night and have already prepared a long and ambitious list of possible projects, ranging from ongoing one-to-one relationships with children to repairing and making toys.

Link with community agencies

Their first priority, however, was the need for an independent voice to act as a liaison with community service agencies in the Kingston area. For this, they turned to the experienced Citizens' Advisory Committee at nearby Millhaven Institution.

Bill Dendy and **Ron Auger** have worked with long-term offenders at Millhaven for over 10 years and knew more than half the members of the Joyceville group.

Many lifers are incarcerated in Millhaven until they earn – through good behavior and a positive attitude – the opportunity of placement in a medium security setting such as Joyceville.

"Many of them are fathers and have a strong sense of wanting to help disadvantaged children."

"This group feels that because they are here for a long time, they can establish a meaningful relationship with a child," says Dendy.

On the group's behalf, Dendy and Auger approached the Interagency Council for Children, which represents 140 Kingston area agencies for children in need. The Council's response was positive, and the lifers' contribution is now being discussed.

Preparing reading kits for children

The lifers' first project will likely be the preparation of reading kits for children between three and six years of age. Says Dendy, "It'll be the first, small step."

To further their knowledge and understanding of children many of the lifers say they would like to enroll in child psychology courses. The group also plans to organize various fund-raising projects in the institution, profits of which will be used to support the group's activities and to directly assist the children.

Support from staff and management

According to Dendy, establishing the Lifers' Group has been made easy by the support of the Joyceville staff.

"Both the administration and the line staff seem to be quite pleased that this is happening. There's been 100 percent cooperation."

Particular thanks must be extended to **Janis Grant**, deputy warden; **Keith Manson**, assistant warden, Correctional Programs; **Harry MacDonald**, group coordinator; **Jim Murdoch**, unit manager; **Roy Partridge**, head, Social Development. ■

Joyceville's Lifers' Group

by Anne Gilmore

Self-funded

Known as self-funded leave, the program makes it easy for an employee to put aside money to finance up to a year's leave from work. It works like this: eligible employees can have up to one-third of their pay automatically deducted and deposited into a leave fund and – here's the best part – defer paying taxes on the amount deducted until it's withdrawn during the period of leave.

Pity poor Lorna and Robert Blackett, a married couple who work for Employment and Immigration Canada (EIC) at headquarters in Hull, Quebec.

Until about a year ago, the Blacketts thought the universe was unfolding pretty much as it should, at least as far as work was concerned. Robert, a program officer in the Insurance group, started with the department 15 years ago, and Lorna, a program officer in Internal Audit, has worked at EIC for 12 years. Happy in their jobs, both say they pictured themselves cheerfully coming in to the office each morning well into the foreseeable future, with the only breaks in the routine being their regular yearly vacations. "We're kind of your long-time employees," explains Robert. "We would be here until retirement."

But back in January, the Blacketts took a step that injected an element of the unknown into their lives. That's when they signed up for a new program being offered at Employment and Immigration, a program that's forced the Blacketts to ask themselves some difficult questions: should they spend three months, or four, rediscovering Europe? Or show Donald Trump a thing or two, and try their hands at running a business? Or maybe just relax and putter around the house for, oh, say about eight months?

Getting away from it all

We should all have such problems, you're probably saying to yourself. Well, if the program the Blacketts signed up for becomes as widely available in the Public Service as it's expected to, you may get your wish.

The Blacketts, for example, decided to defer 16 per cent of their gross pay for three years and three months, and begin an eight-month leave on April 1, 1992. Until that date, they pay income tax on only the 84 per cent they're receiving now. The monies accumulating in the leave fund won't be taxed until they withdraw it. (They will, however, pay tax each year on the interest generated by their savings, since this interest will be paid out annually.)

This type of plan used to be restricted mostly to educators, who were encouraged to forgo part of their pay to finance leaves. Recently, however, the idea has begun to cross over into other employment fields, thanks to changes to the *Income Tax Act* that allow tax-deferrals for self-funded leaves, and a growing acceptance of the benefits of being able to get away from it all.

Other features of the self-funded leave program

Since you don't receive any money from your employer while you're on self-funded leave, the program is essentially a form of leave without pay. The most obvious difference is the tax deferral component, which

Leave

At the moment, the scheme is available only to EIC employees. But five other departments – Public Works Canada, Fisheries and Oceans, the Public Service Commission, Agriculture Canada, and Health and Welfare Canada – have recently had their own self-funded leave plans approved by Treasury Board, while several others are either awaiting word on their submissions or busily drawing up proposals. For departments that haven't reached any of these stages but are interested in joining the program, Treasury Board is working on a skeletal plan that can be fleshed out according to each organization's needs, says Owen Brophy, an advisor on the implementation of self-funded leave.

for many makes it a more attractive form of leave than one financed by a self-imposed savings plan. (For a closer look at the financial implications of self-funded leave, see the accompanying sidebar.)

But according to **Ray Springer**, the man primarily responsible for introducing the concept into the federal Public Service, there are a number of other features that set it apart. Springer, formerly with Personnel at EIC and now an analyst in the Personnel Policy Branch at Treasury Board, started pushing for self-funded leave back in 1985 and wrote EIC's plan. He says that previously, for an employee seeking a leave without pay, "there was no structure within which they could ask for the leave and have a reasonable certainty that it would be granted at the time they wanted it." One manager might agree to an employee going on leave, but if that manager moved on, there was the possibility that the one that followed might not be so accommodating.

With the self-funded leave plan in place, however, once your leave is approved, the agreement will be honoured even if

there is a change in management. (You should note, though, that there's a slight chance unforeseen circumstances in your department may shorten or postpone your leave. But this would happen only if a manager has no other feasible way of dealing with the unexpected problem.)

CSC to implement self-funded leave program

Treasury Board has provided CSC with the authority to implement its own self-funded leave program, based on its generic model.

The Correctional Service of Canada is currently implementing a self-funded leave program.

An employee information booklet on self-funded leave will also be made available for distribution in the near future.

Managers, too, will welcome the more structured approach to leave-taking

A leave of any kind has been recognized for some time now as benefiting not only the worker, but the employer – the worker usually returns refreshed, invigorated, and with a renewed enthusiasm toward his or her job. But the mechanics of most leaves can be a managerial headache. Although you can't just march up to a manager and announce you're going on leave – it's up to the manager to decide if your leave can be approved, based on whether your department can spare you or not – managers are sometimes faced with an employee who wants to leave in as short a time as two weeks. "It creates a very negative impression in a manager's mind, one where they feel they can't plan and they can't manage," says Springer. In addition, many leaves last only a few months, which is long enough to disrupt normal operations, but not long enough to get a replacement employee trained to the point where things are running smoothly again.

With self-funded leave, however, an employee signs up several years in advance of the actual leave-taking, giving managers ample time to plan ahead. And the substantial timespan of the leave – six months to one year – means the person filling in is able to really learn and apply some new skills.

Treasury Board looked at the predicted effects of self-funded leave, and saw that they were good. Especially appealing, perhaps, is the program's potential to dovetail nicely with a number of other human resource initiatives. The six-month to one-year vacancy that opens up each time an employee goes on self-funded leave could be filled by someone who's been targeted by Work Force Adjustment. Or by someone who's enlisted with a departmental assignment program. Or, on a more informal level, by a co-worker of the employee who left, who's simply looking to enhance his or her skills by taking on an "acting" assignment.

It's up to you to decide how to spend the time

To the EIC employees who've signed up, one of the greatest things about self-funded leave is it's entirely up to them to decide how to spend their time. "It's nice because nobody is trying to suggest that you have to take this time and go to school or something," explains Robert Blackett. "This is straight, hedonistic pleasure."

While the Blacketts admit they're a bit overcome by the idea of having eight months off, and have yet to really firm up their plans, a couple of other EIC workers say the program will help them realize dreams they've been harbouring for years.

"I'm going to practise for retirement," chuckles Gerald Sliva, who adds that he's only half-joking when he says that. Sliva, an assistant manager in Regina's Canada Employment Centre, is in his mid-forties. "When a person is nearing retirement, I think they become afraid. They start saying to themselves, 'What am I going to do with that time?' And I'm not afraid of it, but I think: here's an opportunity now to get a little sample of what retirement might be like." His most ambitious project during his seven-month leave is a cross-country trip with his wife, Cecilia. "We've got a big, beautiful country and we want to see more of it," he says. Volunteering with the local food bank, discovering some new fishing spots, and generally taking it easy are also included in what Sliva calls his "bag of tricks."

For France Pineault, a claimant services officer at the Canada Employment Centre in St-Hyacinthe, Quebec, her six-month leave means her young son, Gabriel, will get a first-hand look at North America. "We envied the teachers who could defer their pay, because that's a lot better than setting up your own savings plan....(Self-funded leave) suits us very well," says Pineault, speaking for herself and her husband, who also works at EIC and is on the plan.

The program looks like a win-win situation all around: Springer points out that the unions, too, are happy about its introduction. "They realize people are burning out, or bored because they can't get meaningful assignments. It benefits their membership."

Surprisingly few people, however, have signed up for the plan. Springer says he expects about one per cent of EIC's work force to be on the program at any given time, but so far, out of approximately 22,000 indeterminate employees, only about 50 have enlisted. He attributes some of this low turnout to the complexities of modern life, especially the fact of two-income families. For a person whose spouse works where such a leave isn't available, the program loses some of its appeal. And the people interviewed for this article bear this out: their spouses work at either EIC or other organizations that offer leave plans.

The biggest stumbling block for most people, however, is the idea of taking a pay cut. Those questioned about the program say once they got over the initial shock of a slightly smaller paycheck, they hardly noticed the difference. But they add that making sure your financial house is in order is the best advice they could give anyone thinking about self-funded leave.

Although the initial response to the program has been a bit disappointing, Springer says he's optimistic that it will inevitably catch on and become, perhaps, the preferred type of leave within government.

"Wait until all those people on the plan come back from their leaves, looking rested and refreshed," he says. "That'll be the best advertising for self-funded leave."

About the self-funded leave program

Because they're based on each organization's operational requirements, such as how far ahead an employee must file a request to go on self-funded leave, and how many employees can go on this type of leave at any given time, self-funded leave plans will vary somewhat from department to department. But the following features will be common to all plans:

- it's available only to indeterminate employees;
- the leave of absence is for a period of at least six months and at most one year;
- the code governing conflict of interest must be followed;
- the amount deferred does not exceed 33 1/3 per cent of your salary or wages;
- the amounts deferred are held in trust or in another approved form of arm's-length arrangement;
- by law, the life-cycle of a self-funded leave – from the day salary deductions begin to the day the period of leave ends – cannot exceed seven years. Treasury Board is strongly recommending that, in practice, departments

shorten this life-cycle to a maximum of six years, with the seventh year functioning as an extra year to allow for the possibility that you may have to postpone your leave date; and

- once the leave is over, you must return to your employer and work for a period that is at least as long as your leave of absence.

It's important to understand that self-funded leave is true to its name: while you're away from work, you cannot receive any pay from your employer, the federal government. Your income source is your trust fund. (Barring the conflict-of-interest code, however, you're free to make money by working for someone else, or yourself.) And in general, you must pay the employer's share of your benefits.

Except for the rule regarding conflict of interest, all of the above stipulations are drawn from Income Tax regulations pertaining to any

self-funded leave plan, whether in the private or public sector.

As with other approved leaves, when you return it will be to your previous position, or a comparable one.

Most Pay and Benefits counsellors recommend that you arrange your plan so that when you're scheduled to leave, your savings equal what you grew accustomed to living on while you were deferring money. You might choose, for example, to defer 20 per cent of your pay, and live on the remaining 80 per cent. After four years, you'd have an amount equal to 80 per cent of your pay in the trust fund, which means you should be able to leave work at the beginning of the fifth year without having to worry about adjusting to a drop in income.

Once you sign up for the program, you may be surprised to find that the cut from your pay is not as bad as you anticipated. This is because you're taxed only on the amount you actually receive, so a 16 per cent deduction from your gross pay may equal, perhaps, only a 13 per cent cut in your net pay.

For a closer look at how self-funded leave works, see your personnel organization. ■

Source: Public Service Newline, produced by the Treasury Board of Canada

CORCAN'S

On June 28th, about 350 people attended the latest graduations of guide dogs and their owners from the school of Canadian Guide Dogs for the Blind (CGDB), including the graduation of the 100th dog, "CORCAN Jobe".

CGDB got its start in 1984 with only one dog and one instructor. Today, the non-profit organization has 28 members on staff at a facility near Manotick, a village located 20 kilometres south of Ottawa.

At the graduation, CORCAN, the trademark of the Occupational and Development Programs of the Correctional Service of Canada (CSC), also celebrated its tenth anniversary. To mark this occasion, CORCAN staff from the Service's National Headquarters decided to sponsor the training of the 100th guide dog graduate. This is why the dog was christened "CORCAN Jobe". The net proceeds of sales of T-shirts and sweatshirts made by inmates at Quebec's Drummond Institution will go towards covering the \$20,000 cost of training one guide dog. Additional funds will support the training of other dogs.

*An initiative which has
"really captured the hearts
of offenders and staff alike"*

In his speech, Mr. Ingstrup said the CORCAN name had become synonymous with the principle that "offenders are human beings who have a need to give". The program, he said, is an initiative which has "really captured the hearts of offenders and staff alike".

In support of the guide dog school, staff and inmates of the CORCAN program have been voluntarily contributing their time toward the manufacturing and distribution of T-shirts and sweatshirts, sold to CSC inmates and staff, their families and friends, and private citizens.

Inmates at Drummond Institution recently had the opportunity to experience what it feels like to be deprived of sight and having to rely on a guide dog. On May 27, **Bill Thornton**, President and Chief Executive Officer, and **Brian Francis**, Master Trainer, both of CGDB, visited the institution with "CORCAN Jobe". **Réal Galarneau** and his guide dog "Isaac", a recent CGDB graduate, also joined Thornton and Francis. They were all accompanied by **Bob Brady** of CORCAN, NHQ. The group met with **Michel Gilbert**, warden, Drummond Institution. They were then given a tour of the institution by **Laurier Rousseau**, assistant warden, Correctional Programs. **Marcel Parent**, Quebec regional administrator, Industries, was also present. The visitors spent some time in the industrial workshops with **André Guillette**, Chief of Industries, his staff and inmate workers.

*"It's really hard to put into words...
Having a dog gives you a whole new
confidence to walk with. It's like
having a living extension of your left
hand"*

*An appreciative
Bruce MacDonald
accepting CORCAN
Jobe and a
complimentary
sweatshirt from
Commissioner
Ole Ingstrup.*



The graduation ceremony marked significant milestones for both CGDB and CSC. Congratulatory greetings from Solicitor General **Pierre Cadieux** were brought by **Ole Ingstrup**, Commissioner of Corrections, who spoke at the event.

"VISION"

During the visit, the inmates in the CORCAN workshop at Drummond had the chance to be blindfolded and guided around the various pieces of machinery in the workshop by the visiting guide dogs. Following the experience, inmates and staff began their spirited involvement in the CORCAN initiative to benefit the guide dog school.

Bruce MacDonald, the blind recipient of the 100th guide dog "CORCAN Jobe", tried to describe how he felt about his new companion after he was officially presented with the yellow labrador retriever by Commissioner Ingstrup at the June 28 graduation ceremony.

"It's really hard to put into words...Having a dog gives you a whole new confidence to walk with. It's like having a living extension of your left hand," he commented during his speech, given on behalf of all five graduates.

*"a vision of a brighter future
for the visually impaired and for
offenders"*

*CORCAN Jobe –
our gift to the visually
impaired.*



For the past five years, MacDonald had been relying on the use of a cane to negotiate his daily travels. With "CORCAN Jobe", however, MacDonald feels more "relaxed and confident" because the dog expertly guides him around the obstacles he faces daily as a visually impaired person.

In his speech, Mr. Ingstrup expressed his enthusiasm for the collaboration of CSC and the Canadian Guide Dogs for the Blind, stating he looked forward to "a vision of a brighter future for the visually impaired and for offenders". ■

by Mary Trafford

United Way: There's still time to give

A person with a physical or mental disability can find the world a cold – even frightening – place. Simple pleasures seem to be impossible dreams, and simple tasks, nightmares. Citizen Advocacy of Ottawa-Carleton volunteers (called advocates) help to change this. These people range from doctors to cashiers, homemakers to librarians. They are ordinary people doing extraordinary things! No special training is required to become an Advocate; just willingness to share your time and talents with someone who needs a friend.

This year Correctional Service of Canada NHQ staff, along with other federal public servants in the National Capital Region, have a chance to participate in and contribute to an historic, United Way/Health Partners campaign. Donations to this campaign help ensure numerous agencies, including Citizen Advocacy, maintain their service to the community.

The joint United Way/Health Partners, campaign is already underway at NHQ. If you haven't had an opportunity to donate to one or more of the 104 agencies which

make up the United Ways of Ottawa-Carleton and the Outaouais, or the additional 17 organizations which are part of the Health Partners Fund there's still time.

The success of this United Way/Health Partners pilot project could determine the future directions of United Way/Health Partners campaigns. It will certainly decide the fate of the agencies that depend on your donations to continue serving your community. ■

Blind faith... and a new life

Inmate triumphs over incredible odds

Donald Ginsen's story began when he faced the loss of his sight and his freedom. After receiving a four-year sentence, Ginsen was sent to Dorchester Institution. Shortly before arriving at Dorchester, Ginsen lost his sight by a self-inflicted injury. Because he spent most of his cell time alone; loneliness and emptiness took over.

But things slowly took a turn for the better.

And then, things began to happen

Another Dorchester inmate, who asked to remain anonymous but who also had to cope with blindness, took a special interest in Ginsen. He set out to teach Ginsen self-sufficiency by accompanying him daily to the Tuffy 11 Textile shop at Dorchester.

There, positive inmate and staff support enabled Ginsen to gain self-confidence. Afterwards, Ginsen learned to walk with a cane through the institution's dome to get to work and back.

Shop instructor Stephen Wilson was the person who helped integrate Ginsen into the textile world. Wilson realized Ginsen had the will and patience needed to overcome the problems and frustrations associated with a job. He said he was impressed at how quickly Ginsen learned the tricks of the trade. "Everything is a challenge to him. He is a model employee who concentrates on his work and never takes a break. The quality and quantity of his work has surpassed all expectations," Wilson explained.

On to Sewing

As Ginsen's enthusiasm and independence grew daily, Wilson's motivation to help him did as well. Senior shop instructor Clem Michaud said that Ginsen's rate of progress was impressive.

"The next thing you know this blind guy will be sewing," Michaud said as he left for a week's leave. When Michaud returned Donald had learned to operate the sewing machine. To teach Ginsen how to do so, Wilson pretended he was also blind to experience the feeling of being sightless. After four days of learning, Ginsen had mastered the art of sewing.

"Work has been very therapeutic for him," said occupational therapist Bev Legere, who assisted in Ginsen's rehabilitation.

Production supervisor Ken Welling praised the commitment and dedication of the textile shop team. "Despite having more than its share of special need inmates, this shop has been meeting its production schedules," Welling said.

Future Plans

Ginsen then met with local representatives of the Canadian National Institute for the Blind (CNIB).

Following his January release from Dorchester, CNIB arranged a way for Ginsen to spend some time in a private Toronto firm. This was meant to teach him how to become self-sufficient in the outside world.

CNIB also found him a potential employer in the textile industry.

