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# Federal Corrections



# FEDERAL CORRECTIONS

Published by the authority of the Commissioner of Penitentiaries and the Chairman of the National Parole Board to inform Correctional Officers employed by the Government of Canada concerning developments in the Federal Correctional Field.

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## Colonel Stone at "Calderwood"

SENIOR DEPUTY COMMISSIONER, COL. J. R. STONE,  
SPEAKS AT CORRECTIONAL WORK CAMP  
OFFICERS' COURSE

*Col. Stone said in his address:*

The guidance that I may be able to give you in handling men is extracted from my own not unsuccessful experience in this field.

At school, in England, I learned that if I would lead I must first learn to obey. I learned also that, in one's thinking, the team must be first in everything, and that the team is only as good as its weakest players.

In the 1930's I had considerable experience in fighting forest fires in Northern Alberta. It was proved to me that, provided the leader is respected, he can ask anything of his crew and it will be given to him even though the pay and the working and living conditions are as poor as they can possibly be.

My experience in two wars, World War II and Korea, enhanced my own reputation for leadership. Possibly it was because my men knew that I would not ask them to do anything that I could not or would not do myself. Korea showed, in the case of my battalion, that, with a challenge and a nucleus of dedicated officers, you can make a successful team out of even a nondescript group of human beings. Some of the members of my battalion had criminal records a mile long, and in one of their marching songs, they described themselves as "untrained bums,

(Continued On Page 6)

## Correctional Quickies...

The new laundry building at Leclerc Institution is now in operation and it is expected that it will shortly process at least fifteen thousand pounds of clothing per week, providing a complete laundry service for the three institutions in the Montreal area.

The new building was opened on Monday, March 27th after ten heavy machines had been moved from St. Vincent de Paul Penitentiary on the previous Friday.

The laundry system to be used in Montreal is a further step in co-ordinating area services in the interest of efficiency.

The inmate population at Leclerc Institution will have reached 400 by May 1st. By April 1st, 325 inmates had been moved from St. Vincent de Paul and several groups have been moved over since that time.

The new gymnasium at the Leclerc Institution is now being used regularly at nights from 6 p.m. to 9.30 p.m. and on weekends on a voluntary basis. Officials of the institution report that at least 80 per cent of the inmate population makes use of the gymnasium facilities. The institution, as part of its night recreation, has also organized bridge tournaments etc. for older inmates.

A second Dale Carnegie Course is now under way at Saskatchewan Penitentiary after a very successful course sponsored earlier in the winter. As well as inmates, several custodial officers are taking advantage of the course at a cost to themselves of approximately \$120.00 each. Those officers taking part in the first course were A. J. Doerksen and G. J. Rooney. On the second course, the educational supervisor, R. D. Dunning and his wife are students, as well as three other penitentiary officers, C. S. Kent, S. E. Powers, and I. A. MacKay.



## CORRECTIONAL QUICKIES

Interest in effective speaking is at a high point at Saskatchewan Penitentiary as illustrated by the sponsorship of a group of approximately 15 inmates by member officers of the Toastmasters Club in Prince Albert. The group meets in the Officers' Mess once a week.

\* \* \*

Several members of Saskatchewan Penitentiary attended the annual meeting and seminar of the John Howard Society of Saskatchewan held in Saskatoon, during March. Those attending included:

Warden F. C. B. Cummins  
Deputy Warden J. H. Weeks  
Classification Officer C. A. Williamson  
Psychologist W. J. Ross  
Senior Clerk A. J. Doerksen  
Keeper S. E. Powers  
Teacher R. N. Lingard  
Teacher J. H. Stobbe  
Carpenter Instructor J. W. Murdoch  
Shop Accounts Officer V. McLeod

According to those attending the seminar discussions proved to be lively with good participation from the staff members. Two or three penitentiary officers were assigned to each group. Public Education, Legal and Penal Reform, Study and Research, Service to Clients, Administrative Operation and Financial Support are some of the topics developed in the group and later summarized.

\* \* \*

For the first time in the history of the Canadian penal system, inmates were allowed outside prison walls in civilian clothes to attend a special social function, the graduation banquet of a public speaking course held at William Head Installation.

