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Let's Talk

February / March 1993

Correctional Service of Canada



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LET'S TALK / ENTRE NOUS

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The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by 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

with the Commissioner

MANAGEMENT AND UNION: AIMING FOR A BETTER WORK ENVIRONMENT

THIRTY YEARS AGO, March 1963, was a significant milestone in the history of labour/management relations in the Public Service of Canada. It was the year the federal government announced its intention to grant public servants the right to collective bargaining. It took another four years, however, to set the machinery in place. It was not until Canada's centennial year, 1967, that the Civil Service Association of Canada was certified as the bargaining agent for federal government employees and changed its name to the Public Service Alliance of Canada.

Interestingly enough, one of the first groups to sign a collective agreement (without arbitration) was the correctional officers. They had also been one of the first groups to actively seek collective bargaining and had begun organizing as early as 1942. Back then, correctional staff in B.C. gave themselves a collective voice by joining with the Amalgamated Civil Servants of Canada. Their stated objective was to improve the Service, and promote loyalty, efficiency and *esprit de corps* among the staff.

Today, 30 years later, I think we can safely say we still share the same goals and aspirations. The question asked most often is, "How do we go about achieving them?" Collective bargaining involves positioning, offering, counter-offering and negotiating with the intent of getting a good deal. The process is very adversarial and can become quite confrontational.

While that adversarial approach works and has its place in the collective bargaining process, it can become quite frustrating, even unpleasant, in on-going, day-to-day labour-management relations. Here, I think, we can find ways of being more collaborative and cooperative. We share the same values, as expressed in our Mission document, we share the same goals and we represent the interests and welfare of the same group of people — our staff.

There have been many opportunities for both parties to come together for the ultimate benefit of staff. Prime examples are the early retirement program, the National Joint Occupational Safety and Health Committee, and the joint committee which was set up to develop new uniforms for correctional officers. You can probably think of others.

Recently, union and management agreed to take a close look at the high number of staff grievances within the Service. Last year, CSC had more staff grievances than any other federal department or agency. I can think of other areas where being number one would give us a great deal more pride. Our job may be tough but we have among our staff a highly competent and motivated workforce. We simply shouldn't have to deal with this many grievances. So union and management have agreed to do something about it. We have begun to look for more constructive ways of dealing with staff concerns about the working environment. It may take some time and it will require a great deal of patience, understanding and goodwill on everyone's part.

But let's make that a New Year's resolution. Let's find better ways to work together, to listen to one another and make 1993 a banner year in labour/management relations. Let's do it! *

A handwritten signature in dark ink, appearing to read 'M. Plouffe'.

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a valuable resource



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IN THE HISTORY of corporate or government bureaucracies, has there ever been a major conference that wasn't reported by the sponsoring body to have been a resounding success, a tribute to its organizers and the department as a whole? Probably not.

Therein lies the problem in describing the fourth annual Research Forum, entitled *Risk Management in Corrections*. It seemed like an obvious success, but the casual reader may dismiss that appraisal as the usual "corporate line."

We also have the problem of the layman's misconceptions about research.

The acid test for this year's Research Forum, as determined by one unscientific mind, is as follows:

Question: Was it informative?

Answer: Yes

Question: Was it interesting?

Answer: Yes

Question: Was it relevant?

Answer: Most definitely, yes.

Enough preamble. Let's take a closer look at the facts.

The fourth annual Research Forum, held October 13-16, 1992, was sponsored by the Research and Statistics Branch of the Correctional Service of Canada and attended by approximately 200 people. The participants were there to discuss the risks of violence and reoffending among offenders, both in institutions and in the community, and to hear about different ways of managing these risks.

While it could have been held in any one of a number of larger cities, this year's Forum took place at three waterfront hotels within close proximity of each other in Kingston, Ontario, the home of no fewer than nine federal correctional facilities.

It was appropriate, since the research being discussed has already had an impact on many of the staff and offenders associated with those Kingston facilities. And, fortunately, many members of the treatment staff at local institutions were able to drop in on a few sessions.

Frank Porporino, Director General of Research and Statistics at CSC, opened the Forum early Wednesday morning by encouraging the participants to make it *their* conference. He then introduced the Ontario Region's Deputy Commissioner, Andrew Graham, as one of the people who has seen the potential for a strong research focus within CSC.

In his remarks, Mr. Graham spoke about the role of research and shared his own enthusiasm for the expanded role of the Center for Correctional Learning (CCL). He said he hopes the CCL, in partnership with other members of the justice system, will continue to have a growing impact on the correctional process.

RISK

MANAGEMENT IN CORRECTIONS

Let's face it. For some, the mere mention of the word "research" conjures up visions of brilliant men and women toiling away in academic ivory towers or, at the very least, painful personal recollections of untimely and embarrassing explosions in high school chemistry class. Well, while there were no explosions at this year's Research Forum, there was evidence of brilliant people toiling away (although certainly not in ivory towers). In fact, it was apparent that research has come of age in CSC and plays a vital part in determining policy.

So was it successful? Hold on. That question would be a quantum leap in the investigative process. Sounds entirely too much like a conclusion. One step at a time.



The panel for the opening session of the conference, called Risk Management: Framing the Issues: (l. to r.) Dan Kane, Principal of the Centre for Correctional Learning; Jane Pepino, Queen's Council; Mike Provan, Warden of Warkworth Institution; Sheila Henriksen, Special Advisor to the Commissioner, Ontario Region; and Ed McIsaac, Executive Director of the Correctional Investigator Canada.

Mr. Graham reiterated his personal support for research, particularly in the area of risk assessment. He said, "There is a widening gap between what we in corrections see as risk and what the public defines as acceptable risk."

And on that appropriate note, the Forum began. The first plenary session was a wide-ranging discussion entitled Risk Management: Framing the Issues.

Moderated by CCL Principal Dan Kane, the panel consisted of Warden Mike Provan of Warkworth Institution; Sheila Henriksen, Special Advisor to the Commissioner and former Chairperson of the Ontario Parole Board; Ed McIsaac, Executive Director, the Correctional Investigator Canada; and Jane Pepino, Q.C., best known to CSC staff as the Chairperson of the Stanton Inquiry.

Steve Wormith, Psychologist-in-Chief with the Ontario Ministry of Correctional Services, paid the ultimate compliment. "I am envious of what I see going on in this Service," he said. "You folks have a stable of thoroughbreds, leading on every turn."

punches. She cited the Fredericks case (an inquest that was being held in Toronto at the time), as an example of how the system can fail when it comes to information sharing.

"The public has lost confidence in the court's ability to appropriately deal with managing risk," Ms. Pepino said. "No one is seen by the public as being more responsible for public safety than corrections."

She invited the conference participants to use the Forum as a "reality check" on how they are doing in risk management, and she encouraged them to always seek as much information from as many sources as possible before making a release decision. Finally, she acknowledged that temporary absence statistics have been "wonderful," but she implored correctional practitioners not to be driven by the length of a sentence when they make decisions on risk management.

"You must assess risk irrespective of where an inmate is in his or her sentence," she said, pointing out that those involved in corrections are not obligated to provide gradual release to every offender.

Mr. Provan offered his insights into institutional risk management, particularly concerning Warkworth's population of 609 inmates, more than 300 of whom are sex offenders. He explained that he distinguishes between offender-focused and program-focused risk management, and always asks two basic questions when considering an application:

Ms. Pepino summed up the complexities and pitfalls of risk management with this description.

Risk management: "Why me, oh Lord?"

While expressing sympathy for the position of those involved in corrections, she pulled no



At one of 12 breakfast round table discussions on the last day of the conference, criminologist and table host Don Clairmont, of the Atlantic Institute of Criminology at Dalhousie University, (left) discussed Corrections and Native Issues with two conference participants.

1. Where is this particular inmate in the treatment process?
2. How is this application part of the inmate's program and what is the next step?

Mr. Provan added that he is very much encouraged by the fact that more than 60 per cent of inmates at Warkworth are being assessed *before* their parole eligibility dates, and that proportion is increasing rapidly.

Ms. Henriksen gave the conference participants a parole perspective, emphasizing that it is impossible to make accurate predictions about 100 per cent of cases. However, she added that a multi-faceted team approach provides the best opportunity to make the right decisions.

For his part, Mr. McIsaac prompted a murmur from the audience by criticizing CSC for what he described as "extremely delayed and cautious decision making." He pointed out that while the federal inmate population has increased by 800 this year, the numbers of full and day parole releases have decreased. He also said the number of complaints made by inmates to the Office of the Correctional Investigator has increased dramatically, as has the number of institutional deaths and assaults.

The second plenary session of the day was more statistically-oriented. It involved an enlightening display of facts and figures on the topic Crime Trends and Their Reporting. The session was presented by Aaron Caplan, Director of Statistics at the Federal Department of Justice, and Rick Beattie, Chief of Integration and Analysis at the Canadian Center for Justice Statistics. Their presentations dispelled some of the public misconceptions surrounding the nature and frequency of violent crimes in Canada. Mr. Beattie said more and more young offenders are committing violent crimes and being tried in adult court. This information clearly has profound implications in terms of CSC's future facility and program requirements.



The panel that discussed Assessment and Treatment of Psychopaths: (l. to r.) Cindy Presse, Acting Chief of Psychology and Research at the Regional Psychiatric Centre (Prairies); Marnie Rice, Director of Research at the Penetanguishene Mental Health Centre; and Grant Harris, Research Psychologist at the Penetanguishene Mental Health Centre. (In the background is David Cooke, who spoke in a separate session on Managing Risks in Institutions.)

That afternoon, Professor Rolf Loeber of the University of Pittsburgh presented the results of his exhaustive research, in a session entitled Pathways and Processes in the Development of Juvenile Delinquency and Violence. Professor Loeber is an acknowledged specialist in the area of children's development into criminals. At the Forum, he reported on his extensive study of 1,500 boys in the Pittsburgh area. He had investigated common characteristics among the boys in their involvement with the law, and explored three basic criminal development pathways: escalation of authority conflict, covert problem behaviour, and overt problem behaviour. Mr. Porporino praised Professor Loeber's work as the type of study that "brings science together with practice."

This practical theme continued the following day as speaker David Cooke presented his experiences with managing risk in a Scottish Special Unit for violent offenders. He said the factors that prompted the establishment of the Special Unit in some ways parallel the present Canadian situation.

Mr. Cooke explored the relationship between environment, or "regimes," and the incidence of institutional violence. He detailed the dramatic decrease in violent acts among inmates in the Special Unit and attributed this to altering the "regime" in a number of key areas, including staff/inmate interaction. Mr. Cooke's findings clearly have implications for managing offenders in any setting and can have an impact on predicting and influencing institutional risk and violent behaviour. Furthermore, the findings suggest that the his-



I MUST SHARE WITH YOU one unscientific finding that I would not have believed had I not witnessed it with my own eyes.

Picture this. It's 3 p.m. on Wednesday, October 14, in Kingston, Ontario. The Toronto Blue Jays are about to start the sixth and possibly last game against the Oakland A's in the American League Championship Series. Blue Jays win and they go to the Show. That's the World Series, for those of you who don't know better.

We have in Kingston several hundred people who are attending a research forum. Far away from their usual work setting they are, in many cases without the company of their supervisors or the sources of their research grant money. They are intelligent people and in some cases brilliant. They know what's going on in the world. They love statistics, and what could be more statistical than baseball?

They have already put in almost a full day of

toric response of CSC—reacting to an establishment such as the Special Handling Unit with the idea that it is a fortress—may not be the most appropriate.

Thursday's sessions focused on the community as well as institutions, as three CSC staff members explained the present proactive role of CSC in defining needs and applying programs to meet those needs. More specifically, Regional Administrators of Correctional Programs, Bob Brown and Ron Lawlor, concentrated on needs and risk identification during front-end assessment, while Case Management (Parole) Specialist Ken Baughan explained that the parole staff is now better equipped to go about effective risk management in the community.

The last of the plenary sessions on Thursday dealt with two topics that always seem to raise debate: psychopaths and sex offenders.

Showing some signs of wear from the morning sessions, one participant, on his way back from lunch, put it this way: "If I can't stay interested in psychopaths and sex offenders, then there must be something wrong with me."

And interesting it was, as Marnie Rice and Grant Harris of the Penetanguishene Mental Health Center explained the intricacies of their study. It was a retrospective look at men who had participated in a therapeutic community first established at Penetang in 1980.

Among their conclusions were the following:

- You are either a psychopath or you are not. It is not a question of degree.
- Psychopaths can be changed. However, the evidence suggests that the therapeutic community made them worse. There was no evidence to suggest how to make them better except in the context of what not to do.
- The best single predictor of violent recidivism was the Psychopathy Checklist, even though the checklist was initially de-

FRIVOLOUS BUT FASCINATING OBSERVATION RECORDED AT RESEARCH CONFERENCE

work. So, they are watching the ball game right? Wrong!

What they are doing is getting together in groups to discuss corrections. In fact, a very informal non-scientific head count could detect few if any holes in the line-up.

What does this mean? I have no idea, but it certainly raises more questions than it answers. *

by Brad Latta

signed as an assessment instrument to rate levels of psychopathy, not recidivism.

Stimulating and entertaining though they were, the formal plenary sessions were only half of the show at this year's Research Forum. Parts of days one and two and virtually all of day three offered workshops and round table discussions that covered a very broad spectrum of correctional topics.

Reaction from several members of the audience was strong and to the point. One challenger suggested that their research offered false

hope to corrections in terms of predictability of psychopaths. Another person questioned the wisdom of using the Psychopathy Checklist instead of other measurement scales and tests.

On this note, the sessions moved along to the subject of Sex Offenders: Assessment, Treatment and Relapse Prevention, with speakers Vernon Quinsey of Queen's University, Howard Barbaree, also of Queen's, who is involved with the Warkworth Sexual Behaviour Clinic, and Richard Laws, Supervisor of Forensic Psychology at the Alberta Hospital Edmonton. Their presentations were further enhanced by the Acting Director of Psychology Services at the Ontario Regional Treatment Centre, Sharon Williams, who was introduced as the mother of the sexual treatment program there; as well as Arunima Khanna, Director and Programmer at the RTC; Steve Wormith, Psychologist-in-Chief, Ontario Ministry of Correctional Services; and Manasse Bambonye, Regional Chief of Psychological Services in the Quebec Region.

The audience learned that the treatment of sexual offenders in Ontario has grown from a small handful inside the RTC to more than 200 in a wide variety of locations. Mr. Quinsey said, "We do not do a bad job in predicting the risk involved with sex offenders." Mr. Barbaree then detailed just how this is done, for parole purposes, at Warkworth Institution. Mr. Laws talked about the technical aspects of relapse prevention and the common precursors to relapse. He also pointed out the need for effective and informed parole supervision.

And Mr. Wormith, of the Ontario Ministry of Correctional Services, closed the session by paying the ultimate compliment.

"I am envious of what I see going on in this Service," he said. "You folks have a stable of thoroughbreds, leading on every turn."

Stimulating and entertaining though they were, the formal plenary sessions were only half of the show at this year's Research Forum. Parts of days one and two and virtually all of day three offered workshops and round table discussions that covered a very broad spectrum of correctional topics.

Guided by individuals with practical experience on each topic, the workshops were often lively, with input and questions from the participants. In one afternoon, this roving reporter managed to learn about the difficulties in dealing with Category 1 offenders, the dangers of forming conclusions based on the positive results of sexual treatment at Warkworth Institution (due to the absence of post-release data), and the motivating factors of many of the offenders who "walk away" from minimum-security institutions.

Did you know, for example, that a typical "walkaway" is a young, somewhat intoxicated property offender with very troublesome

family problems on the outside? Or that computer classification of potential walkaways, identifying a number of factors and variables, may be 80 per cent accurate?

What about dealing with female offenders? Sure they are different, but how much so? Tremendously, according to research. In fact, the types of offences, the motivating factors, and the effectiveness of different treatment approaches differ vastly from those of male offenders. And for Aboriginal offenders, much the same can be said, although the situation is worsened by misinterpretations of their cultural traits. Eye contact avoidance, and reluctance to talk about oneself or to criticize others are characteristics having far different significance in the Native culture than in the Euro-Canadian culture. As one expert put it, "These people get hammered in treatment programs due to misinterpretation of their behaviour."

The list of workshop topics goes on: the development of a database to identify and track sexual offenders in Ontario; an in-depth study of violent incidents in Prairie Region institutions; and a fascinating presentation on how Macintosh computers, digital cameras and Photoshop software are used to determine the effect of certain visual and audio stimuli on sex offenders. These presentations, like so many of the others, detailed vastly different but effective and promising forms of risk management.

On the final day of the conference, round table breakfast discussions featured 12 criminologists leading conversations on everything from the dangers of women working in corrections to the ethics of risk management.

CSC's Acting Commissioner Willie Gibbs, in his closing remarks, congratulated Frank Porporino and his staff. "For four years in a row, they have brought research to the forefront in the form of these Research Forums," Mr. Gibbs said. He also paid lengthy tribute to former Commissioner Ole Ingstrup for his enlightened leadership and support for a research component in the Service. Mr. Gibbs spoke of the lack of available tools and measures when he began in corrections and the difficulty in assessing whether a program worked or not, adding that the situation is changing. He described research as essential for "putting the resources where they really belong."

Preaching to the converted, he closed by saying, "Research is not an option, it is an essential part of the system."

So there it is — the fourth annual Research Forum, *Risk Management in Corrections*. Informative, interesting and relevant.

Conclusion: successful. *

by Brad Latta



Plenary session on Managing Risks in Institutions: (l. to r.) Ken Payne, Warden of Kingston Penitentiary; and David Cooke, Director of Forensic Clinical Psychology Services at the Greater Glasgow Health Board in Scotland, and Professor of Forensic Psychology at Glasgow Polytechnic.

Volunteers in Corrections

A VALUABLE RESOURCE

A GROWING BODY of international research suggests that the effectiveness of a criminal justice system depends largely on the degree to which it can involve the public. On the other hand, when people in corrections fail to work towards increasing community involvement, there can be a high degree of public resistance to community corrections initiatives.

Public involvement is all the more important and urgent when we look at reintegration. The Community and Institutional Programs Task Force appropriately recognized this, saying:

"The community has the responsibility to assist in the reintegration of offenders, and the Correctional Service of Canada will actively seek the support and participation of the community during the sentence and encourage the provision of on-going support to offenders after the sentence expires."

The Task Force made another recommendation concerning community involvement:

"To the greatest extent possible, programs and services delivered by the Correctional Service of Canada should find their origin in

the community, and should reflect community standards and be focused on risk reduction and community integration."

Our Mission Statement recognizes that every offender has the potential to live as a law-abiding citizen. As a guiding principle, the Mission Statement encourages the involvement of volunteers in program development and delivery.

Volunteers have long been internationally recognized as a valuable resource to enrich and enhance the services provided by correctional systems. Some of the benefits are cited in reports from other countries:

- Volunteer programs widen the range of skills, abilities and resources available to the offender (United States);
- They provide an essential element of community involvement (Sweden, Denmark, United States);
- They permit more time to be spent with the offender, which increases the probability of more effective intervention (Sweden, United States);

London Area Office Community Parole Co-ordinator Neil Spence (centre, left) and NHQ's Director of Chaplaincy Pierre Allard (centre, right) with volunteers who received special certificates at the annual Community Recognition Dinner in London on October 14, 1992.



A VALUABLE RESOURCE

- They allow for professional full-time paid staff to be used more effectively (Sweden);
- They significantly enhance programs at a relatively moderate cost (Denmark, United States).

THE LONDON COMMUNITY PAROLE PROJECT

In Canada, volunteers are an under-used resource in federal corrections.

Five years ago, a volunteer program was developed in the London Area Parole Office to meet the changing needs and growing demands of a correctional system that is required to provide more services and resources. Out of this highly successful volunteer program came the London Community Parole Project, which was commissioned as an Ontario Region Pilot Project in October 1990. This project is designed to explore the potential of community volunteers as a resource in federal corrections. The London project is unique:

- We are dealing with adult offenders, many of whom have committed serious crimes;
- We are providing a full range of core services;
- We are providing additional services that otherwise would not be available, such as leisure and recreational activities;
- We are totally integrated into the core operations of the London Area Office.

This project is based on the premise that CSC's Mission cannot be fully achieved without the participation of the community. It was designed to demonstrate that volunteer programs are the most effective way to directly involve the community in the Correctional Service of Canada. Through the recruitment of a variety of citizens, volunteer programs benefit CSC by providing representation of different races and cultures in the core work of the Service.

A cross-section of the community is represented in the 80 volunteers currently involved in the project. These include teachers, farmers, nurses, university professors, secretaries, lawyers, computer operators and bank clerks. What they have in common is a desire to make a very personal and unique contribution to their community. Since volunteer Community Parole Officers carry a very low caseload, they are able to spend considerably more time with each client. Volunteers provide a rich variety of talents, skills and expertise which would not otherwise be available to CSC.

For example, the London Community Parole Project provides volunteer specialists for special-needs clients. A psychiatric nurse or other mental health professional who has volunteered to help might be assigned to work with a psychiatrically-disordered offender. A teacher may be called to help an offender who needs remedial education to improve literacy skills. An addictions counsellor may be assigned to assist an offender with a substance abuse problem.

We recognize that the most effective way to involve the public is to give them the opportunity to participate in our work. Through the London volunteer program, citizens from the community gradually assume increasing responsibility for the following services:

1. Offender Classification

- Penitentiary Placement for Accelerated Release Cases (two-to four-year sentences): This includes the completion of Penitentiary Placement Reports, Case Management Assessment Inventories, Force-field Analyses of Needs, and Post-sentence Community Assessments.
- Post-Sentence Reports for long-term offenders (four years or more): Volunteers do comprehensive front-end assessments to help institutional staff in pre-release planning, and they assist the National Parole Board in decision making.

2. Pre-release investigations for Day Parole, Full Parole, and Mandatory Supervision, and other investigations as required.

3. One-on-one supervision of individually assigned cases.
4. Co-supervision of high-risk or special-needs offenders: A volunteer helps a staff parole officer monitor and/or assist selected clients. This allows for more frequent contact with the offender, when necessary.
5. As mentioned above, volunteer specialists such as teachers, mental health workers, and other professionals assist offenders with special needs.
6. Community resource development: Volunteers evaluate local community service agencies to determine what programs and services are being provided to meet the specific needs of our client population, and what could be provided.
7. Volunteers also work on other projects, such as public education and advisory committees, and they complete assignments related to their individual experience, skills, and interests.



TRAINING

Training is perhaps the single most important component of a successful volunteer program. There is strong evidence to suggest that the more people know about the criminal justice system, the less punitive they tend to be. The Community Parole Project provides citizens with an excellent opportunity to learn more about the criminal justice system.

The Annual Training Program consists of 12 weekly sessions with four components:

- An introduction to the criminal personality;
- An overview of the components of the criminal justice system;
- A review of the parole system focusing on the role of CSC;
- An examination of National Parole Board and CSC policy and procedures, including risk/needs assessment, case management procedures, community investigations, community programs and resources, report writing, and interview techniques.

Experts are drawn from the community to enhance the training program. For example, a different speaker for each session on the criminal justice system ensures the involvement of the other parts of the system. Judges, crown attorneys, defense lawyers, senior police officers, forensic psychiatrists and other professionals have given freely of their time to participate in the training program. Once they participate, they inevitably become strong supporters of the program.

Staff from agencies such as Ontario Probation and Parole and the Salvation Army have also been invited to these training sessions. Their participation serves to further promote dialogue and mutual understanding among those involved in the various components of our criminal justice system.

In addition to the 12-week training program, we offer on-going workshops on specialized topics, such as sex offenders, motorcycle gangs, and family violence. We have also established a liaison with the Library of the Solicitor General in Ottawa to acquire up-to-date audio/visual materials.

A three-session Offender Classification Workshop is offered twice a year, and volunteers are provided with an opportunity to visit federal institutions in the Ontario Region. This is an important part of their training in offender classification.

Volunteers are also provided with an opportunity to visit the Elgin-Middlesex Detention Centre and London City Police Headquarters for a detailed examination of their operations. Through their daily duties, volunteers will be in frequent contact with

these facilities. Consequently this, too, is an essential part of the volunteer's orientation.

BENEFITS

There are many benefits to this pilot project:

- Offenders become more directly accountable to the community because they have more frequent contact with members of the public.
- A pool of specialists is available on a case-by-case basis. The experience and skills of the volunteer are matched with the needs of the offender. At the present time, the community parole project has three professional mental health workers who are available to help clients with psychiatric disorders. One volunteer with a business background provides highly specialized supervision of commercial fraud cases. Another provides specialized post-sentence assessments of offenders convicted of child abuse.

- In the London Area Office, penitentiary placement assessments are done solely by volunteers. When decentralized penitentiary placement was introduced in May 1991, no additional full time staff was added to assume these extra duties, even though the staff was already overburdened with growing caseloads. Volunteers freed them of the extra burden, allowing them to concentrate on existing priorities.

With volunteers responsible for penitentiary placement, the community now has direct input into an offender's security level, and can make recommendations about what programs and treatment interventions will best prepare the offender for release.

- Volunteers from the London Area Office are responsible for post-sentence reports. Post-sentence reports are completed on all long-term federal offenders sentenced to four years or more. These comprehensive assessments address:
 - a. Probability of re-offending;
 - b. Risk of offender causing harm when released;
 - c. Risk of offender causing harm while incarcerated;
 - d. Program needs, including problems to be addressed and intervention strategies most likely to reduce risk of re-offending.
- The use of volunteers in the post-sentence interview project provides an opportunity for CSC to respond to the offender,



A VALUABLE RESOURCE

his family and significant others in a personal way, and address their needs.

- The use of volunteers permits the greatest possible degree of community involvement in the Correctional Service of Canada. Citizens now have direct responsibility concerning the reintegration of offenders. From the time an offender is sentenced, community-based volunteers will link him/her to relevant community resources that can provide continuing support.
- Through the recruitment of minorities, volunteer programs allow CSC to better reflect the multicultural composition of the community. In addition, members of various cultures have a vehicle for direct participation to an extent that was not always possible in the past.
- Volunteers can help to create a more receptive environment for correctional initiatives. For example, a steering committee of 20 London area citizens was formed from our pool of volunteers to help in the development of a new 35-bed Community Correctional Centre.

FUTURE DIRECTIONS

Although much has been accomplished through the London project, we have only just begun to explore the almost limitless potential of volunteer programs.

With the assistance of the Western Ontario District Psychologist, Dr. Gertie Witte, a program is currently being designed to meet the needs of clients who require and request continued counselling and support beyond Warrant Expiry Date. Clients will be assigned a trained volunteer counsellor who will continue to work with them as long as they express a need for extended support. The District Psychologist will provide the volunteers with a three-day workshop on counselling skills and techniques.

An employment program is being developed for volunteers who wish to use their networks in the business/industrial community to help offenders find jobs. Volunteers will also provide counselling in job search strategies and techniques.

The Community Parole Project will also be moving into the smaller communities surrounding London in the near future. A Community Parole Advisory Committee is in place in Sarnia, in preparation for the expansion of the volunteer program into that area as soon as resources become available.

In addition, discussions will be scheduled with Aboriginal community leaders from the three reserves in the Sarnia-Lambton area to explore the possibility of recruiting Native volunteers to work with Native offenders.

Volunteer Community Parole Officers will also be responsible for matching selected offenders who are interested in doing volunteer work, with community agencies who would benefit from their assistance, such as food banks. Voluntary activities are widely considered to be a vehicle for reintegration into the community. They help offenders feel accepted, and provide an opportunity for them to learn and demonstrate pro-social behaviour.

A computerized information management system is currently being developed to help volunteer co-ordinators monitor and evaluate their programs.

SOME FINAL THOUGHTS

The London Community Parole Project shatters the myth that our criminal justice system has fallen victim to public apathy. We have shown that volunteer programs work. On a much broader scale than corrections, volunteer programs offer tremendous hope for

the future. Through the direct participation of citizens in the delivery of government service, we will see a rejuvenation of our communities. That is what Community Parole is all about. It is not just another volunteer program. It is a vehicle for the community to represent itself and express itself in the core work of the Correctional Service of Canada.

A very good friend and strong supporter of the London Community Parole Project, U.S. Circuit Court Judge Keith Leenhouts, the acknowledged founder

of 20th century correctional volunteerism in North America, once said, "Excellence in corrections cannot be achieved without the use of volunteers."

Although we often speak of delivering better corrections, we will never achieve excellence in corrections until we make a total commitment to the involvement of the community in our daily work, to the greatest degree possible.

Our Mission Statement expresses a commitment to excellence. Yet without community involvement, the achievement of our Mission remains an impossibility. And volunteer programs are the most effective way to ensure maximum community involvement in corrections.

Our Mission Statement challenges us with a vision. Community participation can transform this vision into reality. *

by **Neil Spence**, Co-ordinator, Community Parole, London Area Office. (For more information, please contact Mr. Spence at 457 Richmond St., 4th Floor, London, N6A 3E3, or call (519) 645-4253.)



Correctional Career

THE Correctional Career Management Program (CCMP) is the Service's new career development process. It replaces the existing staffing process for all positions in the correctional stream up to the level of Warden and District Director, and it enhances training and development opportunities for all staff. The first phase begins in April 1993 with the Correctional Officer II and Case Management Officer positions, and the remaining positions will be coming on board by the end of the fiscal year.

Dyane Dufresne, the Assistant Commissioner of Personnel and Training, is quick to point out that this is "not another staff reform project. It is much more, representing an entirely new approach to staffing, training and development." One of CCMP's objectives is to staff positions in a fairer, quicker and more effective manner.

CCMP reflects the Service's commitment to the professional development of its employees, as stated in the Mission's guiding principles and strategic objectives. It particularly focuses on Objective 3.8:

"To provide staff training and development opportunities ... develop the full potential of staff members, and emphasize interpersonal skills, leadership, and respect for the unique differences and needs of all offenders."



CCMP represents a brand-new approach to staffing in CSC.

"Staffing normally begins only after vacancies occur," says Paul Braun, the Acting Manager of Career Development. "This often leads to temporary solutions such as acting positions and secondments that can create problems once the position is ready to be filled."

CCMP is designed to qualify staff before positions become vacant. Then selections can be made quickly from lists that have been created and ranked by Merit Review Boards. "The net result," says Ms. Dufresne, "is that positions can be filled in much less time. Not only does it speed up the staffing process, it makes it fairer for all candidates."

Rather than relying solely on an interview, the selection process will now be based on three factors: performance appraisals, examination scores, and an assessment of potential, each of which leads to a more objective evaluation.

On the training and development side of the CCMP, it is the Service's responsibility to provide all staff members with training to help them reach their full potential in their present jobs. Once employees have met the performance standards of their current job, they can opt for developmental opportunities that will improve their knowledge and skills, and prepare them for future promotions, lateral transfers and other assignments.

- Performance standards provide the basis for measuring an employee's performance and accomplishments in the current job.
- Qualification standards are based on the performance standards and take into account the employee's experience. Employees wishing to apply for positions at higher levels must first meet the established qualification standards for the new position.

Career development is a central focus of the Correctional Career Management Program. "We are basically looking for a shared commitment between employees and supervisors," explains Mr. Braun. "Employees will be able to pursue development opportunities that relate directly to their career aspirations. Then, through CCMP, they will be provided with the direction and tools they need to meet their objectives."

Ms. Dufresne adds, "This is a major change in the Service's way of training and development. The thinking behind CCMP is to let employees decide what is best for their careers. While the Service provides the climate and tools for professional growth, it should be emphasized that individuals must accept responsibility, and pursue opportunities, for their own development. The manager's role is that of coach, trainer and advisor."

Briefly, these are the steps involved in the Correctional Career Management Program.

Evaluating performance

The first step is the annual performance appraisal which, unlike the previous system, is rated according to set performance standards for each position. These standards were created through extensive consultation with staff from all regions over the last two years. Employees and supervisors will be able to evaluate and discuss all aspects of the evaluation throughout the process. This is carried out by comparing an employee's performance with the specific standards to clearly identify the employee's strengths and weaknesses.

Management

Training and development

Training and developmental opportunities that will help employees enhance their performance in their current job are identified through the new Personal Development Plan. The Plan also identifies opportunities for employees to grow towards their future job aspirations. Those who wish to advance their careers can ask for a career planning interview at any time. They can discuss with their supervisor or manager the career path they wish to take and review the qualifications they must meet to get there. In this way, employees will know exactly which development opportunities will best help them to qualify for higher levels.

Employees can pursue career and development opportunities at their own speed and through a variety of different methods, including a series of self-study modules, formal classroom training, acting assignments, and on-the-job coaching, to name a few.

Qualification examinations

Knowledge and skills examinations, based on each position's qualification standards, will also be introduced to assess employees' level of qualification for positions to which they wish to apply. Employees who meet the education and experience criteria will be invited, upon receipt of their application, to take the examinations.

Merit rating

Merit Rating Boards will meet at least once a year to determine whether candidates have qualified to level, and to rank them in order of merit. The ratings will be based on performance appraisals, examination results, and an assessment of their potential.

Eligibility list

The Board will then prepare an eligibility list by order of merit for each position. As vacancies occur, employees are selected according to their ranking on these lists. Copies of the annual eligibility lists will be made available to all qualified employees who were considered by the merit boards.

For more information on Correctional Career Management, please contact your Regional Career Manager:

Atlantic – Charlene Sullivan (506) 851-6387

Quebec – Lucie Vallière (514) 967-3462

Ontario – Bob Fisher (613) 545-8776

Prairie – Bill Thompson (306) 975-4396

Pacific – Larry Pasch (604) 854-2644 *

by **Vincent Chetcuti**

Highlights of the Correctional Career Management Program



- National performance and qualification standards will be established for each position.
- Employees will have ongoing career planning and enhanced developmental opportunities.
- Individuals can work towards qualifying at their own speed and through a variety of methods, including self-study training modules, on-the-job coaching, and acting assignments.
- Merit Rating Boards will rank qualified employees annually, based on objective criteria.
- Employees will be promoted from an annual eligibility list, ranked in order of merit.
- Scheduled knowledge and skills exams, based on qualification standards, will objectively measure personal suitability for career-managed positions.

Expected Results of the Correctional Career Management Program

- Staffing will be improved because qualified staff members will be ready for promotion when vacancies occur.
- There will be an objective way to identify training and development needs.
- There will be better and more objective performance evaluations and assessments of employees' potential for promotion.
- Effective human resource planning will be based on forecasting.
- There will be more effective development and utilization of employees.
- The identification of career paths will be improved, with clear requirements for various job levels.
- A complete and readily accessible human resources inventory will exist.
- There will be improvements in the identification of employees with high potential.
- Potential replacements can be developed for key positions.
- Both managers and employees will participate more actively in career development.
- There will be a formal means for employees to communicate and discuss their career aspirations.

C O R P O R A T E O P E R A T I O N A L P L A N



In early October 1992, the Correctional Service of Canada completed its third Corporate Operational Plan (COP). It was developed to help us meet the objectives of our Mission, and it states how we intend to pursue our corporate objectives in the coming years. We have submitted it to Treasury Board along with the Multi-Year Operation Plan (MYOP).

THE COP IS OUR PRIMARY MEANS of requesting additional resources from Treasury Board. This year we asked for funding to help meet our needs related to accommodation, double bunking, Community Residential Centers, Community Correctional Centres, offender population increases, inflation, and Community and Institutional Programs. Given the current economic situation, funding for these requests is not automatic. Notwithstanding the fact that we believe all of our requests are meritorious, there is no guarantee that we will get all or even part of that funding. Accordingly, we will be determining the best way to proceed, keeping in mind the Mission and Corporate Objectives. Any additional funding that we do receive through the normal COP/MYOP process—for these priorities and for new initiatives—will be distributed through the usual budget allocation and distribution processes.

This year's COP takes into account the impact of the February 1992 budget reductions as well as the two per cent and three per cent cuts announced in the fall of 1992. It also considers the Task Force on Community and Institutional Programs (CIP), the Corrections and Conditional Release Act (CCRA) and the progress we have made since the first COP was approved by CSC's Executive Committee in February 1991.

Other key components of our plan include the Correctional Strategy, the Offender Accommodation Strategy, and Management Support Services, all of which will have an effect on our accountability contracts and work plans.

The COP continues to describe "good corrections," and positions CSC employees to achieve our worthwhile goals.

A summary of the COP is provided here. Additional details are available from your Regional Administrator, Planning, Administration and Informatics.

Legislative Reform: Corrections and Conditional Release Act (CCRA)

The CCRA is concerned with the corrections, conditional release, and detention of offenders. It also establishes the Office of the Correctional Investigator. It received Royal Assent in June 1992, and went into effect in November 1992.

While the Act does not change the Service's Mission and overall corporate direction, parts of it will have a significant operational and financial impact on CSC. For example, there will be more activity at the institutional level. We will need additional resources to meet the accommodation requirements of a projected 160 more inmates over the next six years. There will also be more frequent parole reviews and case processing resulting from accelerated review provisions. We will see an increase in travel, establishment of national and regional Aboriginal advisory committees, and a greater use of urinalysis, all of which means greater demand on available resources.

The Correctional Strategy

The Correctional Strategy continues to focus on Corporate Objectives #1, #2 and #3: to safely reintegrate a significantly larger number of offenders as law-abiding citizens while reducing the use of incarceration; to reduce the amount of recidivism in specific groups of offenders; and to reduce the number of incidents involving violent behaviour in institutions. To achieve these objectives, the Service's Correctional Strategy focuses on the integration of *all* aspects of the management of offenders, not just those areas directly related to offender programming. Our processes and procedures are driven by offenders' needs. This allows staff to determine what program changes and resource reallocations are required to make all programs and operations responsive to offenders' most pressing needs.

Core programs, available at most institutions, include cognitive skills training, living without violence, family life and parenting skills, anger and emotion management, leisure education, pre-release programming, and substance abuse programs. Through these initiatives and programs, the Service has enhanced its ability to respond to the needs of offenders, better prepare them for their release, and provide appropriate support and supervision in the community.

Six major initiatives make up the Correctional Strategy. They began in 1992, and will continue through 1994:

- I. A core of programs will be developed and implemented throughout the Service to target those factors and needs directly associated with criminal behaviour.
- II. A continuum of care will be set up to respond to the various needs and levels of treatment required by mentally disordered offenders.
- III. Specialized substance abuse programs and services will be developed and implemented.
- IV. Regional facilities will be built for the incarceration of federally sentenced women.
- V. Correctional programs and processes will be developed to meet the needs of Aboriginal offenders.
- VI. Family violence prevention and treatment strategies will be developed for federal offenders in institutions and in community-based settings.

The Correctional Strategy will have some very positive results:

- safe and successful earlier release of more inmates, especially federally sentenced women and Aboriginal offenders;
- increased release rates for mentally disordered offenders and sex offenders, and more successful reintegration of these offenders;
- reduction of substance abuse by offenders after release; and
- integration of family violence prevention and treatment models with resources available in the community, leading to a reduction in the amount of family violence committed by offenders.

The Offender Accommodation Strategy

Offender population forecasts make up a big part of the Accommodation Strategy. Normally, the accepted forecast methodology does not react to upcoming policy or social changes; however, this year's forecast does consider certain key factors such as the economic recession, court backlogs, and the new Corrections and Conditional Release Act.

The Accommodation Strategy includes different levels of risk and need; minimum security placement; community accommodation in Community Correctional Centres and Community Resource Centres; the mental health accommodation strategy; and federally sentenced women initiatives. In doing so, it contributes directly to the achievement of our Corporate Objectives, particularly Objectives #1, #2 and #3.

CSC's Long Range Accommodation Plan has some specific goals:

- adding to the cells we already have and refurbishing those existing cells that do not meet standards;
- constructing five regional facilities for federally sentenced women;
- building specialized facilities for Aboriginal offenders in the Prairie and Pacific regions;
- converting the security levels of a number of institutions to provide a greater proportion of accommodation at the minimum-security level, and to increase the proportion of CSC owned or controlled aftercare accommodation facilities;
- implementing the mental health accommodation strategy, which calls for the establishment of secondary care units by 1996-97 and tertiary care psychiatric centers by 2000-01; and
- reducing the use of double cell occupancy.

Community and Institutional Programs (CIP)

The Service is seeking approval (and the necessary funding) to continue the initiatives of the Task Force on Community and Institutional Programs. For a three-year period starting in 1990-91, funds had been transferred from capital to operating budgets to pay for these initiatives. The Service also received 25 person-years and salary resources to supplement the operating budget. As preliminary evaluations clearly indicate the success of the program, we have used this information to develop a strong justification for allocation of new resources to keep CIP activities going.



Management Support Services

The Management Support Services operational initiatives, listed below, offer a total management concept. They focus on improved service in all areas.

- **Shared Management Agendas (SMAs)** have recently been introduced by Treasury Board. SMAs define the management context within which departments will pursue their management strategies and they serve as a point of reference against which departmental management performance can be assessed. We prepared an SMA to address such issues as the Integrated Offender Management Strategy, the implementation of the CCRA, the direction of CORCAN through its first year, and the implementation of the Environmental Program at CSC.
- The Service has developed an **Executive Information System (EIS)** that is one of the most important tools in the strategic management of internal and external information.
- In an attempt to meet the changes emerging from PS 2000, **Audit and Investigation** has moved away from responsibility center audits to audits of programs and activities. In addition, A&I is placing more emphasis on the attainment of the primary goals and objectives of the Service, and less emphasis on following administrative and financial processes and procedures.
- The **Program Evaluation** schedules for CSC cover a five to seven year period. For 1993-94 the plan focuses on evaluations of Correctional Operations, Community and Institutional Programs (CIP), Technical and Inmate Services, and Management and Administration.
- **Research** activities will focus on assessment technology, correctional staff issues, family violence, different programming for different types of offenders, and other specific projects that have a direct impact on the Correctional Strategy. This focus will help to make the Correctional Strategy successful.
- **Communications** priorities for 1993-94 include the production of material that will better inform the public about the role of corrections in Canadian society. In addition, Communications will develop strategies and programs for public participation, public education, and consultation, and will consult with appropriate segments of the public concerning the development of the Service's key policies and initiatives.
- The activities of **Inmate Affairs** are closely aligned with the operational, managerial and administrative mandate of the Service. In 1993-94, Inmate Affairs plans to implement the recommendations of the Independent Chairperson Program Evaluation, review the offender redress system with respect to federally sentenced women and Aboriginal people, and streamline the process of monitoring Correctional Investigator dockets and concerns.
- **Personnel and Training** continues to work towards a Personnel Management Framework, which will promote an integrated approach to recruitment programs, employment equity, training and development, and quality of life programs.
- **Finance** will lead CSC towards full implementation of the operating budget regime in 1993-94. It will also work in other finance-related areas, such as the use of the Financial Management Accountability Self-Assessment checklist and computer-assisted learning.
- An **Information Management Plan** has been implemented. It describes CSC's most crucial information management challenges and the resources required to address these challenges. Part of this is the Strategic Information Network, going into effect across the country, which focuses on work simplification, office productivity, better communications, and easier access to information.
- **Technical and Inmate Services** continues to work on activities and pilot projects that will simplify processes and operations pertaining to such activities as asset management and asset disposal. An additional five million dollars is being sought to address capital maintenance replacement requirements in 1993-94. *

by Barbara Cook

SHARING IDEAS

CORE VALUE 4 of our Mission document says: "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission."

Westmorland Institution's sexual offender program co-ordinator, Kevin Graham, recently had an opportunity to contribute to the development of a treatment program for the Lakehead Psychiatric Hospital in Thunder Bay, Ontario.

How? By sharing his knowledge with two staff members from the provincial hospital who visited Westmorland Institution and the Acadia Divinity College in Wolfville, N.S., where Mr. Graham is a professor.

Lakehead social worker Peter Gravelle and occupational therapist Susan Williams had been given the task of developing a program to treat sex offenders living in their Ontario community. They looked at a number of options. An article printed in the November 1991 issue of CSC's *Forum*, describing the Acadia Divinity College sexual addiction program, captured their attention. The sexual addiction program was developed at the college under the direc-

tion of Acadia University's Dr. Charles Taylor, who has been affiliated with Atlantic corrections for 25 years.

Mr. Gravelle says, "We were looking for a program that would meet the institution's needs and also the needs of our clients — a program that would focus on the whole view of people's lives, looking at their past, and including incidents of family violence and other factors that contribute to criminal behaviour." They were attracted by the humanistic approach of the Westmorland program. After a few telephone discussions with Mr. Graham, they decided to have a first-hand look.

Mr. Gravelle and Ms. Williams met with the developers of the program and attended a class at the Acadia Divinity College. Then they went to Westmorland Institution to meet with staff and inmates who participated in sessions of the sexual offenders addiction program.

"We were impressed by the energy and the enthusiasm demonstrated by those involved at all levels," says Ms. Williams. The two Lakehead counsellors are convinced that this is *the* program for their Forensic Department. They want to develop an on-

going relationship with Westmorland Institution, which would involve not only networking, but also joint research between Lakehead and Acadia Universities.

The Westmorland program has counselled 170 sexual offenders at the institution in the past five years. Individual and group sessions between inmates and counsellors take place twice a week for 15 weeks. This is followed by two weeks of relapse prevention therapy.

"The program takes a holistic approach to the treatment of the sex offender," Mr. Graham says. "It combines addiction-style therapy with spiritual counselling aimed at reaching offenders at a deep, personal level. Individuals are confronted about their sexual offences in a climate of caring, trust and forgiveness."

The program also attempts to break down an offender's sense of isolation and rejection. In view of his eventual return to the community, he is taught techniques that will help him deal with situations he may encounter outside.

Mr. Graham believes that there is no cure for the sex offender, only control of the problem, and he is pleased with the program's success rate. To this point, the rate of known recidivism stands at 1.5 per cent.

And he sees many benefits to this sharing of knowledge with the Lakehead Psychiatric Hospital. "In addition to the normal spin-offs of establishing partnerships and developing networks, this will provide us with an invaluable opportunity to collect data from two different parts of Canada and to expand our base to include community-based data."

For Mr. Graham, the interest shown by the province of Ontario in this Maritime-born program is very flattering. "Typically," he says, "we go to Ontario when we want to start something, instead of the other way around. When Dr. Charles Taylor introduced the program, he said, 'We will start small and we will grow along.' This sharing gives us a feeling of coming of age." *

SOME DETAILS ABOUT THE PROGRAM

- The approach is a multidimensional one that makes use of a variety of counselling modalities.
- It is cognitive, in that it confronts the offender with his behaviour and his rationalizations, and demands that he accept responsibility for his actions and discover the pattern which leads to his sexual offences.
- It is affective, in that it tries to help the offender realize that he is powerless to cope with his sexual behaviour on his own. It also helps the offender recognize his continuing need for help. In facing his powerlessness, the offender becomes emotionally aware of the inner forces which bind him. At the same time, it is hoped that he will come to appreciate the depth of the hurt which he has inflicted upon his victim.
- It has a spiritual basis, in that it approaches the offender as a person who needs healing rather than as an object of techniques and methods. While a number of counselling modalities are used, the offender is related to with empathy as one made in the image of God. Again, while the spiritual dimension of the program is not sectarian in any way, it does take into serious consideration the themes and concerns expressed by the offender. *

CSC Awards

THE CSC AWARDS PROGRAM is recognized as one of the most dynamic and comprehensive in the federal government today. The program grew throughout the first half of the 1992-1993 fiscal year: Awards Committees were established across the department to review and approve nominations, and employees and managers are now more aware of the program's intentions and processes.

"We have a number of things to be proud of," says Rae Raymond, the manager of the program. "The CSC Environment, Team-Work and Professional Excellence Awards are unique efforts on the part of the department to provide appropriate recognition to its employees."

Across the Service, almost 400 awards have been given to employees for service, performance, suggestions, and acts such as bravery or strong contribution to the department. The Awards Program has become entrenched in today's work environment, and managers are eager to demonstrate appreciation for a job well done. Other than long service awards, an estimated 65 per cent of all nominations come from managers or wardens.

"This is something in itself," says Mr. Raymond. "It shows that managers are interested in the program and they want to ensure their employees receive appropriate recognition for their efforts."

Correctional Exemplary Service Medals

With the detailed criteria for the Governor General's Correctional Exemplary Service Medal, it is no longer thought of as a long service award. It is now considered a recognition of performance and dedication to the correctional field. "This medal is a milestone

in one's career," Mr. Raymond says. "It is important that the prestige and honour in receiving this medal remain intact."

Throughout the summer and fall of 1992, staff at NHQ worked closely with the Canadian Chancellery to provide some recipients with the opportunity to receive their medals from the Governor General during Canada 125 celebrations. Ceremonies were held at various locations across the country, and, whenever possible, the Chancellery ensured that four recipients would be from CSC.

"This was a great honour for our employees," says Mr. Raymond. "The largest representation we had was at a ceremony held at La Citadelle, the Governor General's residence in Quebec City, where we had almost 30 employees from the Quebec Region receiving their medals."

Communications Strategy

The organizers of the Awards Program have also been working on a number of projects at the national level for the past several months. For example, the communications strategy of 1992 is almost complete. One of its final projects—display cases exhibiting examples of all of the program's awards—can now be found in all regional staff development facilities. Other promotional activities included the distribution of award reference cards to managers for easy referral purposes, and the revision of the program guide.

"These have been major undertakings for the people working in the program," says Mr. Raymond. "We started at square one and developed a promotional strategy unheard of before in the federal government."

One aspect of this strategy was the logo contest held last June, with the winning entry coming from George Pereira, a Warkworth Institution employee. This logo is now firmly established within the program and is used extensively for identification purposes. (Please see details below.)

The CSC Awards Program also continues to receive a great deal of external recognition. Inquiries come in on a regular basis from other federal agencies, as well as from national and international organizations in the private sector. "We have had inquiries from as far away as Britain and Japan," Mr. Raymond says. "We have also had the State of Texas Incentive and Productivity Commission asking for details about our programming."

Many of the questions concern nomination review and approval, or the directives of the program, but almost everyone who calls wants details about the CSC Instant Award. As its name implies, the Instant Award is a means of immediately recognizing employee contributions.

George Pereira (left) receives a Suggestion Award from Acting Commissioner Willie Gibbs, for his design of the new CSC Awards Program logo.



Program Update

"The Instant Award is well ahead of its time," says Mr. Raymond. "Other agencies are not even close to instituting this type of award . . . last year we provided more than 100 of them."

Employee Recognition Event

Recent activities at NHQ included the third annual employee recognition event on October 19, hosted by Acting Commissioner Willie Gibbs. Mr. Gibbs presented 26 awards to employees, including Merit and Suggestion Awards, long service awards, Professional Excellence Awards, Certificates of Appreciation and the recently instituted Team-Work Award. Included in this year's ceremony were two special presentations for regional employees. George Pereira, a social and cultural development officer at Warkworth Institution, received a Suggestion Award for his submission to the CSC Awards logo contest in June 1992. Robert Ouellet, an art instructor at Donnacona Institution, also received a Suggestion Award for his design of the national CSC Environment Award.

New Environment Award

The National Awards Committee was very impressed with the workmanship and innovative concept of Mr. Ouellet's design. The award, a pyramid shape made of transparent, light-reflective materials, contains a stylized earth. It symbolizes an individual's continuing efforts to attain excellence, as well as CSC's commitment to on-going programs that help protect the environment.

"This pyramid is simple in design. That, and the use of vivid colours, makes it a perfect choice as a representation for the award," says Mr. Raymond.

New Logo

Mr. Raymond and the Awards Committee were also impressed with George Pereira's submission to the CSC Awards Program logo contest. On October 19, Dyane Dufresne, Assistant Commissioner, Personnel and Training, announced that Mr. Pereira had submitted the winning entry.

The new logo was selected from 54 entries across the country. "Mr. Pereira's design is innovative and contemporary — reflective of the Awards Program and its current status," says Mr. Raymond. "A Selection Committee of employees reviewed the entries and made recommendations to the National Awards Committee. The reviewing members were faced with a difficult task and took the responsibility very seriously. All of the



Robert Ouellet (left) developed a design for the new CSC Environment Award. Here he is presented with a Suggestion Award from Acting Commissioner Willie Gibbs.

entries were well done and demonstrated the creative talents of CSC employees."

When he submitted his design, Mr. Pereira explained its creation. It is a union of blue and green colours: the green represents the past image of the department; the blue indicates the current image of CSC and the blueprint for the future, as outlined in the Mission Statement. Both colours are tranquil, symbolizing a harmonious environment that allows for partnerships between employer and employee.

CSC AWARDS
PROGRAM



PROGRAMME DES
PRIMES DU SCC

The design is composed of two figures. The outside figure surrounds the inside one, and represents the organization—in effect, the corporate arms of CSC. It is meant to show a supportive attitude towards self-growth, self-confidence, skills and resources. The inner figure represents an employee working within this environment. The fact that it is inside the larger figure demonstrates that the two are working towards a common goal. The figures are facing one another to convey the interaction that is needed for both effective team-work and open acknowledgment of achievements. The inner figure also holds an award, symbolizing the program's recognition of employee contributions.

"This design has already generated a number of very positive comments from employees," says Mr. Raymond. "The fact that this design is employee generated makes it extra

special, and enhances the program's purpose of acknowledging CSC staff initiatives." *

(This article is part of a series on the CSC Awards Program. Please see page 30 for photographs of other CSC award winners from across the country.)

DOING OUR PART

THE FEDERAL GOVERNMENT has made a commitment to Canadians—a commitment to do everything in its power to reduce the federal deficit while at the same time working to improve the economy. Focusing on the deficit, of course, prompted a hard look and continuing attention to government expenditures and has resulted in a series of government-wide budget cuts over the past few years. We have all tightened our belts a little, as every department, including the Correctional Service of Canada, has done its share to improve the government's economic performance.

By now, most of you are aware of the latest cuts: a three per cent reduction in operating budgets, effective across the government in the upcoming fiscal year. These cuts will have an impact on every aspect of the Service: salaries, operating and maintenance funds, and minor capital budgets.

Canada has just gone through a very difficult recession. We have all felt its impact in our personal lives, and have seen its effects on our friends, families and neighbours. We have also felt the hard reality of financial restraint in our professional lives: cutting back, reducing expectations, making sacrifices, working harder but also smarter.

It hasn't been easy for anyone in CSC to respond to these fiscal challenges. Yet we have maintained a consistently high level of performance, and we have remained committed to our Mission, our values, and our corporate objectives. Last year, in fact, central agencies such as the Privy Council, Treasury Board, the Office of the Comptroller General and the Public Service Commission, named CSC the best performing department in the federal government. This remarkable achievement is clearly the result of everyone's efforts.

It can be extremely tough to make decisions about budget reductions, especially when you're trying to main-

tain such high standards. Each reduction involves a delicate balancing act, the juggling of a wide variety of competing needs and interests. It is certainly not something senior managers look forward to doing. The task is made easier, however, by the fact that we know where our priorities lie.

For example, we value our staff, so we have done everything we can to make sure no jobs are lost. We have tried to avoid cuts in staff training, because training is essential for high performance. We realize that programs and other operational requirements are fundamental and essential to our Mission, so we haven't made any sacrifices there (and, indeed, are eager to expand in those areas). And, because accountability and integrity in the Service help foster political support and public confidence, we have avoided cuts there, too.

But this balancing act, this concern for fiscal restraint and efficiency, cannot continue to be the sole responsibility of senior management. There are close to 11,000 of us in CSC. We are each in a unique position to look closely at the work that is done every day: we can question why we do each task, and suggest whether it should be continued or changed, or whether it could be done more effectively by our pooling resources to get the "best bang for our buck."

Every single one of us must do his or her part to make CSC a more efficient organization. We simply have no choice. It is both an awesome challenge and an incredible opportunity for us.

You have all done a remarkable job in the past year. Each of you has contributed, and together we have made CSC an outstanding department. Most of you made personal sacrifices and some of you worked under very difficult circumstances: that makes me all the more proud of your achievements. On behalf of my colleagues at EXCOM, I would like to express my sincere thanks for a job well done. *



Willie Gibbs, Acting Commissioner



Warden Doug McGregor of Matsqui Institution presents a plaque to volunteer Carol Dawn at the annual Volunteer Banquet on November 6, 1992.