Although Ginsen returned to Dorchester last year following his parole, he says he is now optimistic about his return to society. ■

by Claudine Daigle

*As a result of the
loss of his sight,
Ginsen spent
most of his cell
time alone,
loneliness and
emptiness took
over.*

Breaking Barriers training update



Breaking Barriers trainers and participants (l-r back row) Gordon Tanner, acting assistant warden, Correctional Programs, Atlantic Institution; David Varis, coordinator, Case Management, Atlantic Institution; Bob Allen, deputy director Programs, Prince Albert Provincial Correctional Centre; Larry MacDonald, unit manager, Bowden Institution; David Myeres, trainer, Pacific Institute; John Baily, Native Clan Winnipeg; Gord Askew, supervisor, Department of Veterans Affairs (formerly, living unit officer, Stony Mountain Institution). (Front row l-r) Craig McDowall, program coordinator, Provincial Correctional Centre, P.E.I.; Glen Westbury, unity manager, Bowden Institution; Wendy Nassar, institutional representative, John Howard Society, Winnipeg; Diana Harris, correctional coordinator, Gordon Graham & Co.; Willy Carlton, John Howard Society; Eve Lenander, trainer, Gordon Graham & Co.; Dennis Barbe, education officer, NHQ.

Breaking Barriers serves as a motivational tool and framework for growth to correctional staff and offenders.

The *Breaking Barriers* program, in effect for the past three years at Manitoba's Stony Mountain Institution, helps participants overcome negative attitudes they hold about themselves and the world around them.

Developed by Pacific Institute and Gordon Graham & Co. of Seattle, Wash., this program shows participants how negative habits, attitudes, beliefs and expectations prevent them from reaching their full potential. By encouraging them to enjoy their work and regard change as an on-going process, *Breaking Barriers* serves as a motivational tool and framework for growth to correctional staff and offenders. It also advances the Mission Statement's emphasis on providing growth and change through staff/inmate interaction.

Joint Federal/Provincial training

Manitoba's provincial corrections department and Stony Mountain Institution hosted an updated and expanded version of *Breaking Barriers* to let other Canadian correctional service workers observe the program.

Held in Winnipeg recently, the training seminar was attended by a cross section of workers from federal and provincial corrections. Participants included **Dennis Barbe**, Education and Personal Development, NHQ; staff from Stony Mountain and Rockwood Institutions; **Gordon Tanner** and **Dave Varis**, Atlantic Institution; **Murray Cullen** and **Joe Koot**, Dorchester Institution;

Dave Sandhu, RHQ Ontario; **Rev. Orville Andres**, chaplain, Saskatchewan Penitentiary; **Al Swaine** and **Jacques Bruyere**, Edmonton Institution; **Larry McDonald** and **Glen Westbury**, Bowden Institution, **Dr. Tim Leis**, psychologist, RHQ, Prairies; and staff from Manitoba's provincial correctional institutions and probation offices.

Representatives from other provincial correctional facilities included; **Craig McDowell**, program coordinator, Provincial Correctional Centre, P.E.I. and **Bob Allan**, deputy director, Programs, Prince Albert Correctional Centre.

A team of experienced correctional trainers

Gordon Graham, **Dianna Harris** and **Eve Lenander** of Gordon Graham & Co. and **David Meyers** of Pacific Institute conducted the training sessions. Gordon Graham also provided two separate days of training to about 200 provincial correctional workers on the topic "a framework for change." In addition, he also talked to inmates from Headingley Provincial Correctional and Stony Mountain Institutions about his experiences and challenged them to maintain a positive attitude and behaviour.

Warden **Art Majkut** of Stony Mountain Institution and **Jim Wolfe**, executive director, Manitoba Adult Corrections, presented the training team with plaques commemorating their contribution to Canadian corrections. ■

*by Al MacLean,
assistant warden
Correctional
Programs, Stony
Mountain
Institution*

National Correction Association Incorporated

ALTA. – The Canadian Correctional Association (CCA) incorporated in December 1989, will soon begin its membership drive. Interim Association President **Al Cumby**, a Corrections Officer III at the Edmonton Remand Centre, has been instrumental in initiating the association. The response has been positive. "We have commitments from five of the provinces and territories, and each remand centre in the country will be receiving membership information later this spring," he said. Each province or territory will elect a member to the Board of Directors, from which the Executive Committee will be formed. Elections of officers are planned for the spring of 1991.

The association's prime objectives are to promote: a) professionalism in corrections and advances in

the quality and effectiveness of service delivery; b) greater public awareness of correctional services; and c) research and analysis of pertinent corrections issues. Three membership categories are offered: regular, associate and honorary.

Full-time employees of correctional services at the federal, provincial or private sector levels would apply for regular memberships. Volunteers working in corrections, students in a corrections related field or retired correctional workers would apply for an associate membership. From time to time, the Board of Directors may appoint honorary members. Membership is for a one-year period. Annual fees are \$15.00 (regular membership) or \$10.00 (associate). Proposed activities include an annual or biannual

national conference, to exchange ideas and information, as well as a newsletter and a magazine.

Source: Reprinted from Focus, Alberta Solicitor General, Volume 10.



CCA interim President Al Cumby.

Corrections P.E.I. – A time for growth

P.E.I. – The Department of Justice and Attorney General, Community and Correctional Services Division, P.E.I., has grown from less than 65 staff in the late 1970s to over 250 staff in 1990. Still a relatively small organization in comparison to its provincial counterparts. This growth has been mainly due to the implementation of processes arising out of the Young Offenders Act.

Due to the concentration, in recent years, on young offenders, it was sometimes forgotten that an entire adult system existed. Three facilities for adult offenders exist in P.E.I.. These include: the Provincial Correctional Centre (96 beds) presently undergoing renovations and changing its model to that of the Living Unit Management concept; and two smaller facilities (26 and 16 beds) are also viewing change and, in time, will specialize with a certain type of offender (e.g. addictions, impaired driving).

The Probation staff (11 officers Island-wide) have witnessed several challenging demands with this rapid expansion. Increasing caseloads, as we supervise both young offenders and adults, range from 70 to 120 cases per officer. An assessment of these services is presently underway, which includes the development of a Provincial Policy and Procedures Manual.

Two other services within the Community and Correctional

Services Division are the Justice Resource Centre (J.R.S.) and Victims Services. The J.R.S. is a community crime prevention program jointly funded by the Solicitor General of Canada and the P.E.I. Department of Justice. Focus has been placed on three main issues: 1) Youth 2) Drinking and Driving and 3) Family Violence.

Services to victims became province-wide in April 1989 following a pilot project in the Charlottetown area. Assistance is provided to victims as their case proceeds through the criminal justice system. Victim-impact statements and criminal injuries compensation claims are also highlights of this program.

As one can gather, we've been busy. Hopefully this growth will not eliminate the charm so associated with our Island or affect our ability to serve our clients in a "small town" way.

by **Teri Hall**, Probation Officer, Charlottetown Office

— Let's Talk —

Deadline for submissions

November issue: September 5
December issue: October 3
January issue: November 5
February issue: December 3

B.C. Corrections Branch – an overview

BRITISH COLUMBIA – The B.C. Corrections Branch forms part of British Columbia's Ministry of Solicitor General. This Ministry is relatively new, having been created in 1988 through the division of the Ministry of Attorney General into the Ministries of Attorney General and Solicitor General. It has a strong mandate to promote public protection.

The Corrections Branch is one component of a comprehensive provincial justice system that provides institutional and community supervision of offenders, family court counselling services and, investigative reports for the courts regarding either criminal or family matters.

The mission of the B.C. Corrections Branch is to provide the various levels of intervention, security, control, and/or supervision required by the justice system. Through the provision of correctional and family court services, the Corrections Branch works toward the protection of society and the resolution of public conflict.

Five geographic regions

The Branch is a regionalized, decentralized organization. Each of the five geographic regions of Corrections is responsible for the provision of all Corrections Branch services for that area. This has facilitated Corrections Branch service availability throughout the province.

Four major programs are provided through B.C. Corrections. They are adult correctional centres, youth custody centres, probation services, and family court counselling. These programs are supported by a Program Analysis and Evaluation Section, a Resource Analysis Section, and an Inspection and Standards Division. This latter section conducts audits and inspections of all correctional programs.

Adult Correctional Centres

The province operates 22 adult correctional centres, two of which house female offenders. These vary in level of security from secure closed units to open centres to community facilities. The Branch also contracts with private agencies to provide community residences for inmates released on temporary absences.

British Columbia's correctional centres provide custody for:

- 1) inmates while awaiting trial;
- 2) provincial inmates sentenced to less than two years; and,
- 3) federal inmates held on exchange of service agreements.

During the past year, approximately 30 federal inmates were being held on exchange of service agreements at any given time. These offenders were either attending specialized provincial programs or located close to their homes and families.

B.C. Corrections has been involved in a rebuilding and replacement initiative over the past seven years. This project will replace all major centres, some of which were built as early as 1914, with secure state-of-the-art centres. All secure facilities are being equipped with computerized security and information systems. They are being built on the "living unit" model in a continuing effort to improve conditions in B.C. facilities. At present, three regional centres have been completed, one more will be replaced by the end of 1991, and the final facility replacement is in the planning stage.

Of note regarding B.C.'s adult correctional system is the success it has had in maintaining a low population of incarcerated adults.

This has been attributed to a number of factors, not the least of which has been the continuing emphasis on incarceration as a last resort. B.C. Corrections has managed, in a time of significant

population growth, to make programs such as bail supervision and community service work, attractive alternatives to the court.

Over the past ten years, B.C. Corrections has experienced an actual decrease in the number of incarcerated adults from approximately 2,400 in 1980 to about 1,800 in 1989.

The Branch continues to explore means of maintaining public safety while keeping offenders in the community. In 1987, B.C. Corrections implemented a voluntary Electronic Monitoring System (EMS) program in which low-risk inmates are allowed to remain in the community, but confined to their homes. A monitoring bracelet is worn by each offender for the duration of their sentence. As of November 1, 1989, approximately 330 inmates completed this program.

Emphasis placed on work programs

All Adult correctional centres have some form of work program and the type of program appears only limited by the creativity of correctional staff. Programs include furniture building, logging, plastic flower making, forestry, and parks maintenance. A large number of these programs are jointly-funded with other government agencies and private organizations.

In addition to the major facilities project the Branch has undertaken, Corrections has a number of ongoing initiatives which directly influence how we work with clients and as an organization. B.C. Corrections is currently involved in planning direct

services to identified offender groups. Two of the major areas of activity are with Native people and sexual offenders. The former group is currently an area of government focus. Consultation meetings between government and various Native groups have been ongoing over the past nine months. The Corrections Branch has played a leadership role in these sessions and has set an example through its various programs developed in conjunction with local Native groups. B.C. Corrections continued to try to address the disproportionate numbers of Native offenders in custody and under Branch supervision.

The area of sexual offenders has also received increased focus. The Branch currently has two programs, one institutional and one community based, that address the specific issues and needs of these offenders. The Corrections Branch has taken a strong public protection stance and focuses on decreasing the risk to the community. Both current programs

emphasize personal responsibility while providing contracted treatment resources. In addition to providing these two programs, Corrections has in place a training program for staff working with these offenders.

Aside from these two prominent offender groups, B.C. Corrections is also working on initiatives that address the needs of other minority groups. Corrections has been involved in addressing the problem of Asian gangs. It is also working on the development of cross-agency protocols for mentally-challenged offenders. Finally, in the interest of better access to justice for all British Columbians, the Branch is planning the publication of many of its information brochures in the languages of various prominent ethnic minorities.

Throughout all services that the Corrections Branch provides, an importance has been placed on employment equity. The Branch is attempting to increase the representation of women in what has been a traditionally male field of endeavour.

Corrections has made a number of initiatives in order to:

- 1) encourage women to consider Corrections as a career;
- 2) address attitudes of men and women working together; and,
- 3) encourage advancement of women within the organization.

In addition, Corrections is working on improved communication within the organization and streamlining of a mission document that has been unchanged since 1986 and in existence for longer than that.

Throughout the past ten years a strong sense of mission has helped to tie together the diverse functions of B.C. Corrections. Through continued innovation and attention to the changing face of B.C. society, the Corrections Branch should continue to provide a valued system of services to this province.

by Karen Abrahamson, Management and Communications Analyst, Program Analysis and Evaluation Section, B.C. Corrections Branch.

Native Recruits Graduate

ALBERTA – As part of a six-month pilot correctional service training program aimed at increasing the number of Native and Metis staff working in Alberta Correctional Services, Alberta corrections is offering a Native Correctional Officer Basic Training program, sponsored jointly by the Alberta Solicitor General, Alberta Career Development and Employment, and the Lethbridge Community College.

In addressing the 13 Native recruits who recently completed the training program, Alberta Solicitor General R.S. Fowler said, "the disproportionately high number of incarcerated Native offenders in Alberta is a concern. So is the relatively low number of Aboriginal people as employees in correctional facilities when compared to their number in the general population of the province."



Solicitor General R.S. Fowler Presents Maria Crowshoe with Trainers' Choice Award presented to the student who showed the most growth.

"To provide effective programming to Native offenders, we believe that it is important for correctional officers to appreciate the unique

cultural, language and spiritual needs of Native offenders. Trained Native people can offer such programs and help in the process of rehabilitating Native offenders. The pilot training program recognizes this fact," he added.

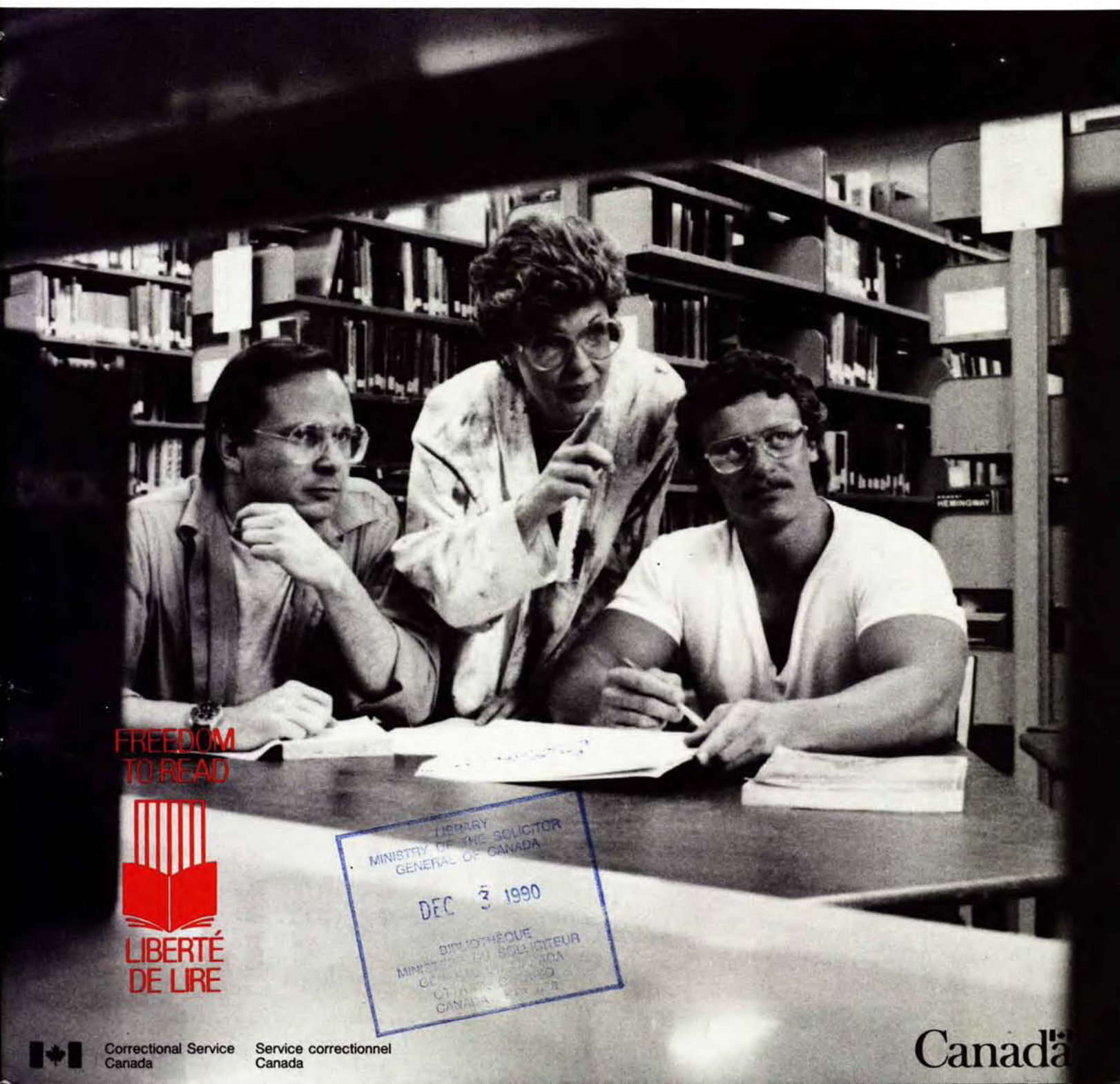
Graduate training, which began in October 1989, included classroom sessions at Lethbridge Community College, followed by practicum experience in the Lethbridge Correctional Centre and Correctional Officer Basic Training.

After the final stages of training have been completed, and the graduates are assigned to facilities, we will assess the entire program with a view to extending it to other parts of the province, says Mr. Fowler

Reprint: Extracts from Focus, Alberta Solicitor General, Volume 10.

Let's Talk

October 1990 • Correctional Service of Canada



FREEDOM
TO READ



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 10
October 1990

Let's Talk/Entre Nous is published monthly by the Creative Services Division, Communications Branch, of the Correctional Service of Canada.

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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Printed in Canada

ISSN 0715-285X

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Let's Talk... with the Commissioner

Freedom to Read

This month, the Correctional Service of Canada and the U.S. Federal Bureau of Prisons will co-sponsor *Freedom to Read*, an international conference on literacy in Corrections to be held in Ottawa.

CSC is involved in this project for a number of reasons. Because 1990 is the United Nations' International Literacy Year, the U.N.'s goal can only be achieved if many organizations participate in its literacy initiative.

Secondly, both the Federal Bureau of Prisons and the Correctional Service of Canada have something to offer to this important task. The Service, for instance, is now giving over 1,000 offenders each year the "freedom to read," a program aimed at bringing them from illiteracy to a grade eight level of reading. In that respect, the conference will celebrate the accomplishments of offender-students, staff, teachers and volunteers, and literate offenders who are helping fellow offender-students to read.

CSC is also involved in the conference because of its recently-signed agreement with the Federal Bureau of Prisons which pledges that both bodies will work more closely together to achieve their common objectives. We are proud of this agreement because we can learn a great deal and share our Canadian expertise.

Finally, and very importantly, we are co-sponsoring the event because of our mandate with the Solicitor General of Canada – espoused in our Mission document – which states that "we believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential for the achievement of our "Mission" (Core Value 4).

Learning from others is not simply interesting and stimulating; it is essential to cost effective management. In a correctional enterprise, sharing successful initiatives is not only a moral obligation, it also contributes to greater global protection of the many publics that we are here to serve.

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"Education is the key to infection control," says Laurie Fraser, director, Nursing Care, NHQ. At the beginning of 1989, *Let's Talk* looked at the subject of infection control in a correctional environment. At that time, *Guidelines on Infection Control* had just been approved by the Service, and a program to offer staff immunization against Hepatitis B had started. In this update, *Let's Talk* looks at what has been happening in infection control since then.

Stress and its effect on you: _____ Page 6

In a 1989 survey on stress in correctional work, interpersonal relations were found to be the major source of stress for front-line officers. Correlations between stress and illness suggest that strong emotions like anxiety, love, and hate have a physical effect on immune cells which ward off disease. Some researchers even believe cancer and the common cold are stress-related. Learning to accept and cope with stress is one of life's great challenges. As one psychologist once said: "Don't take life too seriously; none of us get out of it alive."

Standing on guard – against computer viruses: _____ Page 8

Whether they are annoying little occurrences such as ping-pong balls bouncing back and forth across the computer screen, or a sudden and disastrous hard disk crash, "viruses" and "worms" have become a major security problem for federal government computers.

Fire Prevention Week – Oct. 7-13: _____ Page 12

Fire safety is an ever-increasing concern of our society. Canada has a very poor record for per capita fire deaths among industrialized countries. The vast majority of these fire deaths occur in residential occupancies involving the young or elderly. While community and government authorities grapple with the many factors affecting residential fire safety, the correctional environment presents a more difficult problem.