The group was the graduating class attending the Dale Carnegie Graduation Banquet held at the Pacific Club, Victoria on March 16th, 1961.

Those attending the banquet had participated in a fourteen week course in Effective Speaking.

The following is a copy of an item appearing on radio CJVI in Victoria, prior to the event.

"In the opening slot tonight word of an encouraging first in Canadian penal history which will be staged in our city area later this week. A whole graduating class of inmates from the William Head open-style institution — graduates from the 14 week course in Dale Carnegie Effective Speaking — has ended

up on them receiving permission from the Canadian Commissioner of Penitentiaries in Ottawa and they will come outside the William Head Installation to be guests at a banquet in Victoria's Pacific Club with the Dale Carnegie group as hosts, and Victoria's Mayor Scurrah as official guest and speaker of the evening.

For the men — indeed for the whole William Head operation — the event will make a milestone in accomplishment and public acceptance. From this corner, we're tickled stiff to hear of it ... and hope that it'll be but the first of many more such outside-the-walls experiences made available as genuine reward for conscientious work inside the — well, walls certainly isn't the right word with reference to William Head ... inside the sketchy wire fence being more accurate.

It's obvious, we'd say, that the combination of application and attitude — on the part of the inmates — and of dedication on the part of the staff at William Head, is paying off in two key fields ... that, primarily, of development of a better and more effective way of handling law-breakers, and, almost as important locally development of better understanding between local citizens, and the men in the William Head operation.

We sincerely hope that their banquet operation at the Pacific Club turns out a huge success — and if it does, it'll be one more indication of the better way William Head, under Chief Supervisor Harry Collins is preparing men for re-entry into society as useful citizens!"

AND THE EVENT WAS HIGHLY SUCCESSFUL AND PRAISED BY TELEVISION, RADIO AND PRESS.

\* \* \*

Instructors at British Columbia Penitentiary under the direction of Warden Tommy Hall, have been literally beating the bush of the province to obtain work for their various industries. To date they have received several orders from the Department of National Defence, Department of Transport, Department of Northern Affairs and Department of Mines and Technical Surveys. It is expected that a considerable amount of work to keep the industries at the institution going will be received from these various departments as well as from the Department of Veterans Affairs Hospitals and the Department of Indian Affairs, who have also received permission to deal with the institution.



## CORRECTIONAL QUICKIES

Work is now completed on the erection of a butler type building, 135 feet by 80 feet to be used for recreation facilities at British Columbia Penitentiary. According to Warden Tommy Hall, its erection affords a valuable outlet for inmate activities during the inclement weather experienced during the winter months due to heavy rains which are prevalent most of the winter. Interior finishing will be done by inmates during the summer.

\* \* \* \*

Voluntary first aid classes for officers at British Columbia Penitentiary are now being completed. The classes in which 22 officers enrolled were conducted by senior hospital officer, W. L. Pritchard. The course was sanctioned by the St. John's Ambulance Headquarters Division of Vancouver and upon completion of the course, examinations will be conducted by a doctor with successful trainees receiving St. John's Ambulance Certificates. Considerable interest has been displayed by the staff in the training.

\* \* \* \*

F. P. Miller and Edward Dion, Q.C., members of the National Parole Board will visit Western Canada for three weeks beginning in the end of May. The two Board members will visit various institutions, police and judicial officials as well as holding several press conferences and speaking at various organizations. This is part of the Parole Board's program of having Board members visit various areas of the country and inspect various institutions.

\* \* \* \*

The resignation of Mrs. Andre Deschambault, stenographer at Headquarters, was accepted effective April 7, 1961. Mrs. Florence Boisvert has been granted six months leave without pay due to ill health. Miss Beaulac of our Winnipeg office has resigned to take up a position with External Affairs. Mr. Douglas Cumpson, recently Classification Assistant at Collin's Bay Penitentiary assumed duties at Headquarters as Parole Analyst effective April 1, 1961.