THERE WHEN IT COUNTS

NHQ – This year's United Way campaign was a great success. National Headquarters campaign organizer Bob Cooper said staff at NHQ raised \$40,864.88 for the United Way and HealthPartners this year, exceeding their \$40,000 goal.

Staff generosity will help support programs for counselling, rehabilitation, seniors, youth, crisis intervention, health, women and families, and shelter and meals, among others. In the National Capital Region, the United Way's membership includes 110 social service agencies, and HealthPartners is made up of 17 organizations working to advance health education, research and patient care. One out of every four people in the region used at least one United Way or HealthPartners service last year.

Although the need is growing each year, Mr. Cooper points out that donations are growing too. NHQ raised \$1,255.88 more in this campaign than it did last year. CSC is proving the campaign slogan right: "Federal employees... there when it counts." *



Staff in the regions were generous in their donations, too:

- **Pacific:** With about 46 people participating, the Pacific Region raised approximately **\$4,300**.
- **Prairies:** Staff raised **\$12,722.25**, partly through such events as an auction and a slo-pitch tournament.
- **Ontario:** This region reached 110 per cent of its goal, donating **\$44,003** to the United Way campaign.
- **Quebec:** Some of the units had yet to report when *Let's Talk* went to press, but by mid-November, the region had raised **\$45,538.67**.
- **Atlantic:** Again, not everyone had sent in their totals at press time, but the latest figure available was about **\$17,466.60**. *

MATSQUI HOSTS VOLUNTEER APPRECIATION NIGHT

PACIFIC – The sounds of chatter and laughter filled the visiting area in Matsqui Institution on November 6, as more than 100 people sat down to a special appreciation dinner. It was served by staff and inmates who are involved in social, cultural, and development programs at the facility.

The dinner was Matsqui's way of thanking the many caring individuals who have supported and worked with offenders in the medium-security institution in the Fraser Valley.

Jesse Sexsmith, Assistant Warden, Programs, opened the evening's celebrations with a welcome to all. He thanked the Food Services staff, particularly Rick Barnes, for the delicious buffet. Chris Carr of the Chaplaincy Department at National Headquarters also addressed the gathering, expressing his pleasure at being invited to speak to staff, inmates and volunteers gathered together in an expression of mutual appreciation. Inmate Brian Poetker then offered thanks on behalf of the inmate population at Matsqui for the unselfish dedication demonstrated by the many volunteers.

The entertainment for the evening came from a lively play written and presented by inmates Christian Snelgrove and Ron McKinnon.

Warden Doug McGregor made the festivities complete by personally thanking all the volunteers for their contributions, and presenting each of them with a plaque made by the inmates. *

DEADLINES FOR SUBMISSIONS

April / May issue — Feb. 8, 1993
June / July issue — April 7, 1993

EXPO INNOVATION:

A RESOUNDING SUCCESS

NATIONAL – Expo Innovation — there has never been anything like it in the history of the federal government.

More than 12,000 people gathered at the Ottawa Civic Center on November 17 and 18 to take part in this presentation of innovative and creative management practices. More than 30 government institutions were involved, with about 100 exhibits and nearly 50 workshop sessions.

Expo Innovation's main goal was to provide an opportunity and a venue for the training and development of Government of Canada employees. By visiting the exhibits of participating institutions, employees could learn from their colleagues about successful initiatives and how they were implemented.

Treasury Board President Gilles Loiselle officially opened Expo Innovation. He was accompanied by Ottawa Center MP Mac Harb, the Canadian Center for Management Development's Principal, Ole Ingstrup, Auditor General Denis Desautels, and the Secretary to the Treasury Board, Ian Clark.

As he visited some of the exhibits, Mr. Loiselle commented on how impressed he was. "I am absolutely amazed. I knew there were a lot of systems but what a marvelous idea to present them in this fashion. It is inspiring for those who drag their feet."

The Correctional Service of Canada's exhibit highlighted its wide variety of unique management practices. There was a display of the documents and processes that were critical to CSC's organizational renewal, including the Mission, Core Values, Strategic Objectives, Corporate Objectives, major task force reports, and *Our Story*. The exhibit also shared other information:

- **Management letters:** These are letters in which senior managers provide the Commissioner with "soft" information that is not normally collected in other ways. They serve as the basis for a quarterly letter to the Minister.



Visitors greatly enjoyed CSC's informative displays.



CSC's Managers' User Interface display

- **The Cognitive Skills Training Program and Living Skills Programming:** This correctional treatment is aimed at understanding how thinking affects an offender's behaviour. It is showing promise in the area of staff training by teaching adaptability and good generalized thinking skills.
- **The Computerized Lifestyle Assessment Instrument:** It is a standardized substance abuse assessment tool used to identify the nature and extent of substance abuse problems among offenders. It was originally intended for use with the general population, and can be modified to meet other departments' requirements.
- **CORCAN:** It has recently evolved to Special Operating Agency status within CSC, and it provides offenders with work experience and helps them reintegrate into the community.
- **The Managers' User Interface:** This is an easy-to-use, automated, integrated framework for information and communication.

Expo Innovation was the launching pad for the Canadian Center for Management Development's *Innovations* Programme, which will be offered throughout the Public Service. A video of Expo Innovation is being produced, as is a summary of the innovations featured at the event and a list of workshops. This material will be distributed to departments and institutions. Other activities, such as seminars and conferences, are also being offered.

Stay tuned to learn more about the *Innovations* Programme. ✱



The CORCAN exhibit

TRIBUTE

by Jennifer Jager

NATIONAL — Andrew Roy, the Director of Communications Planning and Media at NHQ, passed away suddenly on November 22, 1992.

He had been travelling to a news conference in Edmonton where Solicitor General Doug Lewis announced the location of a new regional facility for female offenders.

Andy, 53, was a respected and trusted colleague at CSC, with a sincere intent to always do his best. The discipline of communications was not only his job, but also his interest, and he was personally committed to it.

Before joining the Public Service, Andy worked at Canadian Press for 16 years, starting there shortly after his graduation from high school. He began his career in technical communications and finally worked in the editorial department as a reporter. He covered various "beats" including the Supreme Court, Parliament, bilingualism, Aboriginal people, and education.

After leaving CP in 1975, Andy joined Canada Post as a Parliamentary Liaison Officer. He then moved into what would become a lengthy communications career in various areas of the Public Service.

He quickly acquired excellent experience in crisis communications at Fisheries and Oceans, where he arrived just in time to reassure an alarmed public about widespread media reports of deaths caused by contaminated shellfish. His work there was recognized with a Merit Award for Excellence in Communications.

Andy first began his career in corrections in 1976, when he joined the Canadian Penitentiary Service. Since then, he worked in various other departments, including the Solicitor General's department and the National Parole Board, finally joining CSC in 1989.

At CSC, Andy routinely provided high quality communications support and advice, both within the Service and to the Solicitor General. Andy's expertise in the field, having been a journalist himself, helped



Andrew Roy

him to work directly with the media on several initiatives. His duties often took him across the country to all regions.

His energetic, honest and assertive approach to his work was drawn from his own personal style. His sense of humour and dedication were key factors in managing crises that arose. Andy would oversee 12-hour shifts to provide communications support and advice until each of those crises was over.

His achievements at CSC included the day-to-day management of media relations and the planning of major announcements. One of those announcements concerned the decision to build five new regional facilities for federally sentenced women, and he worked in co-operation with regional communications representatives on that multi-year project.

Through years of experience in both sides of communications — as both reporter and source — Andy was able to provide communications advice almost instinctively. He was generous with his knowledge, yet modest about his own achievements.

Andy's frank and forthright manner would often startle others upon first meeting him; however, after a very short time, this quality was appreciated and admired by many simply for what it was — sincerity. He was a listener, a communicator, friend and mentor. His wisdom, honesty and expertise will be sadly missed throughout CSC.

Andy is survived by his wife Florence, his four children, André, Michael-John, Lise and Daniel of Aylmer, Quebec, as well as many brothers and sisters. *

THE FAMILY SIDE OF JUSTICE

NATIONAL — The fourth *North American Conference on the Family and Corrections* is set for October 10-12, 1993 in Quebec City. It is being presented by the Canadian Families and Corrections Network, in co-operation with the Family and Corrections Network (US). It will take place just before Congress 93 of the Canadian Criminal Justice Association, which is including the family as one of this year's subjects, or "tracks."

The theme of the conference is "The Family Side of Justice." If you are interested in submitting a paper, please contact the program co-chair, Graham Reddoch, at the John Howard Society Manitoba, 582 Ellice, Winnipeg, Manitoba, R3B 1Z7. The telephone number is (204) 775-1314.

For information about the conference, please contact Chris Carr, at the CSC Chaplaincy Division, 340 Laurier Ave. West, Ottawa, Ontario, K1A 0P9, or by telephone at (613) 996-7749.

This is a bold start to the 1994 United Nations Year of the Family! *

INTERNATIONAL STANDARD FOR QUALITY

QUEBEC — In September, La Macaza Institution was accredited by the International Standards Organization for the quality system that is now an integral part of the institution's industrial printing operations.

In order to meet the international standard ISO-9003, La Macaza had to establish and maintain an effective system to ensure quality in its finished product. The system had to include documented procedures for quality control and final testing operations, as well as standards of performance and records concerning quality.

La Macaza's accreditation is the result of efforts by all staff in the industries sector over the past few years. In addition, Regional Quality Assurance Co-ordinator Pierre Carmona and Guy Barr of the firm Qualitexpert spared neither time nor effort in preparing the institution to meet this standard. Congratulations to all! *

COMMUNITY PROJECTS AT THE GRANBY OFFICE

QUEBEC – The Community Projects Day Parole program has been in operation at the Granby Area Parole Office for more than a decade. Its purpose? To offer parolees an environment that promotes reintegration into the community through volunteer work and other job experience.

There are several goals for offenders: to learn to act positively; to better understand others by freely helping those in need; and to develop good work habits by performing the duties they are assigned.

Between September 1991 and September 1992, 70 parolees participated in Community Projects at the Granby office. They put in 13,357 hours of volunteer work.

And, over the past few months, the Community Projects program has expanded to meet certain objectives of the correctional strategy. It now focuses more on offenders' individual needs, and it better complements the programs offered at Cowansville Institution, which is where most of the Granby area parolees come from.

Some examples of Community Projects: ten parolees have completed a total of

105 weeks of ALPHA academic training in the community, with the Cowansville school board. And three parolees have spent 52 weeks doing welding training, with pay, at three regional factories.

In order to achieve CSC's Corporate Objective #1, which aims for the safe reintegration of as many offenders as possible, the parole office is launching a pilot project that will see five parolees stay at a Community Residential Centre while working on Community Projects. Organizers believe that this pilot project will not only meet the specific objectives of the Community Projects program, but through evening activities, it will also help meet two other objectives: to better prepare parolees for life in the community by enabling them

to learn various practical living skills; and to help parolees with their self-growth so they can adapt more effectively to life on the outside.

This program has fully proven itself. It is an excellent way to help these specific offenders prepare for release, while ensuring the protection of society. *



(l. to r.) Mario Talbot, manager of the resource centre La Rose Bleue; Michel Choinière, Community Case Management Officer at the Granby office; Stéphane Goyer, a parolee who has taken part in the Community Projects program; Jean-Luc Adam, Community Case Management Officer at the Granby office.

PERSON TO PERSON

by **Dale Schiele**
Person to Person Co-ordinator

PRAIRIES – Almost 100 visitors from all over Central Saskatchewan quietly slipped into Prince Albert recently for a social evening of barbecued food and fellowship, and then, just as quietly, they left the city for their homes again.

These were people of all ages and diverse backgrounds, geographically spread from Drake to Meadow Lake, and from Kerrobert to Carrot River. They all had one thing in common, though — all were volunteer visitors who came to see their friends in Saskatchewan Penitentiary.

The kitchen yard in Saskatchewan Penitentiary on this beautiful evening was a steady buzz of conversation and laughter as the visitors enjoyed a delicious barbecue with the inmates.

The inmates and volunteers never knew each other before being introduced through the Person to Person program. Person to Person, sponsored by the Conference of Mennonites of Saskatchewan and financially assisted by the Correctional Service of Canada, is an offender visitation program like many others across Canada. It has been operational in Saskatchewan Penitentiary for almost 20 years.

The volunteers commit themselves to regular monthly visits, and the inmates likewise commit themselves to attend every visit faithfully. The inmates in Person to Person are people who do not receive regular visits from family, so, for many, the volunteers become as close to family as they will ever experience. The volunteers are rewarded through reciprocal friendship, and the knowledge that this is the right thing to do.

An event involving as many people as this barbecue is not without a great deal of preparation and co-operation. A special thanks is in order to the participating inmates and visitors who form the heart of Person to Person. On behalf of all the visitors, I would like to express my appreciation to Warden Jim O'Sullivan and his fine staff. The Person to Person liaison, Gerald Wiegiers, and his co-workers, the commissioners, the security officers, the inmate committee, and the cooks all helped to make the visit so pleasant. *

ONTARIO — On September 25, 1992, under sunny skies and cool autumn breezes, Warkworth Institution celebrated 25 years of excellence in corrections.

About 400 employees, former employees, and guests took advantage of a beautiful day to tour the institution, enjoy a lovely barbecue, and help honour many long-time staff members.

Exhibits were placed throughout the institution, displaying Arts and Crafts, CSC museum pieces, videos, Industries, CORCAN, and various "contraband" artifacts (items such as weapons that have been seized from inmates over the years). The gymnasium was decorated with red, gold, and green helium-filled balloons, and a large floral arrangement adorned the stage.

In attendance at the celebration were Deputy Commissioner Andrew Graham, Warden Mike Provan, U.S.G.E. Local 00032 President Rick Harper, U.S.G.E. National Executive Secretary Wayne Crawford, and 25th Anniversary Committee Chairperson Sam Sampson.

Award recipients were piped in by COII Murray Martin. The former warden, George Downing, was then called to the stage to receive gifts from the U.S.G.E. membership, as well as a cash donation in the memory of his wife, Barbara Downing, for the Pentecostal Mission in Peru that was so dear to her heart.

Presentations of Exemplary Service Medals followed. They went to Jim Arens, John Bandy, Irwin Belrose, Roger Brummell, Bob Burnett (First Bar), Lloyd Campbell, Gloria Carrod, Jean Clark, Don Dainard,

Doug Dooher, Rick Harper, Pat Kelly, Nick Klein, Frank Kober, Bill Labrash, Bud Landry, Dave Larcombe, Claire Lisle, Rick Martin, Jim McCredie, John Meers, Bob Pearce, David Phair, Frank Phillips, Sam Sampson, Ron Twigg, and Reg Walker.

Special honour was given to those employees who have been on staff since the institution opened 25 years ago. Anniversary

clocks, lovingly hand-crafted by John Stocker and the staff of the Industrial Cabinet Shop, were presented to Jim Arens, John Bandy, Irwin Belrose, Roger Brummell, Lloyd Campbell, Don

Clark, Jean Clark, Gene Gunter, Pat Kelly, Nick Klein, Claire Lisle, Rick Martin, Murray Martin, Jim Painchaud, Sam Sampson, George Stephenson, and Reg Walker. In addition, 25-year certificates were awarded to Roger Brummell and Bob Pearce.

WARKWORTH INSTITUTION CELEBRATES ▶ 25 YEARS ◀



Former William Head Institution employees at the reunion in September.

Mr. Provan and the Assistant Warden, Correctional Programs, Doug Dooher, recognized members of the CORCAN staff for their hard work. Commemorative CSC watches were presented to Garry Bonham, Brad Dunning, Darryl Fairman, Joe Hayes, Rick Hennessy, Frank Kober, Rob Mainland, Phil Martin, Ray Michaud, Eleanor Peacock, John Stocker, and Paul Urmson.

Lloyd Campbell was honoured by both Local 00032 and U.S.G.E. National for his many years of service with U.S.G.E.

Warkworth also marked its anniversary with a large time capsule. Special 25th anniversary memorabilia was placed inside it, and the 25th anniversary crest was etched on to it. The time capsule was placed at the main entrance of the institution. *

REMEMBERING YEARS GONE BY

PACIFIC — On September 19 and 20, 1992, William Head Institution held a staff reunion to celebrate 34 years as a correctional institution. Approximately 250 people — employees, past employees, and their families — attended the reunion. Some came from as far away as Ontario.

The weekend began with a meet-and-greet on Saturday, where many old acquaintances were renewed. There was a dinner and dance later that evening, complete with many well-

known stories of past exploits. A good time was had by all!

Sunday morning's pancake breakfast at the institution was delicious — and a chance for people to remember the past. For some it had been 30 years since their last visit to the institution. Fond memories of days gone by were recalled through the displays of photos, uniforms and newspaper clippings. And during the bus tours of the grounds, many of the visitors noticed more than a few changes. The

new housing units were especially surprising and intriguing for people who had been away from the institution for some time.

A dedication memorial service was held on Sunday afternoon to honour those who have passed on. In remembrance of them, a bronze plaque was laid, and a piper played throughout the emotional service.

Judging from the comments of those involved, the reunion weekend was a terrific success. Many thanks to everyone who contributed their ideas, time, skills and participation. *

HELPING EACH OTHER THROUGH DIFFICULT TIMES

PACIFIC — A memorial service was held on October 8 at Mission Institution to commemorate correctional and police officers who have died in the line of duty.

About 50 people attended the service, both from the institution and from Pacific Regional Headquarters. In his address, Acting Deputy Commissioner Terry Sawatsky said that there have not been many Correctional Service of Canada staff killed in the line of duty; however, the loss of those few lives carries a heavy weight. "The grief and the impact are felt in every institution across the country, in every parole office and among staff in headquarters," Mr. Sawatsky said. "We all share the pain."

He added that the memorial service was more than a commemoration — it was also a time for everyone to reflect on their own stress and strain, and remember how much they need friends, families, and colleagues to cope with the pressures of correctional work.

"Let's all work together this year," Mr. Sawatsky said, "to try to help one another, regardless of where we work and regardless of rank, to make the next 12 months safe and worthwhile for each of us." *



Travis Arbuckle holds his new charge, Thor, at Elbow Lake Institution. ▼

ELBOW LAKE WELCOMES NEW RESIDENT

PACIFIC — It was the first time the warden of Elbow Lake Institution had to pick up a new resident at such an early hour.

It was 5:30 a.m. on a Saturday in October when Warden Tom Crozier went to Abbotsford to meet his newest and soon to be most popular resident, a frisky little Golden Lab. The puppy, named Thor, belongs to the Canadian Guide Dog for the Blind Association.

Thor will live in the minimum-security institution, where he will be taught some basic commands under the care and training of inmate Travis Arbuckle. Mr. Arbuckle will prepare Thor for a rigorous five-month training course organized by the Canadian Guide Dog for the Blind Association in Manotick, Ontario (near Ottawa). If Mr. Arbuckle's basic training program is successful, the dog will be matched up with a blind person and both will participate in the intensive course in the spring of 1993.

The dog's food was donated by Purina Company and veterinary services will be provided by Dr. Roger Bates of Agassiz.

Mr. Crozier says he is excited about this pilot project, which is the first of its kind in a male federal institution in Canada. He says he has high hopes that it will be successful and the program will be expanded in the future.

Mr. Crozier points out that the screening involved in the selection of the puppies and the inmate caretakers is quite extensive. Institutional staff and offenders participated in several meetings with Roberta Wiley, Director of the Puppy Training Program, and Dee Elliot, Regional Director of the Canadian Guide Dog for the Blind Association. It is recognized that working and caring for animals can be therapeutic for offenders, often reaching them when other methods have failed.

Mr. Crozier says that approximately 40 per cent of puppies like Thor will not get accepted into the Manotick training program. However, he says that the dedication already shown to the puppy by residents and staff of Elbow Lake demonstrate a strong commitment to make this pilot project succeed. *



▲ (l. to r.) Warden Tom Crozier, inmate Travis Arbuckle and Deputy Commissioner John Duggan pose with Thor at Elbow Lake Institution.

ALMOST HOME

ONTARIO – Picture a small child, sick and in a hospital far from home. Terrified and lonely, all she wants is her family. But her parents live and work in a town an hour's drive away. There is no way for them to stay in the city all the time and no hospital to treat the child's chronic illness closer to home.

Every month, about 100 children with chronic or life-threatening illnesses receive care at Kingston General Hospital or Hotel Dieu Hospital in Kingston, Ontario. These children suffer from cancer, severe head injuries, burns, or complications of premature birth. Their care is intensive. They face long, tough, often frightening fights with illness and disability. On average, these children must stay in the hospital for 26 days. And, until recently, many had to wait months before knowing the comfort and security of home again.

In November, with the support of CSC staff and inmates in the Ontario Region, the Young Patients' Family Support Services of Eastern Ontario opened a very special place in Kingston. Called Almost Home, it serves as a "home away from home" for children with complex medical problems and their families. Families of seriously ill children travel an average of 70 kilometres each way to get to the hospitals in Kingston. They often find their lives drastically changed, and they suffer new stresses: fatigue, financial strain, worry, travel, and serious psychological damage to other children in the family.

But Almost Home is designed to help them cope. It is somewhere they can go to rest, and get support from professionals and from other families who are in the same situation. The children have their parents nearby and, when they are well enough, they have a "home" to visit in Kingston.

CSC has been a strong supporter of Almost Home since the beginning of the fund-raising campaign. A member of the organizing committee asked Ron Auger of the Millhaven Institution Citizens' Advisory Committee to provide some money collection boxes. Mr. Auger created a design in the shape of a house, and Millhaven's technical studies instructor Bruce Todd made a prototype out of clear Lexon plastic. Then

they took the project to Joyceville Institution. There the broad base technology instructor, Arnold Gaudet, supervised inmates who made 500 more clear plastic collection boxes. These ended up in banks, trust companies, and retail outlets within a 160 kilometer radius of Kingston.

But that was only the beginning. Mr. Auger, along with Bruce Todd and Byron Duguay from technical studies at Millhaven, then had Millhaven Assessment and Reception inmates design and build a playhouse replica of Almost Home. The material for the project was donated by local businesses, and the playhouse was raffled off, raising about \$1,500 for the Almost Home fund.

Many of the inmates were enthusiastic about Almost Home. In fact, Rick Hyland, Red Williams, Terry Drysdale, and Gord Courts even organized and pledged a \$5,000 inmate payroll deduction plan to help support the facility. When it came time to donate the first \$1,000, some of the members of the fund-raising committee went to Millhaven for a cheque presentation and a tour of the institution.

The committee members were impressed with the staff and inmates at Millhaven. So they agreed to allow eligible inmates to

help with general construction at the Almost Home site, a suggestion made by Mr. Auger and supported by Pittsburgh Institution's warden, Larry Stebbins. Four inmates worked at the site every day for six to eight weeks, and it was a very positive experience for all concerned. Long-term offender Jim Cameron of Pittsburgh Institution put his marvelous skills to work, building a large playhouse for the children at Almost Home, a scaled-down model of the house, and wooden toys.

There now is a collection box near the inmate canteen at Pittsburgh, sponsored by the Multi-Cultural Group, so inmates and staff can drop in loose change for Almost Home. The inmate barber shop has set one up as well. Not to be outdone, the inmate committees at Frontenac and Bath Institutions also sponsored collection boxes at their canteens.

And the prototype clear plastic collection box that started this joint community and CSC venture ended up collecting donations in the Millhaven staff canteen.

This joint venture has truly made life a bit gentler for seriously ill children and their families across southeastern Ontario. *



Members of the inmate collection committee from Assessment and Reception at Millhaven Institution pose in front of the Almost Home playhouse, with Ron Auger and members of the Almost Home fund-raising committee.

A QUIZ

▲ *with prizes to be won!***ELIGIBILITY**

All permanent or term employees working for the Correctional Service of Canada.

EXCLUSION

Employees working in the Creative Services area of Communications and Corporate Development, or the Native and Female Offender Programs Division.

DEADLINE AND**SUBMISSION OF RESPONSES**

All responses must be addressed to Marcel Kabundi or Odette Gravel-Dunberry, Native and Female Offender Programs, 2B, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9.

Clearly indicate your name and full address. The deadline for receiving responses is **midnight, March 31, 1993.** *

1. Historically, the biggest Algonquin tribe in Ontario was:

- a. Oneida
- b. Mohawk
- c. Ojibwa
- d. Onondaga

2. Which one of the following Europeans established contact with the Native people of southern Ontario in 1613?

- a. Samuel de Champlain
- b. Henry Hudson
- c. Lord Durham
- d. Georges Vanier

3. What language is the origin of the word *Quebec*?

- a. French
- b. English
- c. Algonquin
- d. Iroquoian

5. Who were the first Aboriginal people to come in contact with Europeans?

- a. Micmac
- b. Mohawk
- c. Montagnais
- d. Cree



4. When was the original Province of Quebec divided into Upper and Lower Canada?

- a. 1763
- b. 1791
- c. 1837
- d. 1840

6. Who was the first woman of African origin to be appointed warden of a federal institution in the Quebec Region?

- a. Lily Tronche
- b. Francine Silencieux
- c. Ginette Asha
- d. Antoinette Mamadou

7. Who was the first Acadian bishop?

- a. Msgr. Edouard Leblanc
- b. Msgr. Arthur Melanson
- c. Msgr. Albert Leménager
- d. Msgr. Marie-Antoine Roy

10. The province of Manitoba was created and joined the Dominion of Canada on:

- a. May 12, 1870
- b. December 3, 1869
- c. July 15, 1870
- d. February 11, 1868

13. The Cree name for the Saskatchewan River is:

- a. Kisiskatchewanisipi
- b. Skatchewansipi
- c. Misiskatchewanisipi
- d. Athabaska

8. Which one of the following Acadian novelists is the author of *Les portes tournantes*?

- a. Antonine Maillet
- b. Louis Haché
- c. Jacques Savoir
- d. Germaine Comeau

11. Simon Fraser gave the name "New Caledonia" to the central region of the area that is now known as British Columbia.

- a. True
- b. False



12. In what year did the Oregon Treaty with the United States recognize Britain's ownership of Vancouver Island?

- a. 1846
- b. 1849
- c. 1778
- d. 1857

14. The International Day for the Elimination of Racial Discrimination is:

- a. March 21
- b. February 21
- c. April 21
- d. May 21

9. When was Halifax founded?

- a. 1716
- b. 1749
- c. 1755
- d. 1758



• **Source:** Marcel Kabundi and Odette Gravel-Dunberry

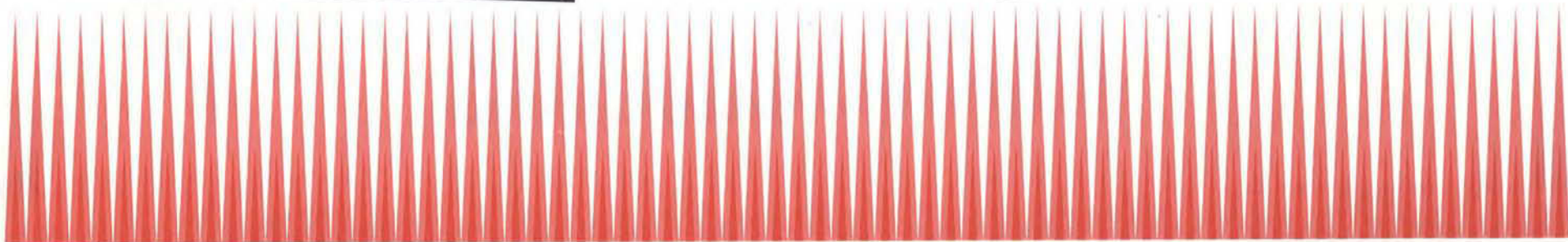
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Division:	
Floor:	
Region:	
Telephone No:	



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Let's Talk

April / May 1993



Correctional Service of Canada

AIDS [Acquired Immuno-Deficiency Syndrome] (ādz) n.
An abnormal, ultimately fatal condition of the body's immune system, in which the body's defences against disease are permanently weakened.



Correctional Service
Canada

Serv. correctionnel
Canada

Canada

LET'S TALK / ENTRE NOUS

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LET'S TALK

with the Commissioner

IMPRESSIONS OF A NEWCOMER

WHEN I ARRIVED AT CSC, I understood little about corrections or about the organization, but I knew of its excellent reputation. In 1993, CSC is known and respected within the Public Service for delivering a good corrections program. Of course, there are plenty of problems and, no doubt, some of our managers and management systems are weaker than others but, overall, CSC is seen as a well-run organization, with a strong sense of its mission, clear objectives, sound management machinery, and a willingness to innovate. To date, my meetings at CSC have confirmed these impressions. This is a tribute to you all and, of course, to my predecessor Ole Ingstrup.

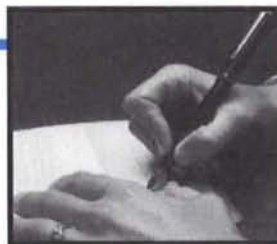
My first four weeks were an intensive training period. I learned some of the most basic things, such as the fact that serious crime in this country is almost entirely a male phenomenon (only two per cent of our inmate population is made up of women). I learned about the incredible array of acronyms — CCCs, CRCs, ICPs, SEMC, SIN, ACCM, and about so many issues, such as community acceptance of new institutions, rights of inmates, AIDS, weaponry, unit management, concordance ratios between CSC and NPB, double bunking, standards of supervision, relapse prevention, and sex offender treatment. I learned about measures being taken to improve human resource management — career management, training strategies, performance standards, proposals for an early retirement program. I also learned about the strengthening of management through new electronic information systems, such as the offender management system, the corrections assets management system, and so forth. I have had several meetings with the Union of Solicitor General Employees, and am delighted to discover the extensive and constructive labour-management relationship that exists with our largest union. During the coming weeks, I will, no doubt, meet with other unions that have members in CSC.

Up until now, my learning has come from reading and from briefings, mostly by National Headquarters staff. I feel a little like the blind man trying to imagine an elephant by touching it. It is time for me to get out of Ottawa and see operations in the field — to understand how it all comes together in practice, at institutions, CCCs, CRCs, and parole hearings.

By the time this is published, I will be in the field, beginning with the Pacific region on March 24, then travelling to the Prairie region, Atlantic, Quebec, and finally Ontario. And as I do so, I hope to meet many of you. *

A handwritten signature in black ink, appearing to read "John Edwards".

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AIDS & Penitentiaries

(This is the first of a two-part series.)

NO ONE IS IMMUNE to the unpredictable and eventually fatal disease called AIDS. It does not respect national boundaries, sexual orientation, gender or age. However, some people are more likely to get AIDS than others. And inmates in correctional institutions are considered to be at a higher risk than most.

AIDS can be very frightening, particularly to those who don't know the facts. It raises many issues that aren't easy to discuss, like unsafe sex and sharing needles for injection drug use — the two major modes of HIV transmission in Canada today.

The Facts

What, then, are the basic facts about AIDS? AIDS, or Acquired Immunodeficiency Syndrome, is caused by HIV, or the Human Immunodeficiency Virus. As its name suggests, HIV attacks the immune system, which is the body's defence against diseases. As the immune system weakens, HIV infection eventually progresses to AIDS — not just one, but possibly a whole range of life-threatening diseases, including cancers like Kaposi's sarcoma. Although AIDS has no cure, it is preventable and treatable: more and more drugs and vaccines are being studied to try to reduce damage to the immune system, alleviate symptoms and prolong life.

One of the most disturbing characteristics of HIV infection is that there may be no symptoms for 10 years or more. As a result, an HIV-infected person may go undiagnosed for a long time, and may continue to transmit the virus to others. Diagnosed cases are, therefore, just the tip of the iceberg: it is impossible to know how many HIV-infected people there are in any population at any one time.

There are essentially three ways that the virus is transmitted: through unprotected anal or vaginal intercourse with an infected person; through sharing contaminated needles; and from an infected mother to her baby, either before or during birth. (Blood transfusions now present a negligible risk because blood donations have been strictly screened in Canada since 1985.)

Fortunately, HIV is not highly infectious. It is not transmitted through casual contact like shaking hands, hugging, coughing, sneezing and sharing food or drink — nor can someone become infected from tears or sweat, from toilet seats, bedding or swimming pools. But for people who engage in high-risk behaviour, such as unsafe sexual activity or sharing needles, it may take only one "contact" to become infected.

HIV/AIDS is also highly preventable. There are two basic precautions that are recommended: during sexual intercourse, one should always use a latex condom and a water-based lubricant like KY (rather than a petroleum-based one like Vaseline); and people who inject drugs shouldn't share needles or syringes and, if they do, they should clean them with bleach.

The Problems

The challenges that HIV infection presents — from prevention to treatment — are even greater in a correctional environment.

Although the exact number of infected inmates in Canadian penitentiaries is not known, it is probable that the incidence of HIV infection in penitentiaries is higher than society at large. Research has shown that AIDS tends to be more prevalent among the socially and economically disadvantaged, and many in institutions come from such a background. Also, many of the persons sent to penitentiaries have a history of injection drug use and many have shared injection equipment contaminated with someone

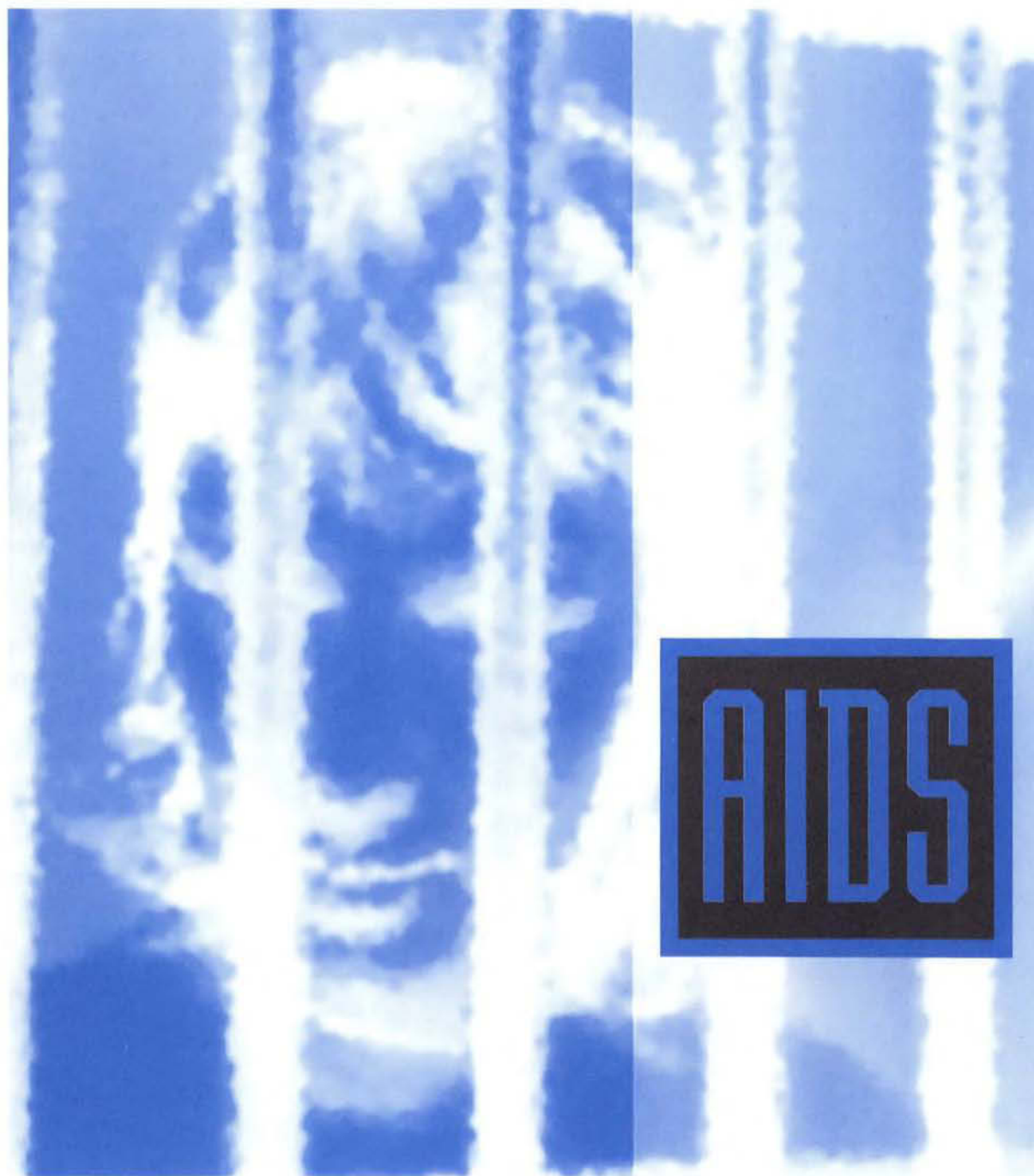
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else's blood. Inmates also have fewer preventive measures available to them: bleach is not readily available in many institutions, and needles are prohibited because injection drug use is illegal.

Inmates who are diagnosed with HIV/AIDS do have access to information, support services and specialized medical care, but it is recognized that there is room for improvement in these areas. According to a physician at the Kingston AIDS Clinic, inmates with HIV may feel, psychologically, as though they have been given a double sentence: their infection is a death sentence on top of the sentence they are already serving. Almost everyone who has AIDS feels powerless; inmates with AIDS are much more likely to, especially if they are incarcerated for a long time.

Social interaction may also be more difficult for inmates with HIV/AIDS. Because institutions are so insular, and news travels fast, there is a greater risk of confidentiality being violated. And other inmates who are fearful or uninformed about AIDS may stigmatize or ostracize an HIV-infected inmate. The stressful, volatile environment of the penitentiary may hamper an inmate's efforts to deal with the many disturbing problems that he or she faces.

The fact that institutions are closed and potentially dangerous communities also presents staff with unusual challenges. Many correctional employees work in close proximity to HIV-infected people, whether they know it or not.



"Whether clean needles, bleach or other cleansing materials should be made available to prisoners is even more controversial than was the issue of providing condoms. While some claim that providing sterile needles or even cleansing materials to prisoners would condone illegal drug use in the prison environment, others suggest that such measures are necessary to avoid the greater harm of HIV infection."

— Expert Committee on AIDS and Prisons

Finding Solutions

CSC's Health Care Services branch is only too aware of the breadth and complexity of all these AIDS-related issues. Rob Adlard, Acting Director of Operations and Plans, says, "What we are trying to do is put in place a comprehensive framework for AIDS education, prevention and treatment which encompasses all perspectives. Some of those elements are in place already, some need to be strengthened and others need to be created."

Of course, as in the community, services will vary from one penitentiary to another. But it seems that great strides have already been made. Dr. Peter Ford, a physician at the Regional AIDS Clinic at the Kingston General Hospital, calls CSC's current approach a "very enlightened one." In fact, after attending meetings about AIDS and penitentiaries in the U.S. and Europe, Dr. Ford concluded that "the local attitude regarding both health care delivery and preventing infection within penitentiaries is probably superior to anything else I've come across."

CSC recognizes the importance of community-based AIDS support agencies. Representatives from such agencies regularly offer their services within federal penitentiaries. They provide specialized education, counselling and medical services, as well as encouragement of peer education and counselling. However, there is still a need to increase all these services.

CSC is also seeking expert advice and information from special committees. The Advisory Committee on HIV/AIDS in the Ontario region is exploring a number of issues: a more co-ordinated, comprehensive role for community organizations in institutions; appropriate diet, treatment and other support for infected inmates; and appropriate advice for CSC staff.

Another committee, the Expert Committee on AIDS and Prisons (ECAP), was created in June 1992 by then-Commissioner Ole Ingstrup. Its mandate is to promote the health of inmates, protect staff, and prevent HIV transmission in all federal penitentiaries. The members' activities include visiting institutions, reviewing what is happening in institutions across Canada and internationally, and receiving submissions from any groups or individuals in Canada who are interested in HIV/AIDS and penitentiaries. They have, for instance, sent questionnaires to the Inmate Committees at every federal penitentiary to find out what inmates think about such things as the availability of condoms, injection drug use, HIV/AIDS and drug use education, and confidentiality and testing. Questionnaires have also been sent to staff at institutions. As Dr. Norbert Gilmore, ECAP's Chairman, says, "We are working together to find solutions that will be acceptable to all those involved — inmates, CSC staff and the public."

Education

According to Dr. Jacques Roy, Director-General of Health Care Services, education is CSC's first line of defence against HIV transmission. It is also the best way to dispel unfounded fears and encourage more humane treatment of inmates with HIV/AIDS. And, as Rob Adlard insists, *all* inmates and *all* staff should be educated about HIV/AIDS. At present, a number of educational materials are being produced for inmates: a video for general male and female inmate populations across Canada, as well as six pamphlets which deal with issues ranging from how to prevent HIV infection to how to live with AIDS. In future, CSC will produce videos aimed specifically at women and at Aboriginal people.

Although the Health Care Services branch is only mandated to take care of the health and health education needs of offenders, it is working (through private family visits) to inform offenders' family members about infectious diseases, particularly AIDS.

The branch is also trying to educate every CSC employee — not just health care staff — about infectious diseases such as AIDS. The risk of contracting HIV through normal contact with inmates is clearly very low. But, like hospital staff and police officers, CSC staff members are encouraged to always follow universal precautions. These are described in a CSC booklet entitled *Guidelines for Infection Control*. Health Care Services has also developed an infectious disease training program in conjunction with Health and Welfare Canada, and offers ongoing workshops and seminars conducted by specialists from CSC, Health and Welfare Canada and community organizations. In addition, the National Joint Occupational Health and Safety Committee is investigating infectious diseases and preventive measures to protect staff.

Prevention

Preventing the spread of HIV among inmates is clearly more difficult. CSC took a significant step towards preventing the sexual transmission of HIV by making condoms and lubricant available to all federally sentenced men as of December 31, 1991. At the same time, dental dams were made available to female offenders. Condoms are now provided in various ways, as determined by individual wardens: in family visiting units, through Health Care Centres, on ranges or in recreational areas, and to inmates upon their release. What is most important is that inmates be able to obtain them easily and discreetly. As in the community, however, condom use can only be encouraged, not enforced.

Even more problematic is the prevention of HIV transmission through sharing needles for injection drug use. Illicit drug use is a fact of life — both inside and outside the institution. But drugs have an even greater significance within a penitentiary, especially since a large proportion of offenders have drug problems when they begin their sentences. CSC deals with drug use partly by intercepting drugs as much as possible, but also by getting to the root of the problem through education and treatment. In fact, the Service is planning to implement a range of substance abuse programs within each region in addition to the programs currently in place.

However, given that drug use persists, experts are trying to determine what can be done to reduce the spread of HIV via contaminated needles and syringes — now, likely, the main mode of HIV transmission. Since drug use is illegal, there are no clear-cut solutions. In the words of the Expert Committee on AIDS and Prisons: "Whether clean needles, bleach or other cleansing materials should be made available to prisoners is even more controversial than was the issue of providing condoms. It is also a very pressing issue since the risk of spreading HIV through contaminated needles is particularly high in prisons. While some claim that providing sterile needles or even cleansing materials to prisoners would condone illegal drug use in the prison environment, others suggest that such measures are necessary to avoid the greater harm of HIV infection." ECAP will be addressing this issue in its final report, to be delivered in June 1993.

Both tattooing and ear piercing, which are common practices in penitentiaries, may also promote the spread of HIV. But Dr. Peter Ford says, "(Unlike drug use,) this problem has a relatively simple solution: make tattooing legal and supervised." According to ECAP's findings so far, both inmates and staff are widely in support of having safe tattooing and ear piercing equipment available. As with condom distribution, however, there are no guarantees that precautions would always be taken.

Testing

HIV-antibody testing is currently available on a voluntary basis at all federal penitentiaries. It is offered at reception and is provided either if requested by an inmate or if a Health Care physician recommends it on clinical grounds (subject to the inmate's consent). Counselling is provided before the test to prepare the inmate for the consequences and after the test to encourage behaviour change, prevent the spread of infection and help the inmate cope with the reality of having HIV. Pre- and post-test counselling are important aspects of the testing process, regardless of the results.

Effective education is absolutely necessary for inmates and staff so they understand what the risk is and what it is not, so they know that the virus doesn't wear running shoes and chase you down the corridor. Through education, we can erode the ignorance, prejudice and fear that surrounds HIV and the people living with it.



For a number of reasons, test results are not totally confidential in correctional settings. For one thing, the Chief of Health Care Services in the institution is required by the current Commissioner's Directives to inform the warden if an inmate is HIV positive. In some cases, a breach of confidentiality may be deemed necessary if there are security concerns, such as when an inmate threatens to infect others. It is CSC policy, however, that HIV-positive inmates should not be managed differently from others unless it is medically necessary, and that segregation should only occur for security reasons, not on the basis of HIV status alone.

CSC staff may also suspect or inadvertently discover an inmate's HIV status when escorting him or her to a community AIDS clinic, for example. But more important than whether staff members know that an inmate is HIV-infected is whether they abuse that information. "Staff will much more likely feel comfortable around an HIV-positive inmate if they are well informed about HIV/AIDS and are, therefore, not acting out of unnecessary fear or suspicion," says Rob Adlard.

Of course, many HIV-positive inmates voluntarily disclose their HIV status to try to get all of the support they need. In such cases, confidentiality is not even an issue.

Support

The field of AIDS research is so complex and ever-changing that people with HIV/AIDS, including inmates, need access to specialized medical support. The Regional AIDS Clinic in Kingston provides experienced care and treatment to most penitentiaries in the area. As Dr. Peter Ford sees it, "HIV-positive inmates probably get better health care than they would get if they were out on the street. At least all their prescription drugs are guaranteed." But there are still many gaps to be filled.

The unique emotional and social repercussions of having HIV/AIDS call for specialized counselling, and CSC's counselling programs generally aren't geared to address those specific needs. What are needed are more links with community organizations such as the Vancouver AIDS Society and the Kingston AIDS Pro-

ject (KAP). KAP has been given a grant by Health and Welfare Canada and the Solicitor General to provide AIDS support services to Kingston area penitentiaries. And since peer counselling by inmates (or former inmates) is believed to be extremely effective, KAP trains peer counsellors in all AIDS-related issues. More and more self-help groups are also being set up in federal penitentiaries across the country, including Dorchester, Kingston and Mission.

Besides medical and psychological support, HIV-infected inmates have a variety of other special needs which must be addressed. These include such things as a special diet, extra clothing and Escorted Temporary Absences to get medical treatment. It is important to ensure that simple items are made available, too, such as dry bed clothes for patients who have frequent night sweats.

The final responsibility of CSC's Health Care Services branch is to help HIV-positive inmates make the transition into the community when they are released. Health Care staff need to make sure that all individuals with HIV/AIDS will have continued local medical and psychological support during the time they have left.

The Key

As daunting as the whole issue of AIDS and penitentiaries may seem, the experts seem to agree about one thing: the key to solving a number of problems is education. Many inmates and staff still erroneously believe, for instance, that the only precaution necessary to avoid contracting HIV is to know who is infected — which, in actual fact, is *impossible* to know. In Dr. Gilmore's words, "Effective education is absolutely necessary for inmates and staff so they understand what the risk *is* and what it is *not*, so they know that the virus doesn't wear running shoes and chase you down the corridor. Through education, we can erode the ignorance, prejudice and fear that surrounds HIV and the people living with it." *

by Louise Ellis

THE Regional Reception Centre (RRC) in Sainte-Anne-des-Plaines, Quebec, has gone through many changes in recent months.

First of all, the Centre's divisional structures were reorganized and the size of the psychology staff was increased.

The RRC also had to prepare appropriate services for Archambault Institution's new mental health unit, which opened on April 1, 1993, and La Macaza Institution's new sex offender treatment program. In order to do this, the RRC psychologists changed their assessment methods based on the September 1991 *Mental Health Task Force Report*.

The changes mean the psychologists will continue to meet inmates individually, but will also give them psychometric tests to identify their problems. Psychometric tests are questionnaires which allow the staff to learn about inmates' personality traits.

For example, all inmates suffering from mental disorders, and therefore likely to be transferred to Archambault Institution, will be assessed through the Structured Clinical Interview for DSM-III-R. This is a test designed primarily to make a diagnosis (of schizophrenia, paranoia, obsessive-compulsive disorder and so on). The assessment makes it easier for Archambault Institution employees to apply corresponding treatments. (It should be noted that the DSM-III-R is the American Psychiatric Association's list of mental illnesses, a basic reference in the area.)

Because of the new sex offender unit at La Macaza Institution, the RRC is attempting to provide greater detail in its psycho-

Psychological Assessment in the Throes of Change



(from left) Diane Chadillon, psychotechnician; Marc Daigle, psychologist; Carole Fillion, clerk, psychology; Gertrude Rochelin, psychologist; Michel St-Yves, psychologist; Gilles Brabant, psychologist; Sylvie Roy, psychotechnician; Marie LeBrun, psychologist; Jacques Bigras, psychologist.

logical assessments. It is essential to be properly informed before assessing sex offenders, and that is why the team of psychologists has developed a system for such inmates. This system is, of course, compatible with CSC's strategy for treating sex offenders.

For these cases, the psychologists contact the provincial authorities to obtain an offender's psychological and psychiatric assessments, as well as the reports used in court. They give all sex offenders the following tests: the IPAT Anxiety Scale, which measures the inmate's level of anx-

xiety; the Carlson, a test administered solely to the Canadian inmate population, for identifying personality types in Canadian penitentiaries; and the Minnesota Multiphasic Personality Inventory (MMPI), a clinical questionnaire.

Individually, inmates are given projective tests and the Multiphasic Sex Inventory. The latter is a 300-question test whose purpose is to determine the sexual tendencies of offenders. All these tests make it possible to obtain a better assessment of the sex offender, which will help La Macaza Institution determine treatment.

The third change to take place at the RRC is a search for Native resource persons from the seven reserves in Quebec. These people could be consulted each time a new Aboriginal inmate is admitted to the RRC, and they could provide significant information about problems that exist on the reserves.

Finally, for all the inmates admitted to the RRC who represent a high suicide risk, a psychological assessment will be completed and clear indications will

be attached to the psychological report to warn the receiving institution of the inmate's condition.

The goal of all these new approaches is to provide complete, sophisticated psychological assessments for those who will have to work with the inmates. *

by **Jacques Bigras**
Senior Psychologist

Sex Office



UNTIL RECENTLY, the correctional system could do little for sex offenders but treat them humanely and keep them safe from other inmates. Their prospects for rehabilitation were considered slim at best.

Then experts in regional psychiatric centres began to focus on special sex-offender programming. Today there are programs in institutions and communities throughout the Service, developed and delivered not just by specialists, but also by correctional staff and even offenders themselves.

There remains a shortage of treatment spaces, but CSC is working to overcome that problem by continuing to conduct research, develop new programs, refine approaches, train staff and evaluate current services.

Programs tend to use a cognitive-behavioural treatment model, in line with CSC's national sex-offender strategy. This model helps offenders understand and overcome deviant behaviour, and teaches them to avoid situations that may lead to relapse.

In addition, community-based programs, believed by experts to be the key to managing risk and reducing recidivism, are gaining strength in many areas. Because each maintenance program reflects the needs of its host community, the programs vary widely across the country.

What follows is a brief look at sex offender programming, and the people in the field who provide it. By no means is it a full account of their achievements. We name only a few key players, but we wish we could cite the hundreds of staff whose dedication, skill and compassion make this difficult work possible.

Atlantic Region:

Many Sex Offenders are Victims

Two institutions in New Brunswick — Dorchester and Westmorland — currently offer sex offender programs. Springhill, Nova Scotia is being considered as the site for a third program. (Sex offenders account for about 14 per cent of the inmate population in the Atlantic region — approximately 320 individuals in all.)

"We're focusing on a triage process to assess sex offenders and place them into programs that best meet their needs," says Terry Robichaud, the Atlantic Regional Administrator of Health Care Services. "We're heading towards phased programs — from fairly introductory, to more intensive, to maintenance programming. We're still relatively young at this approach."

Data gathered at the medium-security Westmorland Institution indicate that efforts are paying dividends in a number of areas. For instance, there is evidence that many sex offenders are victims themselves: 51 per cent report abuse and 60 per cent report sexual abuse.

"Focusing on the offender's own victimization can help him begin to recover the repressed emotions associated with the trauma, and can help him relate to the experience of others, especially his own victims, and build empathy," says Kevin Graham, Westmorland's Sex Offender Program Co-ordinator.

At Dorchester, a multi-level security institution located next door to Westmorland, the staff is designing programs for high-risk offenders as part of the region's comprehensive sex offender plan.

Community-based programs:

New Brunswick has three community-based maintenance programs. Mr. Robichaud says, "We want to set up partnerships with other agencies and with our provincial correctional friends."



nders

We're training with them and hope some will become co-therapists."

Mr. Robichaud wants to expand this network eventually, to include family services, victim services, family counselling and other agencies. "Treating, monitoring and supervising sex offenders isn't the job of one agency. It's a multi-variant problem ... It's the offender's problem, the family's problem, as well as the victim's, and they all have to be involved."

Quebec Region: Collaboration Key to New Programs

Institutions in Quebec are getting more and more involved in collaborations with other organizations in the treatment of sex offenders. La Macaza Institution and the University of Montreal, for example, jointly operate a program for high-risk offenders. And Montée Saint-François Institution, in Laval, is working with the *Bureau des Services Sociaux* to help incest offenders.

"Programs for sex offenders are available throughout the region," says Dr. Manassé Bambonyé, Regional Chief of Psychological Services. "But individual and group sessions, and in-depth laboratory assessments, make La Macaza's the most comprehensive."

The La Macaza program is based on a therapeutic community approach. It houses participants together in a large unit and encourages them to interact with each other. Ten high-risk offenders from within La Macaza Institution formed the first group on September 28, 1992. A second, with some offenders from other institutions, is currently in progress.

The program operates five days per week and offers a full day of activities as well as evening sessions. Social, cultural and sports activities enable members to develop friendships and build mutual support, an important component of therapy.

Through its collaboration with the University of Montreal, the La Macaza program has access to technical and scientific resources and services, including:

- professional support in developing, structuring and implementing the program;
- objective evaluation; and
- collaboration on specific research projects that are both useful to the program and add to the general knowledge about sex offenders. This research also involves other Canadian universities.

VISA Group:

At Montée Saint-François Institution, staff developed a program called VISA, to treat the growing number of men jailed for incest. All inmates who have committed sexual offences against family members under age 16 are eligible for the program. Each session is limited to 10 participants.

Dr. Bambonyé says, "We based the program on one called the Giarretto model, developed in California, and adapted it to a penitentiary setting. Our approach is more confrontational and stresses developing empathy for victims, an important factor in reducing recidivism. We also place greater focus on relapse prevention and sex education."

Case managers select the candidates and actively encourage them to take part. The senior therapist intervenes in cases where offenders deny their offences or object to treatment. These men may either be assigned a "sponsor" (an inmate who is already in the program), or sent to another treatment centre, especially if the treatment is coupled with other kinds of sexual deviance or mental disability.

Led by two professionals, the program is divided into three graduated phases, consisting of about 10 three-hour group meetings, as well as private sessions with the senior therapist.



"By offering a specialized service to these men, we hope to return them to society not only as upstanding citizens but also as responsible men and fathers," says Dr. Bambonyé.

Pacific Region:

Evaluation Affirms Method and Points Out Weaknesses

In this region, where sex offenders make up about 18 per cent of the total offender population, CSC offers treatment in four institutions and follow-up in eight communities. Treatment programs range from four-month sessions at Mission and Mountain institutions, to an eight-month program at the Regional Psychiatric Centre. At the minimum-security Ferndale Institution, a bridging program offers a weekly relapse-prevention session with a visiting psychologist.

The Pacific region also offers community-based sex offender programs, first established in Vancouver in 1983. These consist of a weekly group meeting run by a contract therapist, usually a registered psychologist.

"Close liaison exists with the parole supervisors to ensure that offenders attend and that any high-risk behaviour or thinking is reported to the parole officer," says Dr. Carson Smiley, the Regional Psychologist and the director of the programs. Between 100 and 150 offenders in the region attend these meetings regularly.