Freedom to Read – International literacy conference: _____ Page 14

October 14-17, the Correctional Service of Canada and the U.S. Federal Bureau of Prisons will co-sponsor *Freedom to Read*, an international conference on literacy in corrections, to be held in Ottawa. *Let's Talk* presents conference highlights.

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Cover: 1990 is International Literacy Year. During the year, the international community is making special efforts to promote greater action in the area of literacy. The Correctional Service of Canada is now giving over 1,000 offenders, each year, the "freedom to read." *Let's Talk* celebrates the accomplishments of offender-students, staff, teachers and volunteers, and literate offenders who are helping fellow offender-students to read.

Infection Control

"Education is the key"

At the beginning of 1989, *Let's Talk* looked at the subject of infection control in a correctional environment. At that time, *Guidelines on Infection Control* had just been approved by the Service, and a program to offer staff immunization against Hepatitis B had started. Since then, those Guidelines have been published. Emphasizing "universal precautions" the small booklets were circulated to all CSC staff and offenders across Canada.

In this update, *Let's Talk* looks at what has been happening in infection control since then.

Education is the key!

"Education is the key to infection control," says Laurie Fraser, director, Nursing Care at NHQ. Results of the education programs and information about infection control in the institutions became evident last summer at Kingston Penitentiary. The staff there took part in the care of a tuberculosis patient.

"Everyone pulled together," said Fraser, of the unique effort. "The Service's health care staff and correctional officers worked

with the nurse and physician from the Department of Health and Welfare, the local medical health officer, as well as various consultants to ensure that they had the necessary information to protect themselves. Although staff were understandably concerned, they handled the situation very well, providing an excellent level of care to the patient while taking necessary precautions."

Immunization for staff

Through the Public Service Health Directorate, Health and Welfare Canada, most CSC personnel in institutions have already received a series of shots against Hepatitis B. "Procedures are being set up with the Public Service health nurses to provide booster shots due five years after the first immunization," says Fraser. "Staff

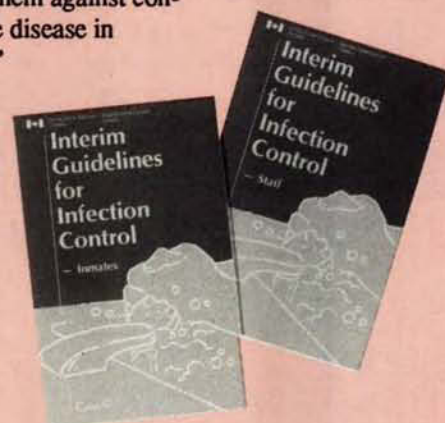
who leave the Service will need to remember to see their new employer, family physician or local public health clinic to maintain this necessary protection."

Inmates to receive Hepatitis B immunization

Information videotapes about Hepatitis B, made for the Service by the University of British Columbia, have been circulated to all institutions. In late October 1989, Treasury Board approved CSC's request for funding to test inmates for Hepatitis B and offer immunization. This voluntary program, now underway across the country, will become part of the reception process for new inmates. Early fall will see videotapes for inmates on Hepatitis B featuring the inmates themselves as narrators.

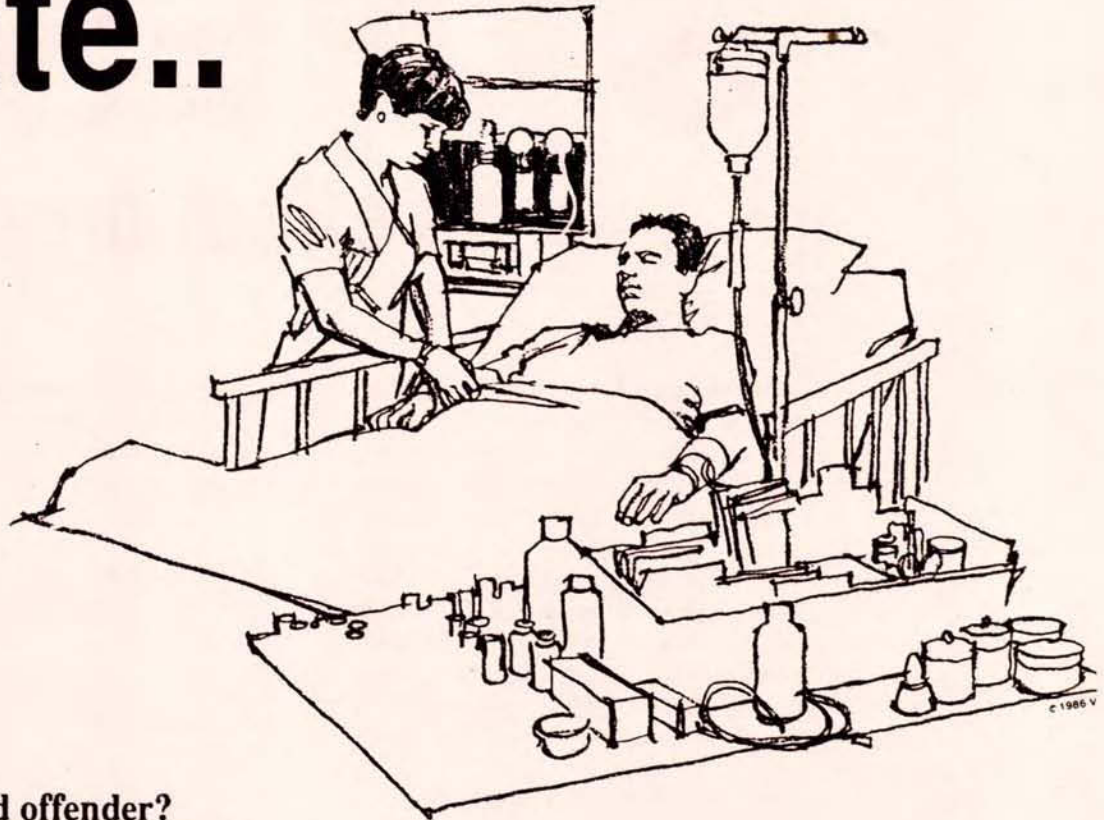
Is Hepatitis B testing mandatory?

Although testing is not mandatory, it can give the Service some idea of the prevalence of Hepatitis B in the inmate population (an inmate may refuse to be tested and still receive the immunization). "Recent figures indicate that more than 80% of the inmates have not been exposed to the Hepatitis B virus," says Fraser. "This also shows that there are a great many who will need immunization to protect them against contracting the disease in the future."



As of July 31, 1990 there are 25 cases of HIV positive and one case of AIDS identified in CSC Institutions.

update..



What about the paroled offender?

In order to continue the series through community facilities, parole officers will be notified about inmates who started the Hepatitis B immunization program during their time in an institution.

Policies about HIV inmates

There have been no changes in the policies governing HIV positive offenders since there is no need to isolate infected inmates. AIDS, like Hepatitis B, is passed through blood by-products (sharing needles and sexual activity). Thus every attempt is made to place these inmates in the general population.

"When the first sero-positive offenders came to CSC," says Fraser, "apprehension among both staff and other inmates was understandably high. As a result, many inmates were placed in segregation or the health care centre for their own protection." It also resulted in their missing both work and educational programs. "It's encouraging," says Fraser, "to see that increased awareness about the facts of HIV and AIDS among staff and inmates has resulted in more HIV inmates being placed in the general population."

HIV mandatory testing is not effective

Neither the Service nor the community feels that mass screening is an effective or desirable strategy since

test results may be inaccurate. It may take many months after exposure to infection for someone to test positive.

There has been considerable success recently in treating HIV positive patients with the drug AZT, which delays the symptoms of the disease. This ability to offer treatment to HIV positive inmates will lead to offenders being offered HIV testing during the reception process. Fraser says because the results of such testing remain confidential, it will encourage inmates who may have been engaged in high-risk activities to come forward for testing. Although there is still no cure for AIDS, finding out one's status and starting therapeutic intervention early can offer an individual longer disease-free intervals.

Are there work limitations?

There have been a number of questions both in the community and the Correctional Service about whether persons who are HIV positive should work in a food preparation area. "It's important to remember," says Fraser, "that both the HIV and Hepatitis B viruses are transmitted between people via blood-to-blood transfer. So there is no danger to others if infected people were to work in food service areas. Actual limitations on work are really only determined by the physical condition and abilities of the persons themselves." ■

STRESS

and its effect on you

A top-level executive is handed yet another deadline by his superior. He experiences what is known as 'a panic attack.' His hands get cold, his breath shortens, and he feels completely helpless and afraid. He longs for a drink or strong cup of coffee to help him finish the day.

A project manager arrives to work early. On her desk sits a list of duties which must receive priority over her other work. A single mother, she has to take her sick child to the doctor during lunch. Unable to find a baby-sitter for the child, she cannot work overtime to complete her other work. When a colleague asks her for a file, she bursts into tears.

Why are these two people reacting this way? Both are suffering from a surplus of what experts call negative stress. But what exactly is stress? Medical experts contend it is an aspect of everyone's lifestyle today. Stress, they say, is the tension one experiences when faced with a new, unpleasant or threatening situation. It arises at a time which appears to jeopardize one's self-esteem, happiness, safety or well-being.¹ When faced with such a situation, muscles may tighten, pulse may quicken, and extra adrenaline may rush through one's system. This may deplete one's level of energy and cause one to feel nervous, hassled, angry or burned out.

Some researchers even believe cancer and the common cold are stress-related.

Signs of stress include depression and changes in eating, sleeping and sexual habits. Unchecked, stress can lead to drinking and drugs. Some researchers even believe cancer and the common cold are stress-related.²

But stress can also be positive. As energy, it can have a positive effect on the body or mind. A correctional officer, for instance, may be more alert during an emer-

gency. An office manager may have a surplus of energy when planning an important event. The nervousness and stress ballet dancers experience prior to performances may inspire their greatest dancing.

In a 1989 survey on stress in correctional work, interpersonal relations were found to be the major source of stress for front-line officers.

Science on stress

Scientific studies on the mind-body relationship reveal that the immune system, which controls our ability to fight off illness, is affected by our thoughts and feelings. Correlations between stress and illness suggest that strong emotions like anxiety, love, and hate have a physical effect on immune cells which ward off disease. Emotions, therefore, trigger a chemical reaction in the immune system. Research in 'behavioural immunology' suggests negative emotions may cause the immune system to shut down and cause "stress-induced immune suppression" which can make one more susceptible to illness.³

In a 1989 survey on stress in correctional work, interpersonal relations were found to be the major source of stress for front-line officers. The survey, conducted by *Forum*, the Correctional Service of Canada's research magazine, was given to 109 correctional workers who face stress daily. Forty per cent of respondents listed dealings with management as the most stressful element in their work. Dealings with inmates and co-workers ranked close behind. Researchers contend that when this and other stress factors (such as boredom) are combined, domestic problems may follow.

Correlations between stress and illness suggest that strong emotions like anxiety, love, and hate have a physical effect on immune cells which ward off disease.

Coping with stress

Some people do not fall victim to the negative side of stress. Psychologists refer to them as "hardy" types, people in control of their lives. But, psychologists say, those who respond to stress inefficiently (by experiencing a decrease in energy and efficiency), should find suitable methods of dealing with stress in the future.

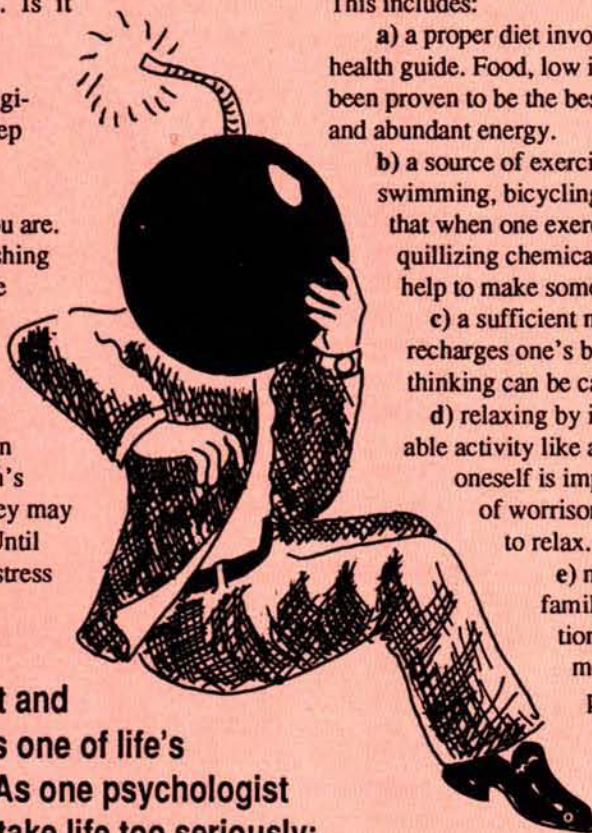
Lina Lefebvre, occupational health nurse, Public Service Health Directorate, Ontario region, offers stress workshops to CSC staff. She lists the following steps as ways to deal with stress:

Tips on dealing with stress

1. Determine where the stress is originating from and how to handle it. Is the stress work-related or linked to domestic issues. Is it caused by being unable to achieve a goal? Becoming aware of where the stress originates from can be the first step in learning to deal with it.

2. Accept yourself as you are. Don't waste your energy wishing you were different. Everyone knows what works for them and what does not. Introspection, defining personal values and evaluating self esteem, can help a person sort out priorities. If a person's values and lifestyle clash, they may experience negative stress. Until self esteem is strengthened, stress will continue to cause such people problems.

Learning to accept and cope with stress is one of life's great challenges. As one psychologist once said: "Don't take life too seriously; none of us get out of it alive."



3. Learn to cope with stress by remaining healthy. Healthiness can provide an avenue to release stress. This includes:

a) a proper diet involving food from Canada's health guide. Food, low in fat and high in fibre, has been proven to be the best for health, stress endurance and abundant energy.

b) a source of exercise one enjoys such as walking, swimming, bicycling, or jogging. Studies show that when one exercises, the brain releases tranquillizing chemicals called "endorphins" which help to make someone feel happy and relaxed.

c) a sufficient night of sleep. Because rest recharges one's body, depression and wrong thinking can be caused by insufficient sleep.

d) relaxing by involving oneself in a pleasurable activity like a hobby. Taking time out for oneself is important; it helps clear the mind of worrisome matters and makes it easier to relax.

e) maintaining contact with family and friends (or socialization) for a source of 'replenishment.' Stress often causes people to withdraw and become less available to others.

Having someone to talk to can put problems in perspective and remind one that others also experience problems daily. ■

Editors note
Group workshops, offered by Lefebvre, can be booked (in the Ontario region) by calling (613) 990-1000. They last one day or two half-days and are given in the 360 Laurier Ave. W., 2nd floor, health office, Ottawa.

¹ Dr. C.E. Massey, Ph.D. "How to deal with Your Stresses," *RCMP Gazette*, Vol. 52, No. 4, 20.

² "About Stress Management," *Scriptographic Communications Ltd.*, 1989, p.4.

³ John Barber, "Worried Sick: Scientists discover how stress and emotions affect the course of disease," *Equinox*, 92.

By Louise Coates and Gilbert Ghanous

STANDING ON *against computer*

Whether they are annoying little occurrences such as ping-pong balls bouncing back and forth across the computer screen, or a sudden and disastrous hard disk crash, "viruses" and "worms" have become a major security problem for federal government computers.

These nearly 200 benign – or sometimes quite destructive – electronic demons have an unusual collection of names and characteristics. Half are self-propagating and are formally known as "viruses." Canadian and U.S. experts have identified another 50 to 100 non-propagating bugs. Called "Trojan Horses" and "logic bombs," they masquerade as useful software or are imbedded in vital programs. A further 10 to 15 are called "worms" because they use system resources to propagate on their own across a network.

One of the most common viruses, "Jerusalem B," is preset to delete an entire floppy or hard disk on any Friday the 13th.

A few of the more benign varieties had appeared in several government departments over the years, but the first wave of dangerous occurrences began last December. The situation quickly grew more

serious, prompting the RCMP to hold a government-wide seminar on the subject in January. Yet Inspector Ian Ross of the RCMP's EDP Security Branch says he was still receiving at least one infestation report a day in March.

RCMP inspection team responds to infestations

With a Treasury Board mandate "to supply advice and guidance with respect to computer security to the Government of Canada, its departments and agencies," the RCMP's Security Evaluation Inspection Team (SEIT) spends 50 to 60 hours a week responding to such reports. It also prepares and gives lectures and seminars.

"The potentially most dangerous viruses aren't readily apparent," says Ross. "They can sleep for a while and awaken to do damage at a future date or time." For example, one of the most common viruses, "Jerusalem B," is preset to delete an entire floppy or hard disk on any Friday the 13th.

Some departments are embarrassed when this happens because it means they haven't taken the normal precautions," says Moe Massart, a civilian consultant with SEIT. "They don't let that information out, even to

us, but we usually hear about it later via the grapevine," he adds.

SEIT is cultivating government-wide awareness of the problem, especially by senior management. "One of our prime recommendations is centralized acquisition of all hardware and software. Then someone can vet it with a scanner or other tool. This would give the ultimate user a high level of confidence that whatever arrives at his or her disk is free of 'vandal-ware'," says Inspector Ross.

The RCMP's January seminar was well attended by all departments, says Ross, but knowledge is not enough without a follow-through. Two participants failed to get support from senior management when they went back to their departments. Three weeks later they were calling to say they had a virus problem.

"Viruses are not new," says Ross, "but nothing happened for so many years, it just didn't seem like a problem worth doing anything about." Then suddenly last year people realized this is a real concern. Even a small problem costs a major department big bucks.

GUARD — viruses

In February an outbreak of the "Stoned Virus" — it displays "Your PC has been stoned. Legalize marijuana" on the screen — at the House of Commons required an immediate scan of over 400 systems and all associated diskettes.

At an average 15 minutes per system, the exercise took 18 people three days to complete. "We were lucky," says the Commons' Computer Systems Branch chief, **Pierre Legault**. "We knew it could happen, since there are so many PCs around. Now we're going to distribute scanning programs to all users on the Hill."

Transport Canada was one of several departments affected by the December infestation. Four PCs

arrived contaminated with a new virus ("disk killer") the department's scanning software could not detect. The virus that infected the operating systems had been hidden in software that came shrink-wrapped from an external supplier. "It was a good lesson for us," says Director of Integrated Office Systems, **Joe Sauvé**, "We had done all the right things and still got hit."

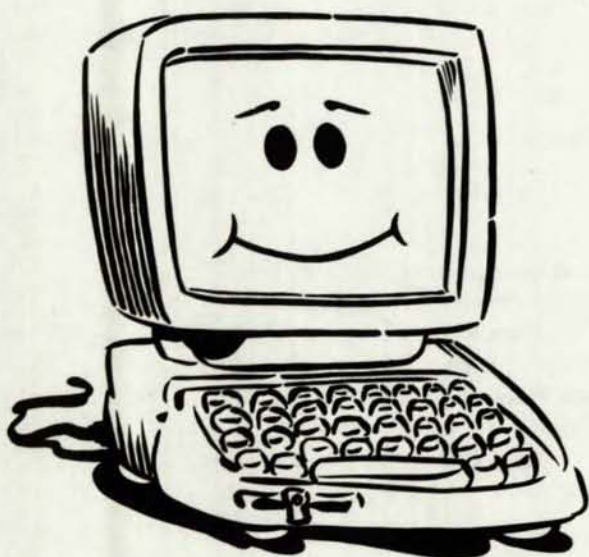
Around the same time a similar problem hit Employment

and Immigration Canada. Five micros delivered to its St. John's, Newfoundland, office were infected with "Jerusalem B." Fortunately, the machines were scanned before installation so no damage was done.