\* \* \* \*

Twelve new industrial shops will be in operation this year in the Federal Penitentiary System. The new shops will be located in new industrial shop buildings now under construction at various institutions. This will include an industrial warehouse in Collin's Bay Penitentiary which will provide as a storage area for goods produced by industries in the Kingston area.

Three new industrial shops are now in full operation at Valleyfield Camp, Quebec. The new industrial shops are Upholstery, Clothing Production and Metal Work. According to officials of the Industries Branch the production rate for this institution is exceptionally high. A similar plan to that in operation at Valleyfield is now being followed at the new Springhill Institution where a Clothing, Metal Work and Canvas industrial section is now underway.

\* \* \* \*

Miss M. L. Lynch, Member, National Parole Board, visited the Alec G. Brown Memorial Clinic, Mimico, and Brampton Reformatory and Training Centre, Mercer Reformatory and the after-care agencies in Toronto on April 17 and 18 and appeared on CBC "Open House" on April 19 at 2:30 p.m.

\* \* \* \*

During April the Executive Director, National Parole Service, Mr. Benoit Godbout, was on a tour of Regional Offices and institutions. Points of call were Vancouver, Edmonton, Prince Albert, Regina, Winnipeg and Toronto.

\* \* \* \*

Regional Representatives of the National Parole Service convened for the Annual Conference with Headquarters in Ottawa on May 11-12-13 and continued on to Toronto to attend the Canadian Congress of Corrections May 14-19. Also attending the Congress were Mr. T. George Street, Chairman of the Board, Mr. Frank P. Miller, Member, Mr. Benoit Godbout, Executive Director, National Parole Service, Mr. W. F. Carabine, Supervisor, Central Section, and other members of the National Parole Service staff.

\* \* \* \*

Eighteen Industrial and Vocational staff officers are taking a new Teacher Training Course set up on the principle of "Learn by Doing" at Dorchester Penitentiary in New Brunswick.

Two hour classes are held once a week and are conducted by three penitentiary instructors.

The prime objective of the course is to provide basic training of a practical nature to fit the immediate needs of the instructor in his shop.

Classes are arranged to give each instructor a chance to actively participate in actual teaching situations as often as possible, thus giving them a chance to practice effective speaking, trade instruction, inmate trainee observations, etc.



## CORRECTIONAL QUICKIES

Since the beginning of April inmates at the Federal Training Centre are permitted to receive visitors during the evening, from 1800 to 2130 hrs. So far this new scheme has produced expected results: more parents can visit their young sons than before; less time lost by inmates from their training period during the day. It seems that both visitors and inmates are in a happier mood during these evening visits.

\* \* \*

A debating team composed of young inmates of the Federal Training Centre recently defeated their opponents from the Montreal Junior Board of Trade. The subject was "How the exploration of outer space could best serve the interest of mankind." This team of inmates was picked from students of a public speaking course organized by Mr. Gerald T. Rayner, from Rolls Royce Motor Company, who is also a director of the John Howard Society. The panel of judges was composed of a Montreal lawyer and business men. This same team will, in the near future, meet a McGill University debating team.

\* \* \*

Eight Custodial Officers at the Federal Training Centre have been allowed to follow a course organized by the Provincial Department of Youth and Social Welfare. This is a 3-year course which leads up to the obtention of a diploma qualifying its holder to become a specialized educator of the maladjusted youth. We believe this is one step in the right direction as effects are being felt already. These courses are followed not without personal sacrifices on the part of these officers and also on the part of the institution.

J. A. M. F. Gauthier, PH.D., who was employed for over three years at Kingston Penitentiary as Senior Classification Officer, has accepted the appointment of Supervisor of Classification at St. Vincent de Paul. He resigned from Kingston on September 1st, 1960 to complete his PH.D. in Psychology from the University of Montreal last year.

\* \* \*

Wardens from all institutions across Canada attended the annual Warden's Conference held at the Penitentiary Staff College, Calderwood.

The sessions were divided into special study groups to discuss various sections of basic policy—more in next issue.

\* \* \*

The new 50-bed wing at the Women's Prison, adjacent to Kingston Penitentiary, is not only providing female inmates with expanded and modern academic, vocational and gymnastic facilities, but it is also allowing them a certain degree of individuality.