"There's a lot of interest in programs here, because case managers and the National Parole Board have made it clear to offenders that they must address the risk factors and their particular personal needs. There's a waiting list but we're trying our best to offer treatment in a timely fashion," says Dr. Smiley.

In 1991, the region completed a year-long evaluation of community programs, which pointed to several areas of weakness and brought about a generic standard for programs across all dis-

tricts. Parole officers were generally dissatisfied with the level of service of contractors, from supervision and monitoring of parolees, to record-keeping and reporting to parole staff. Dr. Smiley says, "Since the evaluation, we've strengthened communications between providers and parole officers through more consultations and feedback."

While evaluators concluded that not all expectations had been met, it became clear that effective programming is achievable, in terms of outcome, cost and level of service. "The method works," says Dr. Smiley. "It's only a matter of affirming the approach and working to extend it around the region."

Prairie Region:

Community-Based Program Works Closely With Institutions

"The ideal in programming is to integrate institutional and community services. With systematic and consistent community follow-up, we believe we can reduce recidivism rates," says Dr. Tim Leis, the Prairies' Acting Regional Administrator of Health Care.

While the availability of treatment in communities in the region has been uneven, one program — the Forensic Behavioural Management Clinic — stands out as an example of how effective maintenance programs can develop when providers work closely with institutions.

The Forensic Behavioural Management Clinic:

Operated by the Native Clan Organization of Winnipeg, this four-year-old program treats a broad range of Native and non-Native sex offenders — not just individuals, but also couples and families. The staff works closely with the Regional Psychiatric Centre (RPC) and with Rockwood Institution's Base Exodus Program.

"Ours may be a unique system," says Lawrence Ellerby, the clinic's Program Co-ordinator. "We assess men at Rockwood, which helps the psychologists screen them for treatment. Before offenders are released, the RPC sends us the treatment reports of those returning to the Winnipeg area. They can then come directly into the community program."

"Most importantly, the men coming into the community are not seeing clinicians who may have little background with offenders. They're coming into a very structured sex offender treatment program."



During the course of the 18-month program, participants look at their own offending patterns, develop skills, and work on relapse prevention, deviant arousal and the victim survivor impact module. Mr. Ellerby says, "Institutional programs are important and necessary to get people into a treatment frame of mind, but no matter how much progress they've made, once these men are on the streets there's a lot more work to do."

The clinic has had many success stories. "That's partly because of our personal approach," says Mr. Ellerby. "We think the relationship with the client is central to any therapy. We get the guys involved in all sorts of activities, and the groups socialize together. We see them as people, not patients. We've taken them for driving tests, for hair cuts and to buy clothes. It makes a huge difference in their recovery."

The clinic currently has three groups in progress, with a total of about 45 men.

Ontario Region: Assessment Crucial to Outcome

CSC has operated a comprehensive sex offender program in Ontario — at Kingston Penitentiary and the Regional Treatment Centre — since 1971. The last three years have also seen start-ups at Warkworth and, most recently, at Bath Institution. A minimum-security facility, Bath treats inmates with less severe problems, as well as graduates of the more intensive programs.

Placing sex offenders in appropriate treatment programs is crucial to their rehabilitation. Institutions have developed intensive assessment procedures to gauge offenders' needs as they enter the system. These needs can then be matched with appropriate treatment.

In Ontario, initial assessment takes place at Millhaven, an intake facility for the region. Bruce Malcolm, the Program Director for sex offender assessment, says Millhaven uses standard and customized procedures to determine offenders' treatment and risk factors. This information enables the staff to direct offenders to the appropriate institution — minimum-, medium- or maximum-security — and to judge whether the available program is appropriate for each individual offender. Afterwards, offenders are reassessed to evaluate the effect the treatment has had on their identified needs and their risk of relapse.

Community-based programs:

After release, offenders have access to four community-based programs in Ontario, located at Ottawa, Kingston, Hamilton and Toronto. "The maintenance sessions act as a booster, reinforcing skills and insights gained in treatment," says Dr. Lynn Stewart, a psychologist at the Central Parole District in Toronto.

Some programs had problems getting started. It took longer than expected to accumulate enough referrals from the community to begin the groups. And disparities among participants required flexibility and close co-operation between parole officers and clinicians. The referral process from institutions to the community was also slow to develop.

The recently-implemented Regional Community and Institutional Sex Offender Management Committee has a mandate to improve the co-ordination of programs in Ontario and is currently looking at community-based efforts. "Their work should ensure that institutional and community programs share a common approach to treatment, and that effective transition exists between them," says Dr. Stewart.



It is clear that the Service has made significant headway in sex-offender programming in the past three years. The work of practitioners and researchers in the field has shed new light on the diverse problems and needs of this hard-to-help group and has inspired hope for many.

Although many challenges remain — challenges that CSC has targeted in its long term sex-offender strategy — the Service is confident that its goal is within reach: to safely reintegrate sex offenders into the community through effective treatment, risk management, and relapse prevention programs. *

by Mary Blickstead



EMPLOYEE PROFILE

Wagdy Loza



Dr. Wagdy Loza, a Kingston Penitentiary psychologist

DR. WAGDY LOZA is excited by new developments in the field of corrections, and he says his career with the Correctional Service of Canada gives him an excellent opportunity to contribute.

"Not many places give you the freedom to develop programs and do what you want to do, the way CSC does," says the Kingston Penitentiary psychologist.

Dr. Loza joined the Correctional Service of Canada in 1980. He is married, with two children, and he immigrated to Canada from Egypt in 1975. When he first arrived here, Dr. Loza spent his time collecting university degrees. He is now up to two Masters degrees, one in psychology and the other in education (counselling), as well as two Bachelor's degrees in sociology and psychology. He needs three more courses to complete a Bachelor of Law degree. In December of 1991, Dr. Loza completed his Ph.D. degree in psychology at Carleton University in Ottawa.

However, while he enjoys his studies, Dr. Loza's first love is helping people. He says his interest in criminal justice was sparked when he worked as a research assistant at the National Centre for Social and Criminal Research in Egypt. Here in Canada, he spent one year working as an addictions counsellor in Hamilton, and did an internship at the Regional Treatment Centre

in Kingston in 1979. His first full-time position with CSC, in 1980, was assistant to the head of social development. From 1981 to 1985, he was a case manager, and since 1986, he has been a psychologist.

Dr. Loza says his greatest contribution to CSC is in the area of substance abuse treatment. He is proud of the fact that he started programs at Kingston Penitentiary where there were few before. In fact, Dr. Loza's work even won him a warden's citation from former Kingston Penitentiary Warden Andrew Graham (now Ontario Deputy Commissioner) in 1983.

Some of Dr. Loza's achievements include developing a comprehensive counsellors' manual for the Kingston Penitentiary substance abuse program, and writing many other articles about offender substance abuse. Dr. Loza modestly points out that he played a major part in developing and delivering training programs in addictions for staff in the Ontario region, and he was instrumental in the development of the regional substance abuse audio and visual library.

But he adds that it is not difficult to make great strides such as this at CSC. "If you want to contribute, the room is there. It is up to you to take advantage of it," Dr. Loza says. "CSC is just starting; we're embarking on a positive journey into the development of better psychological interventions for offenders."

Dr. Loza says he is grateful to CSC, and to Mr. Graham and the subsequent wardens of Kingston Penitentiary (particularly Mary Cassidy and the current warden, Ken Payne) for providing him with opportunities to develop his ideas and help other people. *

by **Monta Kerr**

CSC and the John Howard Society Working Together

The Newfoundland and Labrador District of the Correctional Service of Canada has been using the John Howard Society's living skills program on a contractual basis since 1985. In the beginning, the program's focus was on life skills, but in recent years it has become more cognitive-based.

The program expanded in the mid-1980s, when the John Howard Society and CSC realized they were serving the same clientele as the provincial Department of Social Services and Canada Employment and Immigration (CEIC). The four agencies developed a comprehensive program to meet the needs of their common clients. John

*Howard did the actual programming, with referrals and other support (including funding) from CSC, as well as financial assistance from the other two agencies. Eventually this combined effort developed into the C-Step Program, which stands for **Cognitive Skills Training/Employment Preparation Program**.*

Now CSC has become involved in the practical side, too, offering programs in conjunction with the John Howard Society. Fred Tulk, a case management officer at the St. John's, Nfld., Area Office, teaches one of the CSC programs, and gives us a few details in the following article.

C-STEP PROGRAM

The John Howard Society's C-Step Program is made up of two parts: eight weeks of classroom instruction followed by a 20-week job placement. The classroom session focuses on interpersonal cognitive skills development. During this period, participants receive a training allowance provided by CEIC.

When their eight weeks in the classroom are finished, participants have an opportunity to go to work in the community. They are offered a salary, and their employers get a wage subsidy to help cover the cost. Clients must seek their own placements, but the John Howard Society helps by canvassing local businesses.

Recently, some clients have chosen educational upgrading instead of the 20-week work placement, and, if accepted, they also qualify for a training allowance.

CSC has long been involved with this C-Step Program, offering client referrals and other support. However, in 1991, we began to look at ways to combine our Cognitive Skills Training Program with C-Step, and do some programming of our own.

CSC'S COGNITIVE SKILLS TRAINING PROGRAM

I went to National Headquarters in September 1991 to receive training about the Cognitive Skills Training Program from Eliza-

beth Fabiano. When I returned to Newfoundland, decisions had to be made about implementing this program in the community. We did not want to compete with the John Howard Society. We had several meetings with the Society, and eventually decided to try uniting the two programs.

Since February 1992, clients of the CSC Cognitive Skills Training Program have been able to earn both the training allowance and the 20-week wage subsidy offered through C-Step. It is a combined initiative that runs five days a week. I teach the Cognitive Skills Training Program in the morning, and a representative of the John Howard Society teaches two hours

of the C-Step Program in the afternoon. The John Howard Society also runs a separate C-Step Program, with some clients referred by CSC.

BENEFITS VS DRAWBACKS

The benefits to this combined effort are twofold: clients receive an allowance, and they can also spend their weeks constructively, in programming, work placements, and educational upgrading.

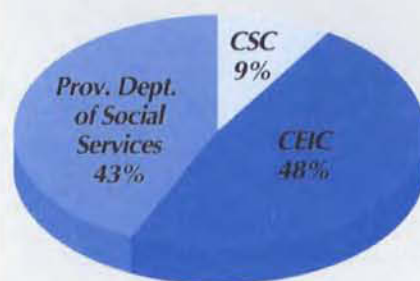
However, Cognitive Skills Training in the community has its administrative problems. Because there is another John Howard Society program, everyone who is referred can usually get into one of the two groups. This is good for the clients, but it means there is no waiting list for CSC to use in examining research issues.

Secondly, timing can be a problem, especially if clients are required to take specialized treatment before they can participate in the cognitive skills program. Suspensions and transfers of supervision can also make things difficult at times.

Despite these impediments, we are now into our fourth group. Our approach is unique, in that several government agencies — federal and provincial — are involved in the funding, and we accept both federal and provincial clients. *

by Fred Tulk

The following graph illustrates the way the costs of the program are shared between various agencies.



FRONTENAC INSTITUTION INTRODUCES

THE PHOENIX



The home-like atmosphere of the Phoenix teaches offenders to manage their own lives within the institution, and prepares them for the responsibilities they will face in the community.

SOMETHING EXCITING happened at Frontenac Institution on December 14, 1992: the innovative new Phoenix living unit opened for business, and its first inmates moved in.

The 61-bed unit incorporates the latest residential concepts in its design. It simulates, as closely as possible, living conditions that offenders will face when they return to the community. The unit is intended to give offenders greater responsibility for their own lives and reinforce their personal dignity, while also improving staff and inmate interaction. At the same time, the overall goal is to better contribute to the Mission of the Service and prepare offenders for reintegration into the community.

The new unit is a two-storey complex with five apartments on each level. There is room for six or seven men to live in each apartment, and access to all apartments is from the outside of the building. The apartments contain the amenities usually found in such residences in the community:

- private bedrooms with lockable doors;
- shared washroom facilities;

- complete domestic kitchen facilities;
- living room;
- dining room.

The Community (Administration) Building houses an observation or main control room that is staffed by CO II officers. The other two offices in the building are used as interview rooms by Case Management staff. There is also a laundry room and pay telephone area for the use of the 61 residents.

As part of the new living unit concept, Frontenac is introducing a Small Group Meal Preparation program. The program makes inmates responsible for menu planning and meal preparation, hygiene and sanitation, and nutrition. Every week, inmates, escorted by correctional staff, purchase their own food at local grocery stores.

It is expected that the living unit's home-like environment, which encourages self-motivation,

will contribute greatly to the "deprisonization" of offenders and help them reintegrate into society.

With this in mind, the name chosen for the new unit—the Phoenix—seems quite appropriate. (In Egyptian mythology, the Phoenix was a bird that lived for centuries, reborn from its own ashes. It was believed to represent the powers of the universe, since it was able to command the heavens and ensure its own immortality.)

Although the Phoenix living unit will not provide its residents with immortality, it is hoped that those that stay there will experience a rebirth of the role they play in controlling their own lives and taking care of their responsibilities. In order for this to happen, however, offenders will have to make a strong commitment to participate in the shared responsibilities and interpersonal relationships within the unit.

The new living unit will provide offenders with greater freedom to manage their lives within the institutional setting. In effect, they will have more control over their destiny, both inside the institution and ultimately in the community. It is hoped that this living unit will give offenders the opportunity to look at life more responsibly. Also, the men who stay in these apartments have made a conscious decision to live together, and the Phoenix will give them a chance to learn to interact in a more relaxed, less stressful environment.

While the first inmates did not move in until December 14, the official ribbon-cutting ceremony for the Phoenix took place on September 15, 1992, when Frontenac Institution celebrated its 30th anniversary. *



Frontenac Institution's new Phoenix living unit.

WOMEN IN THE ONTARIO REGION are gearing up to make some positive changes in the Correctional Service of Canada.

They reached a turning point last November with the region's first Women's Conference—the product of a year's work by a few dedicated individuals.

The Women's Advisory Group who organized it saw this conference as a step forward, bringing together women from all levels of CSC to discuss critical issues and create a plan for action designed to promote women in CSC. They also saw it as reinforcement of regional management's strong commitment to women in CSC.

Organizers wanted to offer a common ground for discussion, for Ontario region women at all levels. The response—150 delegates—surpassed all expectations. This phenomenal interest in the conference gave the Women's Advisory Group even more incentive to make the event memorable.

They drew on the expertise of individuals, in both the public and private sectors, to deliver workshops, facilitate discussions and speak to the audience. Leaders from within CSC—Mary Cassidy, the Warden of the Prison for Women; NPB Regional Director Simonne Ferguson; Sheila Henriksen, Special Advisor to the Commissioner; and psychologist Heather McLean—were also

invited to participate. This, organizers hoped, would allow women to celebrate the high calibre of role models within CSC itself.

Over the course of two days, each delegate attended three workshops, chosen individually from a variety of topics: leadership, home and career, government machinery, harassment, and peer coaching and mentoring. During those two days, they worked together to develop a list of barriers they have encountered. In doing so, they came up with the first stages of a strategy to deal with issues facing women in the region. Among other things, these

issues include harassment, child care, career guidance, and the need for flexibility to meet family responsibilities.

Many women said they were becoming aware that they all faced similar hurdles, regardless of their position. Some of the speak-

ers—notably Assistant Deputy Commissioner Yvonne Latta; Ontario Deputy Minister of Revenue Dina Palozzi; Council of Canadians Chairwoman Maude Barlow; and Canadian Centre for Management and Development faculty member Lyette Doré—drew upon their own personal experiences and shared a bit of themselves with the audience. The response was overwhelming; many participants could identify with the words they heard.

Deputy Commissioner Andrew Graham confirmed the region's support and noted the important contributions that have been made by the Women's Advisory Group. However, the organizers point out that it was not one individual who made the conference a success; it was a team effort. Everyone who joined in the often intimate discussions about the barriers associated with being a working woman helped to make the conference worthwhile.

The Women's Advisory Group thought it was time to take a step back and re-

ally examine CSC today—there are women in leadership positions, women in managerial roles in traditionally male-dominated areas, and women on the front line. With these growing roles, it is time to be proactive and critically review the contribution women can make within the Service.

The conclusion of this conference was only a beginning for the Ontario region. These women made it clear that they want to actively pursue change, and they want to do it with the continued support of co-workers, management, and CSC as an organization. *

by Lisa Daher

Women TAKE Action



Ontario Women's Advisory Group, from left: Roz Gobbie, Lisa Daher, Cathy Gelineau, Guest Speaker Maude Barlow, Laura Higuera, Chris Mangan, and Cheryl Risto.

ONE OF THE BIGGEST ISSUES surrounding corrections these days is the question of safe, successful offender releases. Members of the public and those who work in corrections are equally concerned about what happens to offenders once they leave the institution.

Hearing the Success Stories

Beaver Creek Institution in the Ontario region has been analyzing parole releases since January 1991, and is pleased to have shown some very positive results to employees on the front line.

In late 1990, Beaver Creek's warden, Les Judson, was asked by then-Commissioner Ole Ingstrup to conduct a monthly review of parole releases. The goal was to find out the locations of parolees who were released in the same month two years earlier, and tell employees how their clients were doing. Says Mr.

Judson, "This is an area where, as an organization, we do not have good feedback mechanisms."

So now, every month, Mr. Judson looks through the records to find out which offenders were released two years before. He then tracks them down through the Offender Management System, to determine which ones have returned to an institution, and which ones have completed parole or are still under supervision.

At monthly staff assemblies, Mr. Judson gives this information to the front-line employees. He compares the successful releases with those that have returned to custody. These com-

parisons, he says, allow staff to see which parolees have done well, and gives them an opportunity to think about what went right (or wrong) in each case. Mr. Judson says he hopes the analyses have generated some discussion among employees and have helped them give other offenders the tools they need to successfully complete their parole.

So far, employees at Beaver Creek are pleased with what they are discovering about their clients. As Mr. Judson points out, the validity of this small sample can be questioned, since it is really just a snapshot, but the findings are interesting and encouraging.

For example, 82 per cent of those released on full and day parole between January and November 1990 have not returned to custody—that is, 53 out of 64 Beaver Creek offenders completed their parole or are still under supervision. Mr. Judson points out that the success of parolees from Beaver Creek is easier to see if it is compared to a Canadian average: nationally, the success rate for full parolees over a five-year period is about 75 per cent. At Beaver Creek, however, not a single one of the 13 offenders released on full parole between January and November 1990 has returned to custody.

Mr. Judson says this information is valuable, and he has shared his ideas with the other minimum-security wardens.

But he thinks one of the best things about these analyses is the fact that they offer feedback to staff on the successes of their clients. This is a big deal, says Mr. Judson, because those who work on the front line usually only hear about, or see, the parolees who *return* to custody, not the many who manage to live safely on the outside. *



Keeping The Word

IF IT'S WORTH WRITING, it's worth keeping. This has long been the view of the National Library of Canada, an advocate of permanent paper use since 1988.

Publishing on permanent paper — stable alkaline paper that meets specific standards — is the simplest and most effective way of preserving the printed word. However, most books published since the mid-1850s were printed on

acidic paper — chemically unstable paper with a limited lifespan (probably 50 years or less). That is why so many books published during the 19th and early 20th centuries are now yellow, brittle, and crumbling. The wood pulp used in their manufacture is highly acidic and gradually turns them to dust.

Drastic measures are needed to keep our past readable. With this in mind, the National Library began its permanent paper campaign: a use-it-or-lose-it philosophy to keep our published heritage safe.

The call was heard by the federal government. In January 1992, the Minister of Communications announced that federal government publications of informational or historical value were to be published on permanent paper. Meanwhile, a number of major publishers are now using permanent paper. More and more paper mills are producing permanent paper as the demand grows.

The most important reason for using permanent paper is, of course, that the words printed on it will remain readable for several hundred years.

But there are other advantages. Because the alkaline base is calcium carbonate (chalk), the paper is whiter, brighter and more opaque than its acidic equivalent and makes a better host for the ink. Therefore, the final product looks better. Permanent paper is also "environment friendly." Less water is used in its manufacture and fewer pollutants are discharged in the process.

It can also be recycled more often than acidic paper. However, as permanent paper lasts for half a millennium rather than half a century and the product is primarily used for material that we are anxious to preserve, recycling is not the first consideration.

And the cost? No more than equivalent weights of acidic paper. Is there any good reason not to switch to permanent paper, particularly now that it is federal government policy?

For more information on how to keep your words in good condition, contact the Preservation Office of the National Library of Canada, 395 Wellington Street, Ottawa, Ontario K1A 0N4. *

by Iris Winston

Telework Pilot Program in the Public Service

TREASURY BOARD has recently launched Telework, a pilot program that gives employees in the Public Service an opportunity to work from their homes. The pilot policy started on September 1, 1992 and will continue until August 31, 1995. It is open to all employees at their managers' discretion, where it is economically and operationally feasible.

Telework is the logical extension of alternative work patterns such as part-time work, the compressed work week, and flexible hours. All of these help employees balance their jobs with family responsibilities. Telework is based on the belief that mature, responsible adults do not need constant close supervision in order to properly perform their work. It has already proven beneficial to employers, employees, and society in general.

The interest in and need for Telework is justified by a number of contributing factors. Some of these are demographic, such as the increase in single parent and dual career households, a greater number of elderly people requiring care, and the shrinking skilled labour market. Other factors are societal. For example, Telework gives persons with disabilities a better opportunity to participate in the work force. Sociological factors are also part of the rationale for this pilot program. Telework can, for example, help diminish crime by increasing the adult presence in suburban neighborhoods during the daytime. It can also relieve traffic congestion by reducing the number of commuters, thereby decreasing pollution. Rapid advances in modern technology, and the new power and affordability of computers now make this alternative working arrangement possible.

Each Telework situation is given unique consideration based on a number of principles:

1. It must be operationally feasible.
2. It must not result in any loss of output.
3. It must be voluntary for the manager and the employee.
4. It must not generate any extra costs that cannot be recouped over a reasonable period of time.
5. It must be approved by management.
6. The employee must be subject to the same terms and conditions of employment, or relevant collective agreements, as colleagues in the official workplace.
7. A description of the Telework arrangement must be signed by the supervisor and given to the employee.

Advantages:

The implementation of Telework will have an impact on employees, the employer and Canadians in general. There are some potential advantages for CSC:

- Improvements in employee productivity, effectiveness and morale;



- An expanded pool of potential workers who might otherwise not be able to work for the department;
- The potential to limit office space and parking requirements;
- An attractive working condition to aid in recruitment and retention;
- A decline in absenteeism;
- The accommodation of trained employees with health problems or disabilities; and
- No time loss during snow emergencies, power shutdowns, building floods, and so on.

There are also some advantages for the employee:

- Reduced commuting time;
- More flexibility to co-ordinate work schedules with personal and family priorities;
- The ability to capitalize on personal peak productivity periods;
- More control over one's personal life;
- Increased physical comfort, because heat, humidity, lighting, and work stations can be set up to meet the individual's personal preferences;
- A reduction in food and transportation costs;
- Improvement in communications. Studies have shown that Telework usually compels supervisors and employees to learn new ways to communicate and this tends to result in an overall improvement in this area;
- Reduced stress due to increased freedom from supervision, traffic tie-ups, worries regarding children, and concerns about finances (because of the reduced costs); and
- A sense of renewal and motivation.

Disadvantages:

There are also some potential disadvantages that managers must be aware of:

- Some loss of direct supervision of employees;

- The potential for distraction in the home leading to a decline in work. Telework is for employees who have proven to be organized, disciplined, and conscientious self-starters;
- Negative perceptions by the public; and
- Additional costs for training and counselling, due to the policy requirement encouraging departments to provide it to employees who will be Teleworking.

From an employee perspective, there may also be disadvantages:

- Potential isolation and reduced social interaction;
- The concern that by being out of the office, employees may damage their career objectives because of the "out-of-sight, out-of-mind" phenomenon (The department, however, still has an obligation to provide its employees with information about employment opportunities and other matters.); and
- Some possible increased energy costs in the home.

For Whom Is Telework Appropriate?

Employees who are self-motivated and who wish to have the flexibility of Telework tend to be better candidates.

When an employee requests a Telework arrangement, his/her manager must assess whether the job can be performed from a remote location. Some of the occupations which may be suitable for this arrangement are computer programming and analysis, word processing, translating, proof-reading, editing, writing, telephoning, accounting, financial analysis, and book-keeping.



Telework can take place during all, or just part, of the regular work week. It may be advantageous for an employee to work part-time at home on a daily basis, or on certain days only. The key is that each arrangement should be designed to accommodate the needs of employees and their supervisors.

In each case, managers and employees will have to consider the advantages and disadvantages before agreeing to a Telework arrangement.

For more information on the Telework Pilot Program, please contact your personnel branch. *

by **Holly Flowers**

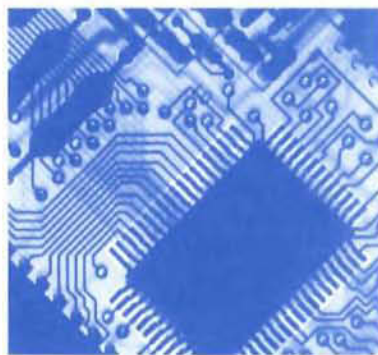
Auditors Hook Up to Network

THE CORRECTIONAL SERVICE OF CANADA has hooked up to a new information network—a network that can link the entire internal audit community of the federal government.

This exciting new electronic on-line system is called the Audit Information Network, and its members have access to it, by modem, 24 hours a day. The network originates at the Office of the Comptroller General at 300 Laurier Avenue West in Ottawa.

What are the benefits of the network for CSC auditors? Just take a look at what it's done so far.

- It has made auditors more familiar with the vast field of information that is out there for CSC to use, such as Treasury Board policy manuals, security guidelines and standards, Receiver General directives, policy interpretation notices, and other information issued by the central agencies. With the AIN, it's a lot easier to find these reference materials, and to discover what information they contain.
- The view, search, and download capabilities of the AIN provide immediate access to electronic information. For example, an auditor can find a manual or other reference material on the network, and can copy it right onto his or her own computer for future use.
- The AIN provides a vehicle for communication with colleagues in other departments.



Through the Network Mail feature, members receive news on meetings and seminars, and find out what new information is available at the Office of the Comptroller General resource centre.

The network has already made some very significant contributions to CSC's Audit and Investigations sector. The auditors have conducted word searches for reference articles and texts, and have downloaded software that is relevant to their work. They have received updated information in such areas as system audit, risk assessment, and environmental audit.

The sector has also been able to look at other agencies' audit approaches, which can be used for planning purposes. The Office of the Auditor General, for example, offers guides on capital as-

sets, cash management, financial management and controls, human resource management, material management, and electronic data processing audits, among others. All of this is available through the AIN. Having immediate access to the research, planning, and audit program development done by members of other departments saves considerable time.

Internal audit is not the only community with access to the AIN. The Program Evaluation Information Network, the Electronic Data Interchange Information Network, the Office of Environmental Stewardship, and the Official Languages Information Network are all linked together. Anyone who can access the AIN can also get information from any of those networks, and vice versa.

In the future, as CSC and other departments move further into the electronic age, the benefits of the AIN are expected to multiply. The concept of electronic working papers is being explored, as are the communication needs of the travelling auditor.

The Audit and Investigations sector looks forward to using the AIN's continually improving services, and is eager to share its information with anyone who is interested. For more information, contact Allan Boothroyd, Auditor, Audit and Investigations sector, at (613) 992-8963. *

by **Allan Boothroyd**

ONTARIO — Two Correctional Service of Canada employees were honoured recently for outstanding contributions to their community.

Ontario Region EAP Co-ordinator Al Meloche and Regional Treatment Centre Nurse Diane Seymour both received medals from MP Peter Milliken.

Each Member of Parliament had 40 of these medals to give out to deserving citizens, in commemoration of Canada's 125th anniversary. Mr. Meloche and Mrs. Seymour were nominated to their MP, Mr. Milliken, by former Kingston Penitentiary Warden Tom Epp.

Mr. Milliken presented the medals at a ceremony on January 21. He introduced Mr. Meloche as a person who genuinely cares about creating a healthy work place, staffed by healthy people. Mr. Meloche's list of achievements is remarkable. He has received the award of Outstanding Young Canadian from the Junior Chamber of Commerce. A volunteer with provincial and federal correctional systems for the past 22 years, he was on the boards of the national St. Leonard's Society and St. Leonard's House in Windsor. He was the founding chairman of New Beginnings, a program for young offenders in Windsor, and he formed the board of Oshawa's Halfway House in 1976. Mr. Meloche has also been on school boards, has volun-

teered with the Red Cross, and participates in a number of church activities.

Mrs. Seymour, too, has an impressive history as a volunteer. Mr. Milliken outlined her tremendous accomplishments, noting that she has been a leader and an inspiration to RTC employees in their United Way campaigns. Thanks to her hard work, the RTC has exceeded every one of its United Way fundraising goals in the past five years. Mrs. Seymour was a member of, and fund-raiser for, the sorority Beta Sigma Phi. She was a zone captain for the Heart and Stroke Foundation, which means she co-ordinated the canvassers in a certain part of the city. She also canvasses for the foundation annually herself. For the past two years, Mrs. Seymour has been the chairwoman of the RTC and Kingston Penitentiary Festival of Trees Committee. (This is the committee that raises money and decorates a tree, on behalf of the institutions, for Kingston's annual festival. Every year, the institutions' uniquely-decorated Christmas tree is included in an auction of special trees that are sold to raise money for local hospitals.) Mrs. Seymour has been with CSC since 1973.

Congratulations to Mrs. Seymour and Mr. Meloche for receiving this once-in-a-lifetime award — and a sincere thank-you to both of them for all the work they do for their community. *



At the awards ceremony: (from left) medal recipients Al Meloche and Diane Seymour, with former Kingston Penitentiary Warden Tom Epp and Kingston MP Peter Milliken.

THEATRE BEHIND BARS

PACIFIC — William Head Institution is going on the air.

Late last fall, Blue Sky Productions visited the institution to tape William Head On Stage, the inmate drama group, performing its autumn play. The production company had been following WHOS for nearly a year leading up to this final performance.

Jeffrey Fuhr, Lloyd Chesley and James Fry compiled more than 30 hours of tape, interviewing offenders and staff in an attempt to learn about life inside William Head.

Out of this footage, they have created two versions of the film. The 30-minute version focuses on the self-esteem enhancing and confidence boosting aspects of the WHOS program. It will be marketed internationally, as a "how-to" guide for other correctional institutions and related agencies who might be looking to start a similar theatre program.

The 60-minute version will be shown on television. It concentrates more on the behind-the-scenes aspects of putting on a play in a correctional facility. When *Let's Talk* went to press, Blue Sky Productions was still in the process of editing the hour-long program. They hope to eventually sell it to TV Ontario, PBS, the Knowledge Network, and/or the CBC.

"We are satisfied that we have captured unique footage of the dynamics and complexity of prison life, particularly as it relates to the WHOS project," said the producers in a thank-you letter to Randie Scott, the Acting Warden, Management Services. "We feel most privileged to have been part of this process and are now convinced that William Head Institution is a progressive leader in prison reform." *

QUEBEC – Drummond Institution hosted two open houses last November.

The first, on November 8, was a chance for employees to show family and friends where they work. It also gave the visitors a glimpse of life in a correctional setting.

The event was a great success, with 498 guests in attendance. Everyone said they enjoyed their visit.

The open house was so successful because of the participation of many staff members. In addition, the inmates' co-operation allowed the visitors to see a cell block and attend a CORCAN demonstration in which jeans and golf shirts were manufactured.

At one point during the day, Warden Michel Gilbert took the opportunity to honour Liliane Bissonnette with an award for volunteer of the year.

Drummond's second open house, a media day, took place on November 20.

On this occasion, inmates representing the lifers' group presented their toy recycling project. For a number of years, the

lifers' group has been collecting used toys from schoolchildren in

the Des Chênes School Board. The inmates mend, wash and paint the toys, paying for all the necessary materials themselves.

With local media representatives watching, the inmates gave more than 500 toys to the *Association féminine d'éducation et d'action sociale*. The organization, in turn, distributed the toys to needy children, to make the children's holiday season brighter. *

OPEN THE DOORS!



Liliane Bissonnette, an employee at Drummond Institution, received an award for volunteer of the year from Warden Michel Gilbert. The award was sponsored by management, the local union, and the institution's social committee.

LANGUAGE TESTING MADE EASIER

NATIONAL – If the thought of an exam makes you nervous, the Public Service Commission has some good news.

The PSC's Second Language Evaluation system is being overhauled: as of April 1, second-language proficiency will be tested less frequently — and anyone who stays in the same job may never have to be tested on their reading, writing, and oral communications skills again.

The PSC is making these changes in an attempt to meet the PS 2000 goal of efficiency in the Public Service.

Until now, first-time test results at the A, B, and C levels were valid for three years. Candidates were then re-tested, and those who stayed at the same level (or improved) would be tested again every five years. Ninety-five per cent of all candidates maintained or improved their level of proficiency after the three-year period.

Since so many people were doing so well, the PSC decided it was time to stream-

line the language evaluation process.

They changed the system to create one basic validity period of five years. (If you have a three-year validity period as of April 1, you will get a two-year extension.)

If you stay in the same position, your last test results will be valid indefinitely, as long as your job's language requirements remain the same.

The PSC estimates that these changes will reduce the volume of testing by about 40 per cent.

A few other areas of the Second Language Evaluation system will be also be modified. Most of the oral testing will be done by telephone — this is especially great for regional employees who will be spared trips to other cities.

And the writing skills examination procedure is now much simpler. In the past, people who got a good mark on the writing test were invited to take another exam. Based on the results of the second test, they could be granted an exemption from any more tests of their writing skills.

That's no longer the way things are done. Now exemptions are based on the first test alone. So if your last test results are still valid, and you had a mark of 51 or higher, you will not have to take any more writing tests.

"These are all welcome changes, particularly for our department, which has a lot of regional employees," said CSC's Official Languages Chief, Bob Cooper. "We will not have to spend as much time and money sending people to be tested." *



WHISTLE WHILE YOU WORK

QUEBEC — In mid-November, four inmates at Sainte-Anne-des-Plaines Institution carried out a very special project: they built a recreational complex at Le Mitran shelter, a centre for women and children who are victims of violence.

For four days, the inmates put their talents and efforts to work to complete the project. They were accompanied by the two employees from the institution who organized the project: CO II Mario Larivière and welding instructor Roger Bastien. The two did not hesitate to volunteer their time.

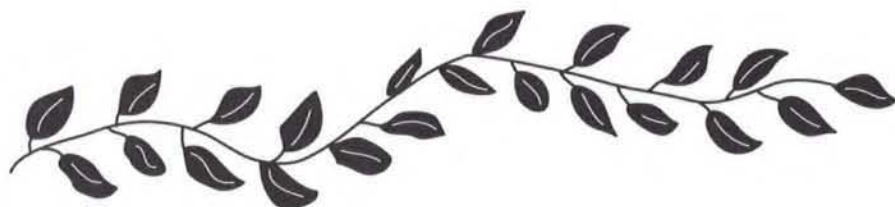
In addition to developing the project, Mr. Larivière also recruited the inmates and contacted those in charge of Le Mitran. Mr. Bastien sought contributions from local private organizations. He also ensured the transportation of inmates, tools and construction materials.

Both men agreed with Le Mitran's director, Mireille Langlois, that the inmates showed considerable initiative throughout the operation and that their contribution was substantial.

The experience was rewarding for organizers, inmates and Le Mitran beneficiaries alike. *



(from left) Inmates Michel Pellan, Jacques Desjardins, Pierre Frenette and Mario Lefrançois hard at work.



SPRING IS IN THE AIR

PRAIRIES — It's spring again! That means it won't be long before Ornamental Groundskeeper Jane Huebner and several inmate assistants start planting flowers in Bowden Institution's Peacock garden. They use moulded wire, soil, flowers, and other special ingredients to create a colourful floral version of the beautiful bird. Ms. Huebner is pictured here with last year's finished product.



TRAINING THE TRAINERS



The participants: (front, from left) Helen Bertrand of Mountain Institution, Gerry Crawford, Phyllis Benjamin, George Pappas, and Michael Lott, all of the Industrial Accident Prevention Association, and Debbie Kirky of the Eastern Parole Office; (back, from left) Ted Sapala of the London Area Parole Office, Jack Weller of Bath Institution, David Orr of Millhaven Institution, Paul Woodward of the Pacific Regional Staff College, Ken Gorter of Millhaven, David Matthews of Springhill Institution, Tom Dafoe of Kingston Penitentiary, Bob Mills of Collins Bay Institution, Terry Taylor of the Regional Correctional Staff College in Saskatoon, and Kevin Austin of Edmonton Institution.

NATIONAL – The Industrial Accident Prevention Association offered a week-long course for trainers in occupational safety and health last November. It took place at the Centre for Correctional Learning in Kingston, but was open to trainers from across the country. (Another course, to be offered in French, is scheduled for April 1993 in the Quebec region.)

The participants all had some experience in training and in occupational safety and health, and are now well qualified to train other staff at CSC facilities. The course included instruction on teaching techniques, course and program design, evaluation, and assessment of a facility's safety and health training needs. Participants designed and presented course modules dealing with accident investigation, refusal to work when danger is present, occupational health, joint occupational safety and health committees, and risk management (hazard identification).

This train-the-trainers course is the second phase in CSC's safety and health training initiative. (The first was job training for members of joint occupational safety and health committees.) With employees who have been taught to deliver training, CSC now has its own readily-available resources in an on-going safety and health training program. This program has a high CSC content, since it is delivered by Service employees, and it contributes to strategic objective 1.4 of the Mission: "To provide a safe, secure and clean environment that promotes health and well-being." *



A JOB WELL DONE

ONTARIO – Tim Boyce (left) of Merrell Dow Pharmaceuticals recently presented Regional Treatment Centre nurse Barbara Crawford with a certificate and a \$200 award. Ms. Crawford's McMaster University research poster on The Effect of Environment on Socialization and Food Intake was judged best in her class. Ms. Crawford is on educational leave, studying for her degree in nursing, and has maintained an "A" average throughout her course. She will return to the RTC on July 5, 1993, after a job well done.



FAREWELL



Riverbend's recently-retired warden, Doug Clark, left, receives his Certificate of Service from Prairie Region Deputy Commissioner Pieter de Vink.

PRAIRIES – After 30 years of service, Riverbend Institution's warden, Doug Clark, retired from CSC on January 15, 1993. Deputy Commissioner Pieter de Vink presented Mr. Clark with a Certificate of Service to thank him for all his contributions over the years.

Mr. Clark began his career in 1963 as a classification officer at Stony Mountain Institution. In 1972, he was appointed superintendent of Edmonton's Grierson Centre, and in 1976 he accepted an assignment as Manitoba's director of corrections. He returned to Grierson Centre two years later.

Mr. Clark became the warden of Saskatchewan Farm Institution, now called Riverbend Institution, in May 1986. *

H A P Y ! A N N I V E R S A R Y

QUEBEC – In December 1967, the Painchaud Community Residential Centre (CRC) opened its doors in the heart of Quebec City. It was named in honour of Dr. Joseph Painchaud, the founder of the St-Vincent-de-Paul Society in Canada.



Maison Painchaud Inc.

A quarter of a century later, the staff of CRC Painchaud continues to provide personalized services and programs to its 25 residents. A non-profit organization, the CRC receives its funding from the Ministry of the Solicitor General of Canada and the Quebec Department of Public Security.

To reach its objective, which is the complete reintegration of its residents, CRC Painchaud offers many programs that encourage independence. For example, the CRC's supervised apartments allow three residents to build a new social life by living together on their own. CRC Painchaud also offers programs to help with sexual delinquency, family violence, and substance abuse.

Thanks to the hard work of its staff, Maison Painchaud has continued to be innovative in the area of social reintegration and it has fostered mutual respect between the community and ex-offenders. Maison Painchaud would like to express profound gratitude to those who have devoted themselves entirely to this work over the past 25 years, and who have had the CRC's objectives at heart. *



THE BON PASTEUR SHELTER

QUEBEC — On a picturesque site near the sea, sisters Colette, Émilienne and Clémence, of the *Sœurs du Bon Pasteur* (Sisters of the Good Shepherd), provide accommodations for parents and visitors of Port-Cartier Institution inmates. It's something they've been doing for almost four years now.

The Correctional Service of Canada gave the nuns their mission: to organize transportation and accommodations for visitors. The goal is to keep inmates and their families in touch with each other during the incarceration period, thus helping offenders reintegrate into society more easily.

Sponsored by CSC, the Bon Pasteur shelter was established on July 4, 1989 and has since been host to some 1,300 visitors. Ten adults and a baby can be accommodated at one time. The sisters take care of the house and prepare the meals. Guests are asked to contribute five dol-

lars to help cover the cost of transportation, food and lodging.

A bus service is available to transport visitors from their homes to the shelter. Many come from distant cities such as Montreal, which can mean up to 13 hours of travel time. The sisters co-ordinate the reservations, schedules and so on.

The sisters make every effort to create an atmosphere of trust and relaxation at the Bon Pasteur shelter. They show respect and discretion, and they are attentive listeners. They also monitor the comings and goings of visitors for the visitation unit at the institution.

The nuns are sometimes called upon to provide advice and support to visitors. Since CSC and the sisters share a common goal — to provide the best assistance possible for inmates' friends and families — those in charge of programs at Port-Cartier plan to provide the sisters with training in "helping relationships." *



(from left) Sisters Colette Touchette, Émilienne Bourque and Clémence Payette.

NEW HORIZONS

QUEBEC — Inmates involved in the Federal Training Centre's social reintegration program (*Programme de réinsertion organisationnelle en société*, or PROS) went on their first outing last November. They headed for the Carpe Diem Community Residential Centre in Laval.

The PROS program is for Federal Training Centre inmates serving sentences of 10 years or more who are preparing for their judicial review, or who will soon be eligible for day parole. The program gives them a chance to prepare for positive and gradual reintegration into society by showing them what life is like on day parole.

The visit to CRC Carpe Diem allowed the inmates to gather useful and enriching information about halfway houses, and it helped to dispell preconceived notions. Inmates serving long sentences often have preconceptions about this type of life, because they have never stayed at a halfway house.

Since this first outing was such a great success, the experience will be repeated with other groups. Bravo to the inmates and the organizers! *

ROCKWOOD WINS AWARD

PRAIRIES — Rockwood Institution received an award at the Canada Western Agribition held in Regina from November 28 to December 4, 1992. The institution finished third out of 21 entries in the "other silage" class. The silage consisted of oats, peas and barley harvested on July 28, 1992. Rockwood was awarded both a third place ribbon and a \$50 prize. Congratulations to the Field Crops crew! *

MESSAGE FROM THE QUEEN

by **Bonny Braden,**
The Saskatoon StarPhoenix

PRAIRIES — A warm message from the Queen of England found its way through the chilled air to Dr. Devarajan Krishnamurti on New Year's Day.

Dr. Krishnamurti, who works at the Regional Psychiatric Centre (Prairies), was named an officer of the Order of the British Empire on January 1.

The psychiatrist says he isn't sure why he received the royal honour, but he did help people with learning difficulties and behavioural problems while he worked for the the national health service in Wales, and he spent 10 years as a general practitioner in Indian villages. Now he assesses, treats and rehabilitates offenders at the RPC.

Dr. Krishnamurti, 56, is originally from Madras, India. He moved to Saskatoon from Cardiff, Wales, in June 1992 to work at the psychiatric centre.

The doctor has served his community for most of his life. He felt it was his responsibility to improve services for people with

learning difficulties and their families. After 20 years of working toward that goal in Wales, Dr. Krishnamurti came to Canada.

"I looked to the west, not just for personal gain, but to improve my professional knowledge, and I have (done so)." *

Dr. Devarajan Krishnamurti (l.) is congratulated by Robert Gillies, Executive Director of the RPC (Prairies), on being named an officer of the Order of the British Empire. ▼



C O N G R A T U L A T I O N S !

PACIFIC — The Pacific Region held a graduation ceremony December 4 for the most recent group of successful participants in the Correctional Officer Training Program. Posing here with Pacific Regional Deputy Commissioner M. John Duggan (centre), are the graduates of COTP #412: (front, from left) James Moore, James J. LeBlanc, Colleen Brisson, Mary McAlpine, Pamela Schuetze, Jack Sonmor; and (back, from left) Robert Burton, Gordon Rossander, Leslie Seaweed, Troy Nikirk, Randy Welsh, Daniel Cook, and Bill Trask.





IN THE SWIM

ONTARIO – Pittsburgh Institution is taking part in a program that has enjoyed many years of success in Kingston—a recreational swim for developmentally handicapped adults.

Once a week, four inmates are escorted to Kingston's Ongwanada Centre, where they help supervise 12 mentally disabled adults at the pool. The inmates are there to support the swimmers, and they get right into the pool with them.

Staff and residents are very excited about this program. They say the physical activity, recreation, and therapeutic aspects are good for everyone involved. *

THE EAP AND HOSTAGE-TAKINGS

QUEBEC – The Correctional Service of Canada set up the Employee Assistance Program (EAP) to support staff members with problems, helping them regain their sense of well-being. However, the program can also be extremely helpful when crisis situations arise. The EAP staff at La Macaza Institution knows just how true this is, and wants to make other EAP members aware, too. La Macaza's EAP team would like to help others determine, in advance, their role in serious incidents.

Many will recall the hostage-taking at La Macaza in March 1992. At 65 hours, it was the longest one of the year. La Macaza's EAP team had to respond rapidly and remain deployed until the incident ended. The team members acted as a complement to the psychologists: they supported the families of staff members, supported employees showing physical or emotional fatigue and helped in the stress relief sessions offered to staff by psychologists Line Bernier and Manassé Bambonyé. The EAP team also participated in the numerous debriefing sessions, and continued to provide support for several weeks after the hostage-taking.

Because of its organized and rapid response, La Macaza's EAP team was able to make an invaluable contribution. The team would like to share its observations

with all the EAP teams across the country, and recommend that they develop their own emergency response plan.

Here are some questions which should be considered:

- What role do management and staff expect the EAP to play in a hostage-taking situation?
- Do all the members of the EAP team know each other well enough to properly divide up the tasks when an emergency arises? It might be better to decide ahead of time who should communicate with the family members of employees, who can prepare stress relief sessions, and so on.
- Do the EAP team members have the trust of their colleagues with regard to their ability to respond effectively in an emergency?

The members of the EAP team of La Macaza Institution — Michèle Boutet, Serge Demers, Robert Girard, Jean-Claude Pelletier, Serge Morin, Jacqueline Godin, Robert Demers and Ginette Gendron — would be pleased to answer questions and to help you prepare for emergencies. You are invited to contact Ginette Gendron, EAP referral agent at La Macaza Institution, at (819) 275-2315 (ext. 7207). *

FIRST CLASS

PACIFIC – The Regional Psychiatric Centre is pleased to present the first graduates of its Group Psycho-Therapy Skills Training Program. The program involved four RPC nurses who spent eight months learning to run a psycho-therapy group. The goal: to improve clinical treatment at the RPC by improving employee's skills. Congratulations to the graduates: (front row, from left) Albert Cheng, Mindy Graves, and Rick Howell. (Graduate Antonia Bergman is missing from the photo.) Pictured in the back row are (from left) RPC Executive Director Gerwyn Mills; Consultant Psychiatrist Dr. K. Roy MacKenzie, of the University of British Columbia; Group Therapy Skills Trainer Peter Martin; and Director of Programs Dr. Carson Smiley.



INNOVATIVE PROGRAM FOR NATIVE INMATES

QUEBEC – Since last fall, the Federal Training Centre has been offering a special program for Native offenders. The program was designed to meet the needs of Native inmates, which can be different from those of other offenders. Through its individualized approach, the program enables Aboriginal offenders to take advantage of various community resources. They can participate in spiritual meetings with elders, conversations with Native volunteers, group outings, and so on.

Throughout 1993, inmates will also be able to take part in activities marking the International Year of the World's Indigenous People.

The FTC's Native program complements the one at La Macaza Institution. It is part of CSC's overall strategy to meet the clearly identified needs of clients.

Employees assigned to the program are Unit Manager Pierre Laplante, Institutional Case Management Officer Caroline Turcotte, CO II Bernard Saulnier, psychologist Nathalie Couture, and CO II Pierre Riendeau. Whenever necessary, the program team can call upon the assistance and expertise of the *Services parajudiciaires autochtones du Québec* (Quebec Native paralegal services). However, all

staff members in the block where Native inmates are housed also received four days of training. They were made aware of specific problems that can arise when dealing with various Aboriginal cultures.

The FTC takes into account the problems of violence, drug abuse and school dropouts: the program makes Native inmates aware of these problems, and it offers specific courses for Aboriginal offenders. *

NATIVE SPIRITUAL MEETING

QUEBEC – As part of its Native culture program, Cowansville Institution organized a special meeting on December 9. The meeting brought together a group of 19 Native inmates, as well as 15 volunteers from the Aboriginal communities of Canada.

Six inmates came from the provincial Waterloo rehabilitation centre, and some of the others were originally from Latin America.

They all had an opportunity to exchange ideas on the cultural, ethnic, spiritual and religious differences between Native groups of Quebec and Central America.

Participants shared a feast consisting of foods such as bannock (unleavened bread), cured game and wild rice. They joined in a sacred ceremony with an elder who lifted their spirits with traditional chants, while burning sweet grass and sacred tobacco.

The Native culture program, established nearly six months ago, meets the needs of Aboriginal inmates by giving them a chance to learn about themselves and the ways of their ancestors. *

A WORD ABOUT THE QUIZZES...

NHQ – The staff of *Let's Talk* was very pleased recently when we received a letter from Judith Harrower, a teacher at Joyceville Institution. Ms. Harrower wrote:

"I would like your readers and the publishers of *Let's Talk* to know that the quizzes published have become school projects at Joyceville.

The wide range of topics, both nationally and internationally, have stimulated my entire classroom in achieving the correct answers. The quizzes provide a much needed break from regular routine, a stimulus for research and reading.

Also, they have been the keystone for very animated discussions and debates — great for the opening of closed minds.

Please insert the quizzes on a regular basis, not only for individual challenges, but as a great resource for students."

The insertion of quizzes in *Let's Talk* is part of a greater plan to promote awareness of cultural diversity. The idea was suggested by the Executive Committee at NHQ and implemented by the Native and Female Offender Programs division. The goal is to rouse the curiosity of readers and enable them to expand their horizons — because intolerance often arises out of ignorance.

We congratulate Ms. Harrower and her class, who are among the November winners, and thank them for their encouraging letter. We also offer our sincere thanks to those who initiated the quizzes, especially the authors, Marcel Kabundi and Odette Gravel-Dunberry. *

DEADLINES FOR SUBMISSIONS

June / July issue — April 5, 1993

Aug. / Sept. issue — June 7, 1993



IN CASE YOU WERE WONDERING

• Source: Marcel Kabundi and Odette Gravel-Dunberry

For your information and enjoyment, here are the correct answers to the quiz that appeared in the February/March issue of Let's Talk. How well did you do?

1. c) Ojibwa

Historically, the biggest Algonquin tribe in Ontario was the Ojibwa, of the northern part of the province.

2. a) Samuel de Champlain

Samuel de Champlain first established contact with the Native people of southern Ontario in 1613. He was accompanied by Etienne Brûlé.

3. c) Algonquin

The name *Quebec* comes from the Algonquin word for "narrow passage" or "strait." It was first used in reference to the narrowing of the St. Lawrence River near Quebec City. Quebec has had many names throughout its history: Canada, New France, Lower Canada and Canada East.

4. b) 1791

In 1791, the original Province of Quebec was divided into two sections — Upper Canada and Lower Canada — to accommodate the sudden influx

of Loyalists from the American colonies. These Loyalists were settling in the western half of the province, which became Upper Canada and eventually Ontario.

5. a) Micmac

The Micmac Indians of the Algonquian linguistic group inhabited Nova Scotia long before the first explorers arrived from Europe. The Micmac were among the first Native people to come in contact with Europeans.

6. a) Lily Tronche

Lily Tronche, now retired, was the first woman of African origin to be appointed warden of a federal institution in the Quebec region. She is originally from Mauritius Island.

7. a) Msgr. Edouard LeBlanc

In 1912, Edouard LeBlanc, parson of St. Bernard parish, was named the first Acadian bishop of Saint-Jean in New Brunswick.

8. c) Jacques Savoie

Jacques Savoie is the author of *Les portes tournantes*.

9. b) 1749

Halifax was founded in 1749.

10. c) July 15, 1870

The province of Manitoba was created and joined the Dominion of Canada with the Manitoba Act of July 15, 1870.

11. a) true

The central region of present-day British Columbia was named "New Caledonia" by Simon Fraser.

12. a) 1846

In 1846, the Oregon Treaty with the United States gave Britain sole ownership of both Vancouver Island and the area north of the 49th parallel.

13. a) Kisiskatchewanisipi

The Cree name for the Saskatchewan River was Kisiskatchewanisipi, which means "swift-flowing river." Through use, this eight-syllable name was shortened to Saskatchewan and, in 1882, it became the name of one of the districts of the North West Territory — today the province of Saskatchewan.

14. a) March 21

March 21 marks the anniversary of the 1960 Shaperville massacre in South Africa, where people were killed while demonstrating peacefully against apartheid. In 1966, in commemoration of this tragic event, the United Nations declared March 21 the International Day for the Elimination of Racial Discrimination. In 1989, the Government of Canada became involved, launching its first national March 21 campaign against racism.

These folks did exceptionally well, winning prizes for their entries in the November quiz. Congratulations!



▲ **Ontario Region:** Judith Harrower's class at Joyceville Institution worked together on the quiz as a school assignment. These are some of the students: (back, l. to r.) Ray Lapointe, Calvin Stewart, Enock Bempong; (front, l. to r.) Peter Lawlor, teacher Judith Harrower, Blair Martin.



▲ **Quebec Region:** Irene Prud'homme, Federal Training Centre/Laval Institution



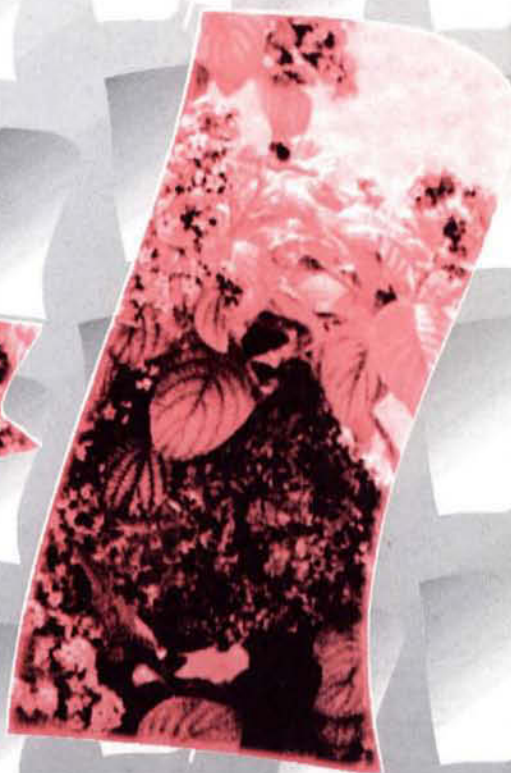
▲ **Ontario Region:** J. Robert Brideau, Bath Institution

Let's Talk

June / July 1993



Correctional Service of Canada



Correctional Service
Canada

Service correctionnel
Canada

Canada

LET'S TALK / ENTRE NOUS

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LET'S TALK

with the Commissioner

"The mood and temper of the public with regard to the treatment of crime and criminals are one of the most unfailing tests of the civilization of any country."

I SUSPECT THERE IS A LOT OF TRUTH in these words expressed by Winston Churchill, in 1910. While the current mood surrounding crime and corrections appears harsh, Canadians and their elected representatives have been generally supportive of correctional goals.

Over the past few years, correctional efforts have focused on getting to know offenders better, so that treatment, education and training programs can be tailored to their risks and needs. This has meant more interaction between staff and offenders throughout the correctional process. It has also meant establishing closer links with outside organizations like Citizens' Advisory Committees, other volunteers and friends of corrections.