The incident was reported to the RCMP, who traced it back through



Graphic by Doug Roach



the Canadian manufacturer and discovered another 27 infected machines in various government departments. Subsequently another 400 machines which had been delivered to private sector customers were also found to be contaminated.

The most common way to detect PC viruses is with a scanning program, either an older IBM version which can check for some 40 viruses, or a more advanced 72-virus (now over 180) program from McAfee Associates of Santa Clara, California, and other companies. Virtually all federal departments seem to be ordering licences from McAfee. Scanning programs for MacIntosh, Apple and other computer models are also available. The \$10,000-plus fee is seen as a worthwhile investment. "We have a lot of micro-based production systems, so there's no question we could suffer significant loss," says Transport's Joe Sauvé.

The department ordered a licence covering 3,000 devices and loaded the program onto its IBM mainframe so field staff can download it when needed. Employment

and Immigration not only bought a licence from McAfee, (sic) "We also published a virus security bulletin. It went to every one of our employees informing them what viruses are, where they come from, how to tell if you are infected, what precautions to take, and who to contact," says **Don Olmsted**, the department's national EDP Security Coordinator.

Taking a tough approach to the problem

Transport Canada takes a tough approach to the problem. "We want to create an environment in which such an invasion can be clearly shown as a criminal offence, even when committed by a departmental employee," says Joe Sauvé.

"We tell managers they must exercise proper controls and due caution and care, and then define what that constitutes. Then if an employee brings in a contaminated diskette, it's no different than any other negligent act committed against government property.

"I want a clearly understood environment in which I can say, 'Not only did an employee go outside the department's policy, but violated it in such a way that he or she has clearly exhibited negligence'," says Sauvé.

"That then becomes grounds for normal disciplinary action."

Apart from new or rented equipment, a common scenario, says Inspector Ross, is for a diskette to be taken home, and contaminated by a bulletin-board-crazed son or daughter who uses it in the home computer. Another common source of contamination is repair shops that don't follow good security practices.

Sooner or later hardware problems inevitably crop up on workplace computers and they are sent out for repair. "If the shop is doing a lot of work for the federal government and not following good security practices, it's like a cook spreading botulism," Ross says.

"I've already got those third party agreements in place. My repairers and installers are all required to be bonded and we can deal with this as a certifiable service," Sauvé says. "We're exploring the possibility of adding special security clauses in our master standing offer agreements to require these facilities to sweep and scan their work benches."

Employment and Immigration's Don Olmsted says these clauses should also be inserted into supplier contracts. Similar plans are under way in Canada's private sector. Software analyst **Martha Schram** of McAfee Associates says that "Canada is probably more on the ball than any other country I deal with. The U.S. government is going about this a little slower, and in a more piecemeal fashion. I don't know what it is. You're either much more cautious people or you're just plain smarter." *

CSC is one of the first government departments to negotiate with McAfee Associates of California regarding a corporate site license for their scanner product. The scanner is kept constantly updated by NHQ Information Technology (IT) personnel, and is shipped

out to Regional IT personnel as soon as it becomes available. The version in use in early July can identify 111 separate viruses or over 180 of the nasty critters, if you include all the sub-strains it is capable of detecting.

So far, the scanner has found a virus in one CSC institution of which NHQ is aware; however, it may have found more in other institutions or in an RHQ. Viruses have also been found in other areas of NHQ in both IBM and Macintosh computers.

This article is the first in a planned series on Electronic Data Processing (EDP) security for *Let's Talk*. You will find that there are many things that you, the user, can do to help minimize EDP security problems. A good place to start is by reviewing the CD, "Micro-Computer Protection Against Viruses," issued in early 1989.

All virus contaminations should be reported through both Security and Information Technology channels. The anti-virus (IT) co-ordinator for NHQ is Bob Brown (613)996-8300. Regional staff should call their RHQ informatics branch. Bob Brown and regional personnel need staff's co-operation to compile a list of the viruses that have affected our systems.

Anti-virus protection tips for CSC computer users:

1. Ensure your computer is used only by authorized persons. Allowing other users violates the CSC Code of Conduct.
2. Do not store any file that allows a user to automatically log in to CSC's mainframe.
3. Never connect a virus-ridden computer with another CSC computer until the virus has been eliminated.
4. Do not put any software from a Bulletin Board System or a public software program into a CSC computer unless it was compiled by CSC systems personnel.
5. If your computer is going to be accessed from another computer, make sure you're at the scene so you can control what happens. Never allow any unsupervised access to your computer through a modem link.
6. Do not transmit files to other users through CSC's mainframe Mail Manager system.
7. If you are taking work home or to another office, only transfer data file diskettes. Do not transfer diskettes with .BAT, .COM, .EXE, or .SYS files from one machine to another.
8. The original master diskettes of a software package should only be used to make a working copy. Learn to create and use a backup copy of the software package, and never access the software from the hard drive.
9. Assess the risk of loss and the impact of loss of your data files and back them up to minimize the effect of such loss. Program files can always be re-installed from the clean master diskettes.

** Reprint from Dialogue Vol.14 no.3,
Public Service Commission of Canada;
by Doug Nixon.*

Fire Prevention

During Fire Prevention Week and throughout the whole year, practice fire safety wherever you may be. Make your place firesafe.



Courtesy of Saskatoon Phoenix Star

Fire safety is an ever-increasing concern of our society. Canada has a very poor record for per capita fire deaths among industrialized countries. The vast majority of these fire deaths occur in residential occupancies involving the young or elderly. While community and government authorities grapple with the many factors affecting residential fire safety, the correctional environment presents a more difficult problem. But what is meant by "the fire problem in correctional facilities?"

Prison fires unique

Prisons, detention centres and similar buildings differ from most residential and institutional occupancies because security is a major operational consideration.

The challenges presented by a prison fire places a greater reliance on staff to take appropriate and effective action, says **Randy Gaw**, Chief Operational Fire Safety for CSC. This, he says, usually involves partial or complete evacuation of the immediate area coupled with fire extinguishment using portable extinguishers and/or fire hose. All this is done while maintaining adequate security.

CSC's Fire Safety is multi-faceted and includes control of fire hazards through regular inspections and training from initial induction and orientation training to periodic refresher training; equipment (including fire alarm, sprinkler, standpipe and fire pump systems) and fire evacuation exercises.

In support of Strategic Objective 1.4 of the Mission which states "to provide an environment that is safe, secure and clean and which fosters positive interaction between staff and offenders," CSC has undertaken a Sprinkler Retrofit Program to install fire sprinklers in living units. Automatic sprinkler systems are designed to detect a fire, send an alarm and apply a water spray to the fire when the ceiling temperature reaches 71°C. The sprinkler(s) near the fire will fuse, causing water to spray onto the fire thereby extinguishing it and thus limiting the development of smoke and heat.

Week – Oct. 7-13

Building codes and standards do not always reflect the realities of the prison environment

During new construction or major renovations, CSC builds its facilities in accordance with the appropriate building codes and standards, some of which do not always reflect the realities of the prison environment. Gaw says CSC undertook an extensive project to initiate some 23 changes to the National Building Code of Canada (N.B.C.), 1990. The N.B.C. now recognizes there is a need to lock such things as exit doors, fire hose cabinets and extinguishers in some areas.

We are involved with the Fire Commissioner of Canada in rewriting the *Treasury Board Standard For Correctional Institutions*. We are initiating changes to the gas codes for cooking equipment and are working with CORCAN in developing a line of fire safe upholstered furniture for use in inmate-occupied areas.

CSC staff deserve credit

While much work is underway at NHQ, credit must be given to the experience and dedication of our regional and institutional staff, who often do not receive recognition for their contribution. With the help of **Barry Forhan**, AWMS, Drumheller Institution, the institution and the City of Drumheller concluded an *Agreement For Firefighting Services*. The Agreement identifies the roles and responsibilities of both parties in the provision of firefighting at the institution and removes the uncertainty of deciding who is in command during a fire or other major incidents.

Jim Halldorson, chief engineer, Matsqui Complex, assisted in the design and construction of a smoke house used for fire and gas training. The importance of refresher training in the respirators (both self-contained breathing apparatus [or S.C.B.A.], and gas masks) cannot be over-emphasized. While the Canada Labour Code clearly states that annual refresher training is required, it is often difficult to meet the requirement without access to a proper training facility.

Many of our staff are volunteer members of municipal or mutual aid fire departments. They bring to CSC hands-on experience in firefighting and fire prevention. Through liaison and cooperation with the Fire Commissioner of Canada, the National Fire Protection Association (NFPA), and Provincial and Municipal fire authorities, we are sharing our knowledge and experience in the field of correctional fire and life safety. ■

Question:

Why is Fire Prevention Week always observed in the week that contains October 9th?

Answer:

October 9, 1871, marked the start of the Great Chicago Fire which was reportedly started when Mrs. O'Leary's cow kicked over a lantern in a barn. The resulting fire destroyed approximately one-half of Chicago and spawned the development of new fire-fighting equipment, such as fire hydrants, sprinkler systems and fire alarm systems. To remind us of the ever-present threat of fire, we recognize this week.

If you have any experiences, information on coming events, stories or anecdotes relating to fire prevention or fire safety, write to Randy Gaw, c/o Fire Safety, NHQ.

For your information Beaver Creek Institution wants to dispose of a 1938 Ford fire truck which has been partially restored by the Ontario Fire College at Gravenhurst. Contact Randy Gaw for further details.

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Freedom to Read –

An International Conference on Literacy in Corrections

The United Nations has declared 1990 International Literacy Year. During this year, the international community is making special efforts to promote greater action in the area of literacy.

As part of these important efforts, the Correctional Service of Canada and United States Federal Bureau of Prisons are pleased to welcome delegates and special guests to "Freedom to Read."

The Conference, which brings together international partners in the criminal justice system and community interest groups is headquartered at the Ottawa Congress Centre from October 14-17.

Conference highlights include:

October 14 - Welcoming reception at the National Gallery of Canada.

October 15 - The 'Book Voyage' officially ends after having travelled to 42 Correctional Service of Canada institutions.

- Integration of literacy training with the realities of prison life.
- Premiere of the film "The Other Prison," which was filmed, in part, at the former Laval Institution and the Federal Training Centre.
- Dinner with the Solicitor General of Canada.

October 16 - Community reintegration – what are the effects of correctional programs, particularly education/literacy, on offender reintegration?

- Workplace literacy looks at the needs of the business community and the way in which they and the corrections community can work together to assist inmates with community reintegration.

October 17 - Delegates representing the United Nations, the Organization for Economic Cooperation and Development, the Commonwealth, la Francophonie, the Council of Europe, the Organization of American States, and Pacific Rim countries will participate in a series of workshops designed for the exchange of views, approaches and constraints.

- The Attorney General of the United States will address the delegates during the closing luncheon. ■

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Pacific Graduation – Corp 302



PACIFIC – The graduation ceremony for CORP 302 was recently held at the Regional Correctional Staff College. Congratulations to all CORP 302 graduates:

(Back row l-r) Terry Bishop, William Head Institution; Steven Marshall, Mountain Institution; Tom Rutledge, Matsqui; Jim Crawford, Mission; Ron Meyer, Matsqui; Phillip Ouellet, Mission; Daniel Amundson, Mountain.

(Second row l-r) Marion Williams, Instructor; Stephen Phillips, William Head; Ken Horseman, Mountain; Troy Guilderson, Mountain; Dale Brunneski, Mission; Kevin Crawford, Course Leader/Instructor; Michael Drebit, Regional Psychiatric Centre; John Wiseman, Regional Psychiatric Centre; Dean Lang, Mission; Dennis Fields, Mountain; Glen Wilson, Instructor.

(Front row l-r) Nancy Stroud, Mission; Linda Kerr, Mountain; Dianne Murray, William Head; Georgette Demers, Mission; Catherine Vigeant, Mountain; Theresa Smith, Mission; Lisa Dahlstedt, Mountain Institution.

Absent: Robert Deppisch, Mountain; Todd Yoland, Regional Psychiatric Centre.

Award Winners: Exemplary Officer Award – Robert Deppisch; Weapons Proficiency Award – Dale Brunneski; Academic Achievement Trophy – tied – Ron Meyer & Daniel Amundson.

CORCAN anniversary open house

PACIFIC – Mountain Institution's CORCAN Division recently hosted an open house for staff and inmates as part of the celebration of CORCAN's 10th anniversary.

Chief of Industries Peter Knott and staff, upholstery instructor Ray Brulé, paint instructor Clint Miner, greenhouse instructor Henry Friesen, and inmate work crews set up CORCAN product line displays and provided tours of the work sites.

Recent renovations to the carpentry and upholstery shops of

Mountain Institution provide a brighter and larger work area, and needed warehouse space. Increased inmate work sites will result in a doubling of inmate employment placements and increased participation in the upholstery apprenticeship program.

CORCAN sales at Mountain Institution amounted to \$400,000 in 1989/90 and anticipated sales for 1990/91 are forecast at the \$500,000 level.

Inmate art displayed at Port-Cartier

QUEBEC – In an effort to promote the artistic talents of its offenders, Port-Cartier Institution organized an inmate exhibit of paintings, July 14. Several of the paintings were on sale to raise funds for the Quebec Cerebral Palsy Association.

The paintings displayed were selected under strict criteria of the institution and projected the flair of any contemporary art exhibit but also conveyed the inner suffering and loneliness of its creators. Like most artists, Port-Cartier's inmate-painters were inspired by personal experiences: memories, painful recollections, imagination, dreams, and nightmares.

The self-taught artists from Port-Cartier's Detention Centre Gallery have learned to use art tools and supports by themselves. Several exhibit visitors were impressed by the various techniques and styles used in the paintings.

With files from le Port Cartois, Vol. 4, No. 29.

Muscular Dystrophy fundraiser

PACIFIC – Winding mountain roads and sore feet didn't stop six Ferndale Institution inmates and four volunteers/escorts, from completing a two-day 83-km walk from Ferndale to Hope, B.C. to raise funds for Muscular Dystrophy.

The group began the 'Walk for Hope' June 29. Lisa Tyrpstra, a seven year-old with MD, escorted the group during the first stretch of the walk.

At Hope City Hall the Mayor presented the walkers with Certificates of Appreciation. Local fire departments, the press, and RCMP all contributed to get the community involved in this successful event.

More than \$1,500 was raised and was presented to the Muscular Dystrophy Association during their Labour Day Telethon, Sept. 2-3.

From Stony to Stacey

PRAIRIES – One day while working at the Stony Mountain Institution in Manitoba, Correctional Officer **Jack McDonald** came across a newspaper article on a benefit marathon for a local child, sponsored by Selkirk, Manitoba ambulance drivers.

The child, **Stacey Bland**, had been a healthy child until after her ninth birthday. Then, a malignant tumor was discovered in her back. After an operation to remove it, radiation and chemotherapy treatment led to an enlarged heart and Stacey had to undergo a transplant. This was successfully completed, but soon after, the doctors diagnosed thyroid problems resulting in yet another operation.

Stacey's story so affected Jack it gave him the incentive to begin his

own benefit with the help of his colleagues at Stony Mountain.

"The thought settled in each of our minds that but for the grace of God it could easily have been any one of us," Jack explained. "We each had families, some with brothers and sisters. Some of us were also married with children of our own."

The feeling was unanimous. So began the collecting for the Stacey Bland benefit.

The response was positive as staff members contributed to the aid of this young girl few of them knew.

The result, staff at Stony Mountain donated \$700 to Stacey and her family to help offset some of the expenses incurred by the family not covered by Medi Care.



CX officer Jack McDonald from Stony Mountain Institution presents a cheque to Stacey Bland and her father Lorne.

Goulem sports meet

QUEBEC – The June 5th Pierre Goulem sports meet, held at Laval's Tennis 13 Club, brought together 50 people and helped raise \$200 for the Courage Marathon. The Regional

Reception Centre was awarded a commemorative plaque as the institution with the greatest number of participants.

The sports meet was organized by **Robert Raymond** and **Jacques Bourillard** of the Education, Training

and Social Development Division, Regional Reception Centre, Ste-Anne-des-Plaines Institution.

The event is named after **Pierre Goulem**, previous RRC director and event supervisor during its first four years.

Westmorland 'environment friendly'

ATLANTIC – Every month, \$500 of Westmorland Institution's budget is spent on the purchase of styrofoam cups for staff and inmate use.

From an environmental perspective, the institution was producing too large an amount of waste and thus polluting the environment.

Dorchester Management saw an opportunity to save \$6000 each year by purchasing one hundred dozen porcelain cups for the kitchen at a cost of \$1200. Each inmate was also given an additional cup.

This way, the institution saves \$500 each month, which can be applied to programming, and is protecting the environment.

National Weapons Competition

PRAIRIES – CSC regions recently sent their top rifle and revolver shooters to the National Weapons Competition held at the RCMP Depot in Regina, Sask., June 11 to 15.

Among the successful representatives were **George Girling**, Pacific, winner of the National Rifle Competition, closely followed by Ontario's **Bill Isaacs** and the Prairies' **Cal Soloway**. Other rifle competitors included: **Jean Simard** (Quebec) and **Ken Ferguson** (Atlantic).

In the revolver event, Ontario region's **Wayne Kelly** finished first while **Neil Thiessen**, Pacific, and **John Thompson**, Prairies, placed second and third. Other revolver competitors included: **Wayne Milard** (Atlantic) and **Michel Laliberte** (Quebec).

The Tom Hall trophy, designating the top regional rifle and revolver scores, was awarded to the Ontario team made up of Kelly and Isaacs. The Pacific and Prairies regional teams finished in second and third place.

The three-day shooting event culminated with the Solicitor General Challenge Cup competition, facing off the top three revolver shooters from both CSC and the RCMP. CSC emerged as the winner of this event with shooters **Wayne Kelly** (Ontario), **John Thompson** (Prairies) and **Neil Thiessen** (Pacific).

Special thanks are extended to coordinators **Chuck Dunlap**, Regional Staff College, Prairies, and **Gilles Demers**, Quebec Staff College, and RCMP Depot staff.

Let's Talk



November 1990 • Correctional Service of Canada

Canada's oldest penitentiary prepares for tomorrow

Kingston Penitentiary retrofit



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 11, November 1990

Let's Talk/Entre Nous is published monthly by the Creative Services Division, Communications Branch, of the Correctional Service of Canada.

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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Articles may be reprinted as a whole or in part with credit to:

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Printed in Canada

ISSN 0715-285X

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Let's Talk... with the Commissioner

Communicating openly and honestly

Unit Management is, in many ways, a very new and different way of going about institutional corrections. The new model had a difficult start, and there are still problems which require attention. But, we are working at those problems, and solutions will be found. Of that, I have no doubt. I think everybody now understands that unit management is here to stay. It is, by the way, the model that is now being introduced in correctional systems throughout the world.

My concern is not about the model, but about some old fashioned attitudes that we must deal with constructively – but firmly. I hear too often from front-line staff that their supervisors don't listen to their proposals for improvement, but prefer to dictate 'solutions.' I hear too often about 'consultation' after the decision has been taken.

The disappointing part of such messages is, of course, that we obviously have some supervisors who do not understand what their job is. The positive side is that front-line staff feel that they have something to offer – and rightly so – and that they want to contribute.

It is not easy to change from an autocratic to a participatory style of management. It is particularly difficult for people who, deep down, may doubt their own ability to manage and to lead. Autocracy is a good place to hide one's weaknesses.

On the other hand, participatory management and leadership do not mean that managers just do what their people want them to do.

Participatory management means that decisions are the result of an open and honest exchange of views (see Strategic objective 3.2) in which it is the quality of the arguments, not the place in the hierarchy, which counts. Check how you are doing in that respect.

A handwritten signature in dark ink, appearing to read 'D. R. ...'.

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Over the next eight years, Canada's oldest prison – Kingston Penitentiary – will undergo a \$43 million renovation that will allow it to both prepare for the future and preserve the past.