Inmates previously accommodated in a dormitory are now provided with separate rooms in a new wing. Each room, which is kept unlocked, is equipped with a bed, table, chair, cupboards and radio. On top of all this the occupant is allowed to decorate it to her own taste. Two washrooms and a common room complete the living accommodation.

At the far end of the large gymnasium, which juts off the dormitory section, are located two classrooms. One, a full time business course attended by some 30 inmates, was started in January. Ten are attending school full time in academic subjects.

Additional Correctional Quickies On Pages 8 & 10





## Quotes On Parole by After-Care Agencies...

"Rehabilitation: What can be expected from a man who 'comes outside' without a job, without a reputation, without money, without friends, and, in many instances, rejected by his own family?

Often on release he finds, because of prejudice and apathy in the community, there is no place for him. Without assistance and the acceptance of society, his only recourse is to return to crime.

This is the crucial period — the period when agencies such as the John Howard Society do their most effective work by helping the offender to help himself regain a secure position in the community.

Aside from the purely humane aspect, this salvaging of human lives provides the only real protection for society and a very direct, substantial saving in public funds."  
(John Howard Society of Quebec)

\* \* \* \*

"Penal reform cannot be brought about solely by those carrying the responsibility for administering the correctional system. The Government must be supported by interested and informed public opinion."

(John Howard Society of Quebec)

"We try then to devote ourselves to individuals who are motivated to make proper use of facilities. One group which we feel falls into this latter category are the parolees who, while making up some 14% of the total receive about 65% of a worker's time. We believe that parole is the most affective method of release from our penal institutions for the following reasons:

- (1) It provides a strong incentive for the parolee to make a successful adjustment to society.
- (2) It involves pre-release planning and preparation for both the parolee and the agency.
- (3) It ensures continuing contact between the parolee and the agency.
- (4) It clearly sets forth conditions of parole which provide a beginning frame of reference for both parolee and agency."

(John Howard Society, Vancouver Island)

## W.T. Ponting, Deputy Warden Retires

W. T. Ponting, Deputy Warden at St. Vincent de Paul Penitentiary, has retired effective April 1st.

Bill . . . as he was known by both superiors and subordinates, was born and educated in Montreal and after being active in the first World War and living some time in England, he joined the St. Vincent de Paul staff on May 14th, 1934.

In 1935 he was made a Warden and in April, 1936 he was put in charge of younger inmates at the institution, prior to the opening of the Federal Training Centre.

On May 1st, 1940 he was named the Keeper and on November 1st, 1951 was promoted to Assistant Chief Keeper. He then moved to Chief Keeper on April 1st, 1957 and finally was named Deputy Warden on September 13th, 1960.

Active in his community as well as in the institution, during the second World War he organized Civil Defence Services in the area. He was also active in the Canadian Corps and the Amalgamated Civil Servants at St. Vincent de Paul. He occupied the Presidency of both associations for many terms.

## Problems...

On May 18th, 1908, the Warden John Brown of British Columbia Penitentiary had less pressing problems than those faced by Warden Tom Hall today. A letter bearing that date written to Headquarters says as follows:

"Dear Sirs:

I beg to inform you that we have ten or twelve sacks of beets which the farm instructor informs me we have no use for. Will you kindly get the Minister's permission for me to sell the same if I can.

I also have seven or eight deer in the ravine, six or seven bucks and one doe. I should be glad if the Minister would grant me permission to deal with these as I see fit, either by exchanging or selling (alive or as venison) so as to bring the herd into proper proportion of bucks and does.

Very truly yours,  
John Brown, Warden."

....It might be of interest to note that the Warden was approved permission to sell the beets and it was suggested that he exchange or sell the deer alive, if possible. He was cautioned to slaughter the herd only during the proper time of the year and not during the closed hunting season as to cause "unfavorable comment that it is better to avoid".



COL. STONE SPEAKS (*Continued From Page 1*)

we're from the slums." They were, in almost all instances, first-class members of the team.