The results of our efforts to get to know offenders better are reflected in the following facts and figures:

- Although the offender population under supervision increased by 13% between April 1990 and September 1992, the short-term recidivism rate has declined.
- The proportion of offenders on conditional release increased from 41.2% in April of 1990, to 42.6% in January of 1993.
- Funding for correctional programs increased from \$33 million in 1990-91, to \$40 million in 1992-93.
- Funding for sex offender treatment programs has increased substantially from \$1 million in 1988-89, to \$3 million in 1992-93. During the same period, the number of treatment spaces increased from 200 to 1,600.
- The number of halfway houses (CCCs and CRCs) has increased.
- New facilities have emerged where small groups of offenders live in separate buildings. The offenders are expected to be more self-reliant and to develop a sense of personal responsibility, in preparation for their eventual return to the community.

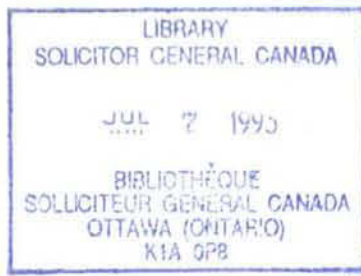
I am reminded of the results of these correctional efforts every day, as I wait for an elevator in the lobby of the fourth floor at NHQ. Hanging on one wall of the lobby, are plaques honouring staff members who lost their lives in the course of duty. The last plaque was mounted in 1984. It is hoped that the prison violence that took place in the 1970s and early 1980s will never recur. I suspect that as long as we make every effort to understand the individual circumstances of inmates, we will not see any reruns of the 1970s.

As we get better at understanding inmates as individuals, we see that many inmates share, to some extent, a similar history. Many inmates have had abusive childhoods, have lived in poverty for most of their lives, have had a limited education and a low degree of employability. These factors do not excuse inmates from being ultimately responsible for their actions. (Others who have had similar backgrounds have not resorted to crime.) However, it is difficult not to wonder how many of our offenders would be incarcerated today, if they'd had a more positive upbringing.

It is in this context that I find the February report on crime and prevention, produced by the Standing Committee on Justice and the Solicitor General, so encouraging. The report strongly advocates that more effort be expended on "getting at the underlying factors associated with crime and criminality." Hopefully, we will see educational authorities, the courts, social service agencies, police forces, and other players that can make a difference, step forward and accept this difficult challenge. For our part, we will continue to do what we can to prevent future crime through our daily efforts with those who have already committed crimes. *

A handwritten signature in dark ink, appearing to read "John Edwards".

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“Positively Incarcerated”

This is the second of two articles about AIDS and prisons. The first article appeared in the April/May issue of Let's Talk.

GERALD BENOIT was diagnosed HIV positive in 1985, and in 1987, was sentenced to life with a 25-year minimum. Now at Dorchester Penitentiary, he talks about the terrible loneliness of having HIV in prison — what he calls being “positively incarcerated.” But he also speaks eloquently about the support he has received and the changes that the experience has provoked: “Had I not tested positive for the AIDS virus, I would still be lost and confused and I would not have found the peace and serenity that I have today.” Ironically, the HIV virus has been a catalyst to healing old wounds within himself and with others.

In speaking to other HIV-positive inmates, it became apparent that Benoit's story, as contradictory as it seemed, was not a unique one. But the fact remains that there is no “typical” experience of prisoners with HIV/AIDS. The experience varies considerably from one inmate to another, depending on the person's attitude, state of health, length of sentence and innumerable other factors. It is also clear that the services offered to HIV-positive inmates vary from one institution to another, depending on its size, location, level of security and access to AIDS specialists.

Donna Dixon, Chief of Health Care at Joyceville, believes that social isolation is an overriding problem for HIV-positive inmates. Because of limited peer support, “they often feel like they're in this alone.” Even if they aren't ostracized by other inmates, they have little or no opportunity to gain the support of other people with HIV. (Most federal institutions have no more than three known cases.) Michael Linhart, an HIV-positive inmate at Mission, agrees: “Unlike in the community, I can't share the frustrations

and support that comes from talking openly with other HIV-positive people.” Although Linhart started a “peer group” at Mission, he is the only member with HIV. And because he is serving an indeterminate sentence, he doesn't have the option of going out on passes to attend AIDS support groups in the community.

Gerald Benoit's response to the problem was to start a group called “Prisoners with AIDS,” two years ago at Dorchester. The group, which meets twice a month, is attended by three HIV-positive inmates, the institutional psychologist, case worker staff and representatives from community-based groups, such as AIDS New Brunswick. This unique group has been very successful in providing necessary support. “And we aren't just dealing with the HIV issue,” says Benoit. “We're dealing with things like being sexually abused as children, and having made some pretty rotten choices in our lives.”

Ostracism by other inmates was much more of a problem in the past than it is now. There are many stories of how “AIDS phobia” was rampant in prisons not very long ago. Ms. Dixon recalls what it was like for the first inmate with HIV at Joyceville in 1987: “He ended up having to live in Health Care because there just wasn't any acceptance at all.” Claudette Lawson, Chief of Health Care at Kingston Penitentiary, had a similar experience: “When we got our very first HIV-positive inmate three or four years ago, we recommended that he be put in the general prison population — but it took several months for him to be accepted.” Rose-Andrée Remarais, Chief of Health Care at the Federal Training Centre in Quebec, describes the arrival of her first HIV-positive inmate as a “big bomb” because so few understood anything about the disease then. And when Gerald Benoit was transferred to Dorchester four years ago, the inmates held a demonstration to try and have him put in segregation.



LIVING WITH AIDS IN PRISON —



Fortunately, all agree that things have vastly improved since then, thanks to increased efforts to educate both inmates and staff about AIDS. At most institutions, inmates are presented with a video on AIDS upon admission and are offered HIV antibody testing (including pre- and post-test counselling), as well as pamphlets and booklets on HIV/AIDS. Some institutions have developed unique approaches to education and prevention. Kingston Penitentiary, for example, has a peer health counsellor program that was developed with the help of Ron Shore from the Kingston AIDS Project. At Dorchester, Gerald Benoit has devoted much of his time to AIDS awareness: he counsels all new transfers, does pre- and post-test counselling and has held workshops on HIV.

AIDS education is also a priority among staff. A half-day training course on infectious diseases — including HIV/AIDS — is offered

to CSC staff by Health and Welfare Canada. In addition, as a partner with Health and Welfare Canada, under the *National AIDS Strategy*, CSC will use the data provided by staff in the recently distributed questionnaire on HIV/AIDS issues, to develop a comprehensive approach to educating and training staff in this area.

Although many HIV-positive inmates now feel safe enough to be open about their diagnosis, they still reserve the right to keep their HIV status confidential. Miss Remarais makes every effort to keep that information from being disclosed to any staff outside of Health Care Services. Every effort is made to respect an inmate's privacy, since the likelihood of contracting AIDS from ordinary day to day contact with an inmate is extremely low. In a prison setting, however, maintaining confidentiality is often easier said than done. Even though all medical records are confidential, other files may contain HIV-related information and be easily accessed by other staff. What's more, it is difficult to keep *anything* secret in a prison, unlike in the community where, "you don't know whether your next-door neighbour or the person in front of you in the supermarket is HIV-positive," says Ms. Dixon. "I'm continually amazed at the amount of information that inmates and staff have. It doesn't seem to matter how much confidentiality is respected by the medical staff, there are always leaks from somewhere."

The difficulty in maintaining confidentiality has some HIV-positive inmates worried. One woman, who agreed to be interviewed only if her name and location were not revealed, doesn't want anyone to know about her HIV infection except for the health care staff of the prison she has been admitted to. "I was in a detention centre," she says, "where there was a girl on the range who was HIV positive and everybody knew about it. She was getting bounced from one range to another because nobody wanted her around — and I don't want to run into that here." She calls inmates "really paranoid" about AIDS, but then admits, "Maybe it's me that's paranoid. But in here people talk. At least on the street it's going to be easier because there's not the same pressure about people finding out — my family knows and that's it."

Being HIV-infected can also deeply affect an inmate's relationships with family and friends, especially because of already lim-

ited physical contact. Some relationships may not survive the strain but others may become more honest as a result. The female inmate interviewed is particularly concerned about her eight-year-old daughter: "The hardest part for me is that all the time I'm in prison I don't get to spend with her. I've been getting really depressed lately, thinking maybe I should just cut all ties with her now since I'm in jail ... Sometimes I think it would be easier, but I just can't seem to do it."

In Michael Linhart's case, his diagnosis was "a big blow" to his family at first. "But," he says, "because of the changes it has brought in my life and the ways I'm working to get on top of the disease and to get a handle on my life, it seems to be slowly strengthening my ties with them."

As far as care and treatment are concerned, HIV-infected inmates are well looked after. By and large, they are provided with an appropriate diet, necessary medication and access to outside medical experts such as hematologists and virologists. But, counselling services may vary according to the institution's level of security, since at lower security institutions, inmates are permitted to visit experts in the community on a temporary absence. (At the Federal Training Centre, for example, inmates with HIV are routinely sent outside whenever they need treatment by a specialist.) The location of an institution also makes a difference. Inmates in the Kingston area have ample access to specialized care, particularly through the Kingston General Hospital HIV Clinic and Queen's University. They can be assured of close medical follow-up, including the early detection of disease progression and close monitoring of their blood. Ms. Dixon believes that HIV-positive inmates at Joyceville get excellent professional support and medical attention, although she admits that "if they were on the outside, they could tap into almost anything they wanted in terms of support." Although it is true that community members have wider access to support groups than inmates, members of the community, unlike inmates, must often purchase their own costly medication.

Probably the greatest medical concern for inmates and health care staff alike is the terminal phase of the disease. Health care staff at

many institutions don't feel fully equipped to provide adequate care for inmates with any terminal illness because of limited facilities and staff. "Anyone with full-blown AIDS," says Ms. Dixon, "has such a compromised immune system that they're susceptible to everything." And, as Ms. Lawson points out, "AIDS patients may become very infectious near the end because of secondary infections like tuberculosis — so they require much more care than we can provide." One solution is to recommend inmates with AIDS for early release because they are terminally ill. "But," adds Ms. Lawson, "what do we do with someone who is serving a life sentence?"

Although Gerald Benoit has not progressed to the AIDS stage, he believes that being continuously exposed to disease is a major problem with having HIV in prison. "When someone in the next cell gets a cold, I get a flu shot," he says. "It's like having 30 people in your living room all the time — and they don't realize that their germs are more dangerous to me than I am to them." Because he has had HIV for at least eight years and won't be released before 2112, he has to come to terms with dying in prison. "I only see my future as two or three months down the road." But he is quick to point out that it would be a lot worse if he and others hadn't accomplished so much in raising awareness about AIDS in the federal prison system.

Education is the key to so many HIV-related problems — and to preventing it in the first place. Says Gerald Benoit, "I strongly feel the need to educate these men because it's their ignorance and negative attitudes about HIV/AIDS that will cause their infection. I want to be there for them because nobody was around to explain it to me in the early 80s." Claudette Lawson would agree. In her words, "We really need to get it into their heads that this is a matter of life and death — and we have to reach them on their level. We've been lucky so far with the number of HIV-positive inmates we've discovered through testing, but I think it's still just the tip of the iceberg."

Meanwhile, inmates like Gerald Benoit and Michael Linhart feel that the CSC has made great strides in handling problems associated with this complex and deadly disease. Says Linhart, "It's my hope that infected prisoners, outside agencies and the Correctional Service will continue to work together to find the most effective ways of dealing with HIV. The groundwork is there for a lot of very good and positive changes." They also feel that the way CSC staff has treated them has been exemplary. "I've been blessed with some absolutely wonderful, supportive people, and a lot of them have been CSC employees," says Linhart. "I respect and appreciate everything they've done." *

by Louise Ellis



FCM IN PARTNERSHIP WITH CSC

TRADITIONALLY, the Correctional Service of Canada has been viewed as being solely responsible for the management of reintegrating offenders into the community. Community leaders have traditionally been, and many continue to be, cautious about entering into partnerships with CSC. Many community leaders are fearful of federal and provincial governments passing on added responsibilities with one hand, while cutting their budgets with the other hand. They are also concerned with having to take the blame when an offender in their community commits a crime.

However, things are changing! The Federation of Canadian Municipalities (FCM) is taking an active leadership role in helping to reduce crime in communities. The FCM is a national agency representing the interests of local governments across Canada. In addition to 17 provincial and territorial associations, FCM has 560 members representing over 70 percent of the Canadian population. These include Canada's largest cities as well as small and rural communities. Through its Urban Safety and Crime Prevention (USCP) Program, FCM is trying to provide municipal leaders with the tools needed to tackle the causes of crime, rather than the results of crime.

Part of the USCP Program involves assisting members of FCM, and members of the public, in understanding how the criminal justice system works. Brian Mason, an Edmonton City Councillor and a member of the USCP Committee believes that "...consultation by CSC with the community is crucial. CSC must take responsibility for explaining issues to the community. Community leaders can work with CSC to develop effective community based programs the same way community leaders have been working with the police to develop better community policing services."

Another important component of the USCP Program is the development of a corrections agenda. The agenda is being developed jointly by corrections officials and members of the USCP Standing Committee, and will examine correctional issues of concern to community leaders.

Both the Correctional Service of Canada and municipal leaders realize the necessity of working together. For CSC, community support for correctional programs is essential for the programs to work. Brian Mason believes that, "CSC has a responsibility to build public support for its programs." Correctional programs are based on the premise that the protection of society is best achieved by

reducing the risk of re-offending once offenders are released. Mason is quick to point out that, "A proper reintegration process of offenders is a good safeguard. It is dangerous to contemplate a system that would allow the cold release of violent offenders at the end of their sentence without any community programming."

Community leaders, on the other hand, realize that relying on law enforcement alone will not reduce crime. Establishing sound relations between partners in the criminal justice system and members of communities and their leaders, is essential to crime prevention. Partnerships are already, to some extent, occurring. For example, police forces are taking steps at improving their relations with the community. Halifax Chief Greg Cohoon, of the Canadian Association of Chiefs of Police, supports the concept of community based policing. Cohoon says, "...it's now time to use community policing as a vehicle to look at social development and at the underlying problems of crime...policemen across the country respond on a daily basis to problems, and we're simply attacking the symptoms."

CSC is aggressively pursuing new opportunities to improve community based corrections by trying to address the needs and concerns of the community. And, fortunately, progress has been made by CSC in reaching out to community leaders to pursue common objectives. Recently, the USCP Standing Committee commissioned a report on correctional issues in the community. As a result of this report, the USCP Standing Committee passed a motion to establish a joint CSC\FCM Committee to examine the role communities can play in assisting in the delivery of correctional services. The terms of reference for the committee are to be approved at FCM's Annual General Meeting on May 28, 1993, in Edmonton.

While in Edmonton, members of the USCP Standing Committee will tour Edmonton Institution. This is in keeping with their efforts to learn more about corrections. Members of the USCP Standing Committee have already toured St. Leonard's Society's Half-Way House for Lifers in Windsor, and have held discussions with parole representatives from the Pacific region.

While these initiatives are commendable and deserve credit, clearly, more needs to be done. The bottom line is that community leaders can play a leadership role in crime prevention. The challenge is to establish working partnerships between members of the criminal justice system and community leaders. The goal is to provide for a safer environment by promoting corrections as a key ingredient in crime prevention initiatives at the community level. *

Charting a Course for

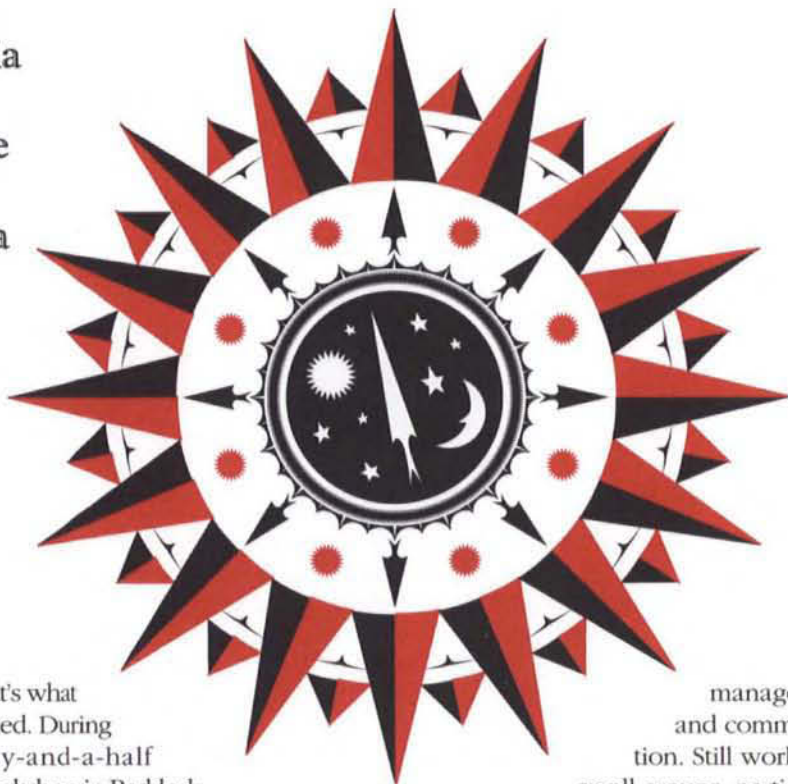
They say busy people get things done. The Nova Scotia Case Management team may well have proven this old adage true: they have started a major project that they hope will be a catalyst for positive change in their district now and in the years ahead.

It all started when the team began planning a WP (case management officer) workshop in Baddeck, N.S. The first step was a needs-analysis survey that was circulated to Nova Scotia District case management staff a few weeks before the workshop. The organizers wanted to measure job satisfaction and identify any obstacles inhibiting the successful work performance of case management staff. "We had an 82 percent response in just two weeks," says David Cail, the director of the Kentville Area Office and an organizer of the workshop.

The survey revealed that many case management staff members were troubled by a low staff morale, problems with communication at all levels of the organization, an overload of work, a lack of empowerment to do their jobs effectively, and a general level of disillusionment.

Mr. Cail says it wasn't enough to just study these problems. "We wanted to bring about a positive change. We wanted to instill our colleagues with the belief that they could really do something about the very difficult issues we face."

So the results were made available to the 43 participants before the workshop began, with the hope that they would later form the basis for small-group discussion.



And that's what happened. During the day-and-a-half long workshop in Baddeck, participants analyzed the problems, then listed and grouped them under one of three categories: staff relations, case

management, and communication. Still working in small groups, participants identified the problems that had a national or regional focus, and those that could be worked on locally.



At the WP workshop (l. to r.): John MacDougall, the director of the Sydney Area Office, observes a debate between consultant Colin Reaney and Nova Scotia District Director Vince MacDonald.

Change

What we discovered is that most of the problems we were experiencing could be changed by us at the local level," Mr. Cail says. "That really surprised us. For example, we learned that we could eliminate feelings of isolation with our co-workers simply by taking the time to visit each other's place of work. As a result, a stronger network of colleagues is developing. Even if you can't change something, it is reassuring to know that you're not the only one with a particular concern. With a number of simple adjustments, we have been able to immediately improve communication within the district."

Since the workshop, organizers have become more and more enthusiastic about the commitment being made by the staff in the Nova Scotia District.

Three committees, representing support staff, case management officers, and case management managers, have been formed to deal with staff relations, case management, and communications. Their work promises positive results.

It is not likely that everything will change overnight. However, the Nova Scotia Provincial Management Team is studying a number of recommendations made by the committees, and District Director Vince MacDonald says he is committed to the project. He told staff that the same variables examined at the workshop will be measured again, and a progress report will be submitted to staff by the management team within a year after the Baddeck workshop.

And this model, which has empowered front-line staff in the Nova Scotia district, is adaptable to any work unit anywhere.

If others throughout the country tap into this catalyst for change as readily and with as much enthusiasm, the momentum is sure to build and yield positive results. *

The Baddeck Workshop: A Way to Empowerment

PICTURESQUE BADDECK, N.S. is the last place on earth you'd expect to be caught up in an invasion from outer space. But that's exactly what happened to 43 unsuspecting case management staff members from the Nova Scotia district who arrived in town expecting to participate in a problem-solving workshop.

When they got there, they were suddenly abducted to the planet Cisco for an encounter with the planet's rulers, the Super Caeseans: Heather Boates, Wendy Annand and David Cail. For one-and-a-half hours, participants were immersed in an exercise that not only tackled many difficult issues but also brought to light, in a very entertaining way, the need for change in the structure of the present case management working environment.

No longer earthling case management workers, the abducted "Weepers" found themselves on the bottom rung of a rigid hierarchical ladder. Their menial job was working at a bean-counting station. Although the Weepers were aware that without beans and bean

counters there was no purpose to this society, they still aspired to elevate their position. With luck, they might become Amazers, the workers who were given more interesting tasks like making hats. Another class, the Sub-Caeseans, were promoted by chance rather than by merit. They had a much-revered status and were rewarded by being given absolutely no work to do. No one below a Super-Caesean was permitted to talk or communicate in any way, other than through written memos on post-it notes. As well, they were not allowed to communicate with anyone in a higher class.

Through this introductory exercise, the workshop organizers found an innovative way to open discussion on some of the difficult issues facing case management workers, particularly pertaining to the value of the work they perform. The exercise closed with the Super-Caeseans bowing to those who remained as bean counters, demonstrating that front-line employees perform valuable work. *

by **Kathy Malley**, APR



These peculiar beings, (l. to r.) Heather Boates, David Cail and Wendy Annand, are Super-Caeseans from the planet Cisco. They ruled a group of case management employees who were working as lowly bean counters aspiring for promotion. The exercise demonstrated the problems that result from poor communication and clarity of purpose, and it attempted to reinforce the value of front-line staff.

If

YOU ARE A MANAGER, and an employee asks your advice on their next career move, are you prepared to offer any?

There are no easy answers. In these days of restructuring, the Public Service is changing and so are people's jobs. The Public Service is becoming a flatter organization, with each manager supervising a larger number of employees.

In the 1990s, an organization's ability to survive and succeed depends on having the right people with the right skills. In this environment of constant change, the challenge for employees will be to direct their careers toward future needs by acquiring new skills.

Through its career management initiative, the Correctional Service of Canada is trying to help employees chart their career paths and deal with change.

What It's All About

A primary component of CSC's career management initiative is coaching. Helping Others Succeed (HOS) is a coaching course for managers that teaches individual and organizational development.

In this time of organizational change, the role of the manager is also changing. Managers still have to carry out the traditional functions of their job (i.e., plan, organize, control), but they must also coach their employees. For HOS to be effective,

- (i) the focus of the manager's role must change from commanding and controlling, to one of supporting and encouraging staff (i.e., coaching); and
- (ii) the managers must acquire the coaching skills necessary to fulfill this supporting role.

In simple terms, coaching comes down to strengthening the lines of communication between the employee and the manager. Chances are that if a manager and an employee can communicate effectively, they will both be more productive.

The Workshop

The two-day course teaches managers to develop coaching skills and deal with employees as individuals. The course actually begins two weeks before the date of the workshop, when each manager asks two staff members to fill out pre-workshop assignments. These are taken to the workshop along with a self-analysis done by the manager.

On the first day of the workshop, the managers compare their employees' feedback with their own ideas about their effectiveness and coaching skills. This gives the managers a chance to find out what the employees think, and allows them to see that their own perceptions may be different. This process helps the managers to determine their current strengths and weaknesses, and helps them realize that not every person reacts to a management style in the same way.

The course encourages managers to look at the individual needs of their employees. It helps managers realize that coaching everyone in the same manner will not always work. On this first day of the course, managers get a good idea of what their employees think and what is important to them in terms of coaching.

On the second day of the course, managers learn how to deal more specifically with three different

coaching situations: career coaching, performance improvement coaching and developmental coaching.

Career coaching allows the manager and the employee to sit down and talk about the direction of the employee's career.

Performance improvement coaching is more job-specific, and gives the employee a chance to upgrade and meet the requirements of the current job. It is an everyday process designed to help an employee achieve better results. Rather than sending a staff member elsewhere to improve skills, skills can be improved on the job with the help of a manager who knows exactly what needs improving.

The theory that the success of the organization depends on the skills of its people, is behind the third type of coaching, developmental coaching. Developmental coaching helps employees to build on their current skills, as well as learn new skills.

Helping

Others

HOS teaches managers how to deal with all three types of coaching. After the workshop, the manager meets individually with the employees who provided initial feedback in the pre-workshop assignments. Together, the employee and the manager develop an individual action plan that will improve the coaching relationship that has been established between them.

What's Happening

The Helping Others Succeed course is offered by CSC trainers in each region. During the 1993-94 fiscal year, correctional supervisors and unit managers from across the country will be trained. All other supervisors and managers are expected to complete the course by the end of the 1994-95 fiscal year.

Coaching has been added as a criterion in the *Performance Standards of Supervisors and Managers*. Managers will be evaluated annually on their coaching skills.

Succeed

The Correctional Service of Canada believes that coaching will create a new style of management where the development and empowerment of staff are essential components of a manager's role.

Coaching employees on their performance, their development and their careers is not new to most managers. Coaching could be the best way for the Correctional Service of Canada to remain an efficient and effective organization in a changing world. A stronger bond between a manager and an employee leads to better team work, which can only lead to a better Service. *

Please contact your regional staff training college, or the NHQ Staff Training and Development Division, if you are interested in learning more about coaching and the Helping Others Succeed course.

Q's and A's on Coaching...

- 1. Q:** A manager's time is already in high demand. Will the requirement to provide coaching add to a managers time management problem?
A: No. By developing their staff through coaching, managers will be able to delegate many of their current duties. Investing time in staff coaching will actually result in a manager having more time, not less.
- 2. Q:** What if a manager is unable or unwilling to provide an employee with coaching?
A: A coach does not have to be an employee's direct supervisor or manager. Another supervisor (functional or line), a colleague or any other staff member can coach, as long as:
 - (i) they are prepared to be your coach;
 - (ii) have the necessary coaching skills; and
 - (iii) have the expertise you wish to acquire.
- 3. Q:** How does coaching fit into the Career Management Process?
A: The Correctional Service of Canada career management process provides enhanced career development opportunities through a combination of self-study material and training. Self-study modules can provide a staff member with knowledge and some of the necessary skills, but coaching is the primary vehicle for skill acquisition. Getting feedback from a coach on strengths and weaknesses can help an employee's current job and future career. *

Warden

Goes Up the River

After a 33-year career in corrections, George Downing retired as warden of Warkworth Institution in June 1992. He recently spoke to Ontario's Regional Communications Officer Sharon Hogan about his memories of his life and his career with the Service.

AFTER A LONG, grueling and perilous flight over the Andes and a hair-raising plunge to a vacant airstrip, unfamiliar sights and sounds await adventurous but apprehensive visitors who land in Peru.

Half a world away, in Kingston, Ontario, George Downing remembers the trip he took to that beautiful, lethal country last year. He saw accomplished what his parents always dreamed about: the building of a church for Christians in Iquitos, Peru, a jungle city on the Amazon River.

As part of their estate, George's parents left money to missionaries in Peru who had been their dear friends for 45 years. The missionaries, a couple in their early 70s, were ready to retire when George's mother died. But they thought so much of her that they stayed on an extra two years to fulfill the Downings' dream.

When George learned that they had built a church in Iquitos in memory of his parents, he vowed to see it and meet the missionaries. He planned to go to Peru for the dedication of the church, then take a trip up the Amazon with his wife Barbara, brother Paul Downing (a COII at Frontenac Institution), and guides.

When they finally flew over the Andes mountains to Iquitos, the trio was captivated by a glimpse of the untamed topographical and tropical challenges below. George, Paul and Barbara spent four days exploring Iquitos and the jungle. They enjoyed local food and entertainment, took trips in a boat-taxi, and visited Diland — a poor area outside the city where extended families live in modest abodes on stilts.

On Sunday, when they returned to Iquitos, the new church was dedicated to the memory of George and Paul's parents, Arthur and Florence Downing. Both the church and the courtyard outside were filled to capacity, with more than 600 Native people from the area as well as many who had travelled great distances by foot and by boat from the depths of the surrounding jungle.

In a country rich in land but poor in economy, the Downing family posted its landmark.

With renewed enthusiasm, the travellers then took off on their Amazon journey. Putting their faith in the navigator, and their supplies in a 40-person boat powered with a 75 hp motor, they pushed off from shore.

Travelling down this treacherous river, the group expected the unexpected. In spite of the harmony and peace, they thought about the down side of life on the Amazon: disease, mosquitoes, malaria and the deadly yellow fever.

The group stopped at a little jungle chapel that had been built eight years earlier in memory of Arthur Downing. It was probably one of the most stirring sights of the voyage — an unpretentious chapel, two storeys high and encompassing about 1,000 square feet. The humble chapel had an impact on George. He says it is forever seared into his memory.

As they continued on their way up the Amazon, the travellers visited many villages and passed a little school. They found that no one is excessively poor in this environment. Living in the most fer-

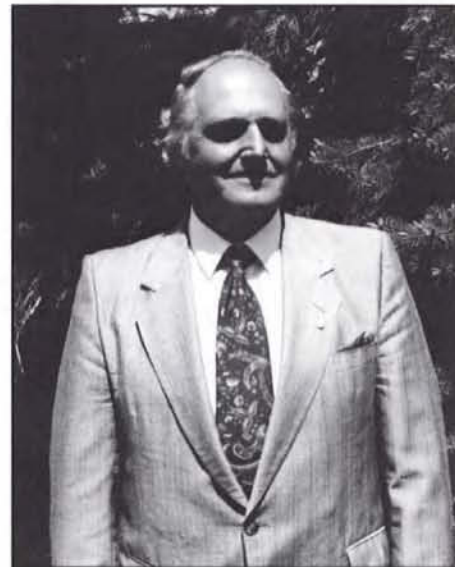
tile land in the world, nature provides for their needs. Amidst the greenery is an abundance of meat and fruit.

Eventually, the Downings travelled to Lima, and flew home from there.

As he told his story in Kingston recently, George spoke of the sweet, pungent smells, the reminiscent sounds, and the friendly, honest jungle people.

There are now 19 churches along the Amazon, thanks to the commitment of people like the Downing family and the missionaries who dedicated their lives to teaching others.

This dedication on the part of his parents made George the man he is today. He was raised in Prescott, Ontario, in a home filled with love, and he carried family values, standards and aspirations into his adult life.



George Downing

George's uncle Sid Downing was a career officer with the Canadian Penitentiary Service (now the Correctional Service of Canada) and worked at Kingston Penitentiary. It was because of him that George decided to join the Canadian Penitentiary Service.

When he began in June 1959, George was a Grade 1 Guard at Collins Bay Institution. After five long years, he became a Guard 2, which is like today's COII. Another four years brought him promotion to Keeper.

George applied to the first Institutional Preventive Security Officer competition, and was appointed, again at Collins Bay Institution. After less than one year, he became Regional Chief, Security Operations, where he remained from 1976 to 1980. He describes the privilege of working at RHQ with Ross Duff (formerly the warden of Collins Bay Institution and Regional Manager Security) as one of his best experiences.

George was then appointed to the position of warden at Frontenac Institution and, over the next eight years, he promoted strong networking with other institutions and with the community — both so vital to the success of CSC today.

George can be credited with a few "firsts" while at Frontenac Institution. He initiated one of the first citizen escort programs and cleared a number of inmates for day parole, sending them out on community projects.

In his first 18 months there, Frontenac Institution expanded from 80 to 155 inmates. In 1983, the institution started to ship milk and eggs to Quebec.

George spent two years at Millhaven Institution, acting primarily as deputy, then as warden, and he moved to Warkworth on September 1, 1989.

He has a special place in his heart for Warkworth Institution. He feels the employees there are the tightest-knit group of team players he has been involved with.

He said that the most important thing, as far as the success of an institution is concerned, is good staff relations. "If I were going to telephone someone a year

from now and ask how Warkworth Institution is, I would ask how staff relations are. If the answer is that staff are working together, I do not have to ask other questions. I know already that this is the key. You cannot be successful doing anything else unless you achieve this in an institution."

George's career brought him many challenges, one of which was staying within the direction of the Service. George believes that the Mission Statement has been "the extreme plus for us. Of all the challenges we have had to face over the years, this was the best. All the other challenges have had deadlines attached to them. The Mission document does not. It remains a challenge forever. We will continue to strive toward it for years."

George is certainly not an "all work and no play" man. A devoted father and hus-

band, he was a member of the Amherstview Lions Club and is currently president of the Tamworth and District Lions Club. Now, in his retirement years, he speaks to service agencies about CSC, telling them about the great work that is being done here.

George had planned to spend most of his time in retirement with his wife Barbara. Their affection for each other was evident at George's retirement party last year, when he expressed his love for her and their children, and shared his hopes for a long and interesting life together. But this was not to be. About one month later, Barb died suddenly. She left a void, felt not only by George and their shaken daughter and sons, but by the communities she loved, in both Canada and Peru.

In her memory, the Barb Downing Missions Memorial has been established for the maintenance of the new church that was dedicated in Iquetoos.

George says Barb has left him an undeniable legacy of faith, a profusion of love from their children and substantial support of friends to see him through. He is not ready to get out his rocking chair or spend all his days on the golf course. He may pamper his classic car collection or take more trips up the Amazon, but whatever he chooses to do, he says, he will not journey alone. Barb will always be with him.

George headed for Peru again in the middle of March, accompanied by missionary Paul Moulton. They were going to Iquetoos, and planned to visit as many of the 19 missions along the Amazon as possible. We wish him a safe journey. *

by Sharon L. Hogan



COMMUNICATION:

Are you scared of approaching your boss because she seems so intimidating? Do you avoid dealing with the mail room clerk because it always turns into a fight? Clear communication is more difficult than it seems, and often we are unconsciously sending and receiving signals that get in the way of what we mean to say.

Non-Verbal Cues

Non-verbal cues are an important communications tool. For example, facial expression can be either inviting or limiting. It is much easier to talk with an interested, pleasant person than a scowling, tense person. People who use scowling to prevent interruptions and chatter miss hearing anything except the issues the speaker



deems important enough to brave the poor reception. Tone of voice also indicates the amount of receptiveness. A clipped "What do you want?" makes us defensive, while a weary "now, what?" suggests annoyance. Practice saying, "May I help you?" in different ways and pay attention to the message implied with each different tone.

Eye contact indicates whether people are actively or passively listening. It should be comfortable for both parties with a balance of looking away and direct contact.

The amount of personal space that people need is different for everyone but if people are too far apart it implies lack of interest and makes it easy for either person to disengage. When you are not close to the speaker, it is easy to drift off. But, having a client or co-worker invade our personal space is uncomfortable because it is perceived as aggressive. This increases our anxiety, and, as emotions interfere with rational thought, our ability to listen is lessened.

Barriers

Many types of psychological "noise" make listening difficult. How you perceive and interpret situations may determine the outcome. For example, when your supervisor calls you for a meeting, you may arrive anxious and defensive if you feel you will have to defend yourself. This response

depends upon your previous experience with supervisors, recent conflicts, self-esteem and fatigue. With this attitude, you may listen for the negatives, ignoring the content of the conversation while searching for a hint of "the problem," a waste of time for both of you.

To prevent this from happening, the supervisor could indicate the purpose at the beginning of the meeting or when it is scheduled. Or, control your feelings and ask about the agenda. Try to control the negative self-talk, stay rational, think logically and wait to see what the meeting brings. "Don't borrow trouble," as the saying goes. Allow yourself to listen with an open mind.

A second barrier is "lazy listening," or jumping to conclusions without fully understanding. Our memory is crammed with information to enable us to make a link between the present and previous situations. Unfortunately, we all have different experiences and interpretations. Therefore, no matter how logical the connection is to you, it may be very wrong.

Lazy listeners make a parallel to a previous experience before all the information is available because they believe that they can predict the content and the expected response. The speaker should notice the non-verbal cues of reduced eye contact and change of interest in the listener's face and voice. If the speaker asks the listener to summarize, both would stay involved, check their understanding and clarify any misconceptions.

Conflicts

Conflicts pose problems because they usually involve elevated emotions. There is no guarantee that every conflict will be resolved. Good communication skills do not mean that you will always get your way. They mean that everyone hears each other and that the final decision incorporates all the facts. In coping with a conflict, the most important element is recognizing that you are in conflict, meaning that aroused emotions, personal issues and



SO SIMPLE AND YET SO COMPLICATED!

feelings often complicate the original topic. Asking for "time out," to gain perspective, is a sign of maturity. Agree on a time, date and place to complete the discussion before terminating the first meeting.

When you are alone, clarify your goals in writing. Analyze your emotions and try to discover what triggered them. You may need an objective friend or a counsellor to help sort this out. Then, return to your written goals for the meeting and refine them without the emotional overtones.

For the next meeting remember these tips:

1. State that you expect a positive resolution and encourage cooperation as you work toward a joint decision.
2. State your problem and needs clearly and confirm your listener's understanding.
3. Solicit your listener's needs and check your understanding by repeating them aloud.
4. Move into a solution-generating phase, where you both offer as many feasible solutions as possible and then write them down.
5. Negotiate one solution that meets both of your needs.
6. Finally, define how this solution is going to be put into effect, describing each person's responsibility.



This is a win-win solution where both parties are equally involved in stating their needs, having them heard and then sharing in the creation of the solution.

Communication is an active exercise for both speaker and listener. Effective communication entails the receiver understanding the implied message. So... "Could

you tell me in your own words the main points that I have tried to make?" *

by **Carol Cooper**

This article first appeared in **Panorama**, the national staff newspaper for employees of Employment and Immigration Canada, in the December 1991 issue.

BOSS OR LEADER:

Which Do You Work For?

The boss drives people;
The leader coaches them.

The boss depends on authority;
The leader on goodwill.

The boss inspires fear;
The leader inspires enthusiasm.

The boss says "I";
The leader says "We".

The boss says: "Get here on time";
The leader gets in ahead of time.

The boss fixes blame for breakdown;
The leader fixes the breakdown.

The boss knows how it is done;
The leader shows how.

The boss uses people;
The leader develops them.

The boss sees today;
The leader also looks at tomorrow.

The boss commands;
The leader asks.

The boss never has enough time;
The leader makes time for things that count.

The boss is concerned with things;
The leader is concerned with people.

The boss works hard to produce;
The leader works hard to let people produce.

The boss takes the credit;
The leader gives it. *

Reproduced from the **IMSS Innovator**

DESIGN BREAKS NEW GROUND

ITHAS BEEN SAID that necessity is the mother of invention. The new living units that opened at William Head Institution in November 1992 are a classic example.

William Head's accommodation facilities were old and outdated. As the maintenance and repair costs rose, it became apparent that the living areas would have to be replaced. The institution was in need of a living unit that could meet its requirements, cost-effectively, both now and well into the future.

So, in December 1989, William Head's operations, programs, and management services staff set out to find a new design. They wanted it to be consistent with the Mission document, as well as the principles of unit management, integrated sentence management, and correctional operations.

Together with their counterparts from RHQ (Pacific) and National Headquarters, they reviewed many existing designs. But, since they found nothing to meet all their requirements, they decided to create something completely new. For five months, beginning in January 1990, they consulted on site with architects, outside consultants, Public Works Canada, and the local Union of Solicitor General Employees.

The new design they came up with is a residential environment that provides opportunities, freedoms and responsibilities similar to those of a typical non-institutional home. Construction costs for the new model were substantially less than those of traditional, higher-density accommodation designs. And, because of its focus on living skills and the individual, the new design allows for more effective delivery and evaluation of correctional programming. The inmates learn as they live, day-to-day.

The new facility is made up of three units, with two communities in each. A community consists of eight five-man houses, as well as a community building for unit staff offices, common areas, a boardroom, laundry facilities, and so on. Due to federal government budget limitations, construction of one of the communities has been postponed and can be added on at a later date. Inmates did start moving into the rest of the houses in November 1992.

These new accommodations let offenders learn the life skills, social skills and other interpersonal skills they will need to be successful when they return to society. They are personally responsible for their own cooking, cleaning, and laundry, just as they would be if they lived independently in the community.

Deputy Warden Dan Denis said, "The community living required in this type of accommodation is consistent with our mandate to help offenders become law-abiding citizens. It lends itself perfectly to unit management and to the achievement of our Corporate Objectives."

It is not surprising that William Head is one of the first Canadian institutions to break new ground with this type of living unit, because it has always been unique. Located on a 35-hectare peninsula 27 kilometres southwest of Victoria, and surrounded by ocean on three sides, it is quite different in design and construction from other correctional facilities.

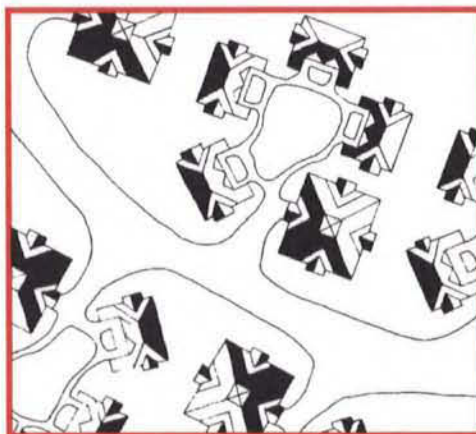
The penitentiary was originally designed as a quarantine station and operated as such from 1881 to 1958. In 1959, William Head was established by the Canadian Penitentiary Service as a satellite of B.C. Penitentiary (which has since been torn down). Then, in 1966, it became an independent minimum security facility. Following construction of a perimeter fence and other buildings, the institution was reclassified as a medium security penitentiary in 1974.

On March 6, 1990, former Commissioner Ole Ingstrup formally announced that William Head was to change once again. Describing the plans for the new living areas, he said, "The expansion will introduce a new prison design concept unique in Canadian corrections."

Warden Arthur Trono said staff and offenders were consulted throughout the design and construction process. And he is proud of the results.

"We are establishing an environment here where offenders, while still under supervision, will have an opportunity to make the kinds of decisions and mistakes that people in the community face every day," he said. "We hope the residential programs being conducted here will bring about a change in our inmates. We hope offenders will be able to make more appropriate decisions when they are among the citizens of Canada. That would make them less likely to commit crimes, which would make for a safer community. That's our goal." *

by **Randie Scott**



Say Cheese!



FOR THE PAST YEAR, Leclerc Institution in Laval, Quebec has been managing inmate visits with a new system that takes pictures of visitors and stores these pictures in a computer.

Every day, dozens of visitors pass through the institution's check point to spend time with family or friends. To do this, they must comply with security procedures which require visitors to identify themselves and state the nature of their relationship to the inmate they wish to see (relative or friend).

Until recently, this operation required considerable time and effort. Each time a visitor came to see an inmate, the security officer had to search through some 550 forms (one per inmate) containing the registration and photograph of 6000 potential visitors. Then the inmate's file had to be found to determine which block he lived in or where he worked, to let him know that he had a visitor. Needless to say, the growing amount of information had made the management of visits a cumbersome procedure.

The informatics team at Leclerc Institution decided to design a computerized system to manage this growing mass of information. This would make the management of visits to the institution more efficient, while at the same time, lighten the workload of supervisors. For security reasons, and to make the identification of visitors and inmates easier, the program had to be capable of combining information with pictures. The team therefore made image processing by computer its priority.

The project's analysis phase began in 1991. In July of the same year, Jim Roberts, the security project manager at National Headquarters, attended a preliminary demonstration of the system. The demonstration was given by Yvan Labelle, the institution's informatics chief at the time. Mr Roberts was impressed by the demonstration and took steps to provide some funding. This contribution made it possible to purchase the necessary equipment for the project, such as a colour video camera and a thermal printer.



(l. to r.) Normand Morin, Supervisor of Inmate Visits and Mario Noël, Chief of Informatics at Leclerc Institution.

It should be emphasized that the project was primarily developed by Yvan Labelle and

Mario Noël, two programmer-analysts at Leclerc Institution. Completing the project took the two men five months of hard work, and the close co-operation of the management at Leclerc. Because the project was developed in-house, there were no consultation or service fees. The total cost of the project, excluding the two salaries of the programmer-analysts, was \$20,000, which was spent on equipment. The project has received rave reviews since it became operational on April 1, 1992.

Picture perfect!

So, how does the system work?

Pictures are taken at the institution's check point. The officer asks the visitor to pose, takes the picture, and watches it appear directly on the computer screen. The process takes less than fifteen seconds. The photograph is then digitalized in a file designed to store pictures. The system can match the visitor's photograph with the data collected on the visitor (i.e., name, address, date of birth and so on). The information and picture is then catalogued and saved in the computer file of the inmate visited.

Visitors will not have to be photographed on subsequent visits, unless their physical appearance has changed considerably.

If a copy of a picture is needed, the thermal printer can print in colour, on glossy paper. The result is similar to a regular colour photograph. However, the photograph can also be reproduced on ordinary paper with any laser printer.

Because the system's database was designed by the informatics team at Leclerc Institution, it can be reused or modified. For example, other applications requiring image processing, such as a system to identify employees, can be designed. This would not have been possible if the system had been purchased, since the database would not have been available. The visitor identification system could potentially be integrated into the computer network which links Leclerc to the other institutions, district offices and parole offices. So keep an eye out for further developments.

The development and implementation of this system, at such a reasonable cost, are a source of great pride for Leclerc Institution. This is the first image-processing system developed within the Correctional Service of Canada. *

INMATES RAISE FUNDS FOR SICK CHILDREN

SINCE 1988, inmates at the Westmorland Institution in Dorchester, New Brunswick, have opened their hearts and their wallets, to the sick children of Atlantic Canada. Each year, inmates at Westmorland donate to the Isaac Walton Killam Hospital for Sick Children, through the Children's Miracle Network Telethon. As of 1991, the donations made by the inmates at Westmorland totalled \$17,000!

Inmates at Westmorland come from throughout Atlantic Canada, and most have experienced, first hand, the services provided by the Isaac Walton Killam (IWK) Hospital. Many of the inmates realize the importance of a facility like the IWK Hospital and are generally very supportive.

In 1988, Jerry Randall, a staff member at Westmorland, presented his idea of raising money for the children's hospital to management. Under the promotion and direction of an inmate serving a life sentence at the institution, the idea quickly caught on with the inmate population. Although, the original inmate co-ordinator was released, the project continues to be co-ordinated by a "lifer."

Each week, the inmate co-ordinator is given a chance to speak to the new inmates at Westmorland. During this time, the inmate co-ordinator explains the project and its purpose, and signs up new supporters.

The maximum donation that each inmate can make per pay period (every two weeks) is three dollars. Inmates are required to work during their stay at Westmorland and are paid a basic rate. They use this money for personal needs, and some is placed in a savings account for their use when released. If an inmate wishes to donate to the children's hospital, the amount they wish to donate is transferred from their account to the IWK fund account. Usually, the inmate donates for as long as he stays at Westmorland.

Although the contributions made by the inmates may seem small, the success of the project is based on simple mathematics. For example, most inmates serve an average of nine months before earning some form of release. Nine months represents thirteen pay periods, or a total donation of \$39.00 (at \$3.00 per pay period). On average, this means the inmate is donating about six percent of his disposable income. To put this in perspective, a person earning \$800.00 per week would be contributing about \$96.00 per pay period, or \$1248.00 over thirteen pay periods.

Jerry Randall, the staff liaison officer for the fund raising project, had hoped that other federal institutions in the region would start similar projects. Unfortunately, this has not been the case.

"It has been a worthwhile effort, and the inmates are to be thanked and congratulated for their generosity and willingness to participate throughout the years," stated Jerry Randall.

Pamela Barker, Director of the IWK Foundation, was the Chairperson of the Children's Miracle Network Telethon in 1988. In a letter to the inmate co-ordinator she explained that "I have been touched many times by the support we have received from people of all ages and from all walks of life. One of the most heart-warming experiences, however, was to learn of the interest and commitment shown by the inmates of Westmorland Institution. Citizens

do not hear enough about the positive endeavours and efforts made by people such as yourselves."

The Correctional Service of Canada is very supportive and proud of the generosity shown by the inmates at Westmorland over the years. The goal for the 1992 telethon presentation was to top the \$5000.00 mark reached in 1990. The present inmate co-ordinator is confident that this goal will be achieved. *



VICTIMIZATION AT WORK

Since 1982, the *québécoise Plaidoyer-Victimes Association* has been working to promote the rights and interests of victims of crime. This year, Plaidoyer-Victimes is focusing on victimization in the workplace, and will be holding a one-day workshop on September 14, 1993, in Montreal.

Victimization at work is not an isolated phenomenon. The possibility of being victimized is a reality, faced daily, by thousands of workers. Correctional staff, social workers, store employees, hospital and school staff and many others face the possibility of some form of violence at work. Whether physical, verbal or psychological, this violence has serious consequences. By holding a one-day workshop, Plaidoyer-Victimes hopes to raise public awareness of the extent of the problem, and indicate the most effective ways of helping victims deal with the problem.

We believe that the isolation in which these persons are maintained has to be broken. Employers must be made aware of the problem of victimization. The different types of victimization must be explored and put into perspective, according to different environments. We must evaluate programs and support services that are currently provided. This is what Plaidoyer-Victimes plans to do on September 14. Come and join us.

For further information, please contact us (Plaidoyer-Victimes) at (514) 526-9037. *

DID YOU KNOW...

THE telephone message slips we use every day are printed at La Macaza Institution. Over the past few years, 311 million of these slips have been produced in our workshops by using high speed rotary presses.

In addition to generating jobs for about ten inmates, the message slips have generated \$1,135,000 worth of sales. Making these message slips requires 233 tonnes of paper. Can anyone top that? *

AGAINST ALL ODDS

QUEBEC — Most Canadians have heard of Sylvie Fréchette, the 1990 world champion synchronized swimmer from Quebec. Fréchette overcame a painful personal experience to compete in the 1992 Summer Olympics, becoming to many, a symbol of determination and perseverance. Many believe she was unjustly awarded the silver medal instead of the gold at the Barcelona Olympics. However, Fréchette accepted the decision graciously, indicating that she had achieved her goal by giving her best performance.

In February, Sylvie Fréchette wrote a few words of encouragement in "Entrée libre," the news bulletin of a Montreal centre that provides human and spiritual help and support for inmates and former inmates returning to the community. The centre helps former inmates continue the progress they began during their incarceration. The centre is partially subsidized by CSC.

Here is the letter in which Sylvie Fréchette expresses her admiration for those who use the *Entrée libre* and, have struggled relentlessly, like herself, through hard times.

First, I would like to congratulate all of you for joining the ranks of Entrée libre, clearly demonstrating your resolve to make a fresh start and overcome your situation. You deserve much credit.

I think that in our day and age, too many people tend to give up when hardships arise. That is why I am so touched by your courage and your determination to conquer the difficulties that have marked your lives.

In recent months, I myself have been through some very painful personal experiences. I decided that those sad events would not get the better of me. It has not been easy, but I summoned all my courage and forged ahead. Those around me were a great help to me, but I especially discov-



Sylvie Fréchette

ered a hidden force inside myself which helps me face problems calmly.

For some, my silver medal in Barcelona represents a true injustice. For me, it is the crowning moment of 18 years of perseverance. Of course, I would have preferred the gold medal, but what really counts is that I achieved my goal, which was to give the best performance of my life. Deep down, I know I can say "mission accomplished" and there is no greater satisfaction than achieving, through work and motivation, the personal goals we set for ourselves.

Today, I often think about everything that has happened to me and I am proud to have overcome all the obstacles that came across my path. But most of all, I am pleased to see that my performance has inspired many Quebecers to outdo themselves in their respective areas, and prompted them to continually reach for new heights.

*Finally, I sincerely hope that, in these few lines, you will all find an additional source of motivation which will help you take control of your lives. My heart is with you every step of the way. **

IN CASE OF FIRE



(l. to r.) SAPI Warden René Rousseau, Ste-Anne-des-Plaines town clerk Serge Lepage, and Gilles Pelland, technical officer of the fire safety program.

QUEBEC — Each Correctional Service of Canada institution has a fire emergency plan. The plan outlines the procedures that the staff and inmates must follow if a fire occurs. However, it is also crucial that local fire departments and emergency services also have a special response plan, since penitentiaries are not ordinary buildings.

Under its fire safety program, the Correctional Service of Canada has initiated negotiations with the municipalities close to its penitentiaries. The objective is to prepare contingency plans which provide fast, effective emergency services (fire, ambulance and police) to guarantee the safety of the public, staff and inmates.

In January, the Correctional Service of Canada concluded the first such agreement in the Quebec region, in Ste-Anne-des-Plaines. This agreement provides for emergency services at Archambault and Ste-Anne-des-Plaines (SAPI) institutions, as well as at the Regional Reception Centre. Ste-Anne-des-

Plaines town clerk Serge Lepage, and SAPI Warden René Rousseau signed the agreement, which was drawn up by Gilles Pelland, technical officer of the fire safety program.

Discussions are under way for similar agreements with the municipalities of Laval and Cowansville. *

PUBLIC SERVICE COMMISSION AUDITS PERSONNEL

THE Audit and Review Branch of the Public Service Commission recently audited various personnel and training functions of the Correctional Service of Canada. The audit was carried out at National Headquarters as well as in the Quebec, Prairies and Pacific regions. The following areas were audited:

- (i) Human Resource Planning Process;
- (ii) Performance Review;
- (iii) Employment Equity;
- (iv) Staffing;
- (v) Conflict of Interest; and
- (vi) Training Information System.

When the Public Service Commission auditors debriefed departmental officials, they stated that the results of the audit were among the best achieved by any department in similar audits.

The summary of audit findings stated that, "the Correctional Service of Canada plans for and manages its human resources well." Other observations made in the report were that "line managers and personnel officers are competent in the exercise of their responsibilities"; "CSC is very pro-active with regard to employment equity"; "CSC's staffing system ensures that selection is based on merit"; and "CSC manages the use of term appointments effectively."

The auditors also noted that some improvements are needed. The recommendations suggested the development of a staffing monitoring policy and the development of a nationally networked human resources management information system. It should be noted that at the time of the audit, actions addressing the recommendations were already underway. A policy on acting appointments is currently being developed. *

NEW FACE AT CAVAC

QUEBEC — An area manager from the East and West District of the Quebec region recently joined the crime victims support centre (*Centre d'aide aux d'actes criminels*, or CAVAC), which serves the Laurentides area.

In addition to his current job, Laval Area Manager Raymond Lussier will now participate in the development and monitoring of CAVAC activities.

Mr. Lussier becomes a member of the board of directors. He is responsible for ensuring that appropriate decisions are made for the effective operation of the organization.

CAVAC's goal is to help crime victims by providing such services as referrals to specialists. *

FROM THE HEART



ONTARIO — When it comes to helping sick children, the inmates at Joyceville Institution are experts.

For the past two years, under the leadership of inmate Timmins Bissonnette, they have given \$11,000 to the Children's

Wish Foundation, an organization that grants the "wishes" of children who are seriously ill. Now the inmates are re-directing their gifts to the Child Life Programme at the Hotel Dieu Hospital in Kingston. The inmates kicked things off on January 18, 1993 with a \$1,000 donation.

Mr. Bissonnette, who is serving a life sentence at Joyceville, tries to organize some kind of fund-raiser three times a year. It could be a raffle, bingo or an auction. Through Joyceville staff, he arranges to have articles of sports clothing brought into the institution. These become the highlight of each event and everyone wins. An inmate gets a new article of clothing, something more desirable than the institutional "greens," and the proceeds are sent to help children.

An article in the *Kingston Whig-Standard* highlighted the efforts of Mr. Bissonnette and his fellow inmates. After Child Life Programme worker Bill Frid read it, he contacted Mr. Bissonnette about Child Life's needs.

Mr. Bissonnette was receptive to the idea of helping sick children locally, and decided to start directing the proceeds of his fund-raising projects to Child Life. According to Mr. Frid, the money will go toward the day-to-day recreational needs of children who suffer from chronic or life threatening illnesses. This may mean taking a sick child to McDonald's or to a movie.