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Inmates have expressed interest in getting their own messages across to young offenders, since most were at one time young offenders themselves. They have no money to help kids get off the street, no training to help steer a young offender off a self-destructive path. They have no way of keeping their own brothers and sisters from the pain and degradation that drug addicts and alcoholics face. Instead, with understanding and caring, they continue to offer their stories in the hope that young offenders will look ahead and be able to think about the consequences of their actions before it's too late.

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When is a motherhood issue not a motherhood issue? When pregnancy causes controversy in the work situation. In this case the issue is the temporary transfer of pregnant employees to less dangerous, but comparable duties within the Correctional Service during the course of the pregnancy. It's an issue which has caused some negative responses from co-workers and which calls for creative problem solving on the part of managers.

Behind the walls: _____ **Page 12**

Darrel Forsyth has crossed a lot of walls in his time. When others complied with the law, he went over the top and eventually landed in jail. When others were content to be shackled by routine and stare blankly down the banality of eternity, he escaped into his mind by devouring the prison library. And now within the cement block and insistent clatter of Dorchester Penitentiary, he writes to transcend the routine, the lies, the anger, the violence and the vicious cycle for good.

Briefly – across CSC: _____ **Page 14**

Cover: Canada's oldest penitentiary prepares for tomorrow. The Kingston Penitentiary 'dome' (cover photo) will be restored to its original function as a circulation centre. Inmates will use the dome to access their living units.

Kingston Penitentiary

*Canada's oldest penitentiary
prepares for tomorrow*

Over the next eight years, Canada's oldest prison – Kingston Penitentiary – will undergo a \$43 million renovation that will allow it to both prepare for the future and preserve the past.

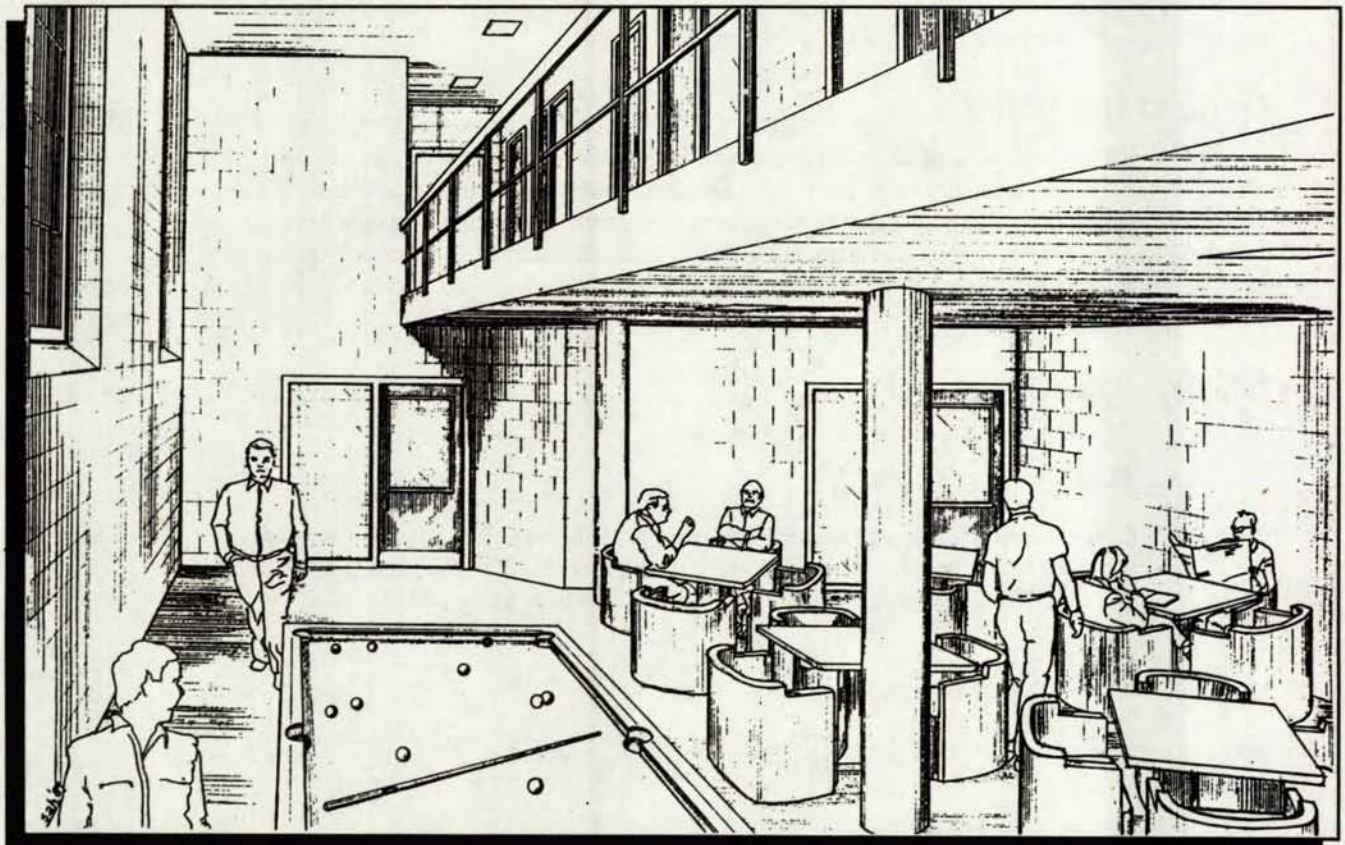
The new and the old

"The objective of the KP retrofit," says Elizabeth Sampson, an architect with CSC's Technical and Inmate Services Branch, "is to create

a modern correctional environment by bringing the structures up to present building codes and CSC program requirements."

Achieving this objective will require careful attention to the many heritage aspects of the 155 year old prison. Sampson notes that the Federal Heritage Buildings Review

An illustration of one of four inmate common rooms to be built within the reconstructed building B-4. Offices for case management officers, the unit manager and the unit clerk are on the mezzanine level above.



retrofit

Kingston Penitentiary 'dome.' In Phase three, the dome will be restored to its original function as a circulation centre; inmates will use the dome to access their living units. A false ceiling will be removed between the second and third floors, and fire exits put in place.

Office (FHBRO) has designated both the main cell block and the north gatehouse as classified heritage structures. Such a designation means that many of the proposed changes to KP must be reviewed by FHBRO prior to construction to ensure that exterior and interior features of historical importance are preserved.

Short-term pain, long-term gain

"There can be little doubt that all these changes will generate some disruption to the day-to-day operation of the prison," says **Willie Gladu**, KP's assistant warden for Correctional Programs. At times, staff may find themselves in temporary quarters, equipment and files may be moved or stored; security problems may increase with the large numbers of construction workers and vehicles moving through the prison; and staff may be reassigned to handle temporary changes in inmate routines and accommodation.


Special information campaign

To ease the transition, Gladu notes that KP has started a special information campaign to keep staff informed of the renovation plans.



"Union management briefings, newsletter articles and memos are some of the ways we advise the staff on the nature of the work and the approximate time frames," says Gladu.

Gladu likens the inevitable inconvenience and disruption of the upcoming retrofit to those experienced by a renovating homeowner. "But like a home renovation, the end results," says Gladu, "are worth the

temporary nuisance." He notes that after the renovations are complete, KP will have a considerable increase in program and treatment space that will allow staff greater opportunities to develop new and innovative inmate programs. "When we are finished with the renovations," says Gladu, "Kingston will be a much better facility for both the staff and the inmate." 

Six phases of construction

There are six phases in KP's retrofit program. To minimize the operational disruption, no more than two major projects will be undertaken at any one time.

• **Phase 1:** began in mid-July and involves the construction of an underground service tunnel for upgrading the mechanical and electrical services to the buildings.

• **Phase 2:** starts in June 1991 and involves renovating the three buildings that make up the Ontario Regional Treatment Centre. This Centre houses mentally disturbed and behaviourally disordered offenders referred from other CSC facilities in the Ontario Region.

Design plans call for the reorganization of the six ranges in the three-story buildings to make a total of 101 cells. Each range or unit will have a dedicated support space, including inmate day rooms, nursing stations and offices, interview rooms, storage areas, and a kitchenette. A fourth story will be added to connect the north and south wings and provide administrative and professional office space as well as an elevator for easy access by disabled inmates and staff. This phase will take two years to complete.

• **Phase 3:** starts in the Fall of 1991 and calls for the renovation of the dome and the now vacant south wing of the main cell block.

Known as B-4, this wing was closed following the 1971 riot. The renovation presented

an opportunity to use this vacant wing to supplement existing cell accommodation with program and associated office space to support the unit management concept. In this way, each of the four units will have a dedicated area directly connected to their ranges. These areas will include a large common room, a group meeting room, interview rooms and offices for the unit manager and case management offices. The design plan also calls for a new library (the chapel will take over the present library space), large group activity rooms, a central mechanical room, an elevator for handicapped accessibility as well as offices for psychology, case management and security administration.

The dome will be restored to its original function as a circulation centre; inmates will use the dome to access their living units. A false ceiling will be removed between the second and third floors, and fire exits put in place. Work on this phase will take approximately 15 months to complete.

• **Phase 4:** construction will be spread over four years and will provide improved electrical, plumbing and sprinkler services, fire exits and new finishes to the 430 cells in the main cell complex. This work will involve the renovation of

approximately 80 cells on a rotating basis. Construction on this phase will begin as the work on south wing and the dome are nearing completion.

• **Phase 5:** will begin in the fiscal year 1993-94 and involves the renovation of the prison hospital. Upon completion, this two-story building will have new examination and treatment rooms, an outpatient area, a secure inpatient area with six cells and two isolation cells, an inmate day room and an elevator for disabled access. A new corridor will give the hospital a dedicated connection to the main dome. Construction is expected to take one year.

• **Phase 6:** the final construction phase, will see the renovation of KP's most prominent feature – the north gatehouse. This work will involve closing the gate to cars and trucks and the construction of an entry reception area. This area will include lockers for the storage of visitors' personal effects, a scanner area, a secondary waiting room, washrooms, a control post with visibility of all public areas as well as a connection to the present Visitor and Correspondence Building.

Throughout the next four summers, there will be ongoing masonry repairs to the institution's exteriors. ■

by
Anne Gilmore

Audit update:

Internal Regulatory Documents

This work is a brief summary of major findings of the recent internal audit of Internal Regulatory Documents. (Audit #378-1-006).

1. Commissioner's Directives (CDs) set out the policies of the Correctional Service of Canada. Regional applications and local procedures are set out in Regional Instructions and Institutional Standing Orders respectively. The audit noted that these local regulatory documents were generally consistent with both the spirit and intent of the Directives. Although there were instances where Standing Orders had not been developed as required by the Directives, it was found that actual practices were consistent with the CD.

4. Communication of policies to staff is an area which requires improvement. Various methods of advising staff of new or amended policies were observed during the audit. Division meetings or reference in routine orders were cited as the most common means of doing this. The most effective approach in ensuring that staff were advised of new policies was a circulation and sign-off process.

2. In those instances where differences existed between Standing Orders and Commissioner's Directives, the majority of variances were viewed as being justifiable and consistent with the thrust of Strategic Objective 3.12 which stresses the importance of delegating authority "as closely as possible to the point of impact of decisions being made." Two exceptions to this were in the areas of Inmate Personal Property and Inmate Employment where it was suggested that greater consistency be attained through the issuance of guidelines which would assist in ensuring equitable treatment of offenders.

3. Controls and procedures relating to the development and issuance of Standing Orders require improvement. The majority of facilities lacked appropriate mechanisms to provide assurance that local policies were developed as required by Directives. Similarly, there are few controls to ensure that the local documents are amended when modifications to directives are promulgated.

5. Copies of regulatory documents were generally found to be available, and accessible to offenders. Procedures for ensuring that these documents were current were found to be satisfactory. However, one of the primary means of communicating policies to offenders is through the Inmate Handbook. Problems in updating handbooks to reflect new or amended policies was common in many institutions and have resulted in discrepancies between the handbooks and actual CSC policies. It was interesting to observe that several facilities have made use of technology such as closed circuit TV or Telidon messages in an attempt to improve the communication of policy changes to offenders.

Summaries of major audit findings are provided by the Audit and Investigations sector, National Headquarters, Ottawa.

Inmates reach out

Canadian correctional institutions offer some of the most innovative and well-researched educational and rehabilitative programs for offenders. **Randi Kennedy's** Life Skills class being taught at Collins Bay Institution, a medium-security penitentiary in Kingston, Ont., is such a program.

Teachers like Kennedy and other CSC staff have come to realize that part of an offender's rehabilitation can include opportunities for them to become 'givers' rather than 'takers.' Afterall, one of the strategic objectives of the CSC Mission document calls for the Service "to provide opportunities for offenders to contribute to the well-being of the community."

Offenders get their message across

Inmates have expressed interest in getting their own messages across to young offenders, since most were at one time young offenders themselves. They have no money to help kids get off the street, no training to help steer a young offender off a self-destructive path. They have no way of keeping their own brothers and sisters from the pain and degradation that drug addicts and alcoholics face.

Instead, with understanding and caring, they continue to offer their stories in the hope that young offenders will look ahead and be able to think about the consequences of their actions before it's too late.

The inmates decided to offer their stories in a series of letters which would be more like personal advice than a formal lecture. The letters were written by Collins Bay inmates.

In the past, letters such as the one included here, have gone to juvenile detention centers and group homes for young offenders with the suggestion that street kids read them and think about their lives.

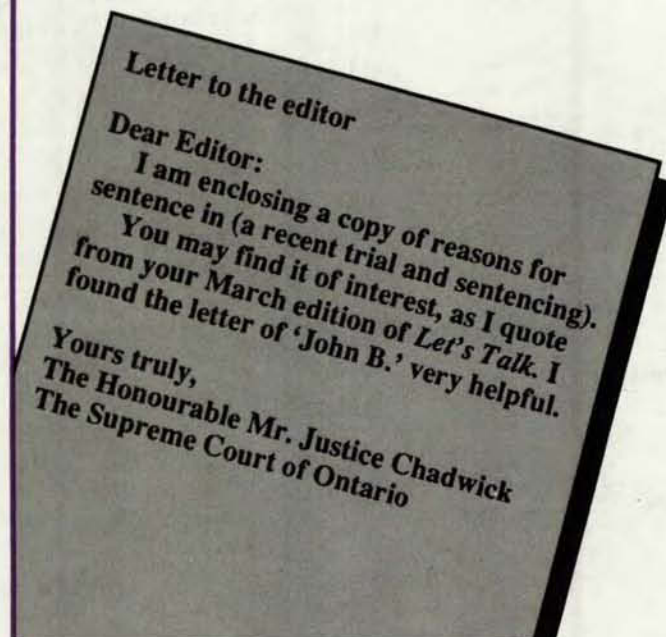
The inmates are capable of providing first-hand advice, offering some poignant words stemming from their experiences as a result of criminal behaviour.

One inmate wrote, "You can laugh and think everything's a joke now but if you don't change your ways now while you're young, then you are on the road to seeing the inside of hell, and there's not much to laugh about in here..."

They are also willing to offer positive advice, writing simple and direct statements such as "give yourself a chance to be happy," and "strive for accomplishments that will bring you good feelings."

Prisoners have time to reflect on their own past mistakes and use this to help those who have yet to experience what follows after a criminal act. These prisoners often reveal stories of how they ended up in prison – some starting with crimes involving break and enter, alcohol, drugs, right up to murder. Their messages are brutally honest, revealing a glimpse into the inmate as individual and human rather than just another prisoner with a number.

In the spring (March 1990), *Let's Talk* featured a letter written by "John," an inmate in the Collins Bay Life Skills class. Now we present "Harry's Story: A Brother Who's Been There."



to help street kids

I am 23 years old and have been involved in crime from a very young age. I have spent some time as a juvenile in an assessment centre. Due to my problem with authority, I never took what they were telling me to heart. As a result, I have been in and out of prison for about seven years now.

I hope you don't take this letter (or any of the other guys' letters) as a joke. If you do, you may be the next person to take my cell. Maybe, you will be fortunate enough to get out of this shit life while you are still young. Not many do. The old timers will tell you exactly what I am trying to say, "Get out while you still can!"

You may laugh at that, but after a bit, the game becomes a part of your life and it takes over. Sooner or later you end up ending it yourself or some punk does it for you. The end result is the same. You were here. You had friends. Now you're dead. Who remembers you after six months? Not your so-called partners. Not all those girls. Your mother does. If not her, your brother, or your sister. But one thing is for sure, it isn't society.

We said we'll show them all! They will just have another smart ass to go after.

Life will go on without you – only you can change.

Rehabilitation is just another word in the dictionary. **You and only you** can get off this sinking ship. If you do maybe we will meet. But if you don't – as the saying goes – "If you can't do the time, don't do the crime."

Time is money
Time is fun
And if you come
down here my friend
Doing time for you has
just begun.

Respectfully yours
A brother who's been there.

**Harry's Story:
A brother who's
been there.**



Temporary transfer of *transfer during pregnancy*

The issue – transfer during pregnancy

When is a motherhood issue not a motherhood issue? When pregnancy causes controversy in the work situation. In this case the issue is the temporary transfer of pregnant employees to less dangerous, but comparable duties within the Correctional Service during the course of the pregnancy. It's an issue which has caused some negative responses from co-workers and which calls for creative problem solving on the part of managers.

Statistical trends

In the early 1980s there were very few women correctional officers. But the Service has been working to adjust the balance and today more than 700 out of approximately 5,000 CSC correctional officers are women.

Over thirty per cent of CSC's total workforce is female.

According to Michael Corber, director of Human Resources and Official Languages for CSC, "there are more and more women having children after they've started careers rather than perhaps never starting a career or not starting one until after their children are grown."

As the number of women employees has increased, so has the number of women working through a pregnancy.

Treasury Board policy

If a woman feels that her assigned duties are endangering her health or that of her baby, she is entitled to ask her supervisor for a change of duties based upon work limitations outlined in a medical certificate.

One difficulty which can arise is when co-workers feel that special treatment is being given to these women and become resentful, or feel that they are carrying a greater proportion of the more dangerous duties.

According to Treasury Board policy, any employee who, because of a temporary condition, feels that their health and safety is at risk, is entitled to ask for a temporary transfer of duties. This applies to employees who, for example, break an arm or leg, as much as to pregnancy.

The policy was developed several years ago in response to the concerns of pregnant women who worked with video display terminals at a time when research first revealed that the radiation from the screens could cause possible birth defects.

Finding creative solutions

There is no specific policy directed to pregnant employees, and the Correctional Service is in the unusual position of having more jobs which may be considered dangerous, than most government departments.

"If you have a staff of ten and one is pregnant, you might find it easier to make a move, but if you have a staff of ten people and three become pregnant, it becomes more complicated," Corber explained.

Every case is treated individually and each manager must custom-make a solution based on a number of variables, such as which conditions are endangering the woman's health, which vacancies are available, whether the woman meets the qualifications for the temporary duties, and so on.

Corber underlines that there is a degree of flexibility available to managers. "We do not limit ourselves in practice to any kind of rigid approach. We'll try anything that works. We'll do whatever we can to permit the woman to

duties:

keep on working and not endanger her health or the health of the fetus, while maintaining a safe and secure working environment.

"The kinds of things that can be done include redesigning the current job, so that those functions that are bothering her health would not be done during the period of pregnancy, and looking for a different assignment in the same unit or outside," he said.

In order to find the optimum solution, it is important that a woman come forward early in the pregnancy and give her manager as much notice as possible to find a replacement position for her.

Corber stressed that "we're not talking about light duties for people. We're talking about people who cannot perform all of their current functions but can do a full job nevertheless."

The Quebec region has the lowest percentage of women employees, but also the youngest age group of women CXs. As a result, there has been an increase in the number of pregnant employees requesting transfers. **Laval Marchand** is the warden of Leclerc Institution in Laval, Quebec. In his experience, Marchand has found that "there are no easy cases."

Last year, two of the institution's employees were pregnant. "One lady asked to be posted to a job with less contact with inmates. During the four or five months before birth, we assigned her in the visitor reception area which worked out very well. Problems can arise if there are no vacancies or a staff shortage is created in the security area."