You may say "What has all this to do with correctional work camps?" "You are reminiscing about soldiers." "We have to deal with persons serving sentences of imprisonment, not soldiers." My friends, you and I are both dealing with men.

Ardant de Picq, a famous writer of things military, said: "The man is the first weapon of battle".

Of all creatures or things on this earth man is supreme. Some fall into low estate but they are still men, with men's desires, dreams and demands for recognition. They are human flesh and blood and they can be swayed in a thousand different ways. The right word, the right look, the right example and proper encouragement will change the recalcitrant to the tractable. The wrong word, the wrong look, the wrong example, and no encouragement, can have exactly the opposite effect.

In our studies of penology we are apt to forget the human element and dwell on locks, bars and other means of incarceration, of laws, disciplines, punishments, fixed posts, escorts, restraints and riot drills. This is analogous to the military student who studies only tactics and strategy and forgets that battles are won by men of flesh and blood. Our penal system, no matter how many millions of dollars we may spend on institutions of the latest design, is only as good as the staff that operates it. The staff is only as good as its attitude towards the men who are given in its charge. That attitude can only have one base and that is that the inmates are considered as men. Men who have erred, to be sure, but nevertheless men of the same flesh and blood as those who are charged with keeping them and treating them.

This subject of Man-Management is vast and complicated. It has as many facets as there are persons within any given orbit. There are so many imponderables that it is impossible to present to you a capsule-style formula which you can transpose to a notebook for use in the solution of future man-management problems.

If any good can come from this talk, it will result from your own thinking and discussions and future studies and practice in dealing with the problem. As penitentiary officers, there is no subject that

is more worthy of the time and effort which such study will entail.

The words or phrase "Man-Management" leave something to be desired as the word "management" applied to men implies a degree of authoritarianism which would seem to rule out "co-operation" or "team-work" in the officer-inmate relationship and neither does it envisage the relationship of the individual penitentiary officer with his fellow officers. Perhaps better titles might be:

- (a) Personnel relations for officers;
- (b) Penitentiary population psychology;
- (c) Command Commandments;
- (d) Leadership laws.

It will be well for us to keep in mind that we have here a subject to which business and industry attaches the utmost importance and to which ever increasing time and energy is devoted in order that the most may be gotten from men and at the same time keep them healthy and happy in the giving. It is my feeling that if the Penitentiary Service is to develop men capable of fulfilling the function of efficient leadership, that is to use to the full the latent capacities of every officer and every inmate, that organization will also have to devote ever increasing time and effort to the task of selecting, training and developing leaders.

In attempting to evaluate the human material which we call "the inmate population", there are several points which we are apt to overlook but which should be kept in mind:

- (a) Taken as a group, the penitentiary inmate population is comprised of persons having, in the aggregate, a considerable amount of civilian experience and skills. Most of this experience and these skills are needed by the penitentiary service if the institutions are to operate efficiently and if the penitentiary industries are to pay their way.
- (b) Because of their diversified origins the inmates do, when first in prison, lack cohesion or group consciousness and they are good material for moulding into strong team groups. All that is needed is the guidance and training, and if the staff of the prison does not supply the guidance the inmate "wheels" soon will.
- (c) Modern media of information diffusion reach everyone with remarkable effectiveness. The



schools, press, radio, movies and television, have given the masses, and therefore the inmate population, the power of thought and criticism to a high degree never formerly known.

- (d) Years ago, with the rule of silence and the lash to back it up, penitentiary practices were not subject to inmate criticism. The day of immunity from criticism from the inmate population is over; to a greater extent than ever before this will be true of the future, especially in camp surroundings where relationships between the inmates and the staff will be so much more informal than in the large institutions.
- (e) The power of the individual in a highly organized society is very limited — so too in the penitentiary. Nobody knows this better than the inmate and he is prepared to accept this position without question so long as he has good leadership, and he is quite capable of discerning whether it is good or not. Inmate leadership is just as acceptable then as staff leadership. It is a question of availability and who fills the vacuum.