Says Mr. Frid, "These kids have repeated hospitalization over a long period of time. If we can meet their day-to-day needs, it makes their hospital stay more normal."

The activities that can be paid for by the Joyceville inmates are beneficial for both the sick child and his or her family. Mr. Frid says this kind of recreation provides a welcome distraction and helps to reduce the family's stress. *



Inmate Timmins Bissonnette (left) of Joyceville Institution presents a \$1,000 cheque to Child Life Programme worker Bill Frid.

FIRST NATIONAL CONFERENCE FOR CHAPLAINCY VOLUNTEERS

Volunteers are a valuable resource, contributing over 300,000 hours of services each year, on a national basis.

From June 18-20, approximately 125 of the Correctional Service of Canada's 4,000 federal chaplaincy volunteers will gather in Aylmer, Quebec. Volunteers

will represent their region at the first national conference sponsored by the Chaplaincy Division of CSC.

The conference, called, **Together on the Way**, will be co-chaired by Judy Allard and Warren Irvine. Reverend



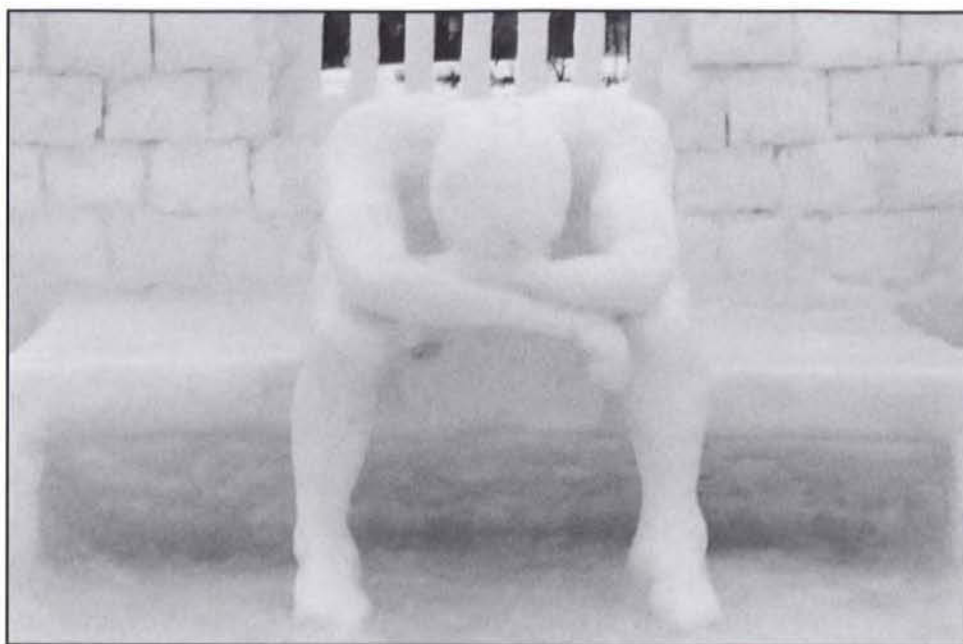
Dr. Charles Taylor of the Atlantic region, a long-time volunteer, will be honorary chair. The conference will be an opportunity for participants to network, learn, plan and to reflect on the role and involvement of chaplaincy with inmates. *

WINTER may be over, but it's not forgotten. Especially for a hardy group of staff members from NHQ's Correctional Programs and Operations Division, who participated in the *Ice Dream Snow Sculpture Contest*. The contest was part of *Winterville*, Ottawa's winter carnival.

"OUT OF SIGHT... OUT OF MIND"

The sculpture was a reproduction of a painting called "Ghostly Effect." The painting was done by Josie Little while he was in Barlinnie Prison in Scotland. It portrays the loss of personal identity inmates experience in institutions. Many inmates feel as if they are merely part of the background — "out of sight, out of mind."

The snow sculpture won second prize in the government category. The sculpture was created by a 27 member CSC team,



Winning snow sculpture, "Out of Sight...Out of Mind."

headed by Brian Brownlee, John Verdon and Heather Lockwood.

The \$300 prize money was donated to *Operation Go Home*, an organization that reunites runaway youths with their families.

This type of activity was highly recommended by all team participants — it was a great time! *

SHOWDOWN IN THE WILD WEST By Mark Kemball

PACIFIC — A wild Western "shootout" took place in Chilliwack, British Columbia from March 2-4, 1993. The "shootout," better known as the Correctional Service of Canada's Western Hockey Tournament, was hosted by the "Outlaws" from Matsqui Institution. Although this was the first time the showdown took place outside the Prairie region, the fierce display of competition and keenly attended post-game festivities, ensured that the West coast will see more shootouts in the future.

The tournament schedule was vigorous, but players from all teams handled the pressure and fatigue in a number of ways. Participants took full advantage of British Columbia's spring-like weather during the days, and a pub night gave players, friends and fans a chance to get together and exchange great hockey moments.

The eight teams that participated in the tournament came from Edmonton Institution, Bowden Institution, Drumheller Institution, Matsqui Institution, Kent Institution, the Chilliwack RCMP and from Prince Albert, Saskatchewan.

The final day of the tournament saw the Bowden Bulldogs square off against the Chilliwack RCMP team for the "A" Division championship. Although the Bulldogs seemed overwhelmed early in the game, they fought back for a well-deserved victory and walked away with the "A" Division trophy.

In the "B" Division, the host Matsqui Outlaws were victorious over the team from Drumheller.

Bowden Bulldog player Rob Christensen was voted the tournament's most valuable.

On a final note, the Matsqui Outlaws thank all the volunteers and participants who helped make the tournament a great success. *



Assistant Deputy Commissioner Terry Sawatsky, drops the first puck to officially begin the CSC Western Hockey Tournament on March 2 at Twin Rinks arena in Sardis, B.C. The first game featured the Edmonton Institution Wart Hogs and the Bowden Bulldogs. Al Johnston (in the dark jersey), a CO 1 at Edmonton Institution faces off against Dex Dersch, Staff Training Coordinator at Bowden Institution.

COUNCIL OF ELDERS ESTABLISH LINKS WITH CSC

PACIFIC — Aboriginal Elders from across British Columbia met for the first time from March 10-12, in the Lower Fraser Valley, to formally establish links with the Correctional Service of Canada (CSC). Terry Sawatsky, Assistant Deputy Com-

missioner of the Pacific region, hosted the two-day event with the Council of Elders. Traditional Aboriginal rituals were part of this historic meeting.

Doris Peters, an Elder from the Sto:Lo Nation in the Fraser Valley assisted the Pacif-

ic region in selecting Elders for the Council. After interviewing more than 300 Elders from across the Yukon and British Columbia, Ms. Peters submitted a short list of names and profiles to a selection committee made up of Aboriginal staff members from CSC and senior managers.

Robert Harrison, Program Manager believes that, "The Council will be very helpful in improving Aboriginal programs and policies within CSC."

Harrison continued by saying, "Policy decisions which affect Aboriginal offenders should be made in consultation with people who have the expertise and understanding to resolve these unique issues." Harrison added that, "This Council could help us in reducing the number of Aboriginal offenders in our institutions."

Many Elders commented that this had been the best meeting they had ever attended, and that they are look-

ing forward to their next meeting scheduled for early summer.

Other CSC officials who attended the inaugural meeting in addition to Mr. Sawatsky included: Bob Lusk, Warden of Kent Institution, Vancouver Parole District Director Jeff Christian, Harold Golden, Regional Administrator, Programs, and a number of Aboriginal and non-Aboriginal staff from regional headquarters and institutions.

The National Parole Board was represented by Kathy Louis, Regional Vice-Chairperson. *



Council of Elders members (back row l. to r.) Roy Jones, Joe Aleck, Alberta Billy, Christopher Luke, Florence Steinke, (front row l. to r.) Mary Archacan, Virginia Alexander, Mary Louie and Doris Tait from across British Columbia meet to establish formal links with CSC.

CONFERENCE REPORTS AVAILABLE

The reports of the conferences listed below are available from the Policy, Planning and International Development (PPID) Branch of the Correctional Service of Canada. *

Third North American Conference on the Family and Corrections
September 22-25, 1991
Topeka, Kansas

American Society of Criminology (ASC) 50th Anniversary Meeting
November 20-23, 1991
San Francisco, California

American Probation and Parole Association (APPA) Winter Training Institute Conference
January 26-29, 1992
New Orleans, Louisiana

The Corporate Communicators Conference
April 30 - May 1, 1992
Chicago, Illinois

51st International Conference of the "Institute of Internal Auditors" (IIA)
June 21-24, 1992
Phoenix, Arizona

Visit to Correctional Facilities in the Netherlands
August 28, 1992
Netherlands

Fraud Conference
October 21-23, 1992
Orlando, Florida

The 1993 Multidisciplinary Training Conference of the American Correctional Health Service Association (ACHSA)
March 11-14, 1993
Atlanta, Georgia

Requests for copies of reports should be directed to:

PPID Directorate
Correctional Service of Canada
340 Laurier Avenue West
4th Floor, Section "E"
Ottawa, Ontario K1A 0P9

Tel: (613) 992-7632
(613) 996-4979

CORRECTION:

IN our February/March issue, on page 23, we made readers aware of the upcoming *North American Conference on the Family and Corrections*, set for October 10-12, 1993. The address for submitting papers was incorrect. Papers should be addressed to: Graham Reddoch, at the John Howard Society Manitoba, 583 Ellice, Winnipeg, Manitoba, R3B 1Z7. The correct telephone number is: (204) 775-1514. We apologize for any inconvenience. *

337 YEARS OF SERVICE

PACIFIC — It used to be that if you wanted to see residents of British Columbia shudder, all you had to do was mention B.C. Penitentiary (B.C. Pen.). B.C. Pen. was infamous in correctional circles across Canada.

Before the institution in New Westminster, British Columbia closed in 1980, reporters referred to it as that, "cruel, dungeon-like prison." It was naturally assumed then, by those who did not know better, that the staff who worked there were also cruel, cold and heartless.

However, a recent event which took place in New Westminster, suggests that assumptions made about the staff may have been unfounded. On March 30, 1993, a group of retired correctional officers from B.C. Penitentiary, took their oldest surviving member to lunch. Alec Wilson was celebrating his 100th birthday.

Although some of the former staff members have been retired for as many as 23 years, they took time to spend part of this special day with their former colleague.

The group of 11 former officers at the lunch had a combined age of 844 years, and a total of 337 years of service in the Correctional Service of Canada.

Following the lunch, Mr. Wilson was "piped" into the George Derby senior citizen's residence where he lives, and presented with congratulatory messages from Queen Elizabeth, the Governor General and Prime Minister Mulroney. *



A group of 11 former B.C. Pen. Correctional Officers gathered on March 30, in New Westminster, British Columbia to celebrate the 100th birthday of their oldest surviving colleague, Alec Wilson (seated). Surrounding Mr. Wilson are (l. to r.) T. Martin (59 years old and 35 years service); L. Thomas (88 years old and 36 years of service); G. Parslow (72 years old and 31 years of service); J. Clawson (81 years old and 25 years of service); R. Taylor (67 years old and 31 years of service); R. Fisher (78 years old and 28 years of service); C. Shaw (72 years old and 29 years of service); B. Clemens (79 years old and 25 years of service); and J. Johnston (76 years old and 28 years of service). Missing from the picture is D. Sandford (72 years old and 32 years of service).

HOW TO SUBMIT AN ARTICLE TO LET'S TALK

Do you have a story to tell? Or, maybe you just have a great idea for a story? We'd like to hear your news, your ideas and topics that you would like to read about.

Here are a few guidelines to help you write your story.

1. How and where to send in an article. If possible, please submit your story on a 3.5" or 5.25" diskette (we accept IBM or Macintosh, Wordperfect or Microsoft Word programs) along with a hard copy. Although this is our preference, we welcome your stories any way you can send them to us, or to your regional communications division. Send your stories to:

Let's Talk
Creative Services
Correctional Service of Canada
340 Laurier Avenue West
Ottawa, Ontario K1A 0P9
Telephone: (613) 992-8256
Facsimile: (613) 947-0091

2. Identify your story. Your article should answer the five basic questions of journalism — who, what, where, when and why.

3. How long? Feature stories can be between 1,500 and 2,000 words. One page articles like the employee profile should be about 600 words, while stories for our briefly section should be as brief as possible. Remember that 500 words is about two double-spaced, typed pages.

4. English or French? We welcome articles in either official language. Please try to include the official translation for programs, publication titles and job titles used in your story.

5. What about approvals? If your story is personal, or a human interest story, you do not need approval. If your article describes a conference, program or activity, please make sure that the appropriate manager approves your article.

6. Contact person(s). We may have questions to ask regarding your submission. So please make sure your name and telephone number appear somewhere on the article. We also reserve the right to edit your submission for style, length and grammar.

7. Don't forget pictures! Whenever possible, send visuals with your article — photographs, pamphlets, graphics, logos — anything you feel will help illustrate your article. When submitting a photograph (no polaroids please), make sure you identify every person in the picture, or we will not be able to publish it. Make sure everyone in the picture consents to having their picture appear in *Let's Talk*. Pictures with inmates must have their signed consent. Simply have the inmates sign a note stating that they consent to having their photograph published in *Let's Talk*.

1993 Deadlines For Submitting Articles to *Let's Talk*

August/September	— June 7
October/November	— August 6
December/January	— October 8

A QUIZ

*with prizes to
be won for thinking!*

ELIGIBILITY

All permanent or term employees working for the Correctional Service of Canada.

EXCLUSION

Employees working in the Creative Services area of Communications and Corporate Development, or the Native and Female Offender Programs Division.

DEADLINE AND

SUBMISSION OF RESPONSES

All responses must be addressed to Marcel Kabundi, Native and Female Offender Programs, 2B, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9.

Clearly indicate your name and full address. The deadline for receiving responses is **July 31, 1993.** *

1. Who invented Basketball?

- a. James A. Naismith
- b. Hugh Montague Allan
- c. Clarence Campbell
- d. Lord Grey



2. In 1971, who was the tallest woman in the world?

- a. Angus McAskill
- b. Anna Swan
- c. Elizabeth Montana
- d. Paula van Buren Bates

3. Who is the author of *La Sagouine*?

- a. Roger Lemelin
- b. Antonine Maillet
- c. Margaret Atwood
- d. Jean-Paul Sartre

4. *Evangeline* was the first Canadian feature film.

- a. True
- b. False

5. How many Canadian provinces have official mottoes ?

- a. Nine
- b. Six
- c. Eight
- d. None

6. Darwin, Perth and Brisbane are cities located in which country?

- a. Australia
- b. Singapore
- c. New-Guinea
- d. Ireland

7. In which country was George Orwell born?

- a. France
- b. Belgium
- c. India
- d. Bengale

8. In which continent is the city of Freetown located?

- a. Europe
- b. Africa
- c. America
- d. Asia

9. What was the original name of the Kingdom of Thailand?

- a. Siam
- b. Mekong
- c. Salween
- d. Malay

10. Buddhism is the state religion of Thailand.

- a. True
- b. False

11. Thais did not traditionally give precedence to matrilineal (tracing ancestral descent through the maternal line) links.

- a. True
- b. False

12. In Thailand, women were allowed to become monks.

- a. True
- b. False

13. Which one of the following ethnic groups is located in Kenya?

- a. Amhara
- b. Wolof
- c. Kikuyu
- d. Ibo

14. *Harambee* was a guiding slogan which helped Kenya achieve its independence in 1963.

- a. True
- b. False



15. Who were the native inhabitants of Uruguay before the arrival of the Europeans?

- a. Charruas
- b. Mestizos
- c. Cherokees
- d. Montagnais



16. How many islands are there in Indonesia?

- a. 13,700
- b. 8,000
- c. 11,456
- d. 789

17. When did the Republic of Indonesia gain its independence?

- a. August 17, 1945
- b. July 25, 1961
- c. March 21, 1944
- d. December 31, 1935

18. What is Canada's highest mountain?

- a. Mount McKinley
- b. Mount Logan
- c. Mount Everest
- d. Mount Kilimandjaro

19. Charles Dickens's son served with the Royal Canadian Mounted Police.

- a. True
- b. False

20. Which one of the following Canadian Prime Ministers said: "The grim fact is that we prepare for war like precocious giants and for peace like retarded pygmies."

- a. Lester B. Pearson
- b. Pierre Elliott Trudeau
- c. Brian Mulroney
- d. John G. Diefenbaker

• Source: Marcel Kabundi (613) 996-9744

Participant's name: _____

Division: _____

Floor: _____

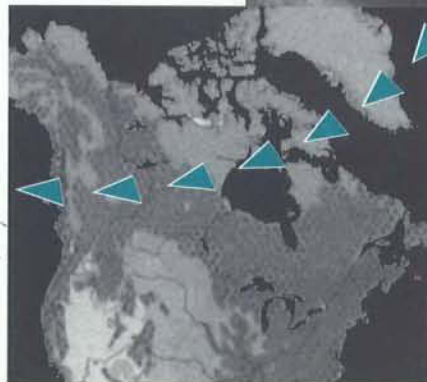
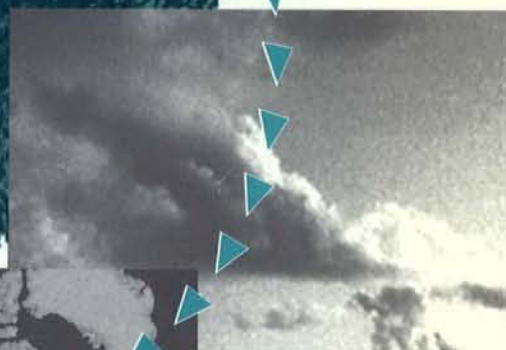
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Let's Talk

August / September 1993

Correctional Service of Canada



Correctional Service
Canada

Service correctionnel
Canada

Canada

LET'S TALK / ENTRE NOUS

Volume 18 No. 4,
August / September 1993

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

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LET'S TALK

with the Commissioner

TAKING THE INITIATIVE

IN PREPARING for a speech I gave at the Senior Management Meeting in June, I was struck by the extraordinary number of CSC initiatives which are underway. What follows is by no means a complete listing of national initiatives, nor does it include all of the current or planned regional initiatives.

In the Area of Corporate Management:

- A review is being conducted of the cultural changes made since the introduction of the Mission Statement. This will involve an employee survey which will begin in the Fall;
- A review of the electronic information systems is scheduled to be completed in February of 1994;
- The development of better community consultation skills, particularly when choosing sites for new facilities. The first draft of a reference book has been produced and will be refined over the coming months. Hopefully this will help reduce community resistance based on **NIMBY** (Not In My Back Yard) and **BANANA** (Build Absolutely Nothing Anywhere Near Anything);
- In November, a review of the Corrections and Conditional Release Act (CCRA) regulations is planned, since they will have been in place for a year;
- Budgets are not increasing in proportion to workload and a tough review of cost-reducing methods was begun in June;
- Painful adjustments are being made to plans for our new facilities to ensure that operational funding is in line with the limited funding available.

In the Area of Offender Management:

- A follow-up audit of the case management process is underway due to some serious problems in implementation uncovered in an audit nearly one year ago;
- The introduction of random urinalysis testing;
- Policy options are being developed to establish how much offenders in community-based employment programs should pay for room-and-board;
- Discussions at Executive Committee (EXCOM) in September and at the Heads of Corrections Meeting in October, will try to determine what we, and others, have discovered over the past months concerning the involvement of victims in the correctional business;
- CORCAN reached \$30 million in sales last year. It will aim for \$40 million this year and \$50 million next year, increasing the number of opportunities inmates will have to develop their skills;
- Research will increase in importance as we seek to document which programs best reduce recidivism for specific groups of offenders. We are working with our counterparts in the United States on a preliminary paper on this subject for an international conference in the Fall;
- Other issues being examined include overcrowding in our institutions (double-bunking), use of work releases and the remodelling of some existing institutions.

In the Area of Human Resource Management:

- The early retirement plan comes into effect in October;
- The classification conversion of the Correctional Officer (CX) group is expected in the near future;
- A review of shift schedules will look at ways of achieving higher job satisfaction and of lowering absenteeism and overtime hours;
- A new process will help curtail the harassment of staff by other staff. This new process should speed up the resolution of complaints, encourage informal resolution where appropriate, and achieve fairer results;
- Overtime remains at high levels, with some staff earning almost as much in overtime pay as in regular pay. In consultation with The Union of Solicitor General Employees (USGE), we must try to develop a plan to manage this major expenditure item.

In closing, what should be apparent from this list is that:

- (i) We are not challenging our basic strategy (Mission, CCRA, etc.); and
- (ii) These actions are designed to either implement our strategy, to improve management, or to pare down costs in light of continuing austerity.

None of these actions should prevent any of you from finding time for a good holiday. May the weather be kind to you. *

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The Senior Management Meeting took place from June 8-10 in Ottawa. The unmistakable message from speakers inside and outside the organization was that CSC must not only maintain its traditional partners, but must build bridges with new partners.

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There are over 4,000 chaplaincy volunteers across Canada contributing more than 300,000 hours of service in Canada's federal institutions.

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CORCAN's real goal goes right to the heart of the Correctional Service of Canada's Mission: that of actively helping offenders to be law-abiding citizens by giving them a better chance to be successful once released into the community.

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People who don't want to talk about disabilities can put up walls which keep out people more effectively than iron bars or bricks. But many people are afraid to talk.

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The Olympiad is intended to bring together representatives from the fields of education and labour to develop the occupational skills of students and workers.

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HARASSMENT — NO JOKING MATTER!

Too often, harassment results because we have forgotten a basic human obligation: to treat fellow humans with the same respect we expect from others.

18

CSC'S EXECUTIVE INFORMATION SERVICES

The EIS is a computer system through which information can be accessed, created, packaged and delivered for use on demand by managers.

20

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QUIZ

Just in case you have lost sleep agonizing over the answers to the quiz that appeared in our June/July issue, turn to page 27.

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Senior Management Meeting

IF ONE HAD TO SUMMARIZE the Senior Management Meeting that took place in Ottawa from June 8-10 in one word or less, that word would be partnership. The unmistakable message from speakers inside and outside the organization was that CSC must not only maintain its traditional partners, but must build bridges with new partners. This is crucial in order for public education to occur, and only with public education will CSC be understood, and be perceived as an accountable, responsible organization by the public.

In his opening remarks, Commissioner John Edwards started with a few predictions, which, in retrospect, were rather astute. He noted that the structure of government would change, with some departments likely to merge. What the Commissioner labelled as his easiest prediction was that austerity will continue over the next few years, with staff cuts likely to occur. He noted however, that CSC would likely be less affected than other departments since the public mood would not be very favourable to reductions in security or rehabilitation programs.

When talking about CSC's priorities, Commissioner Edwards emphasized that this was not the time for dramatic changes. "Our primary challenge over the years to come should be one of carrying through the reforms that have been launched over the past five years." The Commissioner stated that he was impressed with the Mission Statement and its uncompromising message that we cannot keep most offenders locked up indefinitely. The best protection for society depends on how well we can release rehabilitated offenders into the community.

The Commissioner said that he was impressed with the quality of CSC personnel, the close working relationship between management and the union, and with the strength of the Research

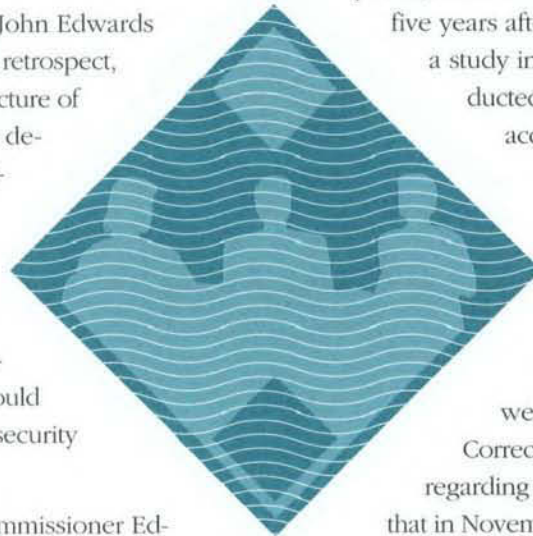
Branch. The Commissioner indicated that in this time of austerity, we need to document through sound research, what does and does not work in programming vis-a-vis rehabilitation; and we need to share that information with other jurisdictions here and in other countries. In short, we must justify the fact that we are moving more resources into rehabilitation programs.

Despite the positive aspects of our organization, the Commissioner was quick to point out that "there is still much to be completed, and we cannot duck controversial issues." This Fall, five years after the Mission Statement was introduced, a study involving an employee survey will be conducted to measure the degree of cultural change accomplished. Another priority area requiring work is the case management process. Recent audits reveal that there is room for improvement and that the process could be made much more efficient in adhering to minimum standards.

The Commissioner also pointed out that we are still sorting out the full impact of the Correctional and Conditional Release Act (CCRA) regarding work releases and day releases. He noted that in November, a year after the Act will have taken effect, a full review will be conducted.

Mr. Edwards stated that he was "deeply worried" at the difficulties and dangers of overcrowding in our institutions. A study has been launched to see what we should do to respond to a future in which no funds for new prisons will be available, while admissions continue to increase by a few percentage points each year.

The Commissioner emphasized that as an organization, we seem to be moving out from the shadows. "We've become more visible and we have to put more of a public face on Corrections." He



management



remarked that although we have been making good progress on many fronts toward community alliances, our consultation skills need some fine tuning. Community support and acceptance are essential for our rehabilitation programs to work and public education is the key to that community support.



Commissioner John Edwards outlines CSC's priorities during his opening remarks.

Controversial issues

that we must deal with include the presence of pornographic material among inmates and the prevalence of harassment of staff by other staff. With respect to the former, a decision was made at the last EXCOM meeting allowing inmates to possess legal pornographic material. On harassment, the Commissioner offered a personal observation: "A clear clash of cultures, the old and the new, is creating friction. I suspect that it is no coincidence that the same kind of thing is being experienced in the armed forces and the police." Also at EXCOM, a number of steps were agreed upon that will hopefully speed up the complaint process and bring about results that are perceived to be fairer.

Commissioner Edwards made it clear that budgets will continue to be scrutinized. "As managers, we should be wondering about how to save money." The Commissioner announced that Willie Gibbs and the Assistant Deputy Commissioners are in the process of reviewing "tough ways" of reducing costs. He explained that although we are a modest organization when compared to oth-

er departments, this does not mean that further streamlining is not appropriate as long as we keep our "sense of proportion." The Commissioner expressed concern over the high number of overtime hours being worked, despite the 6% reduction in hours over the past year. He asked managers to consider engaging inmates to carry out some tasks to support staff. For example, Springhill Institution has economized on the use of clerical staff by having inmates putting out the routine stationary supplies for other inmates. This type of innovativeness also supports rehabilitation by giving inmates as much responsibility as they are capable of handling.

Key Notes

- The role of victims and their families in the correctional field is becoming increasingly important. Priscilla de Villiers, Executive Director of Canadians Against Violence Everywhere Advocating Its Termination (CAVEAT), pointed out that the public knows very little about CSC and the criminal justice system. She made the observation that the difference between retribution and vigilantism is a belief in the institutions set up to deal with justice. Partnerships, accountability and public education are needed if we are to maintain faith in these institutions. Commissioner Edwards pointed out that in South Africa, retribution for lesser crimes is done through negotiation between the victim and the accused.
- Establishing effective partnerships with local communities and municipalities is emerging as a crucial element in the future of Corrections. In partnership with CSC, the Federation of Canadian Municipalities (FCM), through its Urban Safety and Crime Prevention Program (USCP), is trying to provide municipal leaders with the tools needed to tackle the causes of crime, rather than the results of crime. Part of the USCP program involves assisting members of the FCM and members of the public, in understanding how the criminal justice system works. The FCM is a nation-



al agency representing the interests of local governments across Canada.

- Irving Kulik, Assistant Commissioner, Correctional Programs and Operations, introduced the topic of family violence. He explained that CSC has a pressing role to play in the prevention of family violence primarily because it is a criminogenic factor found among a majority of the male offender population. Dr. Peter Jaffe, a member of the Canadian Panel on Violence Against Women, provided some frightening statistics. For example, for every woman that is assaulted by a stranger, 13 are assaulted by someone they know. Dr. Jaffe made a strong link between violence and equality. Those that are the most vulnerable — women, children, minorities — are usually the victims of violence. Wanda Jamieson, Administrator of the Family Violence Initiatives summed up by saying that responding to family violence is CSC's business, from prevention to treatment. The task is daunting, but not impossible as long as we work in partnership.



Priscilla de Villiers, Executive Director of CAVEAT, talking about the role of victims and their families in the correctional field.

- Michael Adams, President of Environics, stated that although statistics show that the vast majority of Canadians have not been victims of crime, there is a perception by the public that all crimes are increasing. Forty-seven percent of Canadians feel that our laws are too lenient, 68% feel our punishments are too lenient, 88% approve of increased sentences for young offenders and 69% are in favour of capital punishment. There is considerable fear of violence in our society and a strong message that violence will not be tolerated.

- One of the most popular sessions at the meeting was the presentation given by the Wardens of the four new Federally Sentenced Women Facilities. This presentation was a real lesson on the public consultation process and on public reaction. Although

all four women (Thérèse LeBlanc – Truro, Lise Bouthillier – Joliette, Marie-Andrée Drouin – Kitchener and Jan Fox – Edmonton) had different experiences in different parts of the country, their recommendations were very similar. Some of these included: identifying the different publics in the community (politicians, immediate neighbours and the larger community); never minimizing the concerns that the public brings forth; realizing that partnerships within the community are essential for CSC to achieve its goals; and, the need to make sure that the consultation process occurs before a decision has been reached. All four women agreed that consultation is a tremendous opportunity to educate the public on the role of CSC.

- Don Yeomans, a member of the Experts Committee on AIDS in Prisons, highlighted some of the Committee's findings on how best to protect staff, inmates and the public from this fatal disease. The Committee made decisions based on the concept of "lesser harm." For example, it is less harmful to provide inmates with condoms for consensual sex than to allow the possible spread of AIDS. The Committee also found that CSC should encourage anonymous testing for AIDS to help monitor the extent of AIDS in institutions, and that education of the inmate population on AIDS is best done by those not identified with CSC.

- Updates were provided on the status of some human resource issues. Jean-Paul Bélanger, Director of Corporate Classification and Staffing, stated that the GE conversion is expected to be complete by December. There are 4,000 conversions being made, with 1,250 having already been submitted to Treasury Board. Michael Corber, Director of Human Resource Programs, confirmed that the special pension arrangements for CSC operational staff will be put in action on October 1, 1993.

Message From Deputy Solicitor General

Peter Harder, the new Deputy Solicitor General, shared a few of his thoughts with senior managers. He told senior managers that they are now working in a "post-Meech, post-Charlottetown Agreement Public Service." This means that managers have a unique opportunity to look at unconstitutional, or non-jurisdictional solutions to problems.

Additionally, the growing fiscal and debt crisis faced by governments across Canada and internationally has provided us with an



The Wardens of the four new Federally Sentenced Women Facilities (from l. to r.) Jan Fox, Lise Bouthillier, Thérèse LeBlanc and Marie-Andrée Droin share their experiences on public consultation.

important lesson: incrementalism has failed in solving budget problems. However, Harder noted that this fiscal crisis is "a tremendous opportunity for innovation and change." It is an opportunity to try non-jurisdictional solutions that five or ten years ago would never have been considered (i.e., healing lodges for Aboriginal offenders).

Harder noted that CSC is "a stable and durable agency and a leader in organizational and cultural change in the Public Service." He also pointed out that the agencies in the Solicitor General have a policy expertise which should not be rivaled. Additionally, there have been real legislative achievements such as Bill C-36. Harder stated that the *Standing Committee Report of Justice and the Solicitor General* is a "new high water mark in political and social consensus, providing a holistic view of corrections." The Report is a breakthrough in directional reform because it links the criminal justice system to the social system.

Harder expressed concern over the fact that incarceration rates are increasing while resources are shrinking. He suggested that we need to do a better job at communicating with Canadians at the community level. We need to "explain and articulate the broader view rather than the incident."

As far as policy direction, the Secretariat will become a smaller, more policy sensitive department, focusing on broad strategic issues in the security, police and corrections areas.

In Closing...

In his closing remarks, Commissioner Edwards summed up the conference by saying that we must be more effective in public education, and the way to do this is through our partners. He also stated that there is currently more and broader agreement and understanding among the various partners in the criminal justice system than at any previous time in our history. He stated a need to not only maintain and improve traditional partnerships with the National Parole Board, the police, and the John Howard Society, but also the need to forge new partnerships with less traditional organizations like the Federation of Canadian Municipalities and victims' organizations.



Dr. Peter Jaffe, a member of the Canadian Panel on Violence Against Women and Executive Director of the London Family Court Clinic shares his views on family violence.

The Commissioner ended by telling his senior managers that "CSC is a confident organization in good shape. There are plenty of changes around us. There are plenty of tough issues for us to tackle and we shall overcome them as we have overcome tough issues before." *

by Ellie Caparelli

Editorial Note: The need for CSC to maintain partnerships and build new ones with organizations in the community is becoming a vital issue in corrections. **Let's Talk** will explore this theme in future issues.

Together On The Way

THERE ARE OVER 4,000 chaplaincy volunteers across Canada contributing more than 300,000 hours of service in Canada's federal institutions. About 170 of these volunteers gathered over the weekend of June 18th in Aylmer, Quebec. The only other time that a representative group of volunteers involved in Chaplaincy got together was in 1988, when approximately 60 volunteers met.

This conference was the culmination of more than a year of planning and was organized by volunteers for volunteers. The conference coordinators were Judy Allard of the National Capital region and Dr. Warren Ervine of the Atlantic region. The Honourary Chair was Reverend Dr. Charles Taylor of the Atlantic region. Support and financial resources for the conference were provided by the Chaplaincy Division of the Correctional Service of Canada.

During his opening address, Willie Gibbs, Senior Deputy Commissioner, made an important point when he said that volunteers in the institutions can "do what people in the system cannot do as easily."

The conference was a time to network, learn and get to know one another. It was an opportunity for participants to share their commitments. For example, volunteers are involved in the running of a crisis line for ex-offenders in Toronto called CONTACT, Entrée Libre in Montreal (a news bulletin of a centre that provides support for inmates returning to the community), Laren House in Victoria and the Alternatives to Violence (AVP) program.

Several former inmates were participants at the conference. They indicated how their lives have been positively influenced by volunteers, and how much their lives have changed now that they too are volunteers. The point was made during the conference that the transition period from prison to the community is critical, and that volunteers are especially needed during this time.

The conference workshops covered a wide variety of topics including one called, *Talking With the CSC System*. It was facilitated by Arden Thurber, Elizabeth Baylis and Pierre St-Onge of the Case Management and Community Corrections Division at NHQ. *Waders, Plungers and Toe testers* was the name given to a workshop focusing on training issues for volunteers. It was led by Lloyd Withers, Chaplain at Millhaven Institution. Dr. Charles Taylor offered a workshop on strategies and experiences in working with the local church.

In case there were ever any doubts about the generosity of volunteers, participants at the conference donated \$400.00. The money has been given to a fund that provides financial assistance in the form of interest-free loans to ex-inmates. This fund was developed by a group of prison volunteers from the National Capital region. It is administered by the Chevrier Foundation.

A number of presentations were made during the banquet on Saturday night. Rev. Dr. Charles and Charlotte Taylor were presented with the Commissioner's Com-



Rev. Dr. Charles and Charlotte Taylor (Atlantic region) are recognized with the Commissioner's commendation as pioneers in CSC volunteerism after more than 25 years of service.

mendation for their more than 25 years of exemplary volunteer service. They are considered pioneers in chaplaincy volunteerism. This was the first time this award was given to a non-CSC employee. Dillon Sawyer (Ontario region), who is currently involved in the AVP program, and has been a volunteer for 20 years, was awarded the Ontario Volunteer of the Year Award by Rev. Norm Barton, Regional Chaplain.

Together on the Way, the theme of the conference, well described this weekend for chaplaincy volunteers. They came together to learn how to work better with prisoners and their families, to share faith ideas, to support and encourage each other and to build a sense of community "along the way." *

by Michelle Landry

CORCAN

at Work

ALTHOUGH CORCAN is one of CSC's longest running programs, it is in many ways one of its most misunderstood, even by some CSC staff. CORCAN is in the business of farming, forestry and manufacturing at 32 institutions.

Many believe that CORCAN is a sort of separate entity, grafted onto the main body of corrections work, whose main purpose is to generate revenue for the Service or simply to keep offenders busy and out of mischief.

In fact, CORCAN officials point out, their real goal goes right to the heart of the Correctional Service of Canada's Mission: that of actively helping offenders to be law-abiding citizens by giving them a better chance to be successful once released into the community. CORCAN helps offenders gain practical work experience and marketable skills through their work programs. CORCAN seems to be on the right path since there is a considerable body of evidence showing that offenders who have been involved in employment programs while incarcerated are less likely to commit further crimes or violate parole when released.

Over the past two years, CORCAN has been streamlining its operations and adjusting to its new role as one of the federal government's designated Special Operating Agencies (SOA).

As an SOA, CORCAN has greater flexibility to market its products, purchase goods and services, deploy staff and enter into outside contracts. Importantly, it can also



offer an expanded range of training and employment opportunities and incentives to offenders.

To see how the new operation is functioning at the institutional level, Warkworth

Institution, located in central Ontario, was recently visited. Warkworth runs an industries program specializing in the production of modular office work stations, generating annual sales in excess of \$3 million.

The first impression one gets is that, although the operation takes place behind the fences of a penitentiary, it has the look, smell and feel of a bustling and well run small manufacturing plant. The operation has six different shops: woodworking, metalwork, upholstery, welding, painting, and packing and shipping.

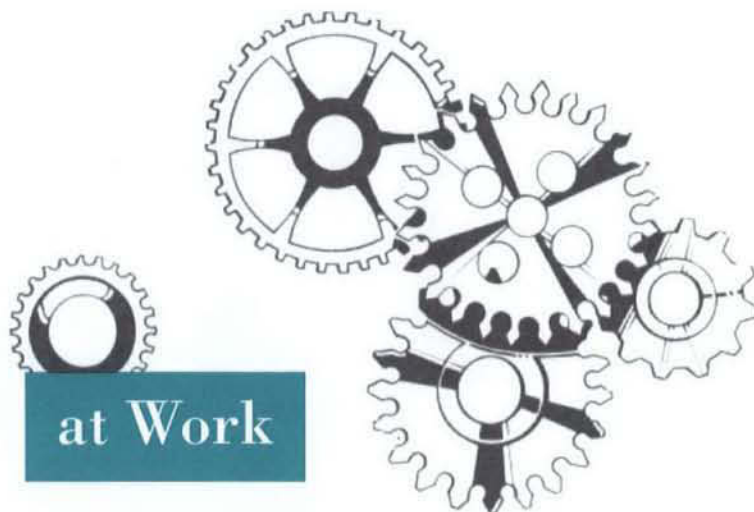
The 65 offender employees work a 35 hour week – 8:00 A.M. to 4:00 P.M., Monday to Friday. They punch a time clock, get paid only for the hours they actually work and are paid on an incentive scale that is tied to the productivity and quality of their output.

All this is by design, explains Paul Urmson, Warkworth's Chief of Industries. The goal is not only to provide inmates with marketable work skills, but to discipline them to the demands of the workplace as well as to the rewards that can be gained through high productivity and teamwork.

Offenders in five of the shops (excluding packing and shipping) are on apprenticeship training. They can work toward accreditation in their chosen trade through CSC's Acheron College and the Ontario Government's Ministry of Skills Development Program.

As might be expected, because the industries program offers inmates the opportunity to develop new job skills and earn extra pay, it is in great demand, creating a constant waiting list. To be accepted into the program, an inmate must have basic Grade 10 education, be recommended by his case manager and must sign a contract of employment agreeing to meet the terms and conditions of the operation.

To ensure that the maximum number of offenders get a chance to get into the industries program, each offender is allowed to participate in the program for a maximum of five years. This, explains Urnson, should allow ample time for inmates to achieve accreditation while allowing for time to participate in other programs. Special attention is also paid to inmates who are within six months of release on mandatory supervision or warrant expiry. Although these inmates may not have an accredited trade when released, they will at least leave with some training, workplace discipline and some financial backing.



Participation in the industries program is not allowed to interfere with other programs or courses that are necessary for the inmate's development. In fact, those who refuse to participate in other programs without good reason may lose their jobs,

Stutt has been in the program for close to three years and is working towards becoming a qualified tradesman in metalworking. "The experience and training is the biggest factor," he says. "The money is additional, but the big thing is learning new skills and working with professionals."



Inmates use their newly acquired skills in the woodworking shop.

These sentiments were echoed by Donnie Armstrong who had some general knowledge of carpentry from vocational school and who, on the advice of friends, applied for and got a place in the woodworking shop. His goal is to become a cabinet maker and he

while those who do participate will have their place in CORCAN held for them. By this judicious use of the carrot and stick approach, the industries program helps ensure that inmates receive program help necessary to their successful rehabilitation.

Not surprisingly, most fortunate enough to be working in the industries program are positive about its value to them. Mark

feels that the program has helped him move toward that goal. "My main objective is to make myself marketable when I get out," he says, "and this is one way of doing that."

Clifford Sullivan, who has been in the upholstery shop for a little over a year agrees that learning a trade is very important. To Sullivan, the chance to put aside some money is also a positive factor. "It's a good feeling to know you're not going out empty handed," he says. "I've seen people leave here with \$50 in their pocket and what chance do they have?"

At Warkworth, inmates work in the industries office as well as in the shops. This provides them with the opportunity for developing additional work skills, as well as ensuring that the incentive-driven program is an open book to staff and inmates alike.

This has provided John Hogan with a chance to learn computer skills, accounts management and general business practices, all of which he believes will help him immeasurably on the street. "This is the first job I've ever had that I really look forward to coming to every day," Hogan says enthusiastically.



The working station, increasingly seen in government buildings (including CSC) is a product from CORCAN's industries program.

helps build a sense of team spirit.

Most inmates are concerned about what will happen and how they will fare when their day of release finally comes. The CORCAN programs are seen by those in the program as a practical way of providing work-skills, habits, and the financial backing they need to make the transition back into the community.

Ed Dakin, who also works in the industries office credits his job with keeping his mind sharp and motivated toward his release date. Dakin also credits the group incentive approach, which he says

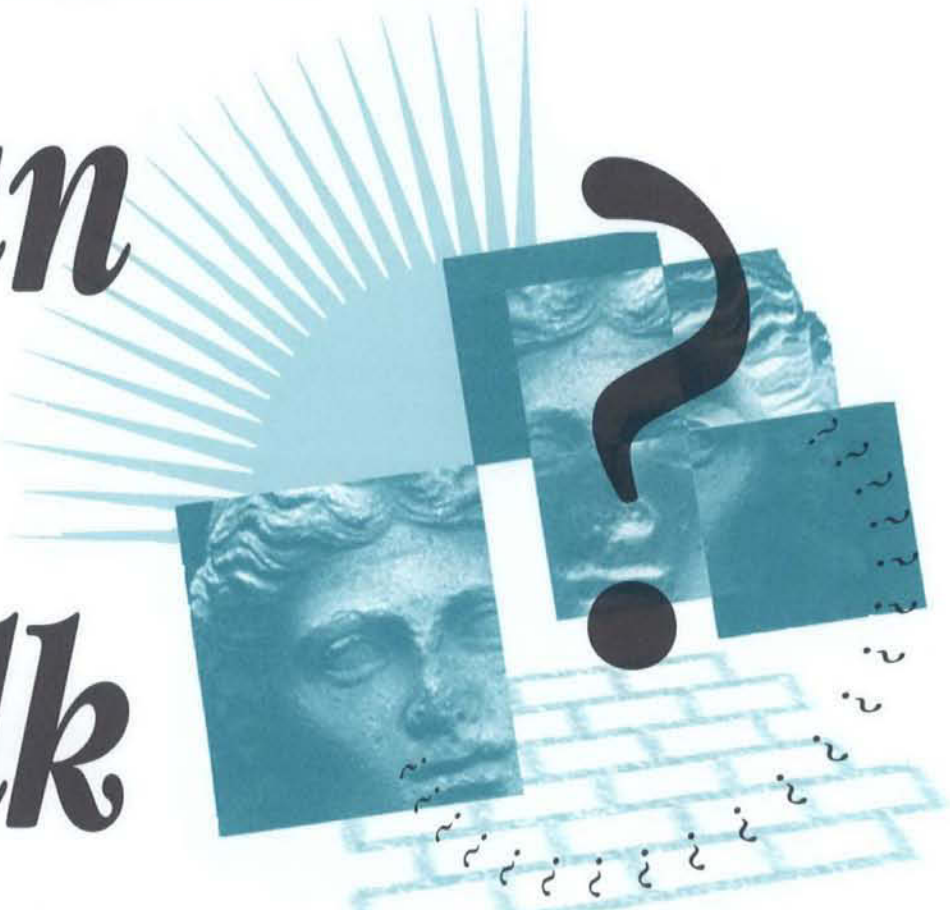
What's happening at Warkworth is fairly typical of CORCAN operations all across the country. Today, more than 1,800 federal offenders are actively engaged in work programs at 32 CSC institutions across the five regions – about 15% of the total federally incarcerated population.

Not all will take full advantage of the opportunity they have been afforded. And not all will succeed on the outside. But, thanks to CORCAN and its programs, hundreds of offenders are released into the community each year with better training, better work habits and a better chance for successful reintegration. *

by Ken Prittie



Can We Talk



To ACCOMMODATE a person's disability, the best approach is plain, open talk. What is the biggest barrier to persons with disabilities? Stairways that block people using wheelchairs? A lack of sign language interpretation? Fine print that is hard to read? Negative attitudes? How about silence?

People who don't want to talk about disabilities can put up walls that keep people out more effectively than iron bars or bricks. But many people are afraid to talk. They don't want to appear to be overly curious; they don't want to admit that they don't really understand a disability or what it involves; they are afraid of doing too much or too little; and they are afraid of saying the wrong thing.

Canada celebrated National Access Awareness week in early June. CSC has a lot of accomplishments to celebrate in accommodating persons with disabilities. So let's talk about disabilities:

- What is CSC doing to accommodate employees with disabilities?
- How are staff, inmates and members of the public, who have disabilities, accommodated in CSC facilities?

- What can CSC employees do to make the CSC environment one that makes all employees comfortable?

CSC Is Making Changes And Progress

The CSC Advisory Committee for Persons with Disabilities reviewed CSC policies and practices and has prepared a report entitled, *A Closer Look in the Service*. The report recognizes many accomplishments in the regions and headquarters and reviews some of the problems and barriers that persons with disabilities face. The report recommends a number of ways that CSC can improve its policies and practices, open up career development opportunities for employees with disabilities and increase awareness of disability issues among CSC employees.

Presently, employees with disabilities represent 2% (227 persons) of CSC's work force, compared to only 0.2% in March 1985. The advisory committee discovered that innovative and comprehensive measures are being taken to make CSC an accessible employer. For example, National Headquarters has offered all employees

When hiring a person with a disability...

training in sign language. The lunch-time course asked employees and the CSC to each contribute one hour of their time to the training. Awareness sessions have also been organized to sensitize staff to things they should think about as they work with colleagues who have disabilities.

Making institutions accessible

The Service is taking steps to make CSC facilities – a total of almost 1,700 buildings – accessible to staff, members of the public and inmates with disabilities. It has developed guidelines to implement Treasury Board's policy on accessibility by the deadline of March 1995. In institutions, CSC will make sure that all public areas are accessible and that inmates' needs are accommodated on an individual basis. In addition, some medium and minimum-security institutions in each region will be designated accessible to inmates with disabilities. The guiding principle is to give inmates equality of access, so that they are housed at the correct security level, if possible in the institution of their choice, and that they have access to the programs and services necessary to their rehabilitation and well being.

In hiring, focus on the person and his or her ability

The report of the advisory committee shows that CSC has made progress in the representation of persons with disabilities in its workforce. That means that more talented people with disabilities are gaining access to CSC employment opportunities than in 1985. CSC managers are taking

- ▲ ask questions about how the job or the work area should be adjusted
- ▲ ask the person if he or she has needs that should be accommodated
- ▲ brief the person's co-workers in advance about adjustments to the work area
- ▲ hold an informal orientation session for the new employee with colleagues
- ▲ consider setting up a "buddy system" between the new employee and a colleague

down the barriers that, in the past, may have blocked some people from employment with CSC.

Talk to the experts

Members of the Advisory Committee for Persons with Disabilities are available across Canada to talk to managers and employees about how they can make jobs accessible, what aids are available and what kinds of accommodation may be needed for an employee. The members of this committee do their work on a volunteer basis with the support of their managers at National Headquarters and the regions. The Public Service Commission, the Personnel and Training Sector, as well as the Employment Equity Coordinators, can also be consulted for information and help.

Take another look at that job description

Managers can review their job descriptions to see if any physical requirements are exaggerated or said to be essential when they really are not. Must the person who does data-entry have good hearing? Must he or she be mobile? If jobs are said to have physical requirements, or to involve risk, managers can ask if the requirements are valid and if the risks are real.

Use the programs that are available

Managers can take special measures to hire persons with disabilities. In one region, managers recruited a number of persons with disabilities and members of other designated groups in term positions.

Advisory Committee for Persons with Disabilities

National Headquarters

Evelyn McCauley (613) 995-3006

Atlantic region

Paul Jamieson (902) 426-1838

Quebec region

Robert Stedman (514) 661-9620

Ontario region

Lynn Stewart (416) 604-4390

Prairie region

Shirley Spurgeon (306) 975-4856

Pacific region

Bob Locke (604) 363-3766

Manager, Special Projects, National Headquarters

Margaret Fortin (613) 995-6530

The Public Service Commission can loan managers aids to accessibility, such as magnifying computer screens, optical readers, telecommunications devices for the deaf, and other aids. It is a good idea to borrow high-tech equipment, to see if it is really what is needed before buying.

Issues that require some sensitivity

The important thing of course, is to always focus on the person's ability. Managers must be assured that their employees have the necessary qualifications and abilities to do the job. The best expert on how to accommodate a person with a disability is usually that person. There is nothing wrong with managers initiating dialogue aimed at identifying the employee's needs. For example:

- A person who uses a wheelchair may have trouble navigating the narrow passageways between work stations;
- A blind person may need braille numbers in the elevators;
- A person may require amplified sound on the telephone, or increased lighting in an office, or a modified computer keyboard.

All disabilities—and all people—are different. Some disabilities may require people to take regular rest breaks; some may require treatment during work hours; some may involve restricting certain kinds of work or simply changing some of the ways the work is done.

It is also important to keep in mind that anyone can acquire a disability. Some disabilities, such as Carpal-Tunnel Syndrome, may be caused by performing repetitive tasks. All of us have physical limitations; we have to adjust the way we work to accommodate our physical and psychological needs. Do you work with your door closed because you need peace and quiet to concentrate? We all need to be accommodated in some way. It just may not be as obvious an accommodation, as for example, the accommodation of someone in a wheelchair.

Ask if you can help. If your colleague is having trouble with shelving that is not accessible, drawers that lack manageable handles, or ramps that are too steep, offer your help. If the person doesn't need help, he or she will say so. But don't let that stop you from offering help in another situation or to another person.



All employees can play a role

Everything starts with talking. If you have a colleague who has a disability, go ahead and ask the person about it. The disability may be new to you, but the person who has it is used to it. Don't be afraid of saying the wrong thing. There are new expressions for physical challenges, but people will generally understand if you aren't quite up-to-date about terms. Your genuine interest will show. We all want to be known and liked for who we are, not for how we dress, how we get around, or how we read. By talking about your colleague's disability, you can get past the disability to the person. What is really important is whether you and that person have interests in common and whether you respect each other's work.

It is up to all of us to make CSC an accessible environment. We will take down the physical barriers and improve physical access. But we also have to think about how we do things and about how things can be done differently and effectively. Let's take down the wall of silence and start talking. *

by Joanne Godin

Don't Treat Disabled as Village Idiots

by **Pierre Bourgon**

HERE I AM, about three years after a car accident in which I suffered a broken neck and severed nerves. I have no use of my left arm, limited use of my right arm, most of my left side is numb and my left leg still contains 17 screws and two steel plates. I can walk but very slowly, always trying to keep my balance, like a tightrope walker.

Imagine Frankenstein walking with his arms down.

I mention this not seeking sympathy but so you can know where I am coming from.

You lose many things when you become disabled but the most difficult is losing your independence. It is particularly hard, as an adult who has learned to do things on his own, to regress to infancy; having someone wash you, dress you, and prepare your meals. Your physical limitations are tolerated, but never accepted. You lose the ability and pleasure of, for example, playing musical instruments such as guitar, trumpet and drums. And, in addition to losing independence, you lose your friends, your relatives and your self-esteem. That diminished confidence is perpetuated by how other people react to you.

The dictionary defines handicap the verb, to place at a disadvantage; as a noun handicap is an allowance of distance, time or the like given to an inferior contestant. An inferior contestant: the vast majority of people, laymen

and learned, that you interact with, treat disabled people as inferior, as village idiots.

The indoctrination begins in the hospital. The doctor enters your room. You are wide awake and talking with a nurse, yet he asks the nurse, "How is he today?"

I was often left sitting in a rolling chair for hours, despite the discomfort of having one leg in a cast and a steel "halo" screwed into my skull to restrain movement of my neck. Attendants would come to my room in the evening and use the halo to turn me around.

Exercising Patience

In physiotherapy and trying out a new exercise machine for disabled persons, another therapist would ask my physiotherapist about the new machine and not me, even though I was the one using the machine.

In restaurants, patrons turn around in their seats and stare at you. Waiters and waitresses would direct their remarks to my girlfriend, not to me. They would ask her what I wanted to eat; they would present her with the menu and the wine list; they would present her with the bill (I didn't say it's all bad).

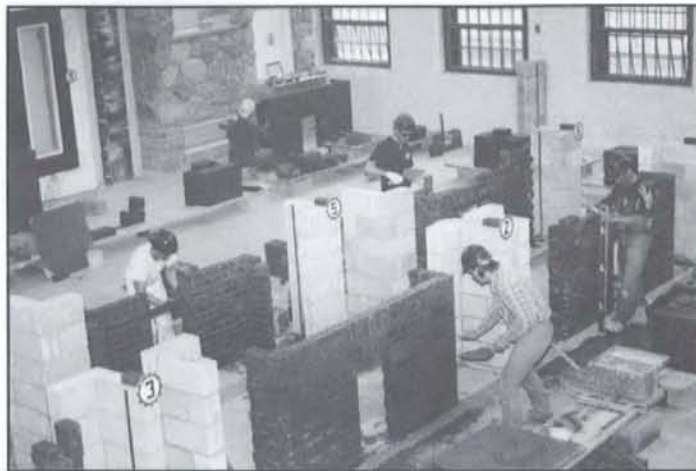
The barber would ask my girlfriend, not how I wanted my hair cut, but how she wanted my hair cut.

Bank tellers address their remarks to my attendant, disregarding me even though it's my bank account.

At work, your views or your advice are no longer sought. I am no longer considered of equal intellect, or by some of having any intellect. Support staff become impatient and intolerant. Managers, who could just explain the policy implications of an assignment under normal circumstances, now tell you how to do the assignment. You are no longer allowed any flexibility. It is no longer what to say, but how to say it. When that happens there is one person too many. The subordinate is always expendable.

Enough! This isn't helping my self-esteem. Another year half over, and I wish myself and other disabled persons improved social interaction. I take this opportunity to remind everyone that the symbol for handicapped persons is a person sitting in a wheelchair, not a person sitting on a stool with a dunce cap on his head. *





The Laval-Laurentides-Lanaudière Regional Brickwork Competition at the Federal Training Centre.

OCCUPATIONAL TRAINING

Olympiad

The QUEBEC occupational training olympiad for the Laval-Laurentides-Lanaudière region took place from April 19-24. Two CSC Quebec region institutions, the Federal Training Centre and Archambault Institution entered some of their best occupational training students in this advanced competition. The candidates did well, winning various medals, including a gold medal in brickwork. They then moved on to the finals, held from May 6-8, in Saint-Hyacinthe. Once again, the competitors from the CSC institutions showed that they could compete with the best by winning fourth place in the brickwork competition.