According to Marchand, "How the rest of the staff reacted is amazing, even to me." While most male and female co-workers were in support of the situation, one male colleague complained that this change of duties was discriminatory and didn't support equal rights.

"To me this does not represent a major problem. If you look seriously into your operation and if you've got enough guts to change a few little things, a solution can be found."

Leclerc has found a number of creative solutions. Pregnancy doesn't affect all women in the same way. One pregnant woman found stair-climbing during tower duty to be too onerous and was reassigned. Another pregnant employee was not bothered by the stairs, and was happy to have tower duty because she didn't have to be in direct contact with inmates. Uniforms were adapted to allow pregnant employees to work to the end of term. In other cases women were reassigned to day and evening duties from night shifts.

Not all women find dealing with inmates to be equally stressful. Marchand gave the example of a woman instructor in the hobby department who was in contact, on a daily basis, all day, with inmates until she went into hospital to deliver her baby. She told him, "I like my job. The inmates with whom I work understand that I'm pregnant and believe there is no more problem than before."

Responsibility of managers

Louise Guertin is the regional administrator of Personnel for Quebec region. She emphasized that "We have to work on the capacity of everyone to accept pregnant women in the workplace. We have to accept that life is changing and women are working and because they are, they will likely become pregnant during their working life."

While she has worked with managers to find solutions, Guertin feels that the primary responsibility lies with management. One case in which Personnel was able to help develop solutions was at Donnacona Institution where, at one time last year, there were three CXs pregnant at the same time. Three employees successfully found new duties with the assistance of management. One was placed as a telephone operator, another was reassigned as a clerk, and the third took up duties as a case management officer.

Johanne Poulin is the regional chief for Official Languages and Employment Equity and worked closely with Guertin on these cases. "For the women it can be very demeaning and stressful to have to ask for special treatment. I think that managers not only have to accept that they will have to deal with the situation of women employees, but make them feel comfortable about coming to see them."

Michael Corber believes that a good working team is an important base for adaptation. "If you have a good working team, the woman is not some outsider who happened to get pregnant and who doesn't need to be accommodated. As a full-fledged member of a team, everyone should want to help her out. And that links strongly to our Mission statement which places high value on human resources and the dignity which all employees should receive."

Corber feels that any negative response to transfer during pregnancy is part of an overall reaction against employment equity, from 'a certain kind of person.' This is just a manifestation of a general problem. It's difficult to change people's attitudes and it certainly can't be done overnight. In the short term, we can ask people to make reasonable accommodations that will benefit the whole workforce.

"Managers must give every consideration to a request, regardless of attitude. That's government policy and that's what we believe in the Correctional Service if we're going to live up to our Mission." ■

by
Margot Andresen

Behind

Prison playwright tries to free

DORCHESTER – Darrel Forsyth has crossed a lot of walls in his time. When others complied with the law, he went over the top and eventually landed in jail.

When others were content to be shackled by routine and stare blankly down the banality of eternity, he escaped into his mind by devouring the prison library.

And now within the cement block and insistent clatter of Dorchester, he writes to transcend the routine, the lies, the anger, the violence and the vicious cycle for good.

"In Dostoevsky's *House of the Dead*, it was a dismal situation, but some profound writing came out of it," said the prison playwright.

"Writing is a good way of expressing things I feel I need to get out. And then gain some insight and understanding of myself. A lot of writers do that, on the street. They have their own demons to expel."



The playwright (Darrel Forsyth) with Chris Tobin, Ross Calvin, TNB's Kathleen Flaherty, and Robin Curnew.

It's Wednesday afternoon at Dorchester and for most of the population another day like so many others, stacked end to end endlessly. But for Forsyth and a small troop of prison actors, it's showtime – a chance to make a statement that can last longer than cell-wall graffiti and comes

closer to the heart than a tattoo. They're playing to the suits, a collection of senior Corrections Canada officials in Dorchester for meetings. And they're nervous.

...It's a chance to see life as more than a sentence

This is no Hollywood melodrama about the Big House and the screws. This is Forsyth's one-act play *The Wall*. And for the cast, who have been helped by Theatre New Brunswick (TNB), it's a chance to see life as more than a sentence.

The backdrop is simple, a graffiti-drenched wall that the inmates are ordered to paint over. During the detail, one prickly prisoner, Roman, played by **Randy Curnew**, tries to strike up a conversation with the stoic Manny (**Ross Calvin**). The 45-minute play shifts into a series of flashbacks where Roman relives tough relationships with his mother, with school and finally with the law, when he steals a leather jacket and is forced to run away.

Forsyth knows what it's like to be on the run. That's been the 31-year-old's natural state on the brief occasions he has been out of prison during adulthood. The Fredericton native is now serving 17 years for a 1986 armed robbery and attempted murder.

But after breaking probation, he said it's easy to find yourself running just to keep another day, another crime ahead of the handcuffs, in his case a trip that took him from Calgary to Saint John.

"If I wasn't caught for what I did, I was going to continue until I did get caught. It's scary. It's bad news."

"I understand why I did what I did. I feel bad for the person I robbed. He was probably paranoid for months. But do me it was just a matter of economics...I wanted to put drugs on the table."

...the actors feel they're making breakthroughs themselves

On stage, the dialogue of the actors is peppered with both profanity and humanity. The writing echoes the repetition that rings within prison walls and rattles through lonely minds. Just as Manny and Roman work towards breaking down the walls of self-deception on stage, the actors feel they're making breakthroughs themselves.

the walls

inmates through acting and art

"Before, I never really thought about the past much," said inmate/actor Sam Gagnon. "It forces you to focus on the past rather than always looking ahead."

After TNB performed in the institution last year, a small group of inmates decided to try it themselves. Originally, they just hoped that with the help of TNB's Kathleen Flaherty, Clarice McCord and Kwame Dawes, they might be able to perform some play. Then Forsyth decided to write something of his own.

They've had to overcome difficulties most theatre companies don't — like having to replace their two main actors, Miles Hawthorne and Daren Goree, when they were released to the work farm. Of course, with three of them serving life sentences, they have time to work out some of the bugs. Other prisoners involved are Chris Tobin and Dean Tweedie.

"The general public thinks criminal is synonymous with idiot," said Forsyth. "But there's a small group here who are really interested in plays. There are only about 30 guys but they give us a standing ovation."

Forsyth is soft-spoken and deliberate. He's not so much aloof as watchful. His mustache and hair are kept as neat as a police officer's, but in his prison greens, he's friendly and relaxed.

Last year, he won first prize in Correction's Canada poetry competition, for compositions including *Soft Warm Giving and Taking*, which talks about sailing furiously through life and then finding yourself lost in the midst of the dark, cold sea.

Now he's thinking about writing a novel. But unlike other prison writers who have given readers the vicarious thrill of prison violence and committing a crime, he wants to cut through to the moral code of prisoners and the violence that lies in all.

"People think criminals are criminals because of sickness, because they can't function in society. Sometimes, it's more a matter of economics and the willingness to step over the line and take a risk, whether that means dealing coke or robbing someone at gunpoint.

The walls don't disappear quickly, but if you allow a little light in through those prison bars by writing or acting or just showing the rest of the population that you're alive, there's [a] chance to dance out of the shadows...

"I'm a strong believer that if people are in the right environment, they'll do things they didn't think they could do. I think society has a problem with violence in so far as they keep denying that it exists in them. From my own experience and others involved in violence, you sit down and talk to them and they're just average people."

So far, Forsyth has survived the survival-of-the-strongest-and-smartest moral code which he matter-of-factly says sometimes is chiseled out with fists, knives and weight room bars. But there are also a lot of people who have had to deal with who they are and have a strong sense of justice, said Forsyth, who has been reading Eastern philosophy since he first landed in jail at 16.

"I've taken a good look at myself," he said.

"If I do my full term, I don't know, I could go either way. But as more time goes on, I feel I'm not coming back."

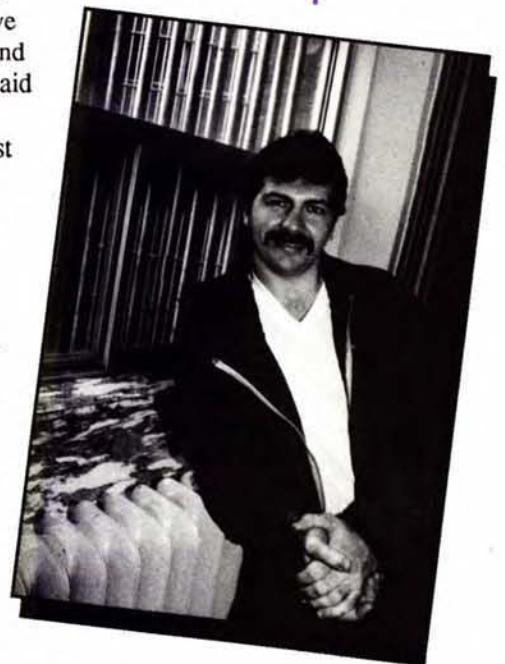
The walls don't disappear quickly, but if you allow a little light in through those prison bars by writing or acting or just showing the rest of the population that you're alive, there's [a] chance to dance out of the shadows, he thinks.

"The whole play is to lead them to a better understanding of those walls in their life and transcend them," he said.

"For some guys in here, any bit of light they get is stretched out.

"They save it." ■

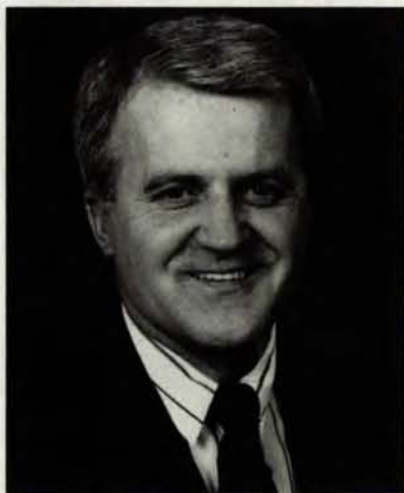
Source: Reprinted from *The Telegraph Journal*, St. John, New Brunswick, Saturday, May 26, 1990, by Mark Tunney. Photos by Daniel St. Louis.



Darrel Forsyth behind bars at Dorchester Penitentiary.

Prisoners' Day goes national

Pausing one day a year to reflect on inmates and those who work with them is not a tall order. Yet when this idea was presented to churches in the Atlantic region in 1980 it was such a novel idea that church representatives were hesitant. Now, 10 years later, Prisoners' Sunday is a well established event in the Atlantic region and it has received such acceptance from Correctional Service of Canada's Interfaith Committee on Chaplaincy that it has been declared a national event.



From the outset Prisoner's Sunday was a positive and growing experience says Pierre Allard, head of Chaplaincy, NHQ.

Because a variety of faiths as well as Christianity will take part in this year's day of reflection, it is being renamed Prisoners' Day. It will be held on November 18 for people who wor-

ship on Sunday and the previous day for those whose Sabbath is Saturday.

The beginning

From the outset the event was a positive and growing experience. Rev. **Pierre Allard**, director of Chaplaincy at NHQ, who was instrumental in starting the special day, explained that at first it was a joint effort between CSC Chaplains and the Christian Council for Reconciliation – a volunteer organization that ministers to inmates.

"I borrowed the idea from a similar project that had been operating in England for some time," he said. "We wanted to reach out to the community – to teach people about inmates and the people who work with them – and felt that if church goers paused to focus their thoughts on inmates for one day a year that would be a good start."

At first about 30 Christian churches in the Moncton area participated. The idea grew. At one point so many people were involved that, in addition to individual churches holding their own daytime services, an interfaith rally was held in the evening. The concept spread to other regions and churches in various centres across the country. They also started their own Prisoners' Day services.

Long Term

Such a project is a long term one. To explain Rev. Allard recounted one

church's growing acceptance of Prisoners' Day. "The first year parishioners in this church weren't sure if they wanted to become involved," he said. "But they agreed to say a special prayer for inmates. The next year they also included an insert about prison ministry, prepared by CSC, in their church bulletin. By the third year the church asked a CSC Chaplain to assist during the church service on Prisoner's Sunday. The following year they asked a volunteer to share some of his experiences working with inmates. By the fifth year the church was willing to get involved enough to invite an ex-offender to speak. Although the former inmate was not a trained speaker and only talked for five minutes the congregation gave a standing ovation. Today nine people from that church are working in prison ministry."

Prayer from 200AD

Dr. Charles Taylor, who has been involved with prison ministry for more than 20 years, usually prepares the text that CSC supplies for the church bulletin inserts. This year the bulletin will feature a prayer for prisoners and correctional officers, written by **St. Cyprian of Carthage**, who lived from 200-258 AD.

For further information about local observances of Prisoners' Day contact your regional Chaplain or NHQ Chaplaincy Division at (613) 996-7749.

CSC 2000



The Commissioner took advantage of CSC 2000 WEEK, SEPT. 24 TO 28, to participate with his personal staff in their own working unit event. This generated a surprising number of ideas and was considered by all to have been well worthwhile. (l-r): John Rama, assistant commissioner, Executive Services; Denise Mainville, A/Executive assistant to the Commissioner; Micheline Harvey, assistant to the Commissioner; and Commissioner Ole Ingstrup. Standing (l-r): Diane Pagé, secretary to the Commissioner; Jim Vantour, special advisor to the Commissioner; and Nicole Lalonde, secretary to the Assistant Commissioner, Executive Services.

Stony Mountain contributes to Canada Summer Games

PRAIRIES – Manitoba's Stony Mountain Institution (SMI) was involved with the City of Winnipeg this summer to assist the 1990 Western Canada Summer Games Equestrian Events held in Winnipeg.



Stony Mountains' assistance in constructing materials for the 1990 Summer Games Equestrian events received unprecedented recognition for both the institution and the Correctional Service of Canada.

The institution's Industrial division staff and offenders working in the various shops gave an enthusiastic response to contributing to the event through the production of various materials, says **D. McAulay**, chief, Production, SMI.

Industrial Metal Products manufactured all the metal cups and support brackets for the show jumping fences. The **Industrial Carpentry** shop, who were currently at full production manufacturing coin boxes for the Royal Canadian Mint, extended a special effort in manufacturing a variety of wood products required to complete the fences.

The **Industrial Paint and Finishing** shop, under the supervision of **Robert Woodrow**, senior instructor, undertook the enormous task of producing multi-coloured, intricate paintings and graphic designs for the event. These efforts received unprece-

ded recognition for both the institution and the Correctional Service of Canada throughout the Games equestrian events. Mr. Woodrow recruited the help of the institutional tailor instructors who assisted in this most impressive task of finishing the standards and fences.

In acknowledging these efforts, with the equivalent value contribution of \$15,000, the Stony Mountain Institution was recognized by the Summer Games organizing committee as being a major sponsor of the Games.

Congratulations to Stony Mountain Industries personnel and the inmates who worked on this special project. You deserve recognition for a job well done!



Stony Mountains' industries personnel and offenders working in the various industries shops deserve recognition for a job well done in the design, construction and finishing of fences and materials for the Equestrian event.

Pacific sex offender workshops

PACIFIC – Regional Psychiatric Centre (Pacific), in conjunction with Staff College (Pacific), has completed two scheduled workshops on issues pertaining to the treatment of sex offenders.

In total, almost one hundred people participated in the workshops held earlier this year. The response was positive and the demand for further training in this area is strong.

Enrollment was not limited to CSC staff alone. Participants included representatives from the RCMP, local police departments and the National Parole Board. The involvement of these various law enforcement professionals was a key ingredient to the success of the program and reinforced our commitment to the sharing of knowledge values and experience as amplified in Core Value 4 of our Mission.

The seminars themselves were hosted by RPC (Pacific), while the logistics were taken care of by the Staff College. The content was a collaborative effort by the Sex Offender Treatment Program treatment team, the National Parole Board, the RPC Ambulatory Services, and the Vancouver Police Department.

Specific areas that were examined during the workshop included: attitudes and beliefs about working with sex offenders; diagnosis of sexual offenders; philosophy of treatment; and, the components of the treatment process.

The workshops demonstrated the value of having dialogue between those who intervene at a variety of different points in the course of the offenders apprehension, incarceration, and release planning.

In Memorium – Isabel MacNeill

Isabel Janet MacNeill, OC, OBE, LLD, a former Superintendent of the Federal Prison for Women (1960) passed away Aug. 18 at the age of 82 at her home in Mill Village, Nova Scotia.

Born and educated in Halifax she joined the first class of the women's Royal Canadian Naval service in 1942. From 1943-45 she served as commanding officer of HMCS Conestoga. She was awarded the Order of the British Empire (OBE) in 1944.

She was appointed staff officer, Wrens, to the commanding officer of the Atlantic coast in 1945. In 1948 she was appointed superintendent of Ontario Training School for Girls. She was awarded the Coronation Medal in 1963. In 1964 she returned as a commander to assist in the creation of a permanent force of RCN Wrens.

During her appointment to the Federal Prison for Women in 1960, the temporary absence and prerelease programs were introduced in the Canadian Penitentiary Service. In 1967 she was appointed clinical research associate at the Ontario Alcohol and Drug Addiction Research Foundation.

She served three terms on the national council of Canadian Criminology and Corrections Association. In 1971 she became an officer of the Order of Canada. In 1978 she was awarded the Jubilee Medal and received an honorary doctor of law degree from Queens University in 1977 and Dalhousie University in 1980.

She was a member of the Elizabeth Fry Society, the Royal Commonwealth Society, Canadian institute for the Administration of Justice of which she was director from 1979-82. She was a member of the Arthritis Society, the N.S. division of the Corps of Commissioners and Amnesty International.

Retirements

Rolly Long retires

PACIFIC – Rolly Long, warehouse supervisor of the Material Management Centre, Pacific region, retired, June 22, after 30 years with CSC.

Rolly, his wife Betty and family celebrated his retirement among friends and colleagues. He received a number of gifts and testimonials from those who attended the party. Upon leaving, Rolly thanked everyone for the farewell celebration and reminded his younger CSC colleagues that working in corrections is a rewarding experience with many opportunities for those who wish to continue their careers in CSC.



Rolly Long, warehouse supervisor at Material Management Centre, Pacific.

Rose Sparks retires

PACIFIC – Co-workers and friends from across the Pacific region got together to say good-bye to **Rose Sparks**, regional chief, Staff Relations and Compensations who retired Aug. 30.

Following a dinner in her honour, Rose was treated to many fond words of farewell including poems and songs.

Among the more formal honours, Rose was presented with a Public Service Retirement Certificate and plaque honouring her service at Pacific Regional Headquarters.



Pacific Deputy Commissioner Art Trono presents the Regional Headquarters retirement plaque to Rose Sparks.

Let's Talk



December 1990 • Correctional Service of Canada



SEASON'S GREETINGS



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk/Entre Nous

Volume 15 No. 12, December 1990

Let's Talk/Entre Nous is published monthly by the Creative Services Division, Communications Branch, of the Correctional Service of Canada.

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/Entre Nous
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Printed in Canada

ISSN 0715-285X

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Let's Talk... with the Commissioner

Management letters

I am in the process of reading the management letters which I receive twice each year from all managers across the Service. By the time you read this column, my reading of this round of letters will be completed and we will, hopefully, be following up on the many proposals contained in the letters.

The letters are by-and-large very encouraging reading. This demonstrates that the Service is on its way to becoming more and more like the ideal Service that we have outlined in our Mission document. It is also encouraging to see that an increasing number of managers talk about their staff in very positive terms. They talk about improved relationships with our unions; they talk about individual staff members who have gone a long way to improve our performance; and they talk about Unit Management at many institutions becoming increasingly integrated in our daily work routines.