A word of warning to those who may expect too much: no amount of preparation, experience or foresight will enable you to prevent a certain amount of "institutional crime" within your jurisdiction. A certain incidence of minor and even major "crime" is inevitable. It will be your responsibility, however, to be on the alert for any sign that such crime is a symptom of a more serious condition. I do not intend to deal with institutional crimes in my remarks; they may or may not be signs of poor management. Favouritism, petty officiousness, non-recognized tensions built up by incarceration, etc., are conditions which lead to crime or poor performance, both on the part of penitentiary officers and those whom they direct. The good leader will detect these conditions and deal with them immediately.

I would now like to turn to the discussion of that which in my view is the most serious cause of disharmony in the penitentiary officer-inmate and officer-officer relations. If asked to describe the cause of this disharmony in one word, I would call it frustration.

Frustration — this is the inability to square one's natural aspirations with the condition of things as they are. The main causes of frustration are:

- (a) A man's job does not provide full scope for his capacity, and yet, through circumstances, there is no outlet for the excess. (This is the source

of the agitator — the institutional lawyer, the organizer of discontent among inmates and the staff).

- (b) A man's abilities, which he possesses beyond the requirements of his job, are not recognized or appreciated by his supervisors.
- (c) Incompetence on the part of those who direct or supervise institutional activities. Imagined or real, it makes no difference, if a man believes there is incompetence, it is the belief which must be changed. The psychological reaction arising from compulsion to do the wrong thing, or to do a thing the wrong way, is dangerous.
- (d) When an intelligent suggestion is refused the courtesy of an intelligent reply. The effect of this attitude (the "you are not paid to think" attitude) can be destructive.
- (e) Being merely a number in a mob is bitterly resented, especially by the man who has been master in his own home, who is "somebody" in his social relationships, no matter how vicious, etc. The inmate will at first go to great lengths to submerge himself into the group, but to leave him there unidentified is a fatal mistake.

It is essential for us to realize that the cure for frustration seldom lies in the provision of material things. The things which I have mentioned are not material, they are essentially of the mind or the spirit. What is wanted apart from the removal of the causes mentioned, is the recognition of man as MAN, the most deeply rooted of all human desires. The establishment of a "common interest" shared equally by all is one which makes for stability. Yours is the difficult task of establishing this concept of "common interest" or "joint venture" within the framework of the penitentiary disciplinary code.

Now for some positive suggestions for success in your relations with those about you:

- (a) Officers must be at least as efficient in the performance of their functions as subordinates are in the performance of their operative functions. (The inmate, knowing himself not to be faultless, will be a lenient judge even of penitentiary officers, except where he discovers "covering up" or disloyalty, and then he becomes resentful and, more serious, distrustful).
- (b) Insistence upon the maintenance of high standards of efficiency and conduct upon the part of those whose work they are managing or directing.



- (c) "Getting by" with a minimum of skill and a minimum of production on the part of both the officer and the inmate will not do and is bound to produce poor work and poor relations.
- (d) The fullest possible information on all phases of the job on hand and the reason for it should be given to subordinates. "Community of interests" cannot be a reality when one party alone possesses the facts and the other has only rumours to go on; this is too often the case in the penitentiaries.

It is true, I feel, to say that your real problems in leadership will not occur during riots and disturbances. They will occur during the regular working and recreational periods. The outcome of a disturbance, however, may well hinge upon your effectiveness in dealing with inmate problems in the day-to-day operations.

You will have gathered by now, perhaps, that the main proposition which I wish to put to you is essentially this: that "man-management" is in reality a problem in "self-management". The officer who has practised, consciously striving for improvement at all times, the art of "self-management", will rarely have to face a serious "man-management" problem of his own making. The officer who performs his assigned duties with professional proficiency and skill, and who conducts himself towards all those about him,

inmates, equals and seniors, with the same consideration, courtesy and fairness, will inevitably inspire the majority of his associates to do likewise to others. I do not mean to convey the impression that because your "self-management" is good that you will make no mistakes in "man-management". What I do mean, however, is that if your "self-management" is good you will recognize your own "man-management" mistakes, you will not fear to admit them, you will rectify them, and you will profit by them.