This was the first time CSC Quebec region institutions participated in this event and it proved to be a positive experience from a number of perspectives. The decision by CSC Quebec region institutions to participate in the olympiad is in keeping with the new direction to bring reintegration programs closer to the communities. This new direction is based on CSC's mission and on a new philosophy which can be best described as a "reciprocal openness to society."

As a result of this new "openness," CSC Quebec institutions updated their occupational programs so that they corresponded to

About the Olympiad

The Quebec occupational training olympiad has existed for just two years, but can in fact be seen as a revival of the tradition of occupational training which began before the 1960s. This revival took place alongside the major reform of vocational education in Quebec. As a result, the importance of training and occupational skills have resurfaced, and the contribution of

tradespersons and technicians to Quebec's economy re-recognized.

The olympiad is intended to bring together representatives from the fields of education and labour to develop the occupational skills of students and workers. The competition starts in the various regions of Quebec, and the finalists in some 25 trades are invited to the

*provincial finals. The medal winners in these finals have the opportunity to go to the annual US Skills competition. Quebec participated in the competition for the first time last year and came away with two silver and a bronze medal. This showing is indicative of the advanced level of the occupational skills of candidates from the Quebec region institutions. **

Well-deserved medals

During the Quebec occupational training olympiad, two CSC Quebec region institutions, the Federal Training Centre and the Archambault Institution entered student candidates and workers from five training programs: general welding, brickwork, industrial design, autobody work and plumbing/heating. At the Laval-Laurentides-Lanaudière regional competition, the following candidates won medals.

Student Category Medal Winners Included:

- Mario Comptois, Federal Training Centre, gold medal in brickwork;
- Mario Vachon, Archambault Institution, silver medal in welding; and
- Michel Boucher, Archambault Institution, bronze medal in welding.

Worker Category Medal Winners Included:

- Jean Lauzon, Federal Training Centre, gold medal in brickwork;
- Ronald Beauregard, Federal Training Centre, silver medal in brickwork; and
- Philippe Marissal, Federal Training Centre, bronze medal in plumbing/heating. *

the same standards as those offered by the Quebec school boards. This fits in well with the approach to occupational training programs taken by the Quebec Department of Education. Since 1986, the Department of Education has stressed links with the working world, conducting periodical reviews of program content and updating the instructional and professional skills of the teaching staff.

The fact that CSC institutions offer programs equivalent to those in the Quebec public education system, allows offenders to con-

tinue their training once they are released. The occupational training programs help develop employable skills, and they can also be easily coupled with other reintegration programs such as personal and social development and drug dependency programs, thus contributing to an integrated approach to an inmate's needs.

The Laval-Laurentides-Lanaudière region brickwork competition, held at the Federal Training Centre, was an opportunity for participants from the educational community and for a number of employers to shed their stereotypes of the prison community. It was a chance for them to observe first-hand, the seriousness of the occupational training students, as well as the quality of their training. A follow-up with employers is planned in order to help keep this process going. It is hoped that in this way, the Federal Training Centre can consolidate its unique role as a correctional institution totally devoted to training.

In addition to the medals won and the overall showing of the students from CSC institutions, the olympiad showed that the students from these institutions are developing occupational training skills comparable to those of school students. This has strengthened the credibility of the occupational training programs, and has had a positive impact on the motivation and self-esteem of students and teaching staff. This enhanced credibility has made it easier to establish contacts with employers, organize practical training sessions and develop reciprocal arrangements between institutions and the community in the field of training.

Institutions from the Quebec region plan to not only continue, but to increase this reciprocal openness with the community. Participation in the third olympiad is already being considered and meetings with employers have been planned. CSC Quebec region institutions intend to be pro-active players in creating a link between the worlds of education and work by establishing mutually beneficial partnerships. This would be a significant contribution to the accomplishment of the CSC mission. *



Mario Comptois from the Federal Training Centre winning the gold medal in the brickwork competition (student category).

H A R A S S M E N T

NO JOKING MATTER!

RECENTLY, two CSC employees received suspensions from their jobs for harassing a co-worker. The two employees were found to have sexually harassed and physically mistreated a co-worker. Their actions included a series of gestures, including one of an explicit sexual nature, as well as physically controlling the victim.

Although a history of joking around had existed between the three co-workers, the "jokes" became more pronounced and explicit over time. Eventually, during one particular incident, the victim was publicly humiliated. As a last recourse, the victim filed a complaint of harassment.

The actions taken against the two "harassers" provide a clear message to all staff. That is, harassment of any kind will not be tolerated. In deciding what disciplinary action to take, management took into consideration that both "harassers" had been CSC employees for about ten years, and both had no disciplinary records. Furthermore, since there was no evidence that they intended to harm the victim, management decided to suspend rather than dismiss them.

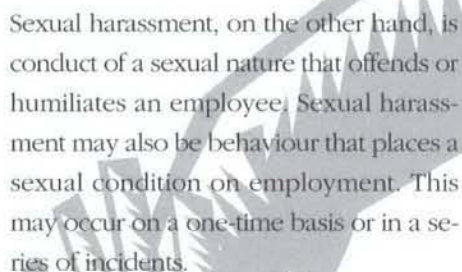
Harassment, Sexual Harassment and Discrimination

What is harassment exactly? In the Commissioner's Directive, harassment is defined as "unacceptable behaviour that is demeaning and belittling, causing personal humiliation or embarrassment to an employee."

Discrimination is different from harassment in that it is usually based on visible characteristics like colour or ethnic origin. Discrimination is defined in the *Canadian Human Rights Act* as "making unlawful distinctions between certain individuals in employment matters based on any of the following characteristics: race, national or ethnic origin, colour, religion, age, sex, marital status, family status, mental or physical disability, pardoned conviction and sexual orientation."

Some examples of harassment and discriminatory behaviour include:

- ▼ forced cooperation or compliance as a result of threats;
- ▼ put down jokes, racial jokes or jokes directed at a minority group;
- ▼ negative comments of a racial or personal nature;
- ▼ casual and purposeful forced physical contact.



Sexual harassment, on the other hand, is conduct of a sexual nature that offends or humiliates an employee. Sexual harassment may also be behaviour that places a sexual condition on employment. This may occur on a one-time basis or in a series of incidents.

Sexual harassment includes:

- ▼ visual undressing and leering;
- ▼ put down jokes of a sexual nature;
- ▼ comments of a personal sexual nature;
- ▼ casual or forced physical sexual contact;
- ▼ sex as a result of threats.

Harassment Due to Abuse of Power

Abuse of power occurs when an individual uses power to endanger an employee's job or career. Examples of abuse of power include intimidation, threats, blackmail and coercion.

Examples of harassment due to abuse of power include:

- ▼ swearing and screaming at an employee causing humiliation;
- ▼ pulling rank and not complying with the basic rules of the Service;

- ▼ forced cooperation as a result of threats;
- ▼ demeaning and threatening comments.

It is often difficult to distinguish between harassment, sexual harassment, discrimination and harassment resulting from someone abusing power. Further complicating the issue is the fact that what one person may interpret as a joke, another person may interpret as harassment. To avoid misunderstandings, some comments or jokes are best saved for close friends rather than co-workers.

Harassment of any kind in the workplace (or outside of work) is no joking matter. We should also be aware that harassment is a serious charge and should not be made on a whim. A formal charge of harassment should be made only when all other possible solutions have been exhausted.

Trying to eliminate harassment is much like trying to eliminate disease. Doctors tell us that we should spend more time trying to prevent illness rather than treating it after it occurs. The same philosophy can be applied to harassment. Core value 3 of our Mission states that, "...we believe that our strength and our major resource in

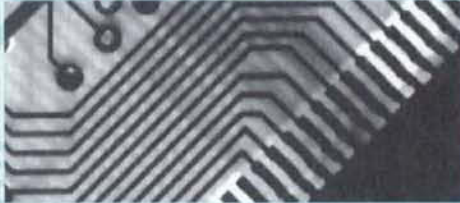
achieving our objectives is our staff, and that human relationships are the cornerstone of our endeavours." More specifically, strategic objective 3.2 says that we must, "develop an environment characterized by relationships that are based on openness, trust and mutual respect."

From time to time we need to remind ourselves of our objectives and our biases. We must try to prevent situations where people feel they are being treated disrespectfully. Too often, harassment results because we have forgotten a basic human obligation: to treat fellow humans with the same respect that we expect from others. *

by **Jim Wladyka** and **Ellie Caparelli**



CSC's Executive Information



IN RESPONSE to increasing demands to provide managers with timely and accurate information, CSC's Executive Information System (EIS) was initiated in February of 1991. The EIS is a computer system through which information can be accessed, created, packaged and delivered for use on demand by managers.

Before the EIS was implemented, obtaining statistics from the Service's corporate systems and integrating information from various sources, was difficult and time consuming. It would often take up to a week to respond to a senior manager's request for information. Furthermore, when it came time to make decisions, additional problems arose because managers could not always agree on which source of information was correct.

The EIS prototype was presented at the March 1991 Executive Committee meeting, and national implementation of the system was approved. At this same meeting, members of the Executive Committee boldly decided to plunge into a new era

of openness. They decided to give all EIS users access to all available information, including budgets. This "openness" had never been tried before at CSC or any other government department.

All Executive Committee members had access to the EIS by the fall of 1991 and it was subsequently made available to all NHQ senior managers. It was also made available to wardens, district directors and area managers, most regional administrators and deputy wardens. There are currently 382 EIS users and that number is expected to increase to 400 during this fiscal year.

Many difficulties were encountered during the development of the EIS prototype. For example, decisions had to be made about which information sources to ac-

Have You Looked At Your EIS Lately?

EIS now features new and up-to-date information on:

- Corporate Objectives
- Community Incidents
- Case Management Activities
- Offender Management System
- Personnel and Training

EIS is now integrated with the Strategic Information Network (SIN), and a new version of EIS operating under Windows is available.

If you are a SIN or Windows user, if your EIS does not update or if you would like additional EIS training, please call the EIS hotline at (613) 943-1929. *

System

cess. Considerable reluctance was encountered from information owners who were not exactly enthusiastic about having to share their information with all EIS users. Interestingly, many felt that putting a computer on the desk of every manager would be sheer insanity.

EIS's Impact on CSC



A direct result of the EIS is the Equitable Resourcing Project, which aims to ensure that the most fair and equitable distribution of available resources is made. Additionally, the EIS allows us to accurately measure our performance toward achieving our Corporate Objectives. Managers know what the objectives mean, how they are being evaluated, and performance is visible to all.

The Future of EIS



The EIS is being reviewed to improve the timeliness and relevancy of its information.

Regional Information Now Available in EIS

CSC's Corporate Management Branch is pleased to announce that the Executive Information System has expanded its services to include information created, packaged and generated at the regional level. EIS users now have on-line access to regional information.

Since February 1, 1993, regions have had the option of including information in the EIS for national distribution. Topics of information include regional performance indicators, press releases, reports, minutes of regional management meetings, regional

telephone listings and training calendars.

Each region has staff who have been trained to create, update and link data to EIS screens. Regional EIS information providers are:

Atlantic	Ron Surette
Quebec	Pierrette Bigras Claire Bisson
Ontario	Wayne Norris
Prairies	Brenda Miller Erwin Berg
Pacific	Sue McIntosh *

The EIS will evolve to focus more on "exception monitoring." In effect, the system will search the information and point out problems to the manager. In this way, managers will be automatically alerted when, for example, an undesirable trend becomes apparent. This will reduce the need for managers to perform analyses and will allow them to focus on finding the solution to a problem, rather than the problem.

The EIS will also adapt to access CSC's new corporate systems such as the Offender Management System (OMS), the Corporate Assets Management System (CAMS) and the Inmate Redress Information System (IRIS).

CSC has received both national and international recognition for the EIS since its inception. CSC is cited by the Canada Communication Group as a government lead-

er in accessing and distributing electronic news services to every manager. Our success in implementing a system quickly and inexpensively, and our willingness to share information without restricting user access is seen as the example for other government departments to follow. Additionally, after seeing our EIS at an international conference, the California Department of Corrections decided to implement an EIS of their own, modelling their system, in large part, on our EIS. *

THIRTEENTH ANNUAL STAFF WEEKEND

ATLANTIC—*Coping Through Laughter* was the theme of the Thirteenth Annual Special Staff Weekend held from May 14-16, at the Wandlyn Inn in Fredericton, New Brunswick.



A roomful of cheer — Chaplain Phil Ferris of Dorchester Penitentiary is a strong supporter of the Staff Weekend.

Guest speaker, Dr. Ruth Stewart, held workshops on the virtues of laughter on both Friday and Saturday of the weekend. In her closing remarks to the 150 adults who participated in the staff weekend, Dr. Stewart encouraged participants to engage

in the art of laughter on a regular basis and help "laugh your problems away."

During his address, Commissioner John Edwards rhetorically asked if we could really afford to exclude humour and laughter from the workplace. Commissioner Edwards

summed it all up by quoting a famous French maxim from the 18th century. "The most wasted of all days is that on which one has not laughed."

The staff weekend was initiated in an attempt to give staff a break from a stressful working environment. The weekend is co-sponsored by the Correctional Service of Canada and the Christian Council for Reconciliation. The first special Staff Weekend was held in 1981 after the death of a correctional officer in the course of duty at Dorchester Penitentiary.

This weekend is for the staff from the Atlantic region as well as their family members. It's a weekend to relax, renew acquaintances or make new ones, to learn and reflect and, most importantly, to have fun. For example, this year, entertainment was provided by the **Dobson Delights**, a group from Springhill that performs skits.

Close to 120 children benefited from this weekend as well. The Smyth Street Cathedral provided baby-sitting services and a program of activities.

Regional Chaplain Reverend Alf Bell and assistant Francine Haché, with the help of the institutional chaplains and volunteers, are largely responsible for the success of these staff weekends. Also responsible for this successful weekend were members of the organizing committee — Hélène Hébert and Claudette Shea of Dorchester Penitentiary, Paul Deverannes from Westmorland and Linda Whittle from Springhill Institution. According to Reverend Bell, "this year's weekend was the best by far!" This weekend was also strongly supported by Ross Monk, Regional Vice-President of the Union of Solicitor General Employees and the Employee Assistance Program Coordinator.

Commissioner John Edwards and Rémi Gobeil, Deputy Commissioner of the Atlantic region, attended the banquet on Saturday evening. In keeping with tradition, both men helped clear tables while the women sat back and relaxed. ✨



Deputy Commissioner Rémi Gobeil chats with a participant at the Special Staff Weekend.

PRAIRIES – Discussions between staff and inmates at Saskatchewan Penitentiary identified a lack of understanding and appreciation for the cultural and ethnic differences that are

PHOENIX MULTICULTURAL COUNCIL

inherent in all of us. As a result of these discussions, the Phoenix Multicultural Council was established at Saskatchewan Penitentiary in May 1992. One goal of the Multicultural Council is to educate both staff and inmates to coexist peacefully, and to work together to help eliminate bigotry, hatred and violence.

With the support of Warden Jim O'Sullivan and his administration, interested staff and inmates worked together to formalize the Council. Marge Nainaar, General Manager and Program Coordinator of the Prince Albert Multicultural Council was very helpful in providing direction to the Council. With her help, the Phoenix Multicultural Council developed a constitution and became incorporated as a non-profit corporation.

There are currently about 70 inmate members and 20 staff members on the Council. Individuals participating in the program give up their off duty hours to support the Council's goals. The Council's first activity was the *Festival of Friends*, a multicultural day held at Saskatchewan Penitentiary on February 27, 1993. Inmates, staff and invited guests from the community participated in the festivities. Events at the festival included lectures, video presentations, community culture dance groups in authentic costumes and ethnic dishes from a variety of cultures. Special guests at the *Festival of Friends* included the Member of Parliament for Prince Albert, Ray Funk and two of Mr. Funk's guests who were members of the Ukrainian Parliament. *

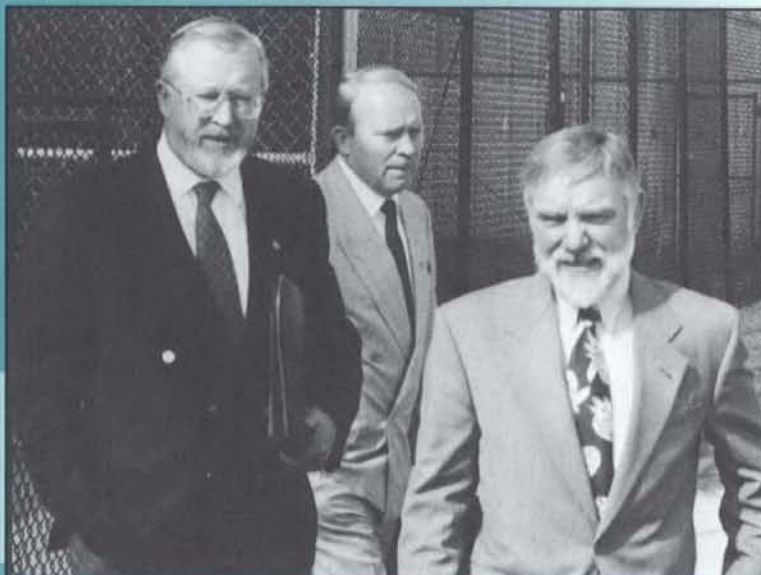


Members of the Phoenix Multicultural Council Executive: back row (l.to r.) Francis Wilson – Chief Psychologist, Keith Sampson – Chief Education and Training, Barry McFadden – Inmate Committee Representative, Gareth Robinson – Inmate, Segen Speer-Senner -Inmate, Robert Reid – Chief of Food Services, Harvey Delorme – Aboriginal Spiritual Advisor; front Row (l. to r.) Barry Read – Correctional Supervisor, Bill Peet – Deputy Warden, Lesia Sorokan – Case Management Officer, Hammil Cheon – Phoenix President and Inmate, Jim O'Sullivan – Warden, Dietmar Hrach – Inmate, Jesse Teasley – Inmate, Eugene Stevens – Unit Manager and Phoenix Coordinator.

COMMISSIONER VISITS PACIFIC REGION

PACIFIC – Commissioner John Edwards visited his first federal institution, Matsqui Institution, in March 1993, during his visit to the Pacific region. He also had the opportunity to meet with the Pacific Regional Management Committee, and with the Regional Administrators.

Entering Matsqui Institution are (from l. to r.) Commissioner John Edwards, John Duggan, Pacific Regional Deputy Commissioner and Roger Brock, Warden of Matsqui Institution.



Members of the Administrative Staff and Junior Officers Training Steering Committee (back row l. to r.): Noella Ryan, Claude Larabie, Jacinthe Dignard, Marthe Birkner, Linda Roy, Judy Hanrahan and Monique Simard.

Front row (l. to r.): Francine Connelly, Carmen St-Laurent, Diane Hedge, Linda McMahon, Murielle Valois and Micheline Brisebois. Missing is Barbara Mammen.



CONFERENCE FOR SUPPORT STAFF AND JUNIOR OFFICERS

THE Correctional Service of Canada held its first conference for administrative support staff and junior officers on March 23, 1993 at the Government Conference Centre in Ottawa. The theme of the conference was *Self-fulfillment and Growth*, and some 140 NHQ employees attended the plenary meetings and information sessions.



This conference resulted from a study conducted in 1992 on the professional development and training needs of CSC's administrative support staff and junior officers. The study identified a number of obstacles to training opportunities for these employees. Some of these obstacles included poor communication, a shortage of positions and development courses and a lack of time.

The goal of the conference was to give participants the opportunity to exchange ideas and to continue their professional development. About a dozen topics, picked by the conference participants, were on the agenda. Two plenary meetings in particular proved to be very popular and received excellent reviews. The first one, *Humour at Work*, was given by Professor Pierre Turgeon from the University of Ottawa. He pointed out a number of ways of enjoying the unusual aspects of everyday life. Professor Turgeon summed it up by saying, "The ability to incorporate humour into family life, the



workplace or any environment greatly improves the quality of your life, and that of others."

The second plenary that attracted much attention was on *Career Planning/Mentoring*. It focused on the importance of communication at work. Lucie McClung, Helen Friel and Ted Pender led discussion on factors that hinder communication. The message was that poor communication causes people to feel distanced from the decision-making process, which in turn results in depersonalized relationships.

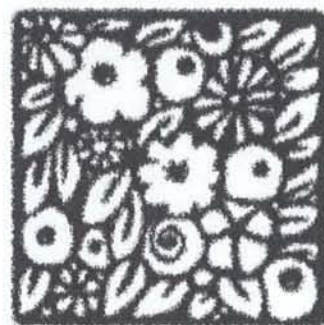
Following the conference, a survey of participants showed that most thought that future conferences should last for two days rather than one. Topic suggestions for future conferences were also made.

As a result of this conference, Treasury Board, Revenue Canada and Supply and Services Canada are also thinking about organizing similar conferences for their administrative support staff and junior officers. *

INTERNATIONAL LITERACY DAY

September 8th is International Literacy Day. Some institutions will take this opportunity to celebrate the achievement and success of inmates enrolled in the Adult Basic Education Program (ABE). CSC considers literacy of inmates a priority. Skills in reading, writing and the use of numbers are considered essential to the successful rehabilitation of inmates in the community.

Congratulations to all offenders taking part in the ABE Program. Special thanks to all the teachers and volunteers dedicated to the success of their students.



CORRECTIONAL OFFICERS GRADUATE

PACIFIC – Nine new Correctional Officers graduated from Correctional Training Program #413 on April 2, 1993 in the Pacific region. Regional Deputy Commissioner John Duggan gave the keynote address at the ceremony which was held at the Regional Correctional Staff College. *

In the front row (l. to r.) are graduates Deborah Lemay, Lea Jackson, Regional Deputy Commissioner John Duggan, Nick Horzelenberg, Instructor Fran Wright, and Abrose Knorr. In the back row (l. to r.) are graduates Fred McRae, Chris Grangeaud, Moris Chen, Ken Ferguson and Ivan De Silva.



CSC AWARDS PROGRAM

PRAIRIES – The Correctional Service of Canada's Awards Program remains active across the country. On April 8, 1993 the *Corrections Exemplary Service Medals* ceremony for Saskatchewan was held in Regina at Government House.

The *Corrections Exemplary Service Medal* is awarded for a minimum of twenty years of exemplary service. An Exemplary Service Bar is awarded for each additional ten years of exemplary service.

The Lieutenant Governor of Saskatchewan presented the medals on behalf of the Governor General of Canada to eight federal and six provincial recipients.

The following CSC personnel from Saskatchewan Penitentiary were presented with medals: Dale Hendricks, William Krushelniski, Mervin Kryworuchka, Blake Labuik, William Peet, Eugene Stevens and Robert Tuck. Albert Manseau, from the Prince Albert Parole Office was also presented with an Exemplary Service Medal. *

CSC AWARDS
PROGRAM



PROGRAMME DES
PRIMES DU SCC



Front row (l. to r.) Award recipient Robert Tuck, Lieutenant Governor Sylvia Fedoruk, Attorney General of Saskatchewan Bob Mitchell, award recipient William Krushelniski. Middle row (l. to r.) Assistant Deputy Commissioner Paul Oleniuk, award recipients Mervin Kryworuchka and Albert Manseau. Back row (l. to r.) Andy Rollo, District Director, Saskatchewan/NWT District Parole Office, award recipients Eugene Stevens, William Peet, Blake Labuik and Dale Hendricks.

25 YEAR SERVICE AWARD

PRAIRIES – On March 24, 1993, Reg Brecknell, Chief of Personnel at the Regional Psychiatric Centre (Prairies), was presented with the 25 Year Public Service Award. Reg began his federal career on March 26, 1968 at Canada Post. He also worked for Veteran's Affairs, Revenue Canada and Agriculture Canada before joining the Correctional Service of Canada in January 1985.

Following the presentation, staff from the Management Services Division celebrated Reg's award with coffee and donuts. Congratulations Reg! *



25

(l. to r.) Mr. Bob Gillies, Executive Director, presents Reg Brecknell, Chief of Personnel at the Regional Psychiatric Centre, with the 25 Year Service Award.

1995 WORLD POLICE AND FIRE GAMES

MELBOURNE, Australia will host the 1995 World Police and Fire Games from February 26 to March 4, 1995. The goal of this sporting event is to promote sports and physical fitness among law enforcement and firefighting communities around the world. The games are also open to all CSC correctional officers.

The first World Police and Fire Games were held in San José, California in 1985. The event attracted 5,000 competitors from all over the world. For the first time since their inception, the games will be held in a city outside of North America. It is estimated that 7,000 competitors from 35 nations will attend the games.

Participants will be able to compete in more than 50 sporting events. Some of these include archery, basketball, karate, soccer, swimming, water skiing, wrestling, a triathlon and a decathlon competition and tennis.

For information, a full list of events, eligibility criteria and an application form, please contact:

*The 1995 World Police and Fire Games
2nd Floor "Mathew House", 108 Batman Avenue
Melbourne Vic 3004, AUSTRALIA
Telephone: (613) 650-4396
Facsimile: (613) 650-8113*

ADVANCE NOTICE

Mark your calendar now!

THE CAREER ASSIGNMENT PROGRAM IS IN ITS 25TH YEAR

ALL Career Assignment Program (CAP) participants and graduates throughout Canada are invited to attend a symposium focusing on the 1990's, Government and you! This event will take place October 19-20, 1993, at the Chateau Laurier in Ottawa.

To ensure that all "CAPpers" receive a full description of this important event, the Planning Committee is updating the mailing list with addresses (home or business) and the date of promotion.

Please verify that your name appears on the mailing list and that your address is correct by contacting the CAP office at the Public Service Commission.

Telephone: (613) 995-1143
Facsimile: (613) 943-8442



IN CASE YOU WERE WONDERING

LET'S TALK
Quiz

• Source: Marcel Kabundi

Just in case you have not been sleeping, agonizing over the answers to the quiz that appeared in our June/July issue, here they are!

1. a) James A. Naismith

Naismith, a medical doctor born in Ontario, invented the game of basketball. In January 1892, as an instructor at the International YMCA Training School (now Springfield College), in Massachusetts, the need for a competitive indoor team sport led him to invent basketball.

2. b) Anna Swan

According to the 1971 Guinness Book of Records, Swan was the tallest woman in the world. Born in Nova Scotia, Swan sprouted to a height of 228 centimetres, or seven feet, six inches. She weighed 160 Kilograms or 352 pounds.

3. b) Antonine Maillet

La Sagouine was the creation of Acadian writer and scholar, Antonine Maillet. Sagouine means "slattern." In Maillet's book, it is the nickname of a garrulous, foul-mouthed Acadian widow who speaks of her people's hopes and fears in a rich sixteenth century argot.

4. a) True

Evangeline was the first feature film produced in Canada. It was produced by Canadian Bioscope, a Halifax-based company of American expatriates. It was filmed in the Annapolis Valley.



5. a) Nine

Nine of ten provinces have official mottoes.

Ontario:

Ut Incepit Fidelis Sic Permanet (Loyal it began and loyal it remains)

Quebec:

Je me souviens (I remember)

Nova Scotia:

Munit Haec et Altera Vincit (One defends and the other conquers)

New Brunswick:

Spem Reduxit (Hope was restored)

British Columbia:

Splendor Sine Occasu (Splendour without discrimination)

Prince Edward Island:

Parva Sub Ingenti (The small under the protection of the great)

Saskatchewan:

Multis E Gentibus Vires (From many peoples, strength)

Alberta:

Fortis et Liber (Strong and free)

Newfoundland:

Quaerite Prime Regnum Dei (Seek ye first the Kingdom of God)

6. a) Australia

Darwin, Perth and Brisbane are cities located in Australia.

7. d) Bengale

George Orwell, the famous British novelist, was born in 1903 in Bengale.

8. b) Africa

The city of Freetown is on the African continent. It is the capital of Sierra Leone, a Western African country and a member of the Commonwealth.

9. a) Siam

From the time of sixteenth century European traders, until 1939, the Kingdom of Thailand was known as Siam. The word "thai" means freedom.

10. a) True

Buddhism is the state religion of Thailand, with more than 95% of the Thai population identifying themselves as Buddhists. Buddhism is more than just a religion — it is an entire philosophy influencing the nation's art, literature, education and social system.

11. b) False

Thais do give precedence to matrilineal links. (The mother's side of the family is still considered to be more important than the father's side.)

12. b) False

Traditionally, women in Thailand were not allowed to become monks. However, in 1976 women were granted equal legal rights and the government announced that women would now be appointed to diplomatic posts as well. In 1977 the King of Thailand legally made his daughter a potential successor, second in line to her elder brother.

13. c) Kikuyu

Kikuyu is one ethnic group located in Kenya. Kenya, an East African country is renown for its safari tours.

14. a) True

Since Kenya achieved independence in 1963, its guiding slogan has been "Harambee," which means pulling together. This expression reflects the nation's varied cultural heritage, and its need for a national identity based on cooperation.

15. a) Charruas

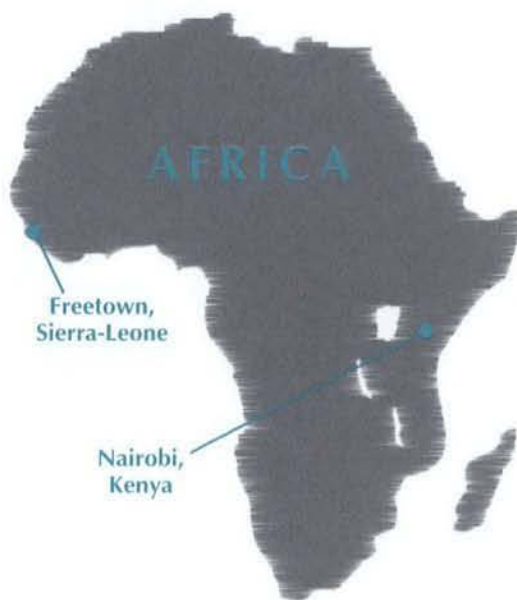
The Charruas were the native inhabitants of Uruguay before the arrival of the Europeans.

16. a) 13,700

The 13,700 islands of Indonesia are bathed by the waters of the Pacific and the Indian oceans. The islands stretch about the distance between Toronto and Vancouver.

17. a) August 17, 1945

The Republic of Indonesia gained its independence on August 17, 1945. Indonesia is composed of 27 provinces administered by a central government. These provinces are divided into 300 regions, with each region having its own leader.



18. b) Mount Logan

The highest mountain in Canada, Mount Logan, is 5,949 meters (19,523 feet) above sea level. After Mount McKinley in Alaska, it is the highest peak in North American. Mount Logan bears the name of William E. Logan, the famous geologist who served from 1842 to 1870 as the first head of the Geological Survey of Canada.

19. a) True

Francis Jeffrey Dickens, third son of the famous novelist Charles Dickens, served as an inspector with the North West Mounted Police.

20. a) Lester B. Pearson

During his Nobel Peace Prize acceptance speech on December 10, 1957, Pearson stated: "The grim fact is that we prepare for war like precocious giants and for peace like retarded pygmies."

These folks won prizes for their entries in the quiz. Congratulations!

Quebec region:

Irene Prud'homme,
Federal Training Centre,
Laval Institution

Ontario region:

J. Robert Brideau,
Bath Institution

Prairie region:

Dennis Miller,
Edmonton Institution
Joan L. Jorissen,
Drumheller Institution

Let's Talk

October / November 1993

Correctional Service of Canada



Autumn



Correctional Service
Canada

Service correctionnel
Canada

Canada

LET'S TALK / ENTRE NOUS

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October / November 1993

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LET'S TALK

with the Commissioner

WARDEN OF THE YEAR – JIMMY O'SULLIVAN

SINCE MY ARRIVAL at the Correctional Service of Canada, one of my more pleasant tasks has been the opportunity to bestow awards and honours on a number of deserving and dedicated Correctional Service of Canada staff. During the American Correction Association Congress, in August 1993, I again had the opportunity to participate in an awards ceremony. CSC's Jimmy "O" was awarded Warden of the Year by the North American Association of Wardens and Superintendents.

Jim O'Sullivan has served as Warden of the Saskatchewan Penitentiary for 18 years. Jim began his career in 1964 as a trades instructor. During his career, he went on to be General Duty and Relief Instructor, Supervisor of Industries, and Assistant Warden of Production, Training and Correctional Development. During his association with the Industries sector, he initiated an innovative program which allowed maximum security inmates to work in the community in local industry and government jobs. This was the first time within Federal Corrections that maximum security inmates were given temporary absences to work outside an institution.

Although CSC is aware of Mr. O'Sullivan's achievements, it is gratifying to see that others have recognized them as well. In 1977, the Report of the Parliamentary Committee studying the Penitentiary System in Canada stated that "Saskatchewan Penitentiary is, despite its serious overcrowding, the most successful maximum security institution in the Canadian system, largely because of its enlightened management." The Report went on to say that the institution possessed "a good relationship between management, staff and inmates; a record of competent and strong administration; a very active and supportive CAC; open channels of communication; and a positive and productive atmosphere free of tension and conflict." Today, as in 1977, we each strive to achieve and maintain the strong work ethic and values set before us by people like Jimmy O'Sullivan.

While I cannot profess to know Jim as well as many CSC staff, I am told that he is characterized by a spirit of optimism, discipline and a strong sense of humour. I am also told that he has a willingness to sing Irish songs. These qualities have no doubt helped him through the memorable, and the not so memorable moments he has experienced over the course of his career.

Throughout his years in CSC, Jim has also found the time and energy to participate in a number of worthwhile causes and activities to help his community. Jim's involvement with his local Rotary Club led to his being awarded this year's Paul Harris Fellowship from Rotary International. Jim has also pursued a lifelong interest in Judo. This interest led him to form a Judo Club in Prince Albert in 1971, attend the Canada Winter Games as a coach and trainer for the Saskatchewan Judo Team and to serve for four years as Secretary-General, Judo Canada. Jim has also been a national Judo referee for 25 years and continues to serve as President of Judo Saskatchewan. He credits his interest in Judo with keeping him in the fit shape most becoming to the longest serving Warden in the Canadian Federal Correctional System.

Jim O'Sullivan rightly deserves the title of Warden of the Year for his leadership, achievements and the example he has set for others. I know you join me in offering him sincere congratulations. ★

A handwritten signature in dark ink, appearing to read "John Edwards".

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10

One partnership that CSC has maintained and nurtured throughout the years, and with great results, is its partnership with community and chaplaincy volunteers. CSC has long considered volunteers a valuable resource.

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11

"What I (Andrew Graham, Deputy Commissioner for the Ontario region) personally find disturbing is how shallow is the level of public understanding about corrections in Canada. Nonetheless, we need to recognize the legitimate demands from a wide variety of groups to be more involved in the correctional process. We have moved beyond just handing out pamphlets."

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13

Unless effective programs to sustain the environment are implemented soon, the life expectancy of our children's grandchildren, in spite of medical advances, will be half of our life expectancy.

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16

The French and English languages and cultures have coexisted since the beginnings of the political entity we know as Canada. In order to make sense of the present, it is helpful to look back at some of the historical events that have shaped us as Canadians.

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19

Based on his fifteen years of experience as a parole officer on the streets of Vancouver, Dennis Bolen has written a critically acclaimed novel.

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20

A joint CSC/FCM Committee has been established to strengthen existing relations and initiate relations between the corrections profession and the community.

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23

September 8th was International Literacy Day. Test your knowledge on the level of literacy among Canadians.

Strengthening The Ties That Bind:

WHILE the young man tends a row of hamburgers on the barbecue, his wife takes a well-deserved snooze inside the house. Their five-year old son splashes around in the wading pool, cooling off after a vigorous game of two-man baseball with Dad.

This could be a scene in just about any suburban community in Canada, and the people in it any carefree, close-knit family enjoying a lazy summer day.

A quick look around though, and you realize exactly where you are; a high chain-link fence, a locked gate and prison walls in the distance. This is Joyceville Institution, the man by the barbecue is an inmate and the mobile home they are staying in is theirs for a short time only.

In a few days, Dwight will be back in his cell and Arlene, his wife, will once again be the sole parent at home. For 72 hours though, they have the chance to live a relatively normal family life thanks to CSC's Private Family Visiting Program.

When the program began in 1980, it was intended for inmates serving life sentences. The program began with a single trailer unit at Millhaven Institution and many staff

were skeptical. Now there is general agreement that the program is doing what it was intended to do — helping inmates maintain family relationships. CSC recognizes that such bonds often mean the difference between an inmate's success or failure at returning to the community as a law-abiding citizen. The program has expanded over the years so that now almost every federal institution has one or more trailer units. The trailers are equipped with all the amenities of home, where inmates can spend a few days with their families — be it spouses, children, parents, or other people with whom they have close ties. These private family visits, or PFVs as they're called, allow inmates and families to take a trial run at normal life and to reconnect over the great divide that separates prison life from the world outside.

Maintaining a relationship through the other avenues available — general visiting, telephone calls and letters — can be painfully hard, Dwight and Arlene point out. There is simply not enough time or privacy to deal with feelings and properly discuss many practical matters. The PFVs offer an oasis of quality time. They are also a break from tough daily life.

"It helps to get away from that incarceration environment. It's therapeutic," Dwight says. For Arlene it's "a great opportunity to catch up on sleep" with Dwight there to respond to the needs of their very active, energetic son. Dwight also shares in the cooking and cleaning, taking pains to prepare the West Indian foods that they all enjoy and that help create a homelike atmosphere. For Dwight and Arlene's son, the trailer is "the cottage," a magical place where he can see his parents together again and be with them to his heart's content. He asks repeatedly when the next visit will be.

The normal waiting period for private family visits is two months, but the program is so popular that it can take considerably longer for a unit to become available. Arlene and Dwight, however, can take advantage of last-minute cancellations because she lives in Kingston, a short drive away. Arlene moved to Kingston from Toronto a year ago so that she and their son could be close to Dwight. It meant giving up a job she liked with a child welfare society and entering the legions of job-hunting Canadians. She feels it was well worth it. Other spouses and family mem-

Private

bers have to travel long distances, arrange time off from work and incur considerable costs to come for their PFVs.

Dwight and Arlene have been married for eight years and have always had a strong, caring relationship. Nevertheless the stresses of separation and Dwight's prison term have caused them to worry about keeping the family together. "The PFVs let us see that we have a good chance to make it in the outside world. That the compatibility is still there."

Not all his fellow inmates have such close ties with their families, Dwight agrees, but he is convinced that trailer visits generally strengthen bonds and do a lot of good.

"People don't usually commit crimes for their families. It's the other way around. Family acts as a deterrent to crime."

Réal, an inmate at the minimum-security Federal Training Centre in Laval, Quebec, shares much in common with Dwight. He also sees himself primarily as a family man who enjoys a solid relationship with his wife and two children, a boy aged seven and a girl of eight. He too feels the pain of having made his family suffer and is determined to make it up to them.

While Réal is in prison, his wife Josée must shoulder the entire burden at home by herself. Their children's lives are clouded with responsibilities, worries and the loss of a parent. "It's like a divorce," Réal says. "My wife and children have to serve my sentence with me."

With only one year completed of Réal's eight-year sentence, the family still has a long way to go before it can be re-united. What has made the experience bearable is the trailer visits. They've had six so far. Réal and Josée are convinced that, without these visits, the family could easily fall apart. Leaning forward over the trailer unit's kitchen table, speaking with rapid intensity, they pour out their feelings about what private family visiting means to them.

"Knowing that there's a trailer visit coming in six weeks helps me survive from one six-week period to the next," Josée says. "Without them we'd be divorced and the children would be in foster homes."

Réal explains that the visits are a chance to be a "real man" again, to assume family responsibilities and play a role in the lives of his children. All this helps to bolster his self-esteem, which he admits, gets

a battering during the routine of institutional life. The days together also make him realize how precious his family is and how lost he would be without them.

Like Dwight and Arlene, Réal and Josée have managed to create a relatively normal atmosphere during the visits — despite the confines of fences and walls and the head counts conducted several times a day by institution authorities. They improvise games for the children with what is available, watch television and videos, talk and cook meals. The time passes quickly, although by the third day the children may be restless. They have established some kind of rhythm of their own.

Their first private visit, however, was a sleepless and strained affair. They took it without the children so that they could have more time to focus on one another. Coming together after several months of separation, full of expectations and needs, they found themselves overwhelmed by emotions and painfully awkward with one another. So much had changed within a few short months. They were no longer the same people. In Réal's words, "It was like meeting for the first time."

Family Visiting

The Ties That Bind...

These problems are not unusual, Josée and Réal say. It is highly probable that a couple will find it hard to communicate or relax with one another after the trauma of separation. It is also very hard to go back to reality after the visit is over, especially the first time around.

"It's important not to have illusions. It is very hard at first, but it does get better," Josée says.

What their experience underlines is how difficult it would be after a separation of years if there were no trailer visits to help families slowly re-adjust to one another.

Spouses and common-law partners are the most frequent participants in the Private Family Visiting program, but other relatives come as well. The program is open to anyone with whom "in the opinion of the institutional head, the inmate has a close familial bond," CSC policy states. This can include a person from the community with whom an inmate has developed ties during incarceration as long as the relationship is at least a year old and has been maintained through regular con-

tact. When the trailer units are not in use for private family visits, they may be offered to an eligible inmate for "quiet time," that is, a break from the prison routine. But it is rare that a trailer is available for such purposes.

John Ball, Coordinator of Visits and Correspondence at Joyceville, points to a stack of about 100 file cards. The cards represent the current applications for PFV time in one of the institution's five trailer units. Each unit is in use almost constantly, nevertheless because of the line-up, the normal waiting period here for PFVs is three months. Two more units are under construction, but they will quickly be filled by applicants from neighbouring Pittsburgh Institution. The high demand, says Ball, is due to a larger, younger prison population and the popularity of the program.

To apply for a PFV, inmates and their visitors must fill out appropriate forms, provide identification, and, in the case of common-law partners, sign a declaration attesting to the union. CSC staff conduct community assessments of visitors to ensure that they

are suitable. At Joyceville, this is usually done by phone rather than in person to save time. Inmate applications are screened by correctional officers and case management officers. Most inmates are eligible as long as they are not likely to engage in family violence, are not going home on Unescorted Temporary Absences and are not in a Special Handling Unit.

When the program first began, it was viewed partially as an incentive for good behaviour. Therefore, another stipulation was that the inmate had to be free of major charges for six months, and minor charges for three months, before being allowed a PFV. Now, minor charges will not disqualify an inmate from a PFV. Denis Barbe, Manager of Education Programs at CSC explains that PFVs have come to be considered more as a right than a privilege. This is because the program is so highly valued by the inmates and is seen to help them greatly in their re-integration into the community.

The open policy, however, doesn't mean that "anything goes" during PFVs. Inmates

Réal, Josée and their two children enjoy one of their private family visits as they prepare for a family barbeque.





The Private Family Visiting Program gives Dwight, Arlene and their son an opportunity to spend time together as a family.

must clean up after themselves, pay for any items they damage and pay for the food they and their families use. Family violence and contraband materials are not tolerated. Inmates who break these rules may lose their private visiting rights as well as face criminal charges, depending on the seriousness of the offence.

Of course, it is a challenge to maintain security (including control of contraband) while respecting family intimacy. One way this is done at Joyceville, John Ball says, is by staff practicing "dynamic security." They keep an eye out for trouble in the

trailers as they do regular maintenance rounds and keep up friendly and casual contacts. Undoubtedly, some contraband gets into the institution through the trailer visits, but this can occur during general visiting as well.

Réal, Josée, Dwight and Arlene's personal enthusiasm for the program is backed up by more objective data. An evaluation of the PFV Program by a consulting firm in 1989 — some 10 years after the program had been set up — was very favourable, recommending that the program continue with few changes. One

of the points the evaluators made was that any drug smuggling through PFVs was not significant enough to negate the benefits of the program. A recent survey conducted by CSC also shows evidence of the program's success.

Réal and Dwight do have suggestions for improvements to the program. Dwight feels that many inmates lack information about the program, particularly about application procedures and he feels that orientation sessions should focus on this more.

Réal sees a need for more space for his children to play in — perhaps a common area where children of different visiting families can be together. Right now they can only peer at one another through the chain-link fences that surround the small yards in front of each trailer home. He agrees, however, such areas would create additional concerns about the children's safety.

At the top of both men's wish lists, however, is more frequent PFVs. (Dwight wonders if shorter visits — say 48 hours long — more often could be feasible.) Whatever the imperfections of the program, it is still one of the best things happening in the lives of many inmates and they value it deeply.

And of course, any program that helps offenders reintegrate into the community as law-abiding citizens benefits not only the offender, but society as a whole. ✨

by Gabriella Goliger

Some PFV Facts

- The average number of PFV units per major institution is 3
- The units are occupied 95% of the time
- 5% of PFV requests are denied
- A total of 1193 inmates from 8 institutions have participated in the PFV program in the past year
- The total duration of a visit is 72 hours

With approximately 900,000 square meters of buildings to manage, CSC is the fourth largest custodian of real properties in the federal government. Minimum security facilities account for 150,000 square meters of floor space, while medium and maximum institutions account for 750,000 square meters. The replacement value of these facilities is \$1.8 billion.

The Long Term Capital Plan

Have you ever wondered how all of this property is managed? Have you ever questioned how much money, and more importantly, how money is distributed to keep all of CSC's facilities and equipment running smoothly?

CSC has introduced a new way to manage its capital resources. Before we get to that, however, the word "capital" should be defined. Capital is simply the name of the category of funds that the government uses to finance certain types of activities; in this case the construction and the acquisition of durable goods. CSC's new "capital program" separates capital into categories, or portfolios. Each portfolio represents "subjects" or areas of expenditure. Multi-year

CSC has introduced a new way to manage its capital resources...The new "capital program" separates capital into categories, or portfolios.

plans have been developed for each portfolio, right down to specific projects. CSC's Executive Committee has established priorities for distributing resources to portfolios based on its corporate objectives.

The total capital budget for fiscal year 1993-94 is about \$141 million. CSC has divided capital expenditures into two major portfolios: facilities (which includes the maintenance of buildings and equipment, new or expanded accommodations and new or expanded services) and equipment (which includes vehicles, informatics, electronics and other capital equipment).

Each year, after a review of ongoing projects, forecasted needs, government priorities, corporate objectives and after consultation with individual managers, a percentage of money is allocated to these portfolios for upcoming years. The projects in each portfolio are also prioritized.

More specifically, to establish priorities for the capital budget and for specific initiatives within portfolios, many factors are considered. For example, one of the government's management priorities is the maintenance and protection of its capital assets. In other words, capital assets should not be allowed to deteriorate, resulting in large costs later. This means that projects may range from minor maintenance to the renovation or replacement of entire buildings.

Also considered a priority in establishing CSC's capital budget is the provision of satisfactory housing for offenders. (This means that CSC has to take into consideration the current inmate population as well as the forecasted offender population.) This could involve new construction, leases or the exchange of service agreements.

Providing facilities and equipment for new or expanded inmate and staff services are also accounted for in CSC's capital budget. This includes facilities for ongoing or new inmate programs such as education and recreation.

In planning its capital budget, CSC also considers the global issues that are of concern to all of us. For example, the capital plan also takes into consideration the protection of the environment, and the need to make CSC accessible to persons with disabilities.

Within portfolios, priorities must still be assigned to specific initiatives. Once priorities and distributions are approved, these, together with budget planning levels, form the basis of a call letter sent to CSC managers. From a diverse range of sources, managers develop a list of projects, along with an estimate of how much each project would cost. The managers prioritize the projects according to their needs and assign these projects into what they consider to be the appropriate portfolio.

The submissions from the managers are then analyzed. CSC's capital plan is then presented to Executive Committee for approval. It is presented as a national plan, with regional breakdowns, but the emphasis is on its corporate nature. The Executive Committee then goes through the

process of approving the priority of projects within each portfolio and the amount of funds allocated. It also approves the delegation of specific projects to CSC managers.

The capital plan calls for reports on actual performance against plans to be presented to the Executive Committee three times per year. For large projects, reports are to be project specific; for smaller projects, reports are to be aggregated by portfolio and region, on the understanding that regions keep detailed project records.

The Assistant Commissioner of Corporate Management will be responsible for advising the Executive Committee on variances and the implications of those variances (operationally and from a cash perspective). The Assistant Commissioner will also propose any necessary redistribution of funds. It is important to note that if redistribution is necessary, it will take place within the context of the plan that was originally approved by Executive Committee. This ensures that funds are

given to projects that have already been approved. In this way, the integrity of the plan is preserved and equity can be demonstrated to the managers of CSC.

What are the benefits of this approach to capital management? First of all, establishing portfolios establishes specific areas of expenditure, meaning related projects show up in the same portfolio.

This provides for better information and clearly shows the contribution we are making to CSC's corporate objectives. It also coherently documents our capital asset management strategy. Another advantage to CSC's new approach to capital management is that it makes the movement of funds from one portfolio to another easier. This way there are fewer process delays (i.e., going to Treasury Board) and funds don't lapse from one fiscal year to the next. This management approach also provides a wider perspective on the issue of capital management allowing for a better balance in resource allocation. ✨

An advantage to CSC's new approach to capital management is that it makes the movement of funds from one portfolio to another easier. This way there are fewer process delays and funds don't lapse from one fiscal year to the next



Making a Difference Through Partnership

THE NEED for CSC to maintain partnerships and build new ones with organizations in the community is emerging as a vital theme in corrections. CSC is aggressively pursuing new opportunities to improve community based corrections by trying to address the needs and concerns of the community.

One partnership that CSC has maintained and nurtured throughout the years, and with great results, is its partnership with community and chaplaincy volunteers. CSC has long considered volunteers a valuable resource. There are over 4,000 chaplaincy volunteers across Canada contributing more than 300,000 hours of service in federal institutions across Canada. The following letter is an example of community volunteers working in partnership with CSC and the criminal justice system. This letter was written to Reverend Pierre Allard, Director of Chaplaincy at CSC, from Lawrence Brault, Chairperson of Community Justice Ministries.

Bonjour and greetings! Let me say how thankful I am to have had the opportunity to attend the National Chaplaincy Volunteer Association Conference held in Alymer Quebec, from June 18-20, 1993.

The organization that I represent, Community Justice Ministries, has been involved in prison visitation for the past ten years. We now have 150 volunteers visiting at the three federal penitentiaries in Alberta. In addition, we have recently become involved with a Community Chaplaincy Program in Calgary.

The public makes increasing demands on the prison system to be protected from the offender. These demands, amplified and sensationalized in the media, result in voices of fear and anger.

In order for this trend to be interrupted, a different voice must

be heard in the community. We have recently seen this occur in the village of Rosemary, Alberta, approximately 160 kilometers south of Calgary.

In January of 1993, two long term volunteers, Richard Wiens and Peter Plett, were motivated to respond to a very difficult case involving someone from their community. Peter Plett had driven the young man to school on the school bus and Richard Wiens had employed him on the family farm.

The young man, age 21, was at a party with lots of alcohol and left after an altercation with another man. He went to his home and got an automatic assault rifle and began, what was for many, a night of terror.

He took several hostages including an RCMP officer. Though shots were fired, no one was seriously injured. The emotional trauma will persist much longer, I am sure.

As a result of their experiences with prison visitation, and because of a growing concern about the need for a restorative and healing approach to crime in the

community, Peter and Richard organized a town hall meeting. The group decided to write a letter to the Judge, the crown prosecutor and the defence lawyer. They wanted to make three main points:

1. They knew of this young man and they wished to be involved with him and the victims in order for a healing process to begin.
2. They were not afraid of the offender and the court did not need to feel obliged to protect them from him by imposing a lengthy prison sentence.
3. They would visit the offender and assist him with his release from prison.

The letter was signed by 75 people in the community.

The Judge commented during sentencing that the information from the community could not be ignored. Instead of the 10 to 12 year sentence the crown suggested, he sentenced the offender to five and one half years.

Although the sentence is quite long, the prospects for the offender are good. He is receiving regular visits at Drumheller Institution from volunteers from the community of Rosemary and he has good support for his eventual release. The community continues to relate to the victims of the crime and plans are being made to follow-up with interested victims to ensure that their needs are addressed in some way.

It is very significant that our involvement has lead to this. It is necessary for us to empower our communities to become involved in the lives of those who are directly affected by crime.

I wish to encourage you and your organization to maintain your focus on volunteers and community chaplaincy. It is important to encourage community involvement to counter-act the increasingly reactive and punitive climate of our times.

The church community must play a role in the restoration of community, victim and offender.

Thank you for your support. May God bless you in your work. ✨

Public Demands Involvement



*The following article appeared in **Inside Out** (Vol.9, July 1993), a publication produced by the Ontario region. This article, written by Andrew Graham, Deputy Commissioner (Ontario), is a timely piece on the issue of public consultation in the area of corrections — an issue that is becoming increasingly important.*

LAST MONTH, I tried to outline some of the financial pressures that we as a Region will be facing. This time, I want to focus on an emerging challenge that we will be addressing, even at a time of restraint. This is the increasing public demand to know what is happening in all aspects of government, to be involved in decision-making that affects it, and to be consulted. The reverse side of this coin for us is to ensure that public involvement is informed and that it reflects all sides of the issue.

For me, the coming challenge is to develop a positive communication and consultation strategy for the Region. I see it as one of my main tasks to lead the process of improving public understanding, even at a time when there are powerful trends against what many see our work as being.

How many times have you told a person, "I work for the Correctional Service of Canada", and heard, "Oh, you mean the prisons"? At that point, you want to take the time to explain that corrections means much more than prisons, even though they are a vital part of what we do. However, courtesy or common sense tend to prevail and we just nod. What I personally find disturbing is how shallow is the level of public understanding about corrections in Canada. What is surprising for me is that we have had a very long history of combining appropriate confinement with efforts at rehabilitation. In fact, this theme goes back to the early 1800s in this country. It becomes very frustrating, then, trying to explain our business.

This is exacerbated by a generally poor understanding of the criminal justice system in this country. The Attorney General of Ontario recently made a similar comment in discussing the Homolka sentencing. It strikes me again, based on much personal experience, that this lack of understanding is not simply

common to the general public who tend to be fed their visions of crime and justice by television, but also by other actors in the criminal justice field. Crown Attorneys, police and the judiciary have, over the past few years, shown remarkable misunderstandings about how the Institutional and Community side of corrections work.

We are faced therefore with a continuous public information challenge. While it is important that we do more at my level and using our meagre communications resources, you all have a role to play in clearing up misunderstandings about what we do. The best representatives of what corrections is about are the people who work in it. Your actions will define what people think about the Correctional Service of Canada whether or not you intend them to or not. This applies at my level, but at yours as well.

In the '90s, we will increasingly experience close examinations of our actions and our decisions. At times we will be treated unfairly, made to feel extremely uncomfortable even when we have done the right thing. At other times, we will be attacked harshly, perhaps too harshly, when things do not turn out as we had predicted.

Nonetheless, we need to recognize the legitimate demands from a wide variety of groups to be more involved in the correctional process. We have moved beyond just handing out pamphlets. Victims' groups have shown both strength and innovation in affecting many correctional decisions. Similarly, the new Corrections and Conditional Release Act mandates that we consult with those affected by policy changes, including offenders. This will open a new era for us, one in which the very issue of consultation must be considered whenever we make any changes. This is a land with no boundaries at this point. Further,

one often wonders what consultation is exactly. Is it asking for opinions, reconsidering what we have already set out as our preferred course of action, or perhaps providing detailed information at an earlier stage? I am not sure, but I do know that there is very little tolerance of bureaucrats like us single-handedly making decisions any more. Just as you will not tolerate arbitrary decision-making that affects your life, offenders, their families and various public interest groups feel the same about us. The world of the '90s will see a serious effort on our part to sort out the questions of public consultation and what they mean to you and me in the workplace.