They also talk about problems that still have to be resolved and ways of solving them. In this context, I find it most encouraging to see just how many managers who, today, as a natural thing, include listening to front line staff in their proposals for improvement. I sense that we are starting to truly integrate Core Value 3 in the life of the Service: *"We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour."*

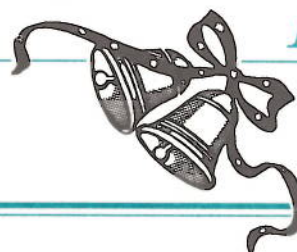
Our CSC 2000 project is now off the ground and we are beginning to see some good proposals coming forward. It is my hope that this process will not only continue but will gain even more momentum over the next months and years.

CSC 2000 is an open invitation to everyone to contribute to CSC becoming a better provider of services to the public and, to CSC becoming a better place to work. It is actually my hope that by the end of the formal CSC 2000 project, one cannot imagine any other way of doing business within the Service.

We, in the Service, are prepared to go a long way in order to ensure that everyone is well and respectfully treated. Obviously, the many signs of willingness among staff to contribute to better performance of the Service can only encourage us to do more in that respect.

So don't be shy to suggest things that can improve your quality of life at work along with your proposals to improve our service to the public.





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"CSC has a unique opportunity to be the front-runner in implementing the Federal Government's Green Plan," CSC Commissioner Ole Ingstrup told the inaugural meeting of the Working Group on Environmental Protection held recently in Ottawa. Regional, institutional and headquarters staff spent two days discussing environmentally friendly practices already in place within CSC as well as additional plans for enhancing the 'greening' of the Service. "CSC has a chance to show inmates, staff and their communities it is sensitive and responsive to environmental troubles plaguing the country and indeed, the world." – Commissioner Ingstrup

CSC 2000: Everyone's opinion counts: _____ **Page 9**

Through the recently launched CSC 2000 project, Service employees across Canada have the opportunity to define obstacles and impediments in their jobs, generate ideas and suggestions to improve efficiency, simplify operations, increase a sense of pride and, improve our service to the Canadian public. CSC 2000 wants to find solutions to problems. But those solutions must come from its members.

"Freedom to Read" – a successful conference!: _____ **Page 12**

Why are prisons, both in Canada and other countries, filled with people who cannot read and write? Does teaching inmates to read help keep them out of jail? What kinds of literacy programs work best in a prison setting? These were some issues that delegates to the first-ever International Conference on Literacy in Corrections tackled when they met in Ottawa, October 14 to 17, 1990. Titled "Freedom to Read," the event was co-hosted by CSC and the U.S. Federal Bureau of Prisons. It brought together some 600 participants, including correctional staff, literacy experts, economists and literacy teachers from twelve countries.

Briefly – across CSC: _____ **Page 16**

Colouring the Service Green

"CSC has a unique opportunity to be the front-runner in implementing the Federal Government's Green Plan," CSC Commissioner Ole Ingstrup told the inaugural meeting of the Working Group on Environmental Protection held recently in Ottawa.

Regional, institutional and headquarters staff spent two days discussing environmentally friendly practices already in place within CSC as well as additional plans for enhancing the 'greening' of the Service.

"CSC has a chance to show inmates, staff and their communities it is sensitive and responsive to environmental troubles plaguing the country and indeed, the world."

— Commissioner Ingstrup

"Cleaning up the environment and helping stop pollution just makes sense," the Commissioner said

Financially, the world's growth rate cannot continue at its current pace because resources will simply run out.

"Our growth may be a very short-lived one," the Commissioner said. "People want to have longer and healthier lives and leave a world for the next generation. So there is a very clear moral, human dimension to cleaning up our earth." He stressed these environmental concerns are 'people issues.' "CSC has a chance to show inmates, staff and their communities it is sensitive and responsive to environmental troubles plaguing the country and indeed, the world."

The trick will be applying these principles within various government departments. CSC – because it reaches communities across this vast land – has the opportunity to guide the 'greening.' The Commissioner stressed the government's objectives are detailed and ambitious but clearly achievable.

Federal Green Plan

The draft Federal Green Plan says by the year 2000 there must be:

- a 50 per cent reduction in solid waste;
- a 10 per cent reduction in energy used for transportation;

- an overall energy reduction of 15 per cent;
- compliance with new Federal sewage treatment standards; and,
- a clean up or stabilization of all contaminated sites with potential health and environmental hazards.

In addition, there are a number of shorter range objectives, including:

- initiating incorporation of 'Environmental Choice' products into stocked item supply by 1990;
- by 1992 developing a water use plan to incorporate environmentally sound water management practices and result in a significant reduction in water usage by the year 2000;
- recovering and reusing all chlorofluorocarbons (CFC's) in use by 1992, freeze the consumption of halons at 1986 levels by 1992, and phase out CFC purchase by 2000;
- phasing out use of PCB's by 1993 to the maximum extent possible, ensure secure storage of PCB wastes, and destroy them as facilities become available;
- meeting new emission standards for large incinerators by 1994 and smaller ones by 1996;



- removing or replacing all unprotected underground fuel storage tanks at risk of leaking by 1995, and bring all tanks up to standard by 1998; and,
- meeting new emission standards for boilers by 1997.

Environment Canada will use search warrants, if necessary, to ensure environmental objectives are being met.

...Environmental audits will be commonplace throughout departments.

***— George Cornwall,
Environment Canada***

These plans mean the Service must act — from replacing old fuel storage tanks to eliminating styro-foam cups.

But regional representatives gathered at the discussions expressed cost concerns. Commissioner Ingstrup assured them the figures (estimated at \$30 million over the next seven years) “are in no way frightening.”

George Cornwall, director, Federal Programs Branch, stressed that Environment Canada will be offering its full support, but he cautioned that support includes enforcement. That enforcement must be as “visible and vigorous” in the public service as in the private sector, Cornwall said. This means Environment Canada will use search warrants, if necessary, to ensure environmental objectives are being met. Federal departments must get their houses in order if they are to provide ‘stewardship’ for the country, he commented. Environmental audits will be commonplace through-

out departments. These audits will verify compliance with municipal, provincial and national regulations.

The 1988 *Canadian Environmental Protection Act* (CEPA) is a response to the public’s increasing awareness and concern about the environment, Cornwall said. As a ‘tool for the ‘90s,’ the act provides a framework for national action and calls for life-cycle management of toxic and hazardous chemicals. This means the use of chemicals must be controlled from manufacturing through distribution and use to disposal. More than 30,000 toxic chemicals are used in Canada, he added.

4Rs — Reduce, Reuse, Recycle and, Recover

CSC will have to comply with the 4Rs — reduce, reuse, recycle and recover. Cornwall offered a few suggestions:

- reduce packaging by buying in bulk or when shipping CORCAN products;
- reuse marred photocopy paper for memo pads BEFORE recycling the paper;
- recycle paper stock; and
- recover by composting for facility gardens and farms.

These are recommendations echoed by Juliette del Junco, coordinator of the speaker’s bureau for Pollution Probe, who also addressed the meeting. She prefaced her remarks by stating that Canadians generate more garbage per capita than anyone else in the world! Del Junco said CSC has a ‘perfect’ opportunity for enforcing environmental safeguards as its facilities are in a sense ‘closed societies.’ CSC can control what enters the institutions, the involvement of staff and inmates, and control the disposal of waste. “What you do or don’t do will have a significant impact,” del Junco stressed.



“There is a very clear moral, human dimension, to cleaning up the earth and CSC has a unique opportunity to be a front-runner,” Commissioner Ingstrup told members of the Working Group on Environmental Protection. Photo: CSC Commissioner Ole Ingstrup (r) and Ted Pender, (l) chairperson of the Working Group.

***“Canadians generate more garbage per capita than anyone else in the world! ... — Juliette del Junco
(Pollution Probe)***

The disposal of solid waste — “the voluminous stuff that fills up our dumps” — is a critical problem, she said. There are two disposal options: dumps and incinerators. Dumps take up space and no one wants them in their backyard and incinerators billow clouds of toxic gases. Organic solid waste, such as human sewage, is not a problem in the western world because of sophisticated treatment plants. But toxins and manufactured waste continue to accumulate at an alarming rate. By 1993 Toronto will be facing the “no room at the dump crisis,” del Junco said. But CSC can alleviate the solid waste crisis by reducing, recycling, reusing and recovering.

CSC has tremendous buying power and that financial voice can force industry to eliminate excess packaging and use recycled products. “It’s up to you to indicate to industry that’s what you want,” she concluded.



Regions report on 4Rs

Service regional representatives at the inaugural environmental meeting had the chance to highlight projects their facilities are already doing to help the environment and to share plans for new projects.

"This was a chance to get things off and running and to share ideas," said **Randy Gaw**, chief, Operational Fire Safety, one of the organizers of the two-day session.

The representatives reported on activities from coast to coast:

Atlantic

Adrien Baillargeon, regional administrator, Technical Services, outlined initiatives in the Maritimes:

- one-third of the underground petroleum storage tanks have been replaced;
- asbestos and PCB removals are complete;
- energy consumption has decreased significantly. For example, Dorchester energy costs were \$680,000 in 1989, down from \$1.22 million in 1985;
- a new heating system at Springhill is also expected to substantially decrease energy costs;
- a new bacteria-based, non-toxic product is now being used to treat sewage at Springhill;
- both Dorchester and Springhill have aluminum can recycling programs; and
- inmates at Westmorland are helping to run reforestation and water clean-up programs.

Future plans include an environmental education program for inmates and staff, Baillargeon said. "The Atlantic region is really involved, energetic and dynamic," he added.

...This is the time for all regions to share their expertise and experiences (developing environmental programs) with the rest of the Service

*— Ted Pender,
Technical Services, CSC
National Headquarters*

Québec

Yves Germain, acting regional chief, Works and Engineering, said his region is still studying the most effective ways it can make a difference, but he noted a few areas of concern:

- disposal of used water;
- underground storage tanks; and
- medical waste recovery.

"We're still just in the starting blocks," he said, adding they want to intensify their involvement which currently includes recycling and assisting communities in riverbank clean-up projects.

Ontario

Joe Burke, regional chief, Works and Engineering, said his area is "quite active" in environmental projects:

- Toronto facilities are exploring a joint venture with a private firm to recycle cardboard from CORCAN industries. Cardboard can be broken down for insulation or animal bedding;
- six underground tanks, at a cost of \$700,000, will be replaced this year;
- new water and sewage plants, at a cost of \$3 million, are planned for Beaver Creek and Warkworth; and
- Collins Bay is working closely with the Canadian Wildlife Service to protect wetland areas owned by CSC.

Burke acknowledged his region is attempting to link into community-operated recycling programs.

Prairies

Val Srajer, Regional Engineering and Maintenance Officer, said his region will be surveying all facilities to assess the problem, concerns and possible solutions for problems such as waste disposal. In the meantime, the region is studying:

- use of incinerators and the problems of gas emission;
- using vehicles powered by alternative fuels, such as propane;
- tree-planting to improve grounds; and
- aluminium can recycling.

Pacific

"There is a lot of activity (in the Pacific) that very much mirrors the activity of the other regions," reports **Dan Lind**, regional administrator, Technical Services. Some examples include:

- PCBs and asbestos have been removed from facilities;
- Elbow Lake inmates are involved with firefighting and reforestation activities; and
- they are conducting studies to assess basic water and energy needs.

Lind indicated he's concerned some facilities that have done their part toeing the energy conservation line will be burdened with additional costs. There are "always costs associated with the options." But **Ted Pender**, chairperson of the Working Group, assured Lind national headquarters is conscious of those financial concerns and will do its best to help.

National headquarters is still in an "embryonic" stage developing the environmental programs, but Pender stressed this is the time for all regions to share their expertise and experiences with the rest of the Service.



"The Canadian Environmental Protection Act (CEPA) provides a framework for national action and calls for life-cycle management of toxic and hazardous chemicals," explains **George Cornwall**, director, Federal Programs Branch, Environment Canada.

Canada contains about 9% of the world's fresh water reserves...Because of its apparent abundance, Canadians have become great wasters of water. In European cities, the average per capita use of water is approximately 135 to 150 litres per day. In Calgary, it is over 400 litres per day. In CSC, while the designed consumption is 500 litres per day per capita, the actual rate has been known to climb as high as 5000 litres per day per capita!

Environmental Emergency Planning

Peter Mazerolle, chief of the National Environmental Emergency Centre, addressed the Working Group and stressed the vital necessity of having environmental emergency response plans in place for all of our facilities. He underlined the need for a clear assignment of responsibilities in the planning and training of personnel to ensure that they take the correct action when an

incident occurs. Close coordination with municipal authorities, Provincial Environment Ministries and local Environment Canada officials, including full response exercises, was also cited as critical to the success of any plan.

Environmental Choice Products

'Environmental Choice' was created to help consumers find products which ease the burden on the



"By replacing a number of large, aging boilers with cleaner burning, energy efficient units, the Prairie Region will reduce its emissions and overall energy costs," said **Val Srajer**, regional Engineering and Maintenance officer, Prairies. Photo: **Randy Gaw** (l), chief, Operational Fire Safety, NHQ; **Val Srajer** (c) and **Sateen Katarey** (r), regional administrator, Technical Services, Prairies.

environment. **Christine Rollo**, with the Environmental Choice Program, outlined activities in the program and explained how manufacturers qualify to use the 'Eco-Logo' identification. Products ranging from recycled and remanufactured paper, paint and motor oils, to construction materials and low-mercury batteries are now available. The Canadian Standards Association is drafting new standards to assist manufacturers in the development of 'environmentally preferred' products. As a major consuming department, CSC has an opportunity to make a significant impact through its vast purchasing power. In 1991, Supply and Services Canada will be identifying Stock Items which are environmental choice products.

Water Management

The question of water management was addressed by **Don Tait**, an economist, and **David Fairbairn**, a water conservation advisor, both with the Inland Waters Directorate of Environment Canada.

Canada contains about 9% of the world's fresh water reserves, however much of it is not readily usable, being polluted, locked in glaciers or in rivers flowing north, away from populated areas.

Because of its apparent abundance, Canadians have become great wasters of water. In European cities, the average per capita use of water is approximately 135 to 150 litres per day. In Calgary, it is over 400 litres per day. In CSC, our design usage is 500 litres per day per capita but in periods of heavy use, the actual rate has been known to climb as high as 5000 litres per day per capita!

Canadians Waste Water Because it is Inexpensive!

In Canada, the average cost per M3 for water compared to several other common liquids is:

WATER	\$ 0.50
COCA COLA	\$ 500.00
MILK	\$ 900.00
RYE WHISKEY	\$ 20,000.00

by Diane Sims
and Randy Gaw

High water consumption places pressure on our sewage treatment plants thereby reducing their efficiency and often necessitating early replacement. By reducing our consumption, we reduce our operating costs and can often defer or eliminate the need to enlarge or replace our water and sewage treatment facilities. Water saving shower heads, toilets and taps can be used to reduce our consumption, as can reuse of some water from kitchens and laundries. In many areas, rainwater can be collected and stored for use in irrigation or firefighting as necessary.

"A change in attitude on the part of staff and inmates can make a positive impact on how we treat the environment. Staff must lead by example."
— **Wayne Crawford, Union of Solicitor General Employees.**

The Working Group also held intensive sessions dealing with the reduction of solid wastes, energy conservation, bio-medical and toxic waste, and water and sewage treatment management.

Numerous constructive suggestions were made, many of which centred on the important roles to be played by both staff and inmates.

Wayne Crawford of the Union of Solicitor General Employees (USGE), suggested simply a change in attitude on the part of staff and inmates could make a positive impact on how we treat the environment, and reminded members that staff must lead by example. He recommended that senior management demonstrate its commitment to the environment through a high profile campaign including incentive awards, environmental challenges and special recognition of environmental successes.

In summarizing, the Working Group recognized that there are two basic elements needed at this time. These include:

1. a series of 'technical' projects such as solid waste, energy and water usage audits; retrofitting of boilers; removal of unprotected underground fuel storage tanks; and,
2. a 'communication plan' where efforts and initiatives can be effectively communicated to staff and inmates of the Service.

Acting on the recommendations of the Working Group, Springhill and Mission Institutions were selected to be the initial sites for comprehensive environmental assessments. This is a management tool used to determine 'where we are' in our efforts to protect the environment. In addition, all institutions will be asked to develop an 'Institutional Green Plan,' which will include an implementation plan supporting the local commitment to environmental protection.

The Working Group on Environmental Protection will be meeting in the new year following completion of a number of the technical projects. Updates on local and regional initiatives will also be discussed, as will further developments in environmental choice products.

As always, we would like to hear from you if you have any suggestions on how CSC can improve its interaction with the environment.

Please contact your regional representative:

- Pacific — **Dan Lind**
(604) 854-2594
- Prairies — **Sateen Katarey**
(306) 975-6017
- Ontario — **Joe Burke**
(613) 545-8239
- Quebec — **Yves Germain**
(514) 662-6630
- Atlantic — **Adrien Baillargeon**
(506) 851-6323
- NHQ — **Bruce Muike**
(613) 996-2820 ■



CSC 2000 : Everyone's Opinion Counts

The phone is ringing off the hook. A tight-lipped secretary is trying to type a report due the next day. He is constantly interrupted by people wanting information.

A harried clerk sits impatiently through a two-hour staff meeting. She wonders when, or if, she'll have time to get the information needed for that competition next week.

A middle manager is trying to lose weight and keep fit by jogging at noon. She is paying through-the-nose for a membership at the health club next door – just to use the showers and change rooms.

Sound familiar? Well, now these employees and all Correctional Service of Canada staff, at every level and in every category, have the means to make a difference, to change and improve their work life.

Through the recently launched CSC 2000 project, Service employees across Canada have the opportunity to define obstacles and impediments in their jobs, generate ideas and suggestions to improve efficiency, simplify operations, increase a sense of pride and, improve our service to the Canadian public. CSC 2000 wants to find solutions to problems. But those solutions must come from its members.

Let's not pass it up!

Every CSC employee across the country is a full-fledged member of the CSC 2000 project. The CSC 2000 team has a project leader in each region and a small support group in Ottawa. In CSC 2000, everybody's opinion counts.

This is **not** just another management exercise.

Mechanisms are in place to ensure employees can learn how their colleagues are tackling problems. If a problem is solved in the Pacific, it will get coverage across Canada, and assistance available in transferring the solution. This is a great opportunity for everyone. Let's not pass it up!

"We want to know where the inconsistencies are between what employees see in day-to-day working conditions and the values we subscribe to in the Mission Document. And, going one step further, what are your proposed solutions to these problems"

—Ted Tunis, Manager, CSC 2000 project.

Objectives of CSC 2000

1. continue to build on our Mission and provide excellence in the public service;
2. create a climate for everyone to participate in CSC 2000;
3. give everyone a chance to improve the quality of work life;
4. remove as many irritants as possible from daily work;
5. improve communication between staff and offenders;
6. improve communication among staff;
7. carry on the work of CSC 2000 in the Mission spirit, long after the project is over.

Kickoff week

During CSC 2000 kickoff week, September 24 to 28, there were several organized events and activities held across Canada. General staff assemblies, staff meetings, workshops and teleconferences were held to inform employees about the CSC 2000 project and to encourage and receive proposals and ideas.

NHQ staff gathered at the National Gallery of Canada for CSC 2000 kickoff week Sept. 24-28. (l-r) Stan Fields, director, Financial Policy Systems and Operations, NHQ; Earl Fox, project leader, CSC 2000 project, NHQ; Ted Tunis, manager, CSC 2000 project; and Chris Carr, associate director chaplaincy training, NHQ.



Perfect time for CSC 2000

Commissioner Ole Ingstrup set the tone for CSC 2000, for all staff, in his address to National Headquarters staff assembled at the National Gallery of Canada, Ottawa.

"This is the perfect time for CSC 2000," he explained, as he removed his jacket, loosened his tie, and prepared to get down to business.

"We want to make sure that people are seen as partners providing a service and not just cogs in the machinery." — Commissioner Ingstrup.

"CSC 2000 reflects our Mission's basic philosophy. We are not changing direction. Rather, we are being encouraged to continue with our own objectives. This is what CSC 2000 is all about."