However that lands, life is changing. ♦



Correctional Service Of Canada

Consultation Initiatives

THE CORRECTIONAL SERVICE OF CANADA is striving to increase and broaden its public consultation efforts. Within the last year and a half the Communications Branch has launched several public consultation initiatives. A proposed framework for public consultation was drafted in January 1993. This draft document was then circulated to the regions for their input and feedback. In this document, we have:

- defined consultation;
- outlined objectives and principles for effective consultation;
- described ways of building a public consultation culture in the Service; and
- indicated the importance of public consultation in more effective and efficient decision-making and in helping the Service achieve its Mission.

The proposed framework is actually part of a total Consultation Resource Manual for the Correctional Service. This manual was developed as a set of guidelines to assist managers in community-based planning. This is an important first step toward the better management of sensitive community initiatives. As well, this framework, combined with ideas received through regional consultation will serve as the basis for a consultation policy for the Cor-

rectional Service scheduled to be completed later this fiscal year. Other initiatives include the establishment and maintenance of:

- CSC consultation initiatives including "best practices" case studies and reference information;
- an **index of resource people** (both internal and external to CSC) with skills relevant to developing and managing consultation initiatives; and
- a **consultation resource network** for the sharing of information, and related activities across CSC.

For further information please contact:

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One frightening prediction that is heard with increasing frequency states that if the current trend continues, mankind is almost certainly in the process of bringing about its own extinction. According to Clive Pointing, Research Fellow at the University of Swansea, "There are instances of earlier societies that destroyed themselves by destroying their environment." European voyagers in the 18th century found a few survivors on Easter Island. These survivors were living in a barren, treeless landscape in place of what had evidently been an advanced and complex society. The Polynesians who first settled this well-wooded island had cut down all the trees for fuel, butts and canoes. When the island was deforested, their whole complex society, which had lasted for thousands of years, collapsed within a few decades. It seems incredible that they could build up a civilization against great odds, but they couldn't bring themselves to change their ways enough to ensure its survival.

CSC's GREEN PLAN



ARE WE IN STORE FOR THE SAME ENDING? The book, *Planet Under Stress*, by the Royal Society of Canada states that unless effective programs to sustain the environment are implemented soon, the life expectancy of our children's grandchildren, in spite of medical advances, will be half of our life expectancy.

Fortunately there is hope. The environment is becoming a global concern. The federal government launched the "Green Plan" in December of 1990. Its main objective is to lead Canada toward a state of "sustainable development." Sustainable development is defined as "...securing for current and future Canadians a safe and healthy environment, and a sound and prosperous economy."

It states that resources must be treated on the basis of their future, as well as their present value. A fundamental theme of the Green Plan is to reduce the rate at which we currently damage the environment while trying to clean up damage done in the past.

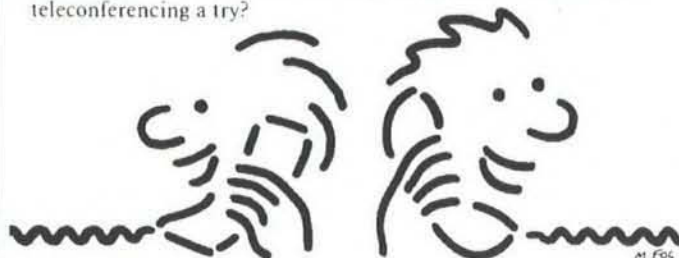
CSC is the fourth largest real property custodian in the federal government and its activities (i.e., farming) can have significant negative environmental impact. Recognizing the importance and implications of the Green Plan initiative, CSC added a core value to its Corporate Mission Document: "To ensure that our actions clearly reflect our responsibility to contribute to a healthy environment." Additionally, CSC's new Corporate Objective #7 is: "To increase the Service's contribution to improving Canada's environmental performance."

In trying to meet the goals of this new corporate objective, CSC's efforts include:

- (i) Conducting projects to improve the Service's understanding of its actions on the environment;
- (ii) Making formal commitments to improve specific areas of CSC's environment;
- (iii) Implementing specific "Green Plan" programs at every institution; and

HELP WANTED

Meeting in person can cost a lot in gas to get there. Why not give teleconferencing a try?



GO GREEN.
THIS WEEK. EVERY WEEK.



One in a series of ads produced as part of the Green Plan.

(iv) Conducting "environmental audits" to make sure that the overall Green Plan program is meeting objectives.

There is no doubt that CSC's approach to meeting the goals of its new corporate objective emphasizes preventive activities. CSC is focusing on measures to dramatically reduce the rate at which it worsens the environment, instead of focusing on cleaning up damage done in the past.

CSC started being environmentally friendly in much the same way as most government departments and individuals. The Service started by recycling pop cans, bottles and paper products. It also started planting trees and turning off lights. However, it was clear that more had to be done. To learn more about how CSC could improve its environmental efforts, some pilot projects were started. One study conducted at Warkworth, measured the amount of water used and suggested ways to cut back on water use.

Another study at Mission measured emissions from energy sources in buildings and from vehicles and then suggested ways to conserve energy. This study also recommended that trees be farmed to absorb carbon dioxide.

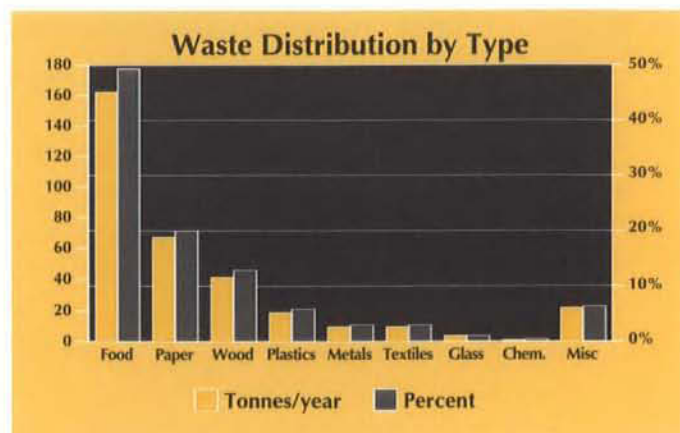
At Dorchester and Westmorland, different types of garbage were separated and measured, and suggestions were made for better recycling practices. This study found that over 85% of CSC's garbage is recyclable.

HELP WANTED

Help out by editing your documents on-screen.
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THIS WEEK. EVERY WEEK.



A composting project at Frontenac Farm showed that up to 75% of garbage is compostable. New technology can minimize global warming emissions and produce compost material that can be used to replenish the soil. This study also identified agricultural manures as being a major source of atmospheric pollutants. But, it was also found that properly composting farm manures can almost eliminate the pollution they cause. The study recommended that CORCAN build a commercial composting factory at Pittsburg Farm to handle all composting from local penitentiaries and from local municipalities. This project, in keeping with CSC's growing emphasis on partnerships, is a joint effort by CSC and local municipalities.

Other pilot projects are also underway. In cooperation with the University of Moncton, CSC is trying to find substances that can replace chlorofluorocarbons (fluids used as coolants in fridges and air conditioners etc.). CSC has also looked at the possibility of producing natural gas from sewage.

The "Code of Environmental Stewardship," is part of the federal government's Green Plan and requires all federal departments to commit to specific environmental action plans and progress reports. What CSC learned in the pilot projects it conducted was used to prepare CSC's Green Plan, which was approved by Executive Committee in April of 1992. Currently, CSC's environmental pledges are being prepared, setting specific performance targets for regions and institutions. This document should be ready for release sometime in the Fall.

The following is a preview of what can be expected from CSC in the way of commitments to be included in the Code of Environmental Stewardship.

CSC PLEDGES TO:

1. MANAGE A COMPETENT ENVIRONMENTAL PROGRAM

To meet the spirit and intent of Canada's Green Plan, we will make environmental pledges and will measure and report, both publicly and internally, on our performance relative to that pledged.

2. REDUCE EMISSIONS THAT CAUSE GLOBAL WARMING

Global warming appears now to be the most serious long-term environmental threat facing the world. By the end of the decade we plan to reduce our energy consumption per square meter by about one third in existing facilities and by two thirds in new facilities.

3. REDUCE EMISSIONS THAT DEplete THE OZONE LAYER

In the upper atmosphere, a layer of ozone filters the sun's ultra-violet light, making earth habitable. Some substances like chlorofluorocarbons (CFCs) found in refrigerators and air conditioners deplete the ozone layer. We pledge to stop buying machinery containing CFCs and to replace existing machinery with environmentally safe substances.

4. REDUCE EMISSIONS THAT CAUSE SMOG

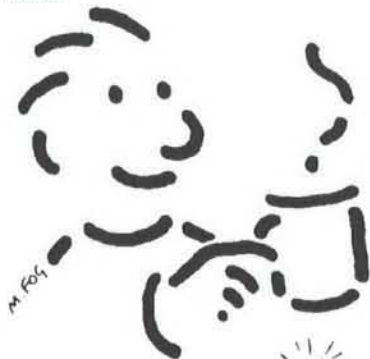
In the lower atmosphere, emissions of oxides of nitrogen (NOx) cause acid rain. These emissions also indirectly cause smog, which is harmful to both plant and animal life. CSC will reduce NOx emissions from our boilers. CSC also pledges to modify our fuel storage tanks to capture "volatile organic compounds" (better known as fuel vapours) which also cause smog.

5. REDUCE POLLUTION CAUSED BY SOLID WASTES

CSC generates a great deal of garbage, especially in institutional kitchens and cafeterias. Almost 90% of this garbage is recyclable. CSC will reduce by two thirds the amount of garbage sent to landfills. CSC will also reduce, through composting, the manure produced at CSC farms.

HELP WANTED

Help cut down on our use of throwaway products by bringing your own cup to work.



GO GREEN.
THIS WEEK. EVERY WEEK.



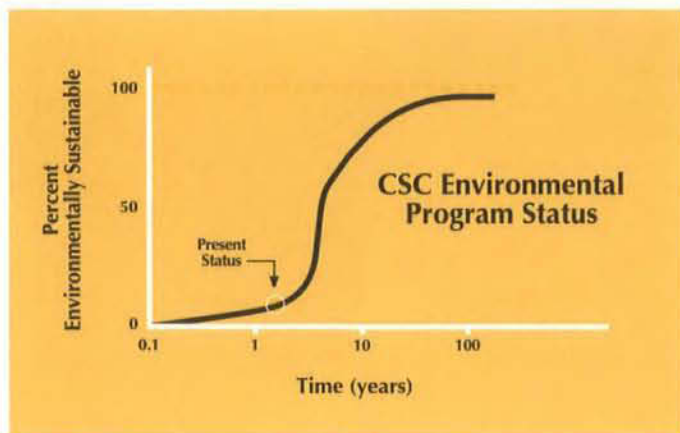
6. REDUCE THE AMOUNT OF WASTEWATER PRODUCED

CSC will first of all substantially reduce the amount of water it uses. Over the longer term, piping will be installed to distribute drinking water and water for industrial purposes separately. This will allow us to reduce the amount of wastewater we produce by two thirds. It will also allow us to treat and reuse wastewater.

7. REDUCE POLLUTION CAUSED BY HAZARDOUS MATERIALS

Many substances such as paints and solvents, medical wastes, antifreeze, fuels, and cleaning fluids, are harmful when released into the environment. CSC will dispose of these materials responsibly instead of through the garbage or sewage system.

Although CSC has accomplished a great deal since the introduction of Canada's Green Plan, a great deal more remains to be done. There is still a large gap between our ideal objectives and our actual results. To realize our plans we need widespread commitment and participation from both staff and inmates. It is no longer a matter of choice, but a matter of survival. ★



When an idea has been around for a while, we tend to forget not only its origin, but also its original importance. The French and English languages and cultures have coexisted since the beginnings of the political entity we know as Canada.

Official Languages

THERE ARE A FEW VERY IMPORTANT FACTS TO NOTE. First, that both official languages were recognized in the *British North America Act (BNA Act) of 1867* — the document that officially made Canada a political entity. Second, bilingualism is also recognized in Canada's most basic legislation, the *Constitution Act of 1982*, and in our *Charter of Rights and Freedoms*. And third, and most often forgotten is that the French language, culture and religion were given legal status in the *Quebec Act of 1774*, before Canada became a country.

In order to make sense of the present, it is often helpful to look at our past, at some of the historical events that have shaped us as Canadians. What follows (condensed from a publication by the Office of the Commissioner of Official Languages — *Our Two Official Languages Over Time*) is a summary of major historic events which have shaped our approach to official languages.

We begin our review of the evolution of our language policy in 1763, when France relinquished New France and other territories to Great Britain. The English language, reinforced by the Loyalists coming from the United States, took hold and became the majority language in Canada toward the middle of the 19th century. French was given legal status by the *Quebec Act of 1774* as one of the two languages of law and of the courts. This Act extended the borders of the province to the entire Great Lakes basin, Labrador and the territory located between the Ohio Valley and the Mississippi. The *Constitutional Act of 1791* created two provinces — Lower Canada (Quebec) and Upper Canada (Ontario). Representatives in both legislatures used both languages equally in their proceedings.

The *Union Act* was passed by Great Britain following the rebellions of 1837 in both Lower and Upper Canada. The Act united the two provinces into one colony in 1841 under the name "Canada." Section 41 of this Constitutional Act made English the sole language of Parliament and of legislation, without, however, "prevent[ing] translated copies of any such documents being made." In 1848, however, at the request of both Houses of the Canadian Parliament, London repealed this section without replacing it with any other provision concerning the use of languages in the colony. Nature accordingly reclaimed its rights.

1867 — Confederation

The Constitution Act, 1867 (also known as the British North America Act, 1867), united the Provinces of Canada (Ontario and Quebec), Nova Scotia and New Brunswick into the Dominion of Canada. Section 133 of the Act provides for the use of English or French in the debates of the House. Both languages are used in the records and journals of Parliament and the Quebec legislature. The acts of both Parliament and the Quebec legislature are published in English and French. Either language could be used in federal courts throughout Canada and in any court in Quebec.

1888 — Civil Service Act

As early as 1888, the *Civil Service Act* provided for a bonus of \$50 to be paid annually for the ability to execute "composition in French by English candidates [and] composition in English by French candidates."

1923 — Civil Service Regulation 19

In 1923, Regulation 19 of the *Civil Service Act* reaffirmed the principle that all examinations could be written in English or French, and that the candidate's choice of language could be made at the time of application.

1961 — Heeney Report, Civil Service Commission

In 1961, a Civil Service Commission report recommended that every citizen have the right to federal services in English or French. Furthermore, the Civil Service should be representative of the cultures (especially English and French) that make up Canada. The Royal Commission on Government Organization (Glassco Commission) endorsed these recommendations in 1962.



Back

1934 — Federal Translation Bureau

To improve coordination, avoid duplication and ensure simultaneous publication of documents in English and French, the federal government established the Translation Bureau.

The *Civil Service Act* was also amended again in 1934. The amendment specified that individuals appointed to "a position within a province" were required to qualify, by examination, "in the language of the majority of the persons requiring services: provided that such language is French or English."

1958 — The Civil Service Act and Regulations

A Civil Service Commission report led to amendments to the *Civil Service Regulations* and the *Civil Service Act*. Public servants in contact with the public and working in linguistically mixed localities were now required to be bilingual. The language qualifications (level of bilingualism) are determined by the Civil Service Commission. Furthermore, a public servant in charge of a work unit composed of significant numbers of Anglophone and Francophone employees should be sufficiently bilingual to supervise the unit's work.

1963-67, Royal Commission on Bilingualism and Biculturalism

In Book I of its Report (1967), the Commission concluded that Francophones in Quebec constitute a "distinct society." The Commission recommended that Parliament adopt an Official Languages Act to establish the equal status of English and French in Canada and appoint a Commissioner of Official Languages to oversee its application. It urged the provincial governments to follow suit. In 1968 the federal government accepted the recommendations.

1964 — Language Training

The Civil Service Commission launched the Language Training Program and began English and French language training for federal public servants.

1966 — Policy on Bilingualism in the Public Service

The Prime Minister stated that Anglophones and Francophones should receive equal consideration as candidates for positions in the federal Public Service and, subject to certain conditions, should be able to work in English or French.

1967 — Language as an Element of Merit

Under the *Public Service Employment Act*, language became an element of merit in the appointment of federal public servants.



1969 — Official Languages Act

Parliament adopted the *Official Languages Act* with the support of all parties. Its key section states: "The English and French languages are the official languages of Canada for all purposes of the Parliament and Government of Canada, and possess and enjoy equality of status and equal rights and privileges as to their use in all the institutions of the Parliament and Government of Canada." The Act stipulates that federal services to the public are to be provided in English and French wherever there is significant demand, and sets out the duties of federal institutions in this regard. It also describes the role and functions of the newly created position of Commissioner of Official Languages.

1970 — Commissioner of Official Languages

Keith Spicer, the first Commissioner of Official Languages, takes office.

1973 — Parliamentary Resolution on Official Languages

Parliament adopted a resolution on official languages which reaffirmed the principles of the *Official Languages Act*, defined the right of federal public servants to work in the official language of their choice (subject to certain conditions), and provided for the linguistic designation of positions in the Public Service.

1974 — Consumer Packaging and Labelling Act

The *Consumer Packaging and Labelling Act* came into force, along with regulations on bilingual labelling (1978).

1982 — Canada Constitution

The Canadian Charter of Rights and Freedoms (which forms part of the Canada Constitution) declares that English and French are the official languages of the Canadian Parliament and the New Brunswick legislature. Both French and English are used in federal courts and in the courts of New Brunswick.

1988 — Official Languages Act

Parliament adopted Bill C-72, which recognizes the linguistic duality of Canada and broadens the scope of Canadian language reform.

In the Correctional Service of Canada, official bilingualism is relatively new. Back around 1975 our national policy was that there should be one bilingual CX (Correctional Officer), one bilingual WP (Case Management Officer) and one bilingual nurse per institution. In the early 1970's the Official Languages Program was very centralized. At NHQ, twenty staff members worked on official languages matters under a system of control that today would be unimaginable. For example, every form used to identify the language requirement of every position had to be approved by the Director of Official Languages at NHQ and then counter-signed by an official from Treasury Board.

Our policy has come a long way since then, and has evolved into one which is comprehensive and outlines the services offenders should expect to receive in each and every office. Based on Commissioner's Directive 087 and based on the number and percentage of offenders who prefer either English or French, each office prepares a plan tailor-made to its specific needs.

Today, there are two employees at NHQ who work on official languages, and each region has a coordinator to assist managers. Operational managers are responsible for seeing that both offenders and the public receive services in the official language of their choice. They are also responsible for ensuring that CSC employees have a linguistically fair environment in which to work. This is one area where a reduction in administrative overhead and improved availability of services have walked hand in hand.

Since the inception of the Official Languages Act in 1969 there truly have been significant improvements. However, not all is perfect. Each region has identified problem areas and has developed action plans to address them. Quebec, for instance, is planning to increase the hiring of Anglophones, while the Ontario region has important improvements to make in serving French-speaking inmates. Through these plans the Correctional Service of Canada renews its commitment to meet its official languages obligations to offenders and the general public, while providing a workplace which is hospitable to both official language groups. *



PAROLE OFFICER Dennis E. Bolen has walked and worked on the streets of Vancouver for the past 15 years, supervising federal offenders and trying to help them stay out of trouble. It's been an interesting 15 years.

Mr. Bolen has drawn from his experiences in the West Coast city to write a critically acclaimed novel with the catchy title *Stupid Crimes* (Anvil Press, Vancouver). Not surprisingly, the hero of this fictitious book is a parole officer, Barry Delta.

Mr. Bolen's first published novel has been described by various critics as "an experimental and imaginative first novel," a "heartfelt, highly entertaining, very skillfully-realized story," and "unpretentiously vivid." The Toronto Globe and Mail review was headlined, "Only a clever writer could make stupid people this interesting."

The parole officer/writer was not prepared for the critical acclaim. "I had no idea how to handle glowing reviews," he said. His novel has won him a nomination for an award from the National Crime Writers Association.

Questioned about the title of the novel, Mr. Bolen said it "just seemed to work." Readers feel the title is apt. Mr. Bolen said he was trying to portray street crime as it really is.

Street crimes are not usually committed by clever people, he explained. They are generally committed by people acting on haphazard impulse, while out of control on drugs or alcohol. The result – stupid crimes.

In 15 years on the street, Mr. Bolen has encountered a variety of hazards, which are reflected in the novel. He has been threatened by "clients" more than once. However, he remains pragmatic, saying that any dangerous situation usually involved "a lack of communication."

Mr. Bolen joined the Correctional Service of Canada in October 1977. Except for a two-month stint in the Pacific Region's Com-

munications Branch several years ago, he has spent the entire time as a parole officer in Vancouver.

He has a Bachelor of Arts from the University of Victoria and a Masters degree in Fine Arts from the University of British Columbia, where he was a Fellow in Creative Writing.

He has written several as yet unpublished novels and is also an associate editor of a Vancouver literary magazine called *Sub-TERRAIN*. His self-described "literature pursuit" has become his primary focus. "I'm probably an artist first now."

However, his work as a parole officer leaves him little time to write. "All my effort (these days) goes to being a parole officer." Mr. Bolen trained fellow Pacific Region parole officers in the application and implications of the new *Corrections and Conditional Release Act*.

The recently-proclaimed law makes a parole officer's job even tougher than it used to be, said Mr. Bolen. "It is difficult to apply all the new legislation to my job."

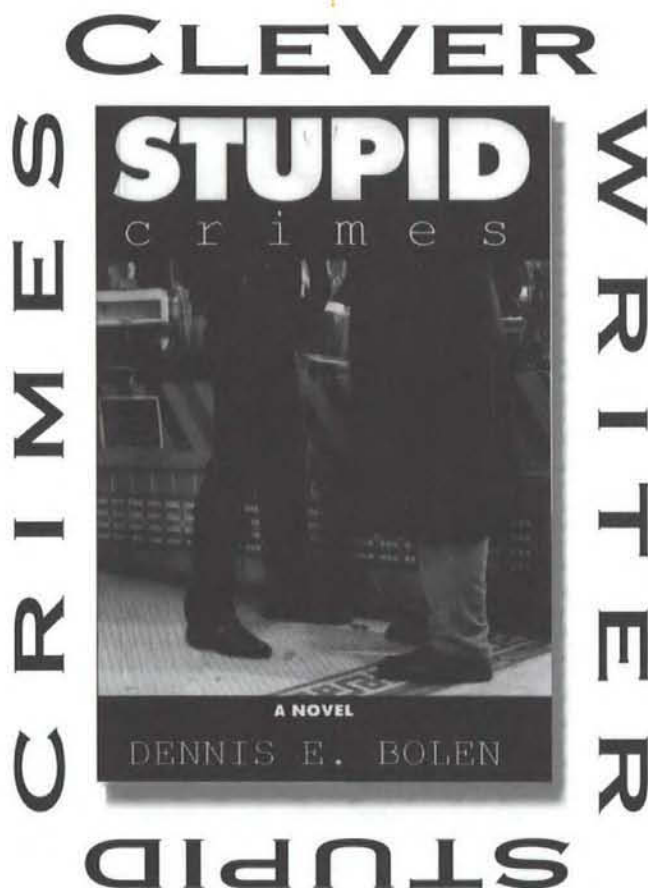
Despite the limitations on his free time, Mr. Bolen has signed a contract to publish another book next year.

Stupid Crimes was scheduled for a second printing this past spring. A movie production company has also purchased an option on the novel.

However, lest you think Mr. Bolen has written a winning lottery ticket, he is quick to point out that first-time authors whose books sell only in Canada do not make much money. To grab the brass ring and earn big dollars, a writer has to be published in the United States and/or Great Britain.

"A book published in Canada can get you a reputation if it is liked," Mr. Bolen said. But you don't become rich on the royalties. "It's a very tough go." ★

by Dennis Finlay



CSC & FCM

Establish Joint Committee



IT IS BECOMING increasingly clear that we are living in a time where organizations and government departments can no longer function autonomously. As the "global community" becomes smaller, problems become increasingly shared. It is therefore no surprise that more organizations are trying to solve their problems in partnership with other organizations.

For the Correctional Service of Canada, this is not a novel solution. CSC has, for many years, fostered partnerships with such organizations as the National Parole Board, the police and the John Howard Society. What is new, however, is that CSC is actively pursuing new partnerships with less traditional organizations like, for example, the Federation of Canadian Municipalities (FCM).

You may recall that in our June/July issue, we talked about the Federation of Canadian Municipalities (FCM). To refresh your memory, the FCM is a national agency representing the interests of local governments across Canada. In addition to 17 provincial and territorial associations, FCM has 560 members representing over 70% of the Canadian population. Through its Urban Safety and Crime Prevention (USCP) Program, FCM is trying to provide municipal leaders with the tools needed to tackle the causes of crime, rather than the results of crime.

One important element of the USCP Program is helping the public understand how the criminal justice system works. Both the Correctional Service of Canada and municipal leaders realize the importance, as well as the advantages of working as partners in an effort to educate the public and gain community support.

Speaking at CSC's Senior Management Meeting in June, Ottawa City Councillor, Diane Holmes, discussed the importance of CSC officials linking up with municipal leaders in helping the community to better understand corrections. She suggested concrete action such as regular meetings with community officials and members of the public to discuss correctional issues as well as community concerns.

To this end, a joint CSC\FCM Committee has been established to strengthen existing relations and initiate relations between the corrections profession and the community. The overall goal of the Committee is to "...improve communication and understanding to facilitate the development of good working relationships between these sectors."

Both the community and the offender will be better served through public education, understanding and the exchange of information. For example, for CSC, community support for correctional programs is essential for the programs to work. For the community, a proper reintegration process of offenders is a good safeguard against recidivism.

All too often, interaction between local governments and CSC occurs only during a crisis situation, where, for example, an inmate has escaped and committed a crime. Ms. Holmes suggested that "CSC needs to establish full-time partnerships with the community so that when a need arises the community understands and feels part of the process (i.e., determining the site for a new prison); not just an obstacle that is overlooked for as long as possible."

The joint CSC\FCM Committee's mandate is to examine issues pertaining to corrections in the community. The Committee will also look at existing correctional programs and services in the community and evaluate their effectiveness on crime prevention. Additionally, the Committee will take a close look at the process that allows for the release of dangerous offenders and sex offenders into the community. In effect, the Committee will look at all the players involved, how they interact and their effects on the community.

The Committee will submit its findings, in the form of a report, to the USCP Standing Committee and to CSC's Executive Committee. In its report, the Committee will recommend ways in which corrections officials and community leaders can work together to improve the system.

By being partners and part of the solution, it is hoped that the community and its leaders will develop confidence in CSC's ability to reintegrate offenders into society as law-abiding citizens. ✱

A SOURCE OF INSPIRATION

WE ALWAYS HEAR about the offender who failed after being released into the community. We almost never hear about the offender who has successfully reintegrated into the community; and this is not because there are no success stories to tell.

What follows is a success story that will hopefully be a source of inspiration for those individuals who question whether or not they can "make it on the outside." This story should also help alleviate doubts about the effectiveness of rehabilitation programs for offenders.

In September 1989, Allan Contois arrived at the Manning Adult Learning Centre at Edmonton Institution functioning at the middle-to-upper Adult Basic Education (ABE) level. He completed his ABE requirement by the end of the year and enrolled in high school courses offered by the Manning Adult Learning Centre and the Alberta Distance Learning Centre. In two and one half years he successfully completed the high school courses required for acceptance in the University of Alberta's "Transition Year Program (TYP)."

After being released from Edmonton Institution, Allan started his TYP courses. He soon realized that through hard work and determination, he could do university level work. His hard work and dedication paid off. He was first awarded the Saddle Lake Scholarship for academics, and by the end of his TYP year, he was awarded two more honours. Allan was honoured for his work in his chosen field, Native Studies, and he was also chosen as class Valedictorian. This latter honour was especially significant to Allan not only because it was awarded by his peers, but because it recognized his academic standing as well as his contributions as Ambassador in the Transition Year Program.

In his Valedictorian speech, Allan gave credit to the staff at the Manning Adult Learning Centre for their encouragement and support. He also commended his Community Preparation and Integration Program counsellor who helped him plan a program that could be successfully followed.

This first year of Allan's return to the community was a new beginning. With his determination and drive we can be confident of Allan's future successes as a law-abiding member of society. ■

This article was submitted by **Jamie Robertson**, an Instructor at the Manning Adult Learning Centre at Edmonton Institution.



(From l. to r.) Reuben Quinn, a Counsellor with the Community Preparation and Integration Project at Edmonton Institution, with Allan Contois and Jamie Robertson, an Academic Instructor at Edmonton Institution.

C O R R E C T I O N

An article that was submitted to us and printed in our June/July issue (page 7), incorrectly identified Greg Cohoon as the Chief for the Halifax Police Department. Greg Cohoon is the Chief for the Moncton Police Department. Vincent J. MacDonald is the Chief for the Halifax Police Department. Let's Talk apologizes for this error. ■

PEER SUPPORT TEAM AT P4W

ONTARIO – In 1989, psychologist Jan Heney conducted a study on self-injurious behaviour at the Prison for Women. Her report focused on the assertion that self-injury should be viewed as a mental health issue rather than as a security issue. Heney suggested that self-injury is a coping strategy for women trying to deal with the strain of being incarcerated. Heney found that most women who engaged in self-injurious behaviour were experiencing emotional difficulties relating to past experiences.

It has been recently recognized that the vast majority of federally sentenced women in Canada are survivors of some form of abuse (childhood, sexual, family, rape, etc.) and are in need of services to help work through these issues. It is generally agreed that women need to participate in support, recovery and educational programs which will empower them to make positive lifestyle changes.

During the course of her work, Heney discovered that there existed, among the women at P4W, an informal network of counselling and support. She recommended that a team of women inmates be formally trained in counselling skills so that they could be available to help other women in crisis. It was agreed that a woman was "in crisis" if she appeared to be withdrawn, depressed, agitated or just emotionally upset. Thus, the first Peer Support Team was formed in May, 1990 by psychologists Jan Heney and Julie Darke, and ten women from P4W.

Women who want to train to be part of the Peer Support Team can volunteer. Each volunteer is interviewed as to why they are interested in joining the team. They are also asked if they feel that they might have any personal problems (i.e.,

substance abuse) that might impede them in effectively supporting other women in crisis. An attempt is made to select a team comprised of women from diverse ethnic and racial backgrounds and from different living units within the prison.

The Peer Support Team also sponsors events in the institution to celebrate International Women's Week and to recognize the December 6th massacre which took place at Montreal's École Polytechnique. Additionally, last year the Team developed a self-care booklet for women in the prison entitled *Taking Care*.

Members of the Peer Support Team try to enhance their existing counselling skills, and to acquire new ones, even after leaving P4W. For example, in the Halfway Houses, peer counsellors play a vital role in helping offenders re-adjust to community living. The Peer Support Training carries with it more than just an avenue through which to survive incarceration. Peer Counsellors presently liv-

ing in the community have expressed that participation in the program has brought about significant changes in their lives.

The Peer Support Team program is in structure, philosophy and concept a women's centered program. Interestingly enough, several male institutions have expressed interest in the training program and have modified the program to meet their own needs.

The Peer Support Team challenges conventional attitudes about female offenders and offers, in its philosophy and structure, an alternative model for prison programming for women. ■

This article was submitted by the Peer Support Team at Prison for Women.



A QUIZ

*on the state of
literacy among Canadians!*

ELIGIBILITY

All permanent or term employees working for the Correctional Service of Canada may enter their answers for prizes.

EXCLUSION

Employees working in the Creative Services area of Communications and Corporate Development, or in the Correctional Programs Division.

DEADLINE AND

SUBMISSION OF RESPONSES

All responses must be addressed to Denis Barbe, Correctional Programs Division, 2C, 340 Laurier Avenue West, Ottawa, Ontario K1A 0P9.

Clearly indicate your name and full address. The deadline for receiving responses is **October 31, 1993.**

1. The total number of completely illiterate people in Canada is approximately:

- a. 500,000
- b. 1,000,000
- c. 2,000,000
- d. 3,000,000

2. A functional illiterate is someone who has enough education to understand routine written material.

- a. True
- b. False

3. The proportion of functionally illiterate Canadians in Canada is:

- a. one in ten (10%)
- b. one in five (20%)
- c. one in four (25%)
- d. one in three (33%)

4. In 1988, the cost of illiteracy in Canada was:

- a. \$5 billion a year
- b. \$10 billion a year
- c. \$15 billion a year
- d. \$20 billion a year

5. It is expected that, during the 1990s, more than 12 years of education and training will be needed to satisfy the requirements of nearly:

- a. one third (1/3) of all new jobs
- b. half (1/2) of all new jobs
- c. two thirds (2/3) of all new jobs
- d. three quarters (3/4) of all new jobs

6. In 1992-93, total spending in Canada for education and training was:

- a. \$25 billion
- b. \$35 billion
- c. \$45 billion
- d. \$55 billion

7. Which year were the first educational programs offered to inmates in CSC institutions?

- a. 1800
- b. 1850
- c. 1900
- d. 1930

8. What employee group originated the first educational programs offered at CSC?

- a. correctional officers of the time
- b. psychologists
- c. volunteer teachers
- d. chaplains

9. Which commission of inquiry report recommended, in 1936, a complete revision of the prison educational system?

- a. the Fauteux report
- b. the Archambault report
- c. the Gibson report
- d. the Stevenson report

10. The proportion of inmates imprisoned in CSC institutions who, at the time of their admission, did not have Grade 8 in language and mathematics is:

- a. one in three (33%)
- b. half (50%)
- c. six out of every ten (60%)
- d. three-quarters (75%)

11. In order to offer its various educational programs to the prison population in 1992-93, CSC spent:

- a. \$25 million
- b. \$35 million
- c. \$45 million
- d. \$55 million

12. CSC defines success in its Adult Basic Education (ABE) program as completion of:

- a. Grade 6
- b. Grade 8
- c. Grade 10
- d. Grade 12

15. For its ABE program, CSC spent the following amount in 1992-93:

- a. \$5,092,785
- b. \$5,788,021
- c. \$6,186,589
- d. \$6,890,768

16. Learning difficulties are caused by a malfunctioning of the central nervous system. This may influence learning and behaviour in individuals, even those who have a higher than normal learning potential.

- a. True
- b. False

19. Which year was declared by UNESCO as International Literacy Year?

- a. 1988
- b. 1989
- c. 1990
- d. 1991



13. The ABE program is offered:

- a. in all institutions
- b. in all CSC institutions with the exception of some minimum-security institutions
- c. in most minimum-security institutions
- d. in less than half the institutions

14. In which year did CSC launch its initiative to make 4,050 inmates literate in three years?

- a. 1986
- b. 1987
- c. 1988
- d. 1989

17. The proportion of Canadian citizens with learning difficulties is:

- a. 10%
- b. 15%
- c. 20%
- d. 25%

18. In relation to the Canadian population, the rate of learning difficulty for inmates is:

- a. lower than for the Canadian population
- b. approximately equal to that of the Canadian population
- c. approximately twice as high as for the Canadian population
- d. between three and four times as high as for the Canadian population

20. Over a one-year period, the average number of inmates registered in CSC's ABE program is:

- a. 3,000
- b. 3,750
- c. 4,250
- d. 4,675

• **Source:** Denis Barbe

Participant's name:
Division:
Floor:
Region:
Telephone No:

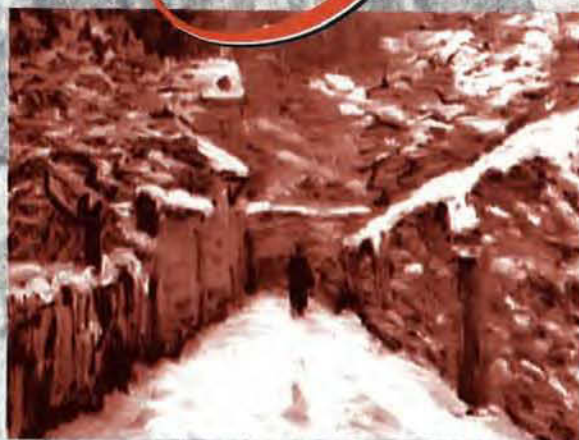
Let's Talk

X December 1993 / January 1994



Correctional Service of Canada

Season's Greetings



Correctional Service
Canada

Service correctionnel
Canada

Canada

LET'S TALK / ENTRE NOUS

Volume 18, No. 6,
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Let'sTalk

with the COMMUNITY

A LOOK BACK AT 1993

LOOKING BACK, what kind of year was 1993? Some might say it was generally a quiet one. For others, it was certainly not: Jan Fox, the Warden for the yet-to-be-built prison for women in Edmonton, facing large groups of unhappy citizens; or staff at those minimum security institutions which had high rates of walkaways.

The optimists, myself included, might say it was a year of steady progress:

- the launch of OMS and other electronic systems, despite their growing pains
- the closer relationships with other players in the criminal justice system – provincial authorities, the Federation of Canadian Municipalities, victims groups
- the first pilots for random urinalysis in institutions and continued growth of urinalysis testing in the community and the work on the development of a sex offender programming strategy
- the opening of a cooperative composting facility with local Kingston Townships
- the introduction of new, more "civilian-type", staff uniforms and inmate clothing
- the renovation or addition of 1,000 cells
- an improved performance across CSC in terms of consultation and public participation
- a clear decision on pornography in cells
- a greater emphasis on measuring how well we are attaining our objectives
- even the easing up on the prohibition for correctional officers to have beards.

Those of a more pessimistic nature might focus on cutbacks to budgets, and might note worrying trends – a growing offender population leading to higher rates of double-bunking and less resources and space to involve inmates in useful activities, or disturbing information such as the sharp rise in inmate suicides (surprisingly none in double-bunking), the continued high level of drug usage at many institutions, and the evidence of widespread harassment of female employees.

For me, it was the year I immersed myself in this fascinating world of corrections. In addition to the inevitable meetings at National Headquarters, with central agencies, and briefings of Ministers, I was able to spend quite a lot of time visiting front line units – 29 institutions, 7 parole offices. With no prior background in corrections, I went a little beyond visits, spending a day working as a correctional officer at Collins Bay; accompanying, in Winnipeg, an intensive supervision team, dropping in on parolees; a similar experience in Vancouver; and soon a two-day attachment to one of the Toronto parole offices so that I can appreciate not just the field work, but also the paperwork parole officers are obliged to complete.

Next year should see the arrival of the early retirement program (finally), the GE conversion, probably the CX conversion, and new appointments that illustrate growing priorities – a Coordinator, Sex Offender Programs, and a Director, Aboriginal Programs. And no doubt many difficult challenges, further complicated by continuing pressures to reduce resources. As usual, there will be no easy solutions. I am told that this graffiti was once found on the wall of a cell at Kingston Penitentiary: "For every complex problem, there is a simple solution...usually the wrong one".

On the whole, we are in good shape to face the challenges before us. We are a strong organization with well-trained and experienced staff, the best labour-management relations I have seen in the seven departments in which I have worked, and good management processes.

To all of you and your families, I would like to extend my most sincere wishes for a joyful holiday season as well as a happy and satisfying year in 1994. *

Let's Talk

with the
Solicitor General

A MESSAGE FROM THE SOLICITOR GENERAL

I AM GRATEFUL for this opportunity to address the management and staff of the Correctional Service of Canada.

Corrections is probably one of the most difficult, controversial and least understood components of Canada's criminal justice system. Throughout your careers, you have, no doubt, become much more accustomed to acrimony than accolade. Despite criticism from opponents as well as supporters, you have made tremendous progress and achievement in developing a correctional system that is recognized throughout the world for its commitment to excellence and its demonstrated professionalism.

Unfortunately, the international recognition and level of excellence you have achieved is not always fully appreciated or understood by many Canadians. Therefore, we will have a major job to do at improving the public's awareness, understanding and support for corrections.

As Minister, I am the government's principal spokesman on new policy and program initiatives. However, I cannot carry out an effective information program alone. I will need you help and support.

Your contribution to Canada's criminal justice system is fundamental to ensuring a safe and just society where Canadians can live without fear for their personal safety. I look forward to meeting you and working with you during my tenure as Solicitor General.

May I wish all of you and your families a warm and joyous holiday season and a healthy and happy new year. *

Herb Gray

Season's Greetings



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"Similar issues and concerns were expressed despite the diversity of the countries and correctional systems represented...most participants expressed serious concern at the over-representation of minorities in prison."

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BREAKING THE CRIME CYCLE OF SEX OFFENDERS

A key premise of relapse prevention is that the crime is not an isolated action bursting out of nowhere. It is a final link in a chain of events.

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USGE AND CSC UNITED IN ZERO TOLERANCE OF HARASSMENT

Although both the USGE and CSC have policies against harassment, we believe that these policies are not enough to ensure a harassment free work environment. The key to a work environment free of harassment is prevention through education.

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CSC NURSES – A SPECIAL BREED

In the Correctional Service of Canada, nurses are the "gateway to our health care system." Nurses today are capable of handling many requests for treatment without having to call a physician.

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WOMEN'S HISTORY MONTH

Women's History Month is a way of publicly recognizing the significant, but often overlooked contribution of women to society. This year, the theme was "HERstory of Work: Recognizing Women's Contributions."

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MEMORANDUM OF UNDERSTANDING SIGNED

The signing of the Memorandum is symbolic of CSC's ongoing commitment to its relationship with the Interfaith Committee and the chaplaincy program.

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Turn to page 28 for detailed answers to the literacy quiz that appeared in our October/November issue.

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EXTENDING THE BOUNDARIES

Corrections & Criminal Justice

ANYTIME A NUMBER OF PEOPLE (especially if those people happen to be researchers) gather in an organized manner to discuss a specific dilemma, it seems that there is a natural tendency to expect some brilliant, specific answers. And, traditionally, it seems that the success of the gathering is based on the number of statistics presented and the number of brilliant answers produced.

The Fifth Annual Research Forum took place from September 27-29, in Moncton, New Brunswick. The specific dilemma up for discussion was *Extending the Boundaries of Corrections and Criminal Justice*. At first glance, that title appears a little convoluted. I am happy to say, however, that as the Forum unfolded, so did the complexity of the topic. So without further digression, I will present you with what I interpreted as the important events of the Forum. I hope that at the end of this presentation, you will be able to determine whether or not the Forum was successful – hopefully your assessment will take into consideration more than just the number of brilliant answers produced at the conference.

The conference began bright and early (8:30 a.m.) Monday morning with the masses stumbling to their seats, clutching their cups of java. The first plenary of the morning featured Paul Gendreau from the Department of Psychology at the University of

New Brunswick. Gendreau is one of the best known correctional psychologists in the world. He is also a firm believer in the “something can work for offenders” philosophy, and has put his ideas into action.

Gendreau spoke frankly of the realities of multi-agency and multi-disciplinary initiatives in corrections. He made it clear that he has little tolerance for the popular rationale currently being heard in correctional circles; that is, that fiscal restraint is an opportunity for innovative programming, an opportunity to try non-jurisdictional solutions. He rhetorically asked if this rationale means we should be in a constant state of fiscal crisis to inspire innovative programs.

Gendreau spoke of two major impediments to setting up offender programs in cooperation with other agencies: structural and individual. Structural problems occur when agencies, in trying to work together, discover that they have different rules for getting the work done. Individual problems occur when someone from within an organization resists working with another organization.

Gendreau also referred to the problem of “disciplinary boundaries.” Professionals in the fields of psychiatry, psychology, sociology, social work and others, in a natural tendency to “guard their

Manning the information/registration booth with efficiency and charm are (l. to r.) Grace Nicolo and Noelle Farhat, both of the Research and Statistics Branch.



turf," do not communicate openly. Furthermore, these fields often have different, and sometimes opposing, theories and beliefs. This is an obvious problem when workers from different fields come together to implement offender programs. The message here is to know who your players are and what they stand for.

Gendreau offered some guidelines for increasing the chances of successfully implementing offender programs in cooperation with other agencies. He stressed that the socio-political values of the agencies working together must be compatible. Gendreau also emphasized that the catalyst for programs should come locally, from the grassroots. Of vital importance is that the program not only be cost-effective, but also have at either the local level or at headquarters, an administrator who identifies with and is willing to "go to battle" for the program. According to Gendreau, the administrator should be "hands-on," should have field experience and a healthy respect for data.

The second plenary of the morning featured Michael Adams, President of the Environics Research Group. The session was chaired by Jim Davidson, Assistant Deputy Commissioner for the Atlantic region. Interestingly, John LaBrecque of CBC Radio taped this session for CBC's radio show "Information Morning."

Adams dazzled the audience with figures in his presentation on "Social Values in the 1990s: Implications for Criminal Justice." Adams explained that his company tracks social change through an annual survey (actually, an in-depth interview) of 2,600 Canadians across the country. This annual survey has been conducted since 1963, and Environics now tracks 64 different trends. According to Adams, these interviews help us to understand society's behaviour, attitudes, beliefs, lifestyles, etc.

One significant example of social change is reflected in the number of people who in the past went to church every Sunday, compared to the number of people who currently attend. In 1960,

60% of Canadians (Judeo-Christian faith) went to church regularly. In 1992, only 32% of Canadians attended a weekly service. Tracking this decline in church attendance allows Adams and his people to conclude that a recognizable "trend" has developed. By tracking these statistics, and through information recorded by the in-depth interviews, Adams can confidently state that in general, society is losing faith in its institutions and placing greater value on individual responsibility.

Another important trend that has developed in recent years is the trend to be ecologically concerned. By extension, this means that the global village is also a global garden. More people are starting to believe that everything and everyone is connected. This philosophy has of course been given an official name, and is referred to as "systems thinking." This concept is important to corrections because it means that the traditional mindset of them (offenders) versus us (law-abiding citizens) is changing. This is good news for corrections officials because it means that society is starting to realize that it is in its best interest to support rehabilitation programs for offenders who are returning to, or have returned, to their community.

The bad news is that although the number of Canadians who have actually been victims of crime has remained constant in the last several years, there is a growing perception by the public that the crime rate is exploding to record levels. As a result of this misconception, 47% of Canadians feel our laws are too lenient, 68% feel our punishments are too lenient, 69% are in favour of capital punishment, 88% believe that sentences for young offenders should be increased and 47% believe that our system is biased against native people.

After a quick, well-deserved break, and some very serious coffee guzzling, participants gathered again for a panel discussion of the morning's plenaries. The discussants were Steve Cann from the Nova Scotia Parole District, Murray Cullen from Dorchester Penitentiary and Art Robson, Director of Communications and Executive Services, Atlantic region. During the discussion, Steve Cann alertly pointed out the obvious conflict between two of the main themes that had emerged from the morning's sessions. On the one hand, society is moving toward a "systems thinking" approach, where individuals are realizing that the world is really a global vil-

lage where one person's actions affect others. On the other hand, statistics show that society thinks crime is increasing and wants tougher punishment for criminals. At this point in the discussion, Gendreau commented that the problem with social polling is that often the right questions are not asked. For example, asking who the criminal justice system is too lenient on is a better question than asking if the justice system should be tougher on criminals.

Art Robson suggested that, to most people, the nature of corrections is very much a mystery. He reflected that in an age where Canadians are increasingly demanding involvement in the decision-making process, the challenge lies in educating the public to be better decision makers.

The first plenary of the afternoon featured Vivien Stern, the Director of the National Association for the Care and Resettlement of Offenders (NACRO). The plenary was entitled "What can a multi-agency, multi-disciplinary approach to crime and criminal justice accomplish and what does it take to get this type of work done?" Stern charmed the audience with her warmth, sincerity and knowledge. (The wonderful compliments about Canada helped as well.)

NACRO is a non-government, voluntary organization which operates in England and Wales. It employs 1,100 people and handles a budget of about \$60 million Canadian. The scope of NACRO's work is massive, but its primary objectives can be simply stated. NACRO is concerned with the care and resettlement of offenders, the promotion of more humane dealings with inmates and the prevention of crime.

Examples of the types of activities that NACRO is involved in are varied and impressive. NACRO deals with about 10,000 people a year and provides somewhere to live for about 1,300 homeless people a year. Among numerous other things, NACRO also helps offenders looking for jobs and offers courses to promote self-confidence.

In essence, NACRO's message is about societal relationships. NACRO works with community organizations and individual offenders in an attempt to influence social policy. This philosophy

is based on the belief that the problems of crime cannot solely be solved by implementing laws and incarcerating those who break them.

Stern believes that the growth of crime and disorder in Europe and elsewhere is closely linked to the growth of the "market society." She described a market society as a society in which the pursuit of material gain becomes consuming, and the idea of common purpose, extinct. According to Stern, a market society increases crime by:

- increasing inequality;
- causing economic stresses leading to fragmented families;
- withdrawing public provisions for those who need them; and
- urging a level of consumption for everyone that cannot possibly be met.

Stern expanded on her theory (taken from the criminologist Elliott Currie) by explaining that the victims of this philosophy are young, uneducated individuals, with poor family backgrounds and little or no opportunities for work. According to Stern, we just have to look south to our neighbour, the United States, to find a perfect example of this society of "labour exclusion." She backed up her claim with raw numbers. In the United States, the incarceration rate is 426 per 100,000 people, and even more shocking, the incarceration rate for Blacks is 3,109 per 100,000.

NACRO, through a multi-agency approach to crime, tries to help communities help themselves. The secret to NACRO's success also lies in finding "NACRO people." The "NACRO person" has a positive attitude, is committed, a team player, and willing to work hard (for average wages) for the good of the community.

After a quick break, participants gathered for the last, and perhaps the most thought-provoking plenary of the day. Alex Himelfarb, Executive Director of the National Parole Board, spoke about the challenges of inter-agency work in "turbulent times." Himelfarb spoke of three main barriers to extending the boundaries of corrections. The first barrier, Himelfarb explained, is directly re-

Dr. Paul Gendreau speaking on the realities of multi-agency and multi-disciplinary initiatives in corrections.



lated to the "resource crunch" of the last several years. Departments used to compete to get funding for new programs. Today, departments fight to keep old programs alive. As a result of this fierce competition, organizations become protective of their "turf."

The second barrier, Himelfarb continued, is due to problems between national headquarters and the regions. Staff in the field are increasingly asked to do more with less resources and less decision-making authority. Himelfarb suggested that we should become a more decentralized agency with any future cuts made at headquarters.

The final barrier to inter-agency work arises from the nature of the relationship the criminal justice system has with the public. According to Himelfarb, we don't interact with the public. Rather, we act like salespeople, selling every piece of legislation as new and better protection. (Although this statement is painfully true, Himelfarb neglected to mention why this "selling" approach has evolved. That is, the nature of our political system means correctional workers have "political masters" who are primarily concerned with re-election.) Himelfarb suggested that we admit to the community that although we've come a long way in rehabilitation programs, there is still much that we don't know.

Himelfarb claimed that research is becoming a marketing tool. He suggested that a future research agenda must be collaborative (police, parole board, etc.), and must be shaped by the experiences of the people in the field. It must also take into consideration the experiences of offenders in the community and in our institutions. Research must define and focus on what works, not on what is sellable.

The controversy continued into the "armchair discussion" of the afternoon's plenaries that followed Himelfarb's presentation. The discussants were an impressive, opinionated group, and featured Judge William McCarroll, a provincial court judge from Saint John, New Brunswick; CBC television reporter and author, André Veniot; Paula Simon, from the Nova Scotia Department of Justice; and Greg Cohoon, Chief of Police for Moncton, New Brunswick.

It should be noted that Veniot was not at the conference as a reporter. Veniot set the tone by accusing the correctional system of being a secretive organization. Otherwise, he contemplated, reporters would have been invited to the conference. He suggested that CSC needs to foster relationships with reporters and that CSC should also admit their short-comings. He also claimed that CSC is "drowning in their own language" making correctional information "boring." At this point, Frank Porporino jumped ten feet out of his seat to point out that although the correctional language is specialized, the "bumper sticker" language of the media is unfair. After all, Porporino retorted, the job of a reporter is not to be kind but to sell newspapers.

Judge McCarroll suggested that the problem with the system could be pinpointed to the fact that not all parole board members are not qualified to make the decisions they make. McCarroll argued that most members of the parole board are political appointees and often have no correctional experience. Chief Cohoon seemed to agree with McCarroll and stated that in the "real world," people who are not already qualified to do a specific job are not hired, as they are at the parole board. "It's just not good business to have someone learning on the job when that job involves releasing inmates," Cohoon stated.

Paula Simon summed up by saying that collaboration does not work without trust, and trust between different organizations with different philosophies takes a tremendous amount of time to develop. She believes that people must be affected at the front-end of the system, much like we teach children that smoking is bad.

That was day one. And as stimulating and entertaining as the formal plenaries were, they were only half the show. Day two of the

Presenters at the workshop on family violence featured (from l. to r.) Jo-Anne Taylor of the Research and Statistics Branch, Moderator Natalie Fullerton of the Atlantic region's Family Violence Initiative, Lori Beaman-Hall from the University of New Brunswick, and Rick Browning from the Institute for Human Resource Development in St. John's, Newfoundland.



Armchair discussants (from l. to r.)
André Veniot, Paula Simon, Drury
Allen (Chair of the session), Judge
William McCarroll and Greg Cohoon
engage in animated discussion.



Forum featured workshops and round table discussions that covered a very broad spectrum of correctional topics.

Guided by individuals with practical experience and knowledge on each topic, the workshops were lively, with input and questions from the participants. Workshop topics included substance abuse, low functioning offenders, developing volunteers, family violence, sex offenders, training and employment, and relapse prevention.

The second day of the conference also featured round table discussions during lunch. Participants discussed the types of research directions CSC should pursue in the years to come.

Round table breakfast discussions were held on the last day of the conference. Participants talked about the types of multi-agency, multi-disciplinary initiatives taking place across the country with respect to corrections and criminal justice.

Closing Remarks

In his closing remarks, Willie Gibbs, Senior Deputy Commissioner, made three remarks that might be interpreted as predictions. He stated that CSC must go further than extending the boundaries of corrections – the goal should be to eliminate them altogether. In Canada for example, there are 13 correctional jurisdictions. One correctional system would mean less duplication of services. Furthermore incarceration at the provincial level is futile. Crimes involving sentences of less than two years should be given suspended sentences or conditional releases.

His second point was directed at researchers. Researchers need to be more “hands-on” and should spend more time in prisons “where the action is.” Gibbs explained that it is important for researchers not to lose touch with what’s really going on.

Gibbs confirmed what everyone already suspected when he stated that increased resources for research are not really possible. Over the last five years, CSC has developed policies in response

to political or public pressure. He suggested that it was time to re-assess some of our policies and why they were implemented. Finally, Gibbs suggested that it was time to measure the success of offender programs by getting the offender’s point of view. We should be asking offenders why they think they succeeded or failed.

So, was the forum a success? If you were expecting earth-shattering answers to the dilemma of how to extend the boundaries of corrections, then you are most likely disappointed. However, the simple fact that this forum was able to engage such a diverse number of people in discussion, is reason to hope that the answers will come. And, if there seemed to be no consensus on the solutions to extending the boundaries of corrections, there was general consensus on the barriers to eliminating boundaries – a lack of an effective public education program, a clashing of disciplinary philosophies, “turf” protection, a lack of trust between agencies...

But, you’re still probably asking, was it a success? What’s that old saying? Something like...admitting that there is a problem and identifying that problem is half the solution. *

by Ellie Caparelli

Going

*The following article was originally published in the June/July issue of **University Affairs**, a publication produced by the Association of Canadian Universities and Colleges. This article is an excellent example of how the "boundaries" of corrections are slowly being extended.*

WHEN ROLLIE STANICH, a continuing education instructor with the University of Calgary, took his teaching skills, textbooks and a van-load of laptop computers off-campus into a classroom of former prison inmates earlier this year, he didn't quite know what to expect.

All Mr. Stanich knew was that he had five weeks to develop and teach a course on computer literacy – and that it was an assignment he was glad to accept. "I really enjoy teaching and I particularly like teaching people who have had a bit of a rough ride," he says. "I thought it would be good to do something to help them."



The request for the course had come from the Seventh Step Society of Calgary, a group that works with people newly released from federal and provincial prisons and prepares them for future employment.

The Society had recently received funding from the local Canada Employment and Immigration Centre for an eight-month program on life skills. It identified computer literacy as one skill former inmates would need to help them go straight.

According to Seventh Step Program Director Jim Osbourne, the Society's initial attempts to get local computer companies to develop such a course met with a less than enthusiastic response. Instead, an approach was made to the U of C's faculty of continuing education.