The Commissioner is anxious to hear from employees at all levels. "We hope everyone will help. Everyone is responsible for this project. I am not directing this show. You are. This is not just a task force coming up with proposals. That is no way to do business. We want to know about all the little irritants that still plague our daily work lives, from the way we write manuals to the secretary who has to type five drafts over and over again, or the parole officer with too much paperwork and not enough time to see clients. After all, it's not the lions that will drive you out of the jungle. It's the mosquitoes, those little irritants."

Quality service

With representatives from the Union of Solicitor General Employees (USGE) and the Professional Institute of the Public Service of Canada (PIPSC) present, Commissioner Ingstrup spoke of working hand-in-hand with

the unions to further these goals. "There has been a very positive response from the unions. The old fashioned management-union confrontation practice is counter-productive. Ninety per cent of the time, management and unions are in agreement. They work with and for the same people."

"We must give better service to the public," said the Commissioner. "If we don't get good service in a bank or from a car salesman, the solution is simple. We change banks. We find another car dealer. People want quality service from the government. I believe they have a right to it."

Tremendous response and lots of ideas!

After the kickoff week, proposals started coming in. Although many issues were immediately addressed locally, others will take longer to be put in place. Every proposal was carefully examined. There were definite trends. Several groups suggested better publicized lateral transfer opportunities, training and development options and, staff exchanges between government departments.

The merit system and staff morale was discussed. People felt that new employees should go through orientation sessions on the Mission of CSC. That a directory of acronyms should be published. Some felt that CSC should offer training for computer software programs. Others felt that staffing should be delegated to the lowest possible level of authority. The environment was also an important issue.

Everyone is getting together in small unstructured groups to solve problems and propose changes. The Commissioner has promised that no one will be left out. "No one will be forgotten," he said. "All initiatives will be taken seriously. The quality of the idea is what counts, not where it comes from. Let's keep our messages and letters short. Let's get down to basics, and use simple language."



Problems – and solutions!

Practical and innovative solutions to everyday workplace problems are being proposed by CSC staff across Canada.

The new work-steadying program proposed in the **Halifax Area Parole Office** would be a godsend to that secretary who cannot seem to finish his/her work because of constant interruptions. The program would allow him/her to take work home one day a week. Think of it! No interruptions during at least one day a week. What will CSC 2000 come up with next?

How about the new proposed mentorship program for that harried clerk sitting through the staff meeting worrying about that competition? The **Nova Scotia District Parole Office** came up with a practical and innovative idea. A mentorship program would assign a knowledgeable resource person to help the employee prepare for competitions or learn new skills.

***If something doesn't serve a purpose, let's get rid of it.* – Commissioner Ingstrup.**

NHQ's Personnel Sector has a number of major initiatives underway, all focused at making Personnel a more service oriented branch to better meet employee and organizational needs. These include major reductions in the number and types of forms managers are required to complete (more paperwork out the window!); delegating security reliability checks to managers; a speed-up of the staffing process; new streamlined procedures for hiring temporary staff; training for CSC managers so that classification of SM/EX-03 positions can be done within CSC; a layering of the organizational structure in Human Resources and Official Languages; to name but a few. Tremendous progress and a tremendous challenge!

NHQ's Finance Branch, through a committee approach, have been busy examining current financial practices with a view to increasing delegation of signing authorities to managers, all designed to speed-up the process. This will be a big time saver!

In the **Pacific Region** at Matsqui Institution, the Warden will award certificates of merit to employees for outstanding service or for improvements made in their area. The concept of a 24 hour child care service for staff who work shifts was also approved.

At **Pacific Regional Headquarters**, people will talk to the Regional Deputy Commissioner instead of always sending briefing notes. What a great way to save time and reduce frustration all around! Also, the correspondence approval process was streamlined. Dockets go back to the originator for corrections only after all levels have had a chance to make changes.

Quebec Region working groups came up with 560 suggestions. The volume of response was so



Solicitor General Pierre H. Cadieux (r) attended the CSC 2000 kickoff in Ottawa. Commissioner, Ole Ingstrup (l) set the tone for CSC 2000 for all staff in his message.

tremendous that groups are *still* examining the proposals and categorizing them in order to react more effectively.

In the **Prairies**, everyone has their thinking caps on examining the possibility of short-term developmental training as an alternative to hiring temporary help. They feel that existing staff, on temporary assignment, could replace indeterminate staff on temporary leave.

In the **Ontario Region**, employees at Millhaven Institution will receive letters of appreciation or other forms of appreciation for a job well done.

One major concern at Regional Headquarters in Ontario was the asbestos in the basement of the St. Helen's Building. The first floor needed to be repaired, but this could not be done without disturbing the asbestos. Seven days after the question was raised, the asbestos was removed. Another problem solved!

Hundreds of proposals have been accepted, hundreds of problems solved. There are hundreds more to go. With a bit of imagination and hard work – nothing is impossible! Employees from across Canada are generating ideas to improve efficiency, simplify operations, and increase a sense of pride in what they do.

One of the major objectives in our Mission document is to "develop an environment characterized by relationships among staff that are based on openness, trust, and mutual respect." CSC 2000 is an invitation to everyone in the Service to be part of this process. Let's make it the largest working group in Canada – an action group of 10,500 members, all pulling together to make ideas happen! ■

CSC 2000 Project Leaders:

- NHQ – Earl Fox
- Atlantic – Dan Stôte
- Québec – Lise Bouthillier
- Ontario – Ken Payne
- Prairies – Pat Newton
- Pacific – Dianne Brown

by
Charlotte Campion

'Freedom to Read'

— a successful conference!



Why are prisons, both in Canada and other countries, filled with people who cannot read and write? Does teaching inmates to read help keep them out of jail? What kinds of literacy programs work best in a prison setting?

These were some issues that delegates to the first-ever International Conference on Literacy in Corrections tackled when they met in Ottawa, October 14 to 17, 1990. Entitled 'Freedom to Read,' the event was co-hosted by CSC and the U.S. Federal Bureau of Prisons. It brought together some 600 participants, including correctional staff, literacy experts, economists and literacy teachers from twelve countries. This international participation made it clear that inmate literacy has become a major concern around the world.

Raising public awareness

A packed schedule of panel discussions and workshops led by high-profile speakers insured the conference fulfilled one of its aims – to promote information-sharing and international cooperation. The event's timing during International Literacy Year and the attendance of dignitaries such as the Governor General of Canada and the First Lady of the United States helped achieve another goal – raising public awareness of the educational needs of inmates.

Illiteracy – a "prison inside their heads"

Opening the conference, His Excellency the Right Honourable Ray Hnatyshyn described illiterate inmates as people who inhabited a double prison. His words were echoed by U.S. First Lady Mrs. George Bush, who urged continued action to free inmates from the "prison inside their heads." Mrs. Bush said she was convinced of the link between poor literacy and crime. Nothing could excuse crime, she said, but better education might have prevented some people from making criminal choices. "What will keep ex-offenders out of prison if they haven't learned new and different things than when they went in?" she asked.

In Canada, six out of ten offenders who enter the federal penitentiary system are functionally illiterate, while among U.S. inmate populations, the rate can be as high as 75 per cent.

In introducing Mrs. Bush, Mila Mulroney urged greater community efforts to help inmates learn to read and write. "Volunteers are critical to this issue and the only way I think we are going to have success is through cooperative work," she said.

Correctional institutions can take important literacy initiatives, but cannot accomplish the task without major involvement from society at-large, various speakers said. As Canada's Solicitor General Pierre H. Cadieux put it, "we must enlist the involvement and support of our communities – the place from which offenders come and to which they will ultimately return."

Much remains to be done

The conference stressed that offenders are among the most poorly educated people of any society, whether it be in a developed or a Third World country. Intensive adult education programs in the prison systems of both countries are stemming the tide of illiteracy, but much remains to be done.

There was broad consensus that the inability to read and write is a great barrier to success in mainstream society. Literacy is a basic requirement for jobs and training programs, for access to community life and social services, for maintaining relationships and for building the self-esteem that enables people to make positive changes.

'The Other Prison'

Delegates saw the illiterate inmate's dilemmas dramatized in the premiere showing of the film 'The Other Prison.' Independently produced, the film is a thought-provoking account of one man's struggle to break out of the cycle of personal failure and imprisonment.



National Awards, presented at the conference for Outstanding Contribution to Adult Basic Education were given to: (Top row l-r) **Pierrette Simard**, Contract teacher, Leclerc; **Marc Collette**, Evergreen School Division, Stony Mountain Institution; **Gérard Prince**, Volunteer at Drummond Institution; **Pat O'Brien**, Springhill Institution; and **Dan Kane**, Ontario RHQ. (Bottom row l-r) **Lise Devilliers**, Frontier College; **Nancy Steele**, Kingston Learning Centre, Joyville; **Rob McCreary**, Mission Institution; and **William Snowdon**, New Brunswick Community College, Dorchester.

...the economic cost of illiteracy in Ontario alone is estimated at \$1.6 billion annually

— **Mike Farnan**, Ontario Minister of Correctional Services

Illiteracy hurts both individuals and society because it wastes human potential, speakers agreed. In a luncheon speech, Ontario's Minister of Correctional Services, **Mike Farnan**, said that the economic cost of illiteracy in Ontario alone is estimated at \$1.6 billion annually.

A panel on business community concerns pointed out that unskilled jobs are fast disappearing since today's technologically-advanced, competitive economies require well-trained, adaptable workers capable of teamwork and reasoning. As speaker **Jarl Bengtsson** of the Organization for Economic Cooperation and Development put it, "increasingly, freedom to read will mean freedom to work."

Literacy – reducing recidivism?

But does literacy training actually reduce recidivism? The conference received solid evidence that this is so. One Canadian study cited showed that inmates who completed Adult Basic Education (ABE) were more likely to avoid repeat incarceration than those who didn't. In another recent study, offenders said that ABE had helped them develop a greater ability to control anger, maintain self-control and express concern for others.

Achieving the far-reaching goal of inmate literacy requires support from the entire prison system, speakers said. They urged that literacy be integrated with other



Micheal Quinlan (front left), director, U.S. Federal Bureau of Prisons; **Ole Ingstrup** (back left), Commissioner, Correctional Service of Canada; **Pierre H. Cadieux** (c), Solicitor General of Canada; and **Mila Mulroney** (r) welcome U.S. First Lady **Mrs. George Bush** (front right).



The 'Freedom to read' conference was co-sponsored by CSC and the U.S. Federal Bureau of Prisons. (l-r) **Micheal Quinlan**, director, U.S. Federal Bureau of Prisons; **Dick Thornburgh**, U.S. Attorney General, **Pierre H. Cadieux**, Solicitor General of Canada; and CSC Commissioner **Ole Ingstrup**.



lifeskills education and that the written word be emphasized throughout inmates' daily lives.

Delegates discussed the important contributions of volunteer organizations such as Frontier College and those of businesses such as Canada Post Corporation.

Through workshops on topics such as learning disabilities, cultural minorities, computer-assisted learning, motivating students and mobilizing volunteers, delegates discussed educational problems and solutions. One principle stressed was that ABE must encompass much more than reading, writing and arithmetic. It must also teach lifeskills and foster personal development. This training must continue after release so that offenders maximize their gains, speakers said.

Another dominant theme was the need to tailor instruction to individuals. Experts agreed that no one program or teaching method could suit all offenders and that an understanding of the student was key to success.

Literacy and cultural minorities

The conference paid particular attention to the needs of cultural minorities. A panel on the subject pointed out that reaching minority students means becoming aware of their values, histories and traditions. Course content should be based on students' cultures so as to reinforce a sense of identity and self-worth. Racism and other barriers must be acknowledged if students are to overcome feelings of personal failure.

Delegates learned that these concepts are being put into practice through various projects. For example, at the Pine Grove Correctional Centre in Saskatchewan, Aboriginal women inmates produce a variety of publications for literacy learners, including a newsletter which publishes articles of specific interest to women and Native peoples. The project teaches many skills and boosts self-worth by affirming Native traditions and values.

Learning in Prison

"I can finally write home:" inmate Greg Penton

ATLANTIC – Greg Penton plans to surprise his parents with good grades when they visit him at the Atlantic Institution this week.

Penton is a student in the literacy program offered to inmates at the maximum security prison through the community college. The instructors come from the Miramichi campus in Chatham. Penton has been in the program for two months. He is raising his reading level from Grade 3 to Grade 6.

"I'm glad I'm going to school. I can read and write, spell my name. I can finally write home," Penton said Friday afternoon at the prison. However, Penton was not always glad to be going to school. He dropped out when he was about 15.

"When I was growing up, I hated school," Penton said. He grew up in Bishop Falls, Newfoundland, where he says he did well up to Grade 4. When he reached Grade 6 he got his first taste of alcohol and started roaming the streets at night. The next day he would be tired and fall asleep in

class, he said. He started skipping school and wouldn't pay attention to the teachers, he said. Then his family moved to Toronto, more moves followed. He would get a tutor for only few sessions before moving again, he said. That continued until he was 15. Then he quit school, moved out and got a job at a garage in Toronto. He started out cleaning the shop and later learned about working on cars. That's when illiteracy started getting in the way.

He could do the work if it was shown to him. But when the instructions were on paper, he couldn't read them. "For the longest time I ignored it," he said. Then he ran into some trouble and was sent to the prison in Springhill, Nova Scotia. He looked into the school there and didn't like it, so he was transferred to the Atlantic Institution. There were no job openings in the institution, so he decided to go to school.

"I told the teacher, 'I'm not here for you. I'm here for myself. I want to read, write and spell.'"

He went into the program at the Grade 3 reading level and is more than half way through the course. The students go through the literacy program at their own pace and receive individual training from the instructors. He spends five hours a day in math, reading and spelling classes. Then he adds another four to five hours while in his cell.

"If it wasn't for her being so patient, I wouldn't be where I am today."

Today, Penton is reading short novels written for adults at the Grade 6 reading level and makes B grades in his classes. When he was on the street he was ashamed of his report card and often threw it away so his parents wouldn't see it. But this weekend he plans to show the good marks to his parents, who are coming for a three-day visit.

When he gets out in 1992, Penton plans to return to Newfoundland for more education and find a job.

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(l-r) Al Alexander and Pat O'Brien of Springhill Institution peruse the 'Book Voyage'.



A packed schedule of panel discussions and workshops led by high-profile speakers insured the conference fulfilled its aims – to promote information-sharing and international cooperation and, to raise public awareness of the educational needs of inmates.

Enormous challenges

The emphasis at 'Freedom to Read' was on the enormous challenges that lie ahead in the field of literacy in corrections. But the event also celebrated success stories. Solicitor General Pierre Cadieux praised CSC for its extraordinary accomplishments in Adult Basic Education over the last three years.

Success, said CSC Commissioner Ole Ingstrup was primarily due to the superb efforts of teachers, volunteers, inmate tutors and committed students. Eleven members of these groups were honoured during the conference's opening ceremonies, but Commissioner Ingstrup stressed that they were only the tip of the iceberg.

U.S. Attorney General Dick Thornburgh, who gave the closing address, outlined the literacy accomplishments of the Federal Bureau of Prisons. He cited a number of statistics to show that large numbers of inmates in the federal system were enrolling in, and completing, education programs.

In 1987, CSC began an initiative with the unprecedented goal of 4,050 ABE completions by April 1990. CSC achieved, and exceeded this goal.

Some inmate achievements in literacy were demonstrated through the 'Book Voyage' a collection of writings by offenders from all of Canada's federal prisons. The 'Book', on display at the conference, contained inmates' hopes, concerns, views and feelings on a broad spectrum of subjects. Selections were presented to the Governor General and will eventually be passed on the United Nations.

Renewing commitment to literacy

Delegates comments to *Let's Talk* revealed great enthusiasm for the conference. 'Freedom to Read' was an opportunity to renew commitment to the literacy cause, said a teacher from the Québec Region. An instructor from the Toronto Jail found the networking opportunities useful, while an education specialist from Atlanta was delighted that she'd been able to set up exchange seminars on the needs of Black inmates, with a British colleague. A representative from Ghana said the conference gave him ideas about approaches to literacy that could be used in his country.

For a British Columbia correctional officer the conference was important because it gave her a better understanding of the need for inmate literacy and the role of line staff in its promotion. Her only regret was that there weren't more COs present. A number of people said they wanted the international cooperation to continue and to see more such events in the future.

"This conference touched upon a lot of important issues – learning disabilities, Native spirituality – issues we deal with on a daily basis," said a teacher from Mountain Institution. "I've learned a lot. I'm very glad I came." ■

by
Gabriella Goliger

Quality counts

ATLANTIC – Enhancing the quality of work life and promoting team building were issues discussed at the monthly problem-solving meeting between union and management of Dorchester Penitentiary, held recently.

A committee was formed to rate the quality of work life and team-building within the institution. The committee, led by **Dan MacPherson**, Dorchester's redevelopment coordinator, had representation from each of the three institution divisions and from the various occupational groups.

Using the Mission's Core Value 3 as a basis, the committee agreed "to enhance the level of teamwork necessary for Dorchester to fulfill its mandate." It would do so by initiating "social and professional activities

designed to create an atmosphere of openness, trust and mutual respect among staff members of the three divisions."

Recognizing that two-way communication with staff, at all levels of the organization, is essential for improved teamwork, the committee asked staff to express their thoughts on a survey.

Through familiarization tours of the institution, Dorchester staff gained a better understanding of the roles and responsibilities of those around them. Employees also attended noon-hour information sessions on topical subjects. A session on *Stress and Shift-work in Correctional Staff* was presented by **Russell Partridge**, a training consultant with the Nova Scotia

Department of Corrections. Chief of Personnel, **Claudine Bourque**, led an information session on current personnel-related issues.

Families of staff were invited to a guided tour of the institution. Over 100 family members took this opportunity to gain first-hand knowledge about the correctional facility.

Recognizing that "all work and no play isn't good for work," the committee plans to sponsor a number of extra curricular events.

The quality of work life initiative seems to have instilled a spirit of cooperation and friendship amongst staff making Dorchester a better place to work.

Counselling the Sexual Offender

ATLANTIC – Westmorland Institution was the setting of a pioneering course on *Counselling the Sexual Offender*, held this summer. The program was sponsored by Westmorland and the Regional Chaplaincy Department in association with the Institute of Pastoral Training in Halifax, and Acadia Divinity College in Wolfville, N.S..

Theory and practical training

Participants received theoretical training about sexual addiction and practical counselling experience working with a group of offenders on an individual basis and in a group process.

Helping to prevent recidivism, offenders were taught to recognize the ideas and behaviors that lead them to sexual assault.

One offender said the program is a first step to rebuilding his life. "The bonding is fast, because the walls come down fast. It puts people through all emotions: caring, crying, shame, sharing. But...after you are torn apart, there is a rebuilding. You become a different person."

A step in the right direction

Reverend **Fred Gehars**, Warkworth Institution, says this type of program is a step in the right direction for CSC. "In making this program possible, CSC has displayed the type of guts that it takes in society to come to grips with this problem."



Westmorland psychologists **Offa Gaudet** and **Roger Fontaine** assisted in the program's delivery, supervised by **Kevin Graham**, program coordinator of the Sexual Addiction Program, Westmorland Institution and, **Dr. Charles Taylor**, faculty of Acadia Divinity College, Acadia University. Participants and instructors in the three-week course included: (l-r) **Sister Marguerite Somers**, Mission Institution; **Kevin Graham**, Westmorland Institution; **Rev. Jeff Hosick**, Lunenburg Correctional Centre, Lunenburg, N.S.; **Dr. Charles Taylor**, Acadia University; **Rev. Fred Gehars**, Warkworth Institution; **Ghislaine Ouellette**, Westmorland Institution; and **Rev. Claude Arsenault**, Moncton, N.B. (Absent: **Scott Daniels**, Westmorland Institution).

Photo inset: (l-r) Westmorland psychologists **Roger Fontaine** and **Offa Gaudet**.