Thomas Sullivan, Associate Dean of the faculty, heard about the request, dis-

cussed it with his colleagues and then decided to act.

It was Dr. Sullivan who came up with the idea of using the faculty's recently purchased portable computers, so that the course could be taught at a location specially set up within the Society's downtown headquarters.

The laptops were being used as overflow computers for classes taking place on campus at night. During the day, though, the laptops sat idle.

"After all," Dr. Sullivan explains, "if students cannot come to the university, then the university should be prepared to go to them."

As for Rollie Stanich, when Dr. Sullivan invited him to take charge of the project, he had little hesitation in accepting, even though he was aware that his new students – seven women and four men, all of whom had experienced difficulty in obtaining regular employment – had little previous exposure to computers.



He set out to provide a multi-faceted course that combined a short history on the development and use of computers, with a hands-on approach to popular word processing and spreadsheet software programs.

"There was lots to cover, but we started slowly, and made up the time as we went along," says Mr. Stanich.

What helped speed the learning process, he believes, was "the students' raw enthusiasm for their classes," something he found refreshing. "They were attentive, kept up with the course work and were scrupulous about taking notes for anyone who happened to miss a session."

Instruction was given in the mornings, so that students could spend afternoons practising letters, resumes and business exercises on the computers. Mr. Stanich also accompanied the students on field trips to local businesses where they were able to see first-hand how computers are used.

One pay-off from these out-of-class trips was that all the students found new assurance when it came to beginning the final part of the program – a 20-week job placement. "Not all of these placements involve using computers," says Mr. Osbourne. "But just being able to say to their prospective employers that they had completed a computer course enhanced their self-esteem incredibly."



One person who would agree is Shelley Hodgson, a young woman on parole from a federal prison. Ms. Hodgson signed up for the life skills program because "I knew I did not want to go back to the life I was living before." Nevertheless, she was not optimistic about her chances of finding a job. "I had a criminal record and I never really finished anything before."

She also expected the computer part of the program to be "intimidating," but instead, after the first week found it exciting and was amazed at what she was able to learn.

Now she is gaining added experience by working as a volunteer in the offices of her local Elizabeth Fry society, while she looks for full-time employment. Despite her past, she says she is no longer nervous about going to job interviews. "Just completing that computer course has really helped me make a fresh start."

Rollie Stanich has his own views on what really helped the ex-inmates feel better about themselves. He says it was the special certificates from the University of Calgary that the students received on the day of their graduation from the life skills program. "I think they could hardly believe that the university had opened up to them like this," he says. "It was a very positive experience all round."

As it happened, the students were not the only ones who received certificates that day. Rollie Stanich, too, got one for his good work from the Seventh Step Society. His certificate declared him an "honourary convict." *

by **Julia Weston**



Straight

DURING THE WEEK of October 4-8, Assistant Commissioner Brendan Reynolds and I attended the Second International Conference on Corrections. About 70 participants representing countries mostly from North America and Eastern and Western Europe gathered outside of Warsaw, Poland. While most participants were correctional practitioners, a few academics and lawyers were also in attendance. The first conference of this nature was hosted by the Correctional Service of Canada in Ottawa, in 1991.



On the rare occasion that I attend an international conference, I am fascinated by the similarity of the issues and concerns expressed despite the diversity of the countries and correctional systems represented. I am equally fascinated by some of the differences in circumstances that are evident in different correctional systems. For example, one Commissioner from an Eastern European country spent an evening on the telephone trying to make sure that enough potatoes reached his prisons for the next day's food. In another Eastern European country, staff had not been paid for months, yet remained on the job.

What follows is my attempt to capture some of the dominant themes discussed at the conference.

1. A GENERAL WORRY THAT JUSTICE IN THE CRIMINAL JUSTICE SYSTEM IS SERIOUSLY DEFICIENT.

Many participants from the West were convinced that victims and their families do not get much justice, are not adequately recognized as legitimate players and do not get enough help to heal their pain. Most participants expressed serious concern at the overrepresentation of minorities in prisons. Participants often quoted startling statistics. For example:

- In the United States, people of colour account for 50% of inmates. In Washington, 42% of Black males between the ages of 16 and 35 are incarcerated or under some other form of restriction, such as parole.

- In Australia, Aboriginals represent 1% of the population but 14% of the inmate population.
- In New Zealand, the Maoris represent only 15% of the general population but 50% of the inmate population.
- In the Czech Republic, 40% of the inmates are Gypsies but represent only 8% of the population.
- In Belgium, non-Belgians, such as workers from Turkey, are over-represented in prisons.
- In Canada, Aboriginals represent about 5% of the Prairie population yet represent 32% of the Prairie region federal inmate population.

These concerns were further amplified by the results of a major study of 7,000 sentences imposed by Michigan courts in the United States. The study found that sentences imposed by judges did not reflect strongly such factors as prior criminal record, the offender's intent and the viciousness with which the crime was carried out. In fact, a greater relationship was found between the length of an offender's sentence, and the age, race and gender of the offender (and the offender's victim).

2. A PROFOUND DOUBT ABOUT THE VALUE OF INCARCERATION FOR ALL OFFENDERS.

Many participants doubted the value of incarceration for all offenders. There was consensus that alternative methods should be found for dealing with non-violent offenders.

While participants were fully aware of the need to protect society by being able to sentence dangerous offenders to life sentences, skepticism was expressed about the rehabilitative benefits of putting many offenders in prison for periods longer than two years.

3. RISING PRISON POPULATIONS.

The conference confirmed that rising prison populations and overcrowding of institutions are universal problems.

- The United States prison population has quadrupled over the last 20 years, with the Federal Bureau of Prisons' population doubling over the last seven years.
- Russia's incarceration rate, at 325 per 100,000 is only slightly lower than that of the USA.
- The Czech inmate population is rising at a rate of 200 new inmates per month.
- Scotland's prison population has increased by 22% over the last two years.

- The number of inmates in Belarus has doubled in the past five years.

- Even the Netherlands, which has had the lowest rate of incarceration among Western countries, has seen its rate double since the early 1980s.

- In Canada, the growth of federal offenders over the last decade has been held to about 41%.

Compounding this problem of rising prison populations is the fact that funding for new prisons in most countries has not kept pace with this influx of new prisoners. The result is extreme overcrowding of prisons. The prison in St. Petersburg (in Russia) was built to accommodate 1,000 inmates, but currently holds about 6,000 inmates.

In some cases overcrowding has resulted in the implementation of unusual laws. In Florida, a law sets out the maximum number of inmates that can be held in prison. If the maximum number is reached, authorities must release one prisoner for every new one arriving.

4. A STRONG COMMITMENT TO NORMALIZATION.

Again, despite the diversity of the countries represented, participants largely subscribed to the notion that the only punishment of incarceration should be the deprivation of freedom. Depriving someone of their freedom is a terrible punishment, considering that most people regard freedom as the highest value in life; many have put freedom above life itself.

I was surprised at how quickly Eastern European countries are abandoning their para-military, coercive prison traditions, until I realized that many of the current political leaders or their friends had experienced, first-hand, life inside totalitarian prison systems. Prison reforms in Eastern Europe were pushed forward by the new political leaders, as well as the inmates who expected change for the better when the totalitarian regimes fell. Additionally, when these expected reforms were slow in coming, devastating prison riots exploded in many of these countries. Needless to say, reforms have occurred.

- Most countries represented at the conference have removed firearms from inside prison perimeters. In some, regular police are used on those rare occasions when more force than the use of batons is necessary.
- Many prisons allow inmates to wear their own clothes and to have keys to their rooms.
- Toilets are made as private as possible. Where two or more inmates share a room, the toilets are sometimes located down the corridor. In the one prison we visited in Poland, the toilet was in the inmates' room but a curtain could be drawn around it.

- Most countries (with exceptions such as the United States), favour small prisons in the belief that prisons of 60-300 inmates are more effective in creating a "normal" environment.
- Prisons with small, largely self-managed, freestanding units similar to those we have been constructing at William Head, Ste-Anne-des-Plaines, Rockwood, and Bowden Institutions, were preferred to traditional prisons. Where larger prisons exist, unit management approaches are favoured to help build a sense of community.
- In some places, the practice of inmate self-management has been taken much further than we have in Canada. The most extreme example was that of a facility in Brazil where several hundred inmates are managed by only two full-time staff. Every inmate is given responsibility for another inmate. It is claimed that recidivism for this facility is only 4% compared to 75% in the rest of the country.

ture. He gave the participants many insights into the aboriginal culture and its rather difficult relationship with the Canadian criminal justice system. He described the cultural beliefs of Canada's aboriginals by:

- using slides of wall paintings at Matsqui Institution;
- describing an expedition taken by CSC staff and aboriginal inmates into the mountains to find the lava rocks necessary for a sweat lodge; and
- explaining the function of a sentencing circle.



- A couple of years ago, the United Kingdom surveyed inmates to get their opinion on how well they thought the prison system functions. Several countries including France and Sweden have produced statements of inmates' rights; Poland is following suit.
- Many countries now have an ombudsman who has many of the same responsibilities as the correctional investigator does in our system.

5. WITHIN THE NOTION OF NORMALIZATION, IT IS NECESSARY TO FIND SPECIAL PROGRAMMING FOR INMATES WITH SPECIAL NEEDS.

Professor Michael Jackson from the University of British Columbia fascinated participants with his presentation on aboriginal cul-

Still on the topic of programming, conference participants from Norway described a program first introduced in 1983. In this program, offenders with histories of drug abuse volunteer to participate in a difficult physical program lasting several weeks. The results of this program have been very encouraging. The level of drug abuse among participants drops sharply, and they have better relations with staff. Additionally, most inmates are moved to institutions classified at a lower security level.

6. STAFF PROFESSIONALISM.

Most participants expressed a strong belief in the importance of staff training and professionalism.

- One Scandinavian stressed that the quality of a prison administration was determined by how well staff were recruited and trained.

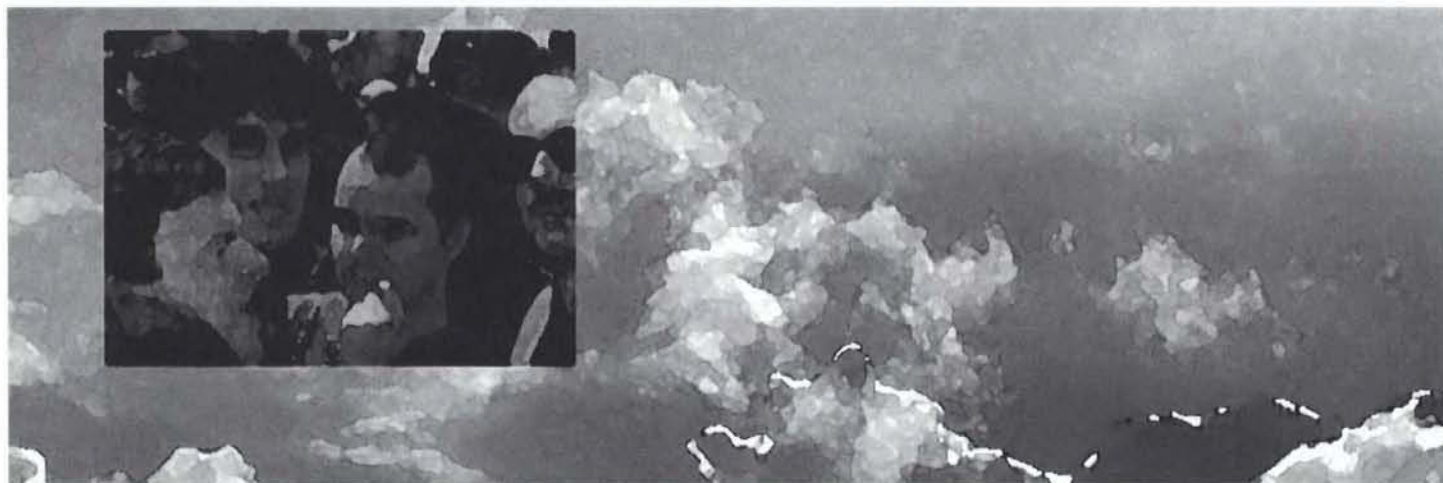
- Several Eastern European countries reported that many of their prison staff were released because they were not suited to the more humane prisons they were trying to create.

- In Poland, 45% of staff were replaced.
- In Albania, security staff was reduced to make room for the recruitment of psychologists, sociologists, and chaplains.

- Denmark, which has one of the best prison administrations in the world, has a three-year probation period for new staff. Additionally, staff recruitment takes into consideration a person's ability to show compassion, as well as a person's aptitude for reading. An aptitude for reading is required because correctional professionals are considered to be highly skilled individuals expected to keep current on new developments in their field.

- Staff professionalism included an obligation to find out what does and does not work in corrections, and to explore new approaches to problems while being guided by sound principles of risk management.

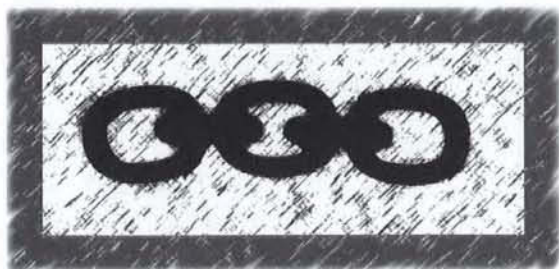
Overall, I felt that the conference was productive and insightful. It was a good week. The conference ended with participants endorsing a statement of core values and determined to work toward more informed debates over correctional issues. This means



- In Bulgaria, a correctional institute has been set up to oversee recruitment and accreditation. In reviewing existing staff, 10% were not capable of becoming accredited, and 30% were in need of training.
- The amount of staff training varies markedly among different jurisdictions. For example, in the United States training for new staff varied between four and 24 weeks. In terms of classroom training:
 - four US States had 1-2 weeks;
 - ten US States had 3 weeks (including the Federal Bureau of Prisons);
 - thirty-four US States had 4-9 weeks; and
 - three US States had 10-16 weeks.
- Sweden has an initial two-year training period for new staff. After the initial two year period, one week a year is allocated for training.

correctional leaders putting squarely before politicians, the media and the public, some of the unpleasant truths about corrections. Some of these include:

- that most offenders begin their lives as victims – a Scandinavian participant estimated that 90% of offenders have had violent childhoods;
- that incarcerating increasing numbers of offenders for longer periods of time is not a very effective way of reducing crime; and,
- that paroling offenders during their sentences is risky, but generally less risky than releasing them unconditionally after they have finished serving their sentences. *



BREAKING THE

HOW DO YOU PREVENT SEX OFFENDERS from re-offending once they are released into the community? It's an urgent question because sooner or later, most sex offenders do return to the community. Not all sex offenders will repeat their crimes. In fact, recidivism rates are lower for sex offenders than for other offenders. But even a few recurrences are too many, considering the agony that sexual crimes cause, and considering that the protection of society is paramount.

To address this question in part, the Correctional Service of Canada has adopted, in recent years, what is called the "relapse prevention model" as an integral piece of its overall treatment strat-

All these events together, form Bob's crime cycle. It begins with his inability to cope with loneliness and ends with his crime.

Of course, real life stories are much more complex, with different situations and personality factors coming into play. There may be a history of childhood sexual abuse involved, poor social skills, lack of sex education, substance abuse, a learning disability, and so on. And no case is typical, each is unique requiring tailor-made treatment.

Sex offenders under federal custody can, however, be divided into several main groups. The predominant ones are rapists, that is, men who commit sexual assault against adult women (40% of

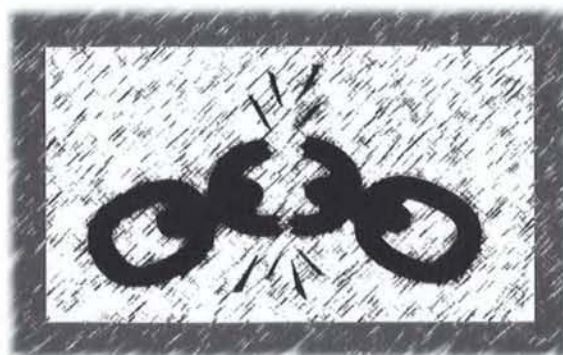
CRIME CYCLE OF

egy. It aims to manage, rather than to cure, a tendency towards sexually abusive behaviour which is seen not as a "sickness," but as a behaviour pattern that can be controlled. Thus, given the right set of skills and supports, sexual offenders can learn to say "no" to certain impulses, although they may always be vulnerable to them. Similarly, alcoholics develop behaviour patterns that allow them to choose to refuse to drink, even though they may always have some desire to do so.

A key premise of relapse prevention is that the crime is not an isolated action bursting out of nowhere. It is a final link in a chain of events — choices and reactions — that may seem innocuous on their own, but that create the stresses and inducements that eventually lead to the crime.

Consider the hypothetical case of Bob, a pedophile out on parole after serving time for his third conviction of sexual offences against pre-teen boys. All previous offences occurred after Bob became isolated and lonely, fell into a depression and started drinking too much. He then found himself fantasizing more and more about sex with boys and fed his fantasies with pornography. Before long, he began hanging about at places where young boys congregated — video game arcades and malls — until he found a victim.

the federal prison population), and pedophiles, those who engage in illegal acts with children (21% of the federal prison population). A third group, incest perpetrators, accounts for only 6% of the federal prison population. Relapse prevention has proven effective with both major groups. (Incest perpetrators are the least likely to reoffend.) The remainder are a mixed group, having no specific victim preferences such as age or gender.



How it works

The relapse prevention strategy places much of its focus on parolees in the community, where the opportunities to fall into old patterns are greatest. The approach is two-fold: to teach the offender self-management skills, and to use enhanced supervision to make sure he* sticks to his prevention plan.

The self-management aspect of relapse prevention teaches the offender to identify the triggers to his crime cycle, and how to keep them from going off. The supervision component involves careful monitoring of the offender by parole officers, therapists and a network of contacts such as family members. Key to its success is the frank sharing of information among his supervision team.

A number of people — particularly the offender, the parole officer and the therapist — must be aware of the individual's crime cycle and history. As Robin Watson, a community psychologist with the Central District Parole Office in Toronto, puts it: "One of the best tools that the clinician has is history. If you don't have a detailed historical profile of the offender, it makes it very difficult to predict the future."

The first step, therefore, is a detailed assessment of the offender's background, thoughts, attitudes and ways of operating. Assessment tools include a battery of psychological tests, a structured interview, a phallometric test (measuring sexual arousal to stimuli to determine sexual preferences), police records and victim statements. This detailed picture gives the relapse prevention team an idea of the needs and problems to address, and what warning signs to look out for.

Treatment itself focuses on group therapy, reinforced by individual counselling. In weekly sessions of about eight people per group, led by a trained therapist, offenders learn to understand themselves better. By doing this, they learn how to control sexually inappropriate behaviours. Topics covered may include sex education, social skills, assertiveness, anger and stress management, attitudes towards women and children, and so on.

Considerable time is spent on breaking down denial, which is a major barrier to change. Most sexual offenders do not want to ad-

mit they have a problem and try to minimize or rationalize their actions. ("He/she seduced me." "I was drunk." "No one was hurt.")

Therapy confronts such denials and presses the offender to admit not only that he committed a crime but that he is responsible for such actions and willing to divulge the details. The assessment data help in this task, since the therapist has the details on record. Other members of the group will also challenge denial statements and their confrontation may be particularly effective explained psychologist, Steven Cann.

"You can dismiss your therapist as just being another authority figure, but it's much harder to do that when there are five other guys who've done the same thing giving you a hard time."

In challenging denial, the program encourages offenders to put themselves in the shoes of the victim — that is, to develop empathy. This may be very difficult to accomplish, but is key to motivating the desire to change.

Once the offender is willing to talk openly about his feelings, impulses and behaviour pattern, he's on the road to self-management. The hypothetical Bob, for example, might as a first step learn to recognize the signs of depression in himself. (Sex offenders are often out of touch with their own feelings.) He could develop appropriate ways to seek help, such as talking to his counsellor, or going out with a friend for coffee when he's lonely. If he does get depressed and starts fantasizing again, he should recognize this as a "lapse" and talk about it with his group and counsellor. Such disclosure will help prevent him from moving from fantasy into action. Above all, Bob must avoid pre-teen boys by keeping away from their haunts.

The main message that Bob receives through his program is that he must always be vigilant, just like the alcoholic. He will never be cured of his predilection for boys, but he does not have to act on these desires.

The weekly group sessions usually last from six to 12 months, with opportunity to repeat the series. When offenders have graduated they may go on "maintenance," that is, less frequent, but regular, checking-in sessions with the therapist. Even after warrant expiry, some ex-offenders choose to stay in group or individual therapy to keep up the support.

Although self-management is important, relapse prevention does not rely on it alone. Parole officers and psychologists keep their

* Almost all sex offenders are male. Therefore this article uses the terms "he" and "him" in referring to sex offenders in general.

SEX OFFENDERS

own vigil, looking out for precursors to a relapse. Crucial too, is the exchange of pertinent information between parole officer and therapist. The offender's family, friends and other contacts participate in the monitoring process, forming a network who report lapses and "warning signs" to the parole officer or therapist. These two can then take necessary measures such as confronting the offender with his actions and encouraging him to deal with his feelings. Most importantly, if danger to the community seems imminent, the authorities are able to revoke parole.

Specific programs

Developed and first implemented by specialists in Vermont, community-based relapse prevention programs have now been set up throughout CSC. In fact, Bram Deurloo, Director of Mental Health Programs at CSC, explains that the Service has become a world leader in using this innovative and comprehensive approach.

Each program is somewhat different and tailored to local needs and resources, but all follow the same basic principles. Three of the largest or most developed programs are in the Vancouver, Toronto and Halifax areas.

The pioneer of relapse prevention in Canada is the Pacific Region, which set up a program in Vancouver in 1984 after a special research committee determined that most sex offenders were returning to the community untreated. The program, which began with four offenders, has grown into four groups of about a dozen participants each.

Unlike treatment programs for incarcerated offenders, relapse prevention for parolees in Vancouver is compulsory. Although newcomers to the groups often resist at first, says Marie Resanovic, Senior Parole Officer of the Vancouver district, they usually come around and benefit from the treatment.

"A lot of guys tell us they are sorry they didn't take advantage of treatment offered in the institution," she says.

The Greater Toronto district has two relapse prevention programs, one serving the parole office in Hamilton and one for five parole offices in metro Toronto. In Hamilton, one parole officer is responsible for all sex offenders and deals directly with the clinicians. This set-up is ideal, says Dr. Lynn Stewart, the CSC psychologist in charge of district programs. It means that there is always an excellent exchange of information between the parole office and the clinicians.

The lines of communication are less clear in Toronto because of the large number of parole offices. No one officer is responsible for sex offenders alone, and therapists have to funnel information

to a number of different people who have sex offenders on their caseloads. Still, the program is effective, says Dr. Stewart, and is helped by the fact that all parole and probation officers in the district have had training in sexual offender management.

The Halifax program is based at St. Mary's University's Centre for Psychological Services, headed by Dr. Robert Konopasky. The program began three and a half years ago and is a collaborative effort between the University and CSC.

This is a fruitful partnership, says Konopasky, because it combines the resources of the two organizations. The clinic provides treatment and assessments but also trains graduate students in dealing with sex offenders. The clinic is also a springboard for research on the subject. The Correctional Service provides funding and one staff person, Steven Cann, a CSC parole officer on secondment who works as a supervised psychologist at the clinic. Cann's ten years experience as a parole officer enables him to bring special insights and expertise to his therapy work.

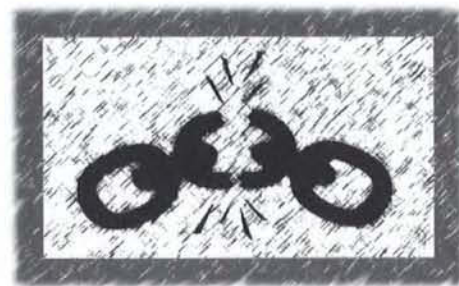
Evaluations of relapse prevention programs in Canada show considerable success. Over a nine-year period in Vancouver, for example, there were only two cases of relapse among about 60 men who have gone through or are still participating in the program. Almost as impressive, says Dr. Resanovic, is the fact that several men have asked to continue treatment after their warrant expiry date.

Other success indicators noted in the various programs are the men's willingness to go to maintenance sessions and report lapses and their improved attitudes and ways of solving problems. Says Steven Cann: "No therapy works with everyone. But I've seen many cases where people's lives are better, they have a more positive view of themselves, they're more in control and they are taking responsibility."

For Dr. Resanovic, a clear sign of the program's benefits is the endorsements of offenders themselves.

"We've had offenders who stated, 'if not for that program I would have been back in jail a long time ago.'" *

by Gabriella Goliger



United in Zero Tolerance of Harassment



THE following article concerning harassment in the workplace is endorsed by both Commissioner John Edwards, and Lynn Ray, President of the Union of Solicitor General Employees (USGE).

A recent CSC report on harassment describes an incident where a CSC employee complained to a supervisor "... about being taunted by a colleague." In response, the supervisor advised the employee to, "... try and put up with it, he (the harasser) may be gone in a couple of years."

Statements like the one you just read suggest that some CSC employees consider harassment in the workplace as something that has to be tolerated. We find this attitude unacceptable. While it is true that corrections is sometimes a unique working environment, this does not mean that harassment must be tolerated. Everyone has the right to a harassment free work environment. We must all, therefore, develop and show an attitude of "zero tolerance" when it comes to harassment and discrimination in the workplace.

Although both the USGE and CSC have comprehensive policies against harassment, we believe that these policies are not enough to ensure a harassment free work environment. We believe that the key to a work environment free of harassment is prevention through education.

In support of this strategy, both the USGE and CSC are conducting on-going education campaigns. We want CSC employees to participate in sensitivity awareness seminars and training initiatives to learn how to demonstrate zero tolerance of harassment. We also want CSC employees to make the Union and Management aware of any situations, policies, procedures or individual actions that are thought to interfere with one's productivity, personal goals, dignity or self-esteem.

We know that harassment and discrimination are not just going to go away because Union and Management agree to cooperate on this issue. Recent studies completed in the Prairie and Ontario regions show that various types and levels of harassment are widespread in the Service. It appears that some CSC employees have difficulty understanding that people who work for corrections are professionals who deserve to be treated with respect. We need your help to put these people on notice that harassing behaviours (such as profanity, put down jokes, negative comments of a personal nature, or physical actions), will not be tolerated. We must also make it clear that appropriate corrective actions will be taken by CSC management.

Only by confronting the issue of harassment and convincing people that it is not to be tolerated, can harassing behaviour be removed from the workplace. After all, it is difficult for harassers to see or understand the impact of their actions when they do not feel any discomfort or pressure from their co-workers to change their behaviour.

We must try to eliminate situations where people feel that they are not being treated with respect. Too often, harassment results because we have forgotten a basic human obligation: to treat fellow humans with the same respect that we expect from others.

Harassment of any CSC employee is serious, is against the law and is subject to disciplinary penalties. We are determined to deal with any case of harassment promptly and thoroughly. Penalties for proven cases of harassment at CSC have included financial loss, suspension, and even dismissal.

Finally, we expect the issue of harassment to be discussed constructively and seriously at labour-management and staff meetings across the country. It is urgent and important to produce significant improvements in this area. The success of the Service depends on zero tolerance of harassment being taken with the utmost of seriousness. *

CSC NURSES...

We have a health care system for inmates that Canada can be proud of. In that system, the key health care deliverers are our nurses.

— **Laurie Fraser**, Director of Nursing for Health Care Services, CSC



ISTORICALLY, the role of health care providers in federal institutions did not offer nurses a great deal of scope. But times have changed, and nurses working in the correctional setting are expected to provide inmates with a level of care comparable to what exists in the community.

Unlike their counterparts in clinics and hospitals outside prison walls, the 430 nurses employed at Canadian federal correctional facilities are often required to work alone. "This," says Lucille Lamothe, Chief of Health Care Services at Drummond Institution in Quebec, "calls for well-trained, mature individuals with good clinical and assessment skills. We must rely on our own judgment and professional experience," she explains, "not only because nurses in the correctional system work independently, but also to avoid manipulation by inmates."

Equally important, CSC nurses must be non-judgmental. Laurie Fraser says nurses constantly "walk the line" between the requirements of security, health care and patient advocacy. Any nurse who allowed inmates' records to affect his or her work would not only jeopardize this goal, but also the nurse-patient relationship.

The reliance on nurses in CSC derives, in part, from the evolving role of the nurse in Canada, where the level of acceptable training and skill demanded has risen greatly. Nurses today are capable of handling many requests for treatment without having to call a physician. At institutions across the country, physicians are generally available on a part-time basis, but can always be reached on-call. This leaves nurses a great deal of autonomy in assessing and judging situations requiring interventions. It is this level of independence that especially appeals to nurses working in the correctional setting.

In CSC these factors have combined, as Laurie Fraser says, to make the nurse the "gateway to our health care system." Nurses now make the initial health assessment of inmates entering federal correctional facilities. In Ontario, for example, a small nursing staff at Millhaven Institution perform initial assessments on almost 1,900 new inmates a year. Since nurses staff the health centers in correctional institutions, they are also the first to assess any future health care requirements. In both cases, the CSC nurse decides whether or not the inmate needs to be seen by other health care professionals for additional assessments or treatment. The screening done by the nurses allows inmates to have access to a wide range of health care practitioners with minimum delays.

Performing assessments and responding to specific problems is only part of a nurse's job. Health promotion is becoming more and more prominent both inside and outside correctional facilities. Nurses are changing their focus to a more proactive approach to health care as opposed to the traditional reactive approach. Health promotion and disease prevention also play a part in the rehabilitation of federal inmates by helping them take responsibility for themselves. "This," says Dr. Jacques Roy, Director General of Health Care Services at NHQ, "is consistent with, and a key part of CSC's mission statement. It is what all health care professionals are aiming at with any of their clients – regardless of whether they are inside or outside an institution."

The emphasis on health promotion and disease prevention is also dictated by economics. If an inmate requires care outside a federal facility, all costs are borne by CSC, not the health plan of the province in which the institution is located. Furthermore, an effective health promotion/disease prevention program saves money in the long-run, because preventive medicine will reduce costs for health care treatments.

Programs such as those providing information on nutrition or infectious diseases are targeted at a general inmate population. Others, such as programs designed to help diabetic inmates learn to manage their condition, focus on specific groups.

Nurses promote health by using a variety of methods including videos, literature, self-help groups and guest health care speakers from the outside community. Health care centers in several CSC institutions have gone even further by launching outreach programs. In these programs, nurses are being assigned to spe-

cific operational units, which they periodically visit to provide health care information and answer health-related questions. Such programs also strengthen communication links between inmates and health care staff.

Nurses in the correctional system have also become innovative in an effort to get the health promotion/disease prevention message across. For example, Sandra Barrieau, Chief of Health Care Services at the Atlantic Institution, a relatively new maximum security facility in New Brunswick, is about to launch a newsletter that is not only for inmates, but will also involve an inmate in its production.

"I got the idea from another health care person at a conference we had in May," she says. "I thought it was a great idea, but I didn't know how we would find the time to do it." After further thought, Ms. Barrieau, who not only holds a Bachelor of Nursing degree, but is completing a Masters in Adult Education, decided that here was an opportunity to apply some of her adult education training.

She consulted with the institution's literacy teachers to help her find an inmate who could help the nursing staff to initiate a "wellness" newsletter. The inmate's duties would include helping to select topics that would interest the 260 inmates in the facility, and ensuring that the finished product reflects their literacy and language level. If the first two or three issues are well received, Ms. Barrieau says that she will offer the newsletter to other institutions in her region.

Aside from providing all of these services, CSC nurses, like their colleagues in the community, must stay up-to-date on new developments in their field. CSC nurses stay current and expand their skills in a number of ways. Some enroll in courses at local universities. These may focus strictly on nursing or on developing skills in other areas. A course offered at l'Université de Montréal for example, focuses on administration and management in the correctional setting.

Conferences provide opportunities to exchange ideas, and offer correctional nurses another way to keep current. One such meeting, which is essentially clinically based, is held every two years in Saskatoon under the joint sponsorship of the University of Saskatchewan's College of Nursing and CSC.

"Sharing the Goal," the National Health Care Services conference held last May for senior CSC health care staff, focused more on ethics, management and shared goals. Laurie Fraser explains that this type of meeting promotes a good exchange of ideas and solutions to common problems. The Health Care Services Branch hopes to continue to hold such a conference about every two years.

In addition to courses and conferences, Lucille Lamothe has found another way for her staff to stay current. Last year, she made arrangements with a local hospital for each of her nurses to spend a week there. Most nurses chose to work in the emergency department, but some elected to go to other sections of the hospital, such as the x-ray department. In exchange, the hospital asked for a report from each nurse involved, and the charge to CSC was only \$45 for each participant.

"Everyone benefited from the experience," says Ms. Lamothe. "And while the nurses were getting updated on new health care technology, they also served as local ambassadors for CSC." Ms. Lamothe's program succeeded in educating her health care staff, and it provided an opportunity for CSC health care staff and the hospital staff to get to know each other better. Establishing such links with the community is very useful when hospital services are needed in an emergency. This type of partnership is also in line with core value #4, in which CSC indicates a commitment to the sharing of ideas, knowledge, values and experience, nationally and internationally.

Ms. Lamothe intends to repeat the hospital experience for her nurses, but not every year. "This year," she says, "it's computers!"

A number of factors, including better training for CSC nurses and economic pressures in Canada has shaped the health care system in federal correctional institutions into what it is today. In the process, it has created a body of nursing practitioners who are able and willing to respond to a broad spectrum of health care needs. Laurie Fraser sums it up when she says: "Correctional nursing has been called nursing's last frontier. For anyone who wants a personal challenge – it truly is!" *

A SPECIAL BREED

W O M E N ' S H I S T O R Y M O N T H

LAST YEAR, for the first time, October was designated Women's History Month as part of our nation's 125th birthday celebrations. Women's History Month is a way of publicly recognizing the significant, but often overlooked contributions of women to society.

This year, the theme of this second annual event was "HERstory of Work: Recognizing Women's Contributions." The following pieces of history were gathered from a number of sources, including, *A Selected Chronology of Women and Work in Canada*, distributed by Status of Women Canada and from information gathered by the *Canadian Committee on Women's History*.



- In 1803, disguised as a man, Mary Fubbestor began work as a clerk in a Hudson's Bay Company fur-trading post.
- In 1850, Ruth Addams, inventor of the cook stove, became the first woman in Canada to receive a patent.
- Dr. Emily Howard Stowe registered as a member of the Physicians and Surgeons of Ontario on July 16, 1880. She had originally set up practice in 1867 after graduating from medical school in New York, but was denied a licence in Canada until 1880.
- Clara Brett Martin was admitted to the bar as Canada's first woman lawyer in 1897.
- In 1898, Kit Coleman, Canadian journalist, became the world's first woman war correspondent. She was also one of the first Canadian women to hold a regular job at a newspaper and the first syndicated columnist in Canada.
- Angas Campbell Macphail was the first woman elected to the House of Commons in 1921.



- Elsie Gregory MacGill became the world's first woman aeronautical engineer in 1929. As an engineer for Fairchild Aircraft Limited, she and her staff of 4,500 designed and produced more than 100 Hurricane aircraft per month in 1940.
- In 1911, women represented 21.6% of Canada's total work force. Forty percent of those women were in the manufacturing industry.
- In 1913, the average wage for a woman factory worker was \$5 a week, but a living wage was considered to be \$7.50 a week.
- In 1944 over a million women were in the work force. The number of women in war work had increased from 40,000 to 230,000 since the second world war began. In addition, 36,000 women had joined the armed forces.
- In 1947 married women were released from jobs in the public service and the CBC, on the grounds that their wartime employment was only temporary.
- In 1955 restrictions were removed on the employment of married women in the federal public service.
- In 1967 the average income for men was \$5,331, while the average income for women was \$2,303.
- In 1975 a woman earned 60 cents for every dollar earned by a man.

- In 1977 the Canadian Human Rights Act was passed, forbidding discrimination on the basis of sex, and ensuring women equal pay for work of equal value.
- Bertha Wilson's appointment to the Supreme Court of Canada in 1982 ended 107 years of all-male membership.
- As recently as 1983, three-quarters of the women in Canada's work force earned less than \$12,000 a year.
- According to the 1991 census, women represented 45% of the labour force, compared with 41% in 1981 and 36% in 1975. The ratio between women's and men's full-time earnings was 70%, and women comprised 30% of self-employed persons in Canada.
- Dr. Roberta Lynn Bondar is Canada's first woman astronaut. Her voyage on the space shuttle Discovery in 1992 made her the first Canadian woman in space.
- The first Canadian organized International Conference on the Measurement and Valuation of Unpaid Work was held this year. Statistics Canada estimated the value of household work at \$200 billion, or up to 39% of Canada's gross domestic product.
- Nineteen ninety-three saw Catherine Callbeck become Canada's first woman elected provincial premier in Prince Edward Island. This was also the year that Kim Campbell became Canada's first female prime minister. *

Memorandum of Understanding Signed



OCTOBER 22, 1993 marked the third time that the Memorandum of Understanding (MoU) between CSC and the Interfaith Committee on

Chaplaincy was officially signed. (The Interfaith Committee consists of about 30 members representing various faith groups from across Canada.) The Memorandum was signed in Ottawa by Commissioner John Edwards and Otto Driedger, President of the Interfaith Committee (IFC). The signing of the Memorandum is symbolic of CSC's ongoing commitment to its relationship with the Interfaith Committee and the chaplaincy program. Guests attending

the ceremony included several members of the IFC as well as members of the chaplaincy management team. Reverend Chris Carr, Acting Director of Chaplaincy had the honour of being Master of Ceremonies.

The first MoU was signed on January 25, 1982 by then Commissioner Donald Yeomans and the Chairman of the IFC at the time, Dr. Goodwill MacDougall. The Memorandum was the result of an extensive review of the delivery of chaplaincy services to inmates. The first Memorandum established many of the characteristics of present day chaplaincy.

The second MoU was signed in February 1988 and coincided with the service installation of Reverend Pierre Allard as the third full-time Director of Chaplaincy. This meeting was marked by an agreement to review the MoU after five years.

This third and latest re-signing of the MoU officially recognized the chaplaincy concerns that CSC and the IFC have for the offender once released into the community. This meeting also resulted in an agreement to produce a code of professional conduct for chaplains. A further point of discussion concerned the nature and role of chaplaincy considering the diversity of faiths in Canadian society.

In his remarks before the signing, the Commissioner affirmed chaplaincy as an important part of the correctional team and pointed out chaplaincy's leadership in work with victims as well as inmates' families. Mr. Edwards also indicated that the support and leadership provided by the Interfaith Committee are key components in maintaining the quality of the chaplaincy service. *

by Michelle Landry



Making official the third signing of the Memorandum of Understanding are (l. to r.) Otto Driedger, President of the Interfaith Committee and Commissioner John Edwards.

EQUITABLE RESOURCING AT CSC

DURING THE COURSE of the Roles and Responsibilities Study conducted by CSC in 1991, many of the managers working in the field who were interviewed, felt that CSC's resources were not equitably distributed. In view of this study, several operational managers suggested new approaches to the way CSC distributes its budget.

In the spring of 1992, CSC's Executive Committee (EXCOM) asked its Operational Planning and Resource Analysis (OPRA) Division to conduct an extensive review of CSC's resourcing practices. As a result of this review, in February 1993, CSC adopted the equitable resourcing model as a new method of distributing its budget.

What is equitable resourcing?

Equitable resourcing does not mean that all managers receive the same resources, or the same number of resources. Rather, this term means that each region receives its proportional share of the available resources. To ensure credibility, all managers were given access to information on the budgets of their peers. The model was made fair by making sure that all projects for which managers would be held accountable could be accomplished with the resources they were given. Furthermore, a guarantee of trying to improve performance was incorporated into the model.

To make the model equitable, a number of variables impacting each region differently, had to be identified and factored into the model. Some of these variables included the number, type and security level of offenders, and the number and size of institutions within a region. Travel considerations based on the size of different regions and how they are organized were also factored into the equitable resourcing model.

Sure enough, the first application of the equitable resourcing model confirmed an imbalance in the way in which resources were allocated. To minimize any disruptions, it was decided that the required changes would be made slowly (over a three year period starting in the 1993/94 fiscal year). By the end of the three years, the regional budgets will be balanced.

In the meantime, OPRA continues to study other regional disparities such as the number of admissions and releases and the composition of the offender population. Other aspects of CSC's spending habits have already been examined. Staff training activities for example, are now contained in the model.

By the end of the third year, it is expected that CSC will be able to allocate most, if not all, of its budget on the basis of the equitable resourcing model. This approach gives EXCOM better control of expenditures and should put CSC in a better position when submitting its resource requirements to Treasury Board.

The continued development and application of the equitable resourcing model are an integral part of the resourcing strategy that EXCOM has adopted for the 1994/95 fiscal year. In December 1993, EXCOM will again, for the second consecutive year, make decisions about regional allocation of resources based on the new equitable resourcing model. *



This article first appeared in the October 1993 issue of *ENSEMBLE*, a publication produced by Government Services Canada. If you have ever wondered what happens to the millions of dollars worth of criminal goods seized every year by police, keep reading.

CRIME AND PUNISHMENT

by **Pierre Tremblay**

CRIME SHOULDN'T PAY. To help make sure it doesn't, every year the government seizes several million dollars in criminal proceeds. What happens to those proceeds?

Welcome to the Seized Property Management Branch (SPMB) in Supply Operations, provider of GSC's latest service – managing and disposing of the proceeds of crime.

Opened on September 1, under the authority of the new Seized Property Management Act, SPMB is the custodian of assets seized following police investigations into drug and money-laundering crimes. Assets seized this year will include cash, businesses and bank accounts – all valued in the millions of dollars. A similar service in the U.S. managed assets worth more than \$300 million in its first year of operation.

"Our mandate is to help the government be more efficient with the assets it seizes as part of drug arrests," says SPMB Director Rick Lauzon. "We also help the authorities avoid seizing money-losing assets that would be a financial burden to the taxpayer."

Police forces from across Canada turn over seized assets to the Minister of Government Services following an arrest. GSC then banks, manages or warehouses the assets and, following a conviction, disposes of them.

Once criminals are successfully prosecuted, the assets associated with their crimes are declared forfeit by the courts, allowing the SPMB to dispose of them. Most goods will be sold through Crown Assets Distribution Centres, while property will be sold by GSC's Acquisition and Disposal Directorate in the Real Estate Sector. Money and bank accounts will be kept on account in the name of the Receiver General.

For more information, contact Rick Lauzon, Director, Seized Property Management Branch at (819) 956-1671. *

IT'S THAT TIME AGAIN! Texas, Panama and Beijing are names that health professionals have given to the different versions of the flu that we can expect to deal with (and hopefully avoid) this year. What ever name you give it, the influenza season, which stretches from November through April, is dreaded by all. What follows is a sort of "what everyone should know about the flu" and was condensed from an article that appeared in the Ottawa Citizen on October 12, 1993.

HERE

WHAT IT IS

The flu – or influenza – is a lower respiratory infection characterized by a headache, fever, sore throat, fatigue and weakness. It usually lasts for a few days and is highly communicable.

WHAT CAUSES THE FLU

Outbreaks of the flu are caused by a virus that may change its structure from time to time. Thus, a person who has been vaccinated against one strain, or who has developed antibodies to it after a previ-

COMES

ous illness, may still get the flu when the virus changes.

HOW IT STRIKES

It is spread by virus-infected droplets coughed or sneezed into the air, or by direct contact – handling articles that an infected person has contaminated. The virus infects the nose, throat and trachea and can enter small airwaves in the lungs. It's more prominent in the winter months when people are confined indoors. Crowded places like movie theatres are among the best places to catch the flu.

POSSIBLE COMPLICATIONS

Bronchitis and pneumonia are the most common complications resulting from

bacterial infections that invade the weakened defences of the body.

THE FLU!

WHO ARE MOST LIKELY TO GET THE FLU

The high-risk group includes:

- people over the age of 65;
- adults and children with chronic heart or lung conditions;
- adults and children who have kidney disease, anemia, cancer or any other chronic illness, including HIV;
- children or teens who are treated for prolonged periods of time with ASA (i.e., aspirin);
- any resident of a nursing home, home for the aged or chronic care facility;
- health care staff who work directly with high-risk patients;

HOW TO TELL IF IT'S A COLD OR THE FLU

SYMPTOMS

Fever
Headache
Aches and pains
Fatigue, weakness
Extreme exhaustion
Stuffy nose
Sneezing
Sore throat
Chest discomfort, cough

COLD

Rare
Rare
Rare
Quite mild
Never
Common
Usual
Common
Mild to moderate, hacking cough

THE FLU

Common, 39° to 40°C, lasts 3-4 days
Prominent
Usual, often severe
Can last 2-3 weeks
Early and prominent
Sometimes
Sometimes
Sometimes
Common, can become severe

- heavy smokers, adults and children with severe asthma, tuberculosis, cystic fibrosis, neuromuscular and orthopedic disorders; and
- infants who have been treated for respiratory distress syndrome.

WHAT TO DO IF YOU GET IT

- Rest in bed in a warm, well-ventilated room.
- Take medication (analgesics) to relieve aches and reduce fever.
- Drink plenty of fluids. Warm fluids soothe a sore throat. The use of a vaporizer eases congestion.
- For older people and those with lung or heart disease, see a doctor as soon as symptoms develop.
- For all other groups, see a doctor when symptoms persist.

PREVENTION

- High-risk people should get a flu vaccine.
- Pregnant women who have high-risk conditions are usually advised by their physicians to wait until the second or third trimester of pregnancy before they get flu shots. *



ORLANDO 1994: A MEETING OF THE MINDS

THE American Correctional Association's 1994 winter conference promises to be one of the most impressive corrections events of the year. The theme of the Conference is "Courage, Creativity and Leadership in Corrections." This "meeting of the minds" takes place January 17-19 in Orlando, Florida. For more information and to register by telephone, call 1-800-888-8784. Registration will not be accepted after January 3, 1994. *

INTERNATIONAL LITERACY DAY

by Denis Barbe

SEPTEMBER 8TH, International Literacy Day, was recognized by CSC with special activities and ceremonies taking place across the country. The activities were held in recognition of the efforts and accomplishments of the learners, teachers, volunteers and peer tutors.

Education is the Key to the World was the theme adopted by Westmorland Institution. Celebrations at Westmorland and Dorchester were marked by posters, poems and essays entered by inmates in the creative writing contest. Four tutors at Dorchester Penitentiary were awarded with certificates of appreciation. Bill Snowden, Coordinator of Education Services for 13 years, feels that "Individual tutors are critical for successful literacy training."

In the Quebec region, more than half the institutions celebrated Literacy Day with special activities. Events at the Federal Training Center included an educational rally, as well as an awards ceremony where some students received certificates for showing exceptional motivation in their studies. Awards were also given to four instructors for their initiative and involvement in personal development programs.

At Cowansville Institution, a forum was held to discuss issues surrounding continuing education. Spelling bees were also held to mark literacy day. Drummond Institution held writing and drawing contests focusing on the theme of literacy. The enthusiasm shown for these events was heartening.

At Leclerc Institution, 22 students received letters of merit at a ceremony witnessed by an official guest from the St-Eustache School Board. Afterwards, student inmates discussed problems encountered by people who cannot read and write.

Literacy Day at Montée Saint-François Institution featured a number of vocabulary and literacy contests for students. At Sainte-Anne-des-Plaines Institution,

students and their instructors prepared an action plan for potential school drop-outs. During a panel discussion led by their instructors, inmates determined the reasons that they had dropped out, and the consequences they had suffered as a result of that decision. Afterwards, during a visit to the comprehensive high school in St-Eustache, inmates had the opportunity to talk about their experiences and answer questions from the students.

ABE (Adult Basic Education) students at Kingston Penitentiary put together two booklets of their writings

for circulation among the inmate population. Frontier College in Kingston, Collins Bay Institution and the Prison for Women sponsored the *Take Five and Read, Canada* contest. The winners of the contest received a set of children's books. Collins Bay also devoted the entire month of September to literacy awareness. During the month of September, the video, *Rock and Roll Reading* produced by Much Music, and the film *The Other Prison*, a CSC/Winter Films production, were played. Additionally, a video was produced featuring conversations with inmates and staff about books they had recently read. Teachers at Collins Bay plan to continue literacy awareness activities throughout the year.

Community literacy volunteers who had made a notable contribution in the Prairie region received certificates of appreciation this past summer. Drumheller Institution honoured six volunteer tutors in June. Interestingly, the certificates were designed at Drumheller and printed in their Graphic Art shop. *





IN CASE YOU WERE WONDERING

• Source: Denis Barbe

To mark International Literacy Day (September 8th), our last quiz, published in our October/November issue tested your knowledge on the state of literacy among Canadians. Many questions focused on the state of literacy among inmates. Keep reading to find out how well you did.

1. c) 2,000,000

A study by Statistics Canada in 1989 found that 7% (1,883,000 people) of the Canadian population (26.9 million) was completely illiterate.

2. b) False

A functional illiterate is defined as someone who cannot read or write at the level needed to perform such basic tasks as for example, simple math, reading food labels or completing a standard form.

3. c) One in four (25%)

The 1989 Statistics Canada study found that approximately 22% of Canadians could only read simple text, classifying them as functionally illiterate.

4. b) \$10 billion a year

The *Canadian Business Task Force on Literacy* found that illiteracy was responsible for loss of productivity and employment, resulting in a total cost of \$10 billion a year.

5. c) Two thirds ($\frac{2}{3}$) of all new jobs

In a report entitled "Youth, A National Stay-in-School Initiative," Employment and Immigration Canada indicated that the demand for highly skilled workers in the 1990s is rising, resulting in a need for more than 12 years of education and training for almost two thirds of all new jobs. Many of the new jobs require more than 17 years of education.

6. d) \$55 billion

The *Federal Learning Strategy* paper, produced by Employment and Immigration Canada, reported that "The federal government is a major partner in, and founder of Canada's learning system, contributing \$13 billion of the more than \$55 billion annual expenditure on education and training."

7. b) 1850

In 1985, CSC produced a pictorial history of Canadian corrections called *Crime and Punishment*. Part II, page 4, states that "Until 1869, convicts could not even get a light to read in their cells. Education was considered a great privilege and well-behaved convicts were sometimes permitted to attend evening classes. But even after a 10-hour workday...prisoners were still expected to stand throughout the lesson." This excerpt refers to practices at Kingston Penitentiary from 1849 to 1869.

8. d) Chaplains

Former Solicitor General James Kelleher, in a speech to the National Conference on Offender Literacy in Ottawa, in May 1987, stated that "The chaplain at Kingston Penitentiary [was] the first recorded teacher of literacy in our prisons..." The chaplain's aim was to enable offenders to read the Bible and other religious texts.

9. b) The Archambault Report

Crime and Punishment Part II, page 5, explains that the 1938 report of the Archambault Commission found that "...reform could not be affected by punishment. The goals of the correctional system should be first to prevent crime, then to rehabilitate offenders...[and] suggested improvements in prison education..."

10. c) Six out of every ten (60%)

According to the Education Year End Reports, six of every ten inmates imprisoned in CSC institutions do not have Grade 8 education in language and mathematics.

11. a) \$25 million

In 1992/93, \$25,511,919 was spent on education programs for CSC's prison population. This figure includes NHQ administrative costs.

12. c) Grade 10

The Correctional Education Programs brochure, produced by CSC in 1992 states that "In order to adequately reflect societal realities, the ABE program has been enhanced to the Grade 10 level for the completion of the academic components in areas such as math, language or science."

13. a) In all institutions

The Correctional Education Programs brochure points out that "...the ABE program is available in all CSC institutions...in both official languages, and [there are] special programs that address the unique needs of Native offenders."

14. b) 1987

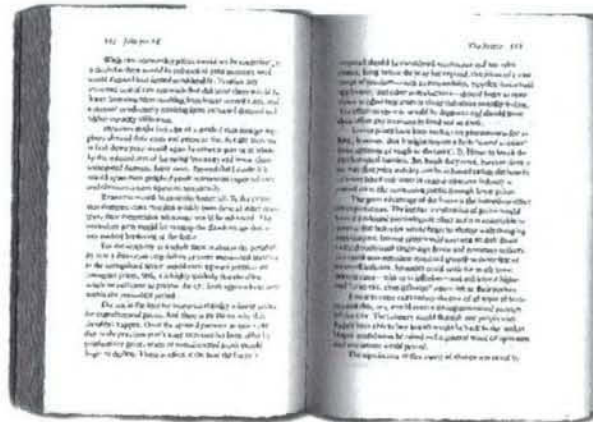
In his speech, Minister Kelleher outlined plans to target 750 inmates to become literate in 1987/88, 1,350 in 1988/89, and 1,950 in 1989/90, for a total by 1990/91 of 4,050 inmates.

15. c) \$6,186,589

CSC spent \$6,186,589 for its ABE program in 1992/93.

16. a) True

Learning difficulties may influence learning ability in individuals, even those who have a higher than normal learning potential. Reference to this is made in a report produced in 1991 by the Learning Disabilities Association of Canada.



Literacy



17. a) 10%

The proportion of Canadians with learning difficulties is 10%.

A WINNER!

The winner of the quiz of October/November is Joan Jorissen of Drumheller Institution in the Prairie region. Congratulations. *

18. d) Between three and four times as high as for the Canadian population

A learning disability assessment conducted on a limited number of inmates in CSC's Atlantic region demonstrated that between 30 and 40% of the inmate population may have one or more learning disability.

19. c) 1990

As stated in a report called *Literacy and the Role of the University*, "International Literacy Year 1990, provided an opportunity to renew

commitments to ensuring a fully literate world. The two principal messages of the Year were first that literacy matters, and second that the provision of education is, above all, a public responsibility, but that there is a role for everyone...in ensuring this basic human right."

20. c) 4,250

A total of 4,264 inmates enrolled in the ABE Grade 8 program.

Source: Denis Barbe



A Christmas Story



ONCE UPON A TIME, in the little town of Amherst, Nova Scotia, there was a man by the name of Tom Laurette, who worked at Springhill Institution. Each morning, Tom would drive 20 kilometers to get to work.

One morning, Tom got into his car to drive to work, not realizing that he was transporting a stowaway. When Tom arrived at Springhill, he parked his car and went in to work.

A little later in the day, another employee at Springhill, Keith Rudder-
man, was walking by Tom's car when he heard some soft meowing.

He looked all around the car until he finally saw a tuft of orange fur sticking out between the engine block and the hood.

Tom was immediately notified of this rather amazing discovery and went at once to free the mysterious passenger – a striped kitten about eight weeks old. The poor kitten had climbed up under the hood of the car and had survived the 20 kilometer car ride hidden in the engine compartment.

Once released, the kitten, terrified by the noisy motor and the scary car ride, fled. No one could catch up with it. Finally, after many attempts, Cathy Legere managed to catch it, and Dave Coon took the kitten to Sophia Gould, the Institution's "cat expert." Through much caressing, she was able to calm the kitten. The task ahead was to find a home for it.

Sophia could not keep the kitten, because she already had two cats. Sophia decided to appeal to her co-workers' sense of compassion. As it turned out, most people at the Institution had already heard about the rather miraculous incident. Sophia's colleagues were very generous and in no time at all, she had raised forty-five dollars to have the cat examined and vaccinated by a veterinarian.

The staff also suggested a number of names for the kitten:
Squeaky, Hope, Lucky, and CP (for car pool).

At the end of the day, Tom took the kitten back to Amherst – this time inside his car – to have it examined at the veterinary clinic. Despite the traumatic experience, the kitten was in perfect health, and was taken to a nearby animal shelter, where a home was found for it.

Sophia was very impressed by the generosity of her colleagues. She commented that many of them smiled a lot that day – all because of a little kitten!

This is a true story. Although it did not take place on Christmas Day, it is a story about good-will and generosity. And on that note, the staff of LET's TALK wish all of you a happy holiday, and peace, happiness and prosperity for 1994.