In concluding these remarks, I would ask you to consider this statement which I have framed in an attempt to put the law of leadership in a "nut-shell":

"The successful modern leader, in any field, will invariably be the product of assiduous self-discipline and self-preparation, whatever may be his basic personality endowments or defects"; and so I say if you wish to lead, prepare yourselves at every opportunity, your success or failure will depend upon it.

One last exhortation: Do not make the error of applying my remarks to "the other man" thus reckoning how far short of being a good officer he is; apply the yardstick to yourself, measure yourself honestly, and then take action to improve yourself. The other man will look after himself — he always does.

## CORRECTIONAL QUICKIES

The prefabricating of the main units of the correctional camps will be done within the Industries Branch of the various adjacent major institutions according to J. A. McLaughlin, Assistant Commissioner - Industries.

At present prefabricating is now underway at British Columbia Penitentiary for many of the new buildings at the Agassiz Camp and a similar procedure will be followed for the Gatineau area camp as well as a camp at Petawawa.

\* \* \* \*

According to J. A. McLaughlin, Assistant Commissioner - Industries, 70% of the industrial work now being carried on in various institutions is being done for the penitentiary service. This is primarily due to the large amount of work being carried out to provide equipment for the new institutions.

\* \* \* \*

The staff at Dorchester Penitentiary seeking trade training no longer have to drive 25 miles through rough and sometimes impossible weather to receive it. Now Dorchester has it.

Following negotiations with B. W. Kelly, Director of Apprenticeship for the Department of Labor at Fredericton, N.B., and a grant of authority by the supervisor of Vocational and Trade Training, Ottawa, the penitentiary can now use its vocational training facilities for evening classes.

The first of the bi-weekly courses was held on January 24 with 10 officers attending. The course is expected to conclude by May 31 and will resume again in September.

According to Warden C. E. DesRosiers, the new course "marks a milestone in our training program and one rather unique in penitentiaries service."

All officers taking the course are under a Contract of Apprenticeship financed by the New Brunswick Department of Labor. Trades taught include carpentry, sheet metal, painting and decorating and motor-vehicle repair.



# New Job Training Plan

## At William Head Institution

The vocational shop at William Head, the minimum security satellite of British Columbia Penitentiary has brought outside contracting techniques inside to the inmates. Job estimating, competitive bidding, and strict work supervision being carried out by the inmates themselves has boosted morale and esprit de corps to such an extent that slackers are being strongly criticized by their fellows.

The work is not limited to the vocational shop. Those taking the commercial course are busy tallying up the bookkeeping, much as the accounting department of a general contracting office.

Inmates taking the vocational course elect their own chairman, who has complete charge of their activities, under the supervision of the vocational instructor. Shop "foremen" are named by vote. They form "companies" and proceed to "bid" on projects in competition with other groups in the class. Each foreman is responsible for estimating, tendering and finally completing the actual project.

Commercial trainees worked out the entire cycle of payroll preparation, including the issuance of "Earning Summary Statement" and a pay-check drawn against "The Beachcombers Bank" which has its own specially printed stationary.

The most revolutionary thing to come out of all this was the reaction by the inmates when they learned how much money they would have earned had they carried on their work outside. Said one: "I would have made more by far than I could from crime."

The rehabilitative value of this scheme needs no more comment.

This statement pretty well points out the success in carrying out the two basic functions of the operation:

1. to point out the financial reward of a skilled tradesman, as compared to that of an unskilled laborer; and,
2. to drive home the point of lost time, lost opportunity of gainful employment and lost earning power while imprisoned.

The results have been most impressive. The vocational training shop has the highest work week average in the entire penitentiary service. The shop has now reached the 85% mark in production, compared with a similar outside shop. The most outstanding accomplishment, according to institution officials, came about just recently when a prospective employer visited the shop to interview one of the inmate trainees. On seeing his grade marks and training achievements he simply nodded with disinterest.

However, they said when he saw the inmate's production record on competitive contract bidding and the \$4,000 figure typed in the remuneration column (his earnings for 11 months) he wound up offering jobs to two inmates, on the proviso that they complete their course.

H. A. Collins, Chief Supervisor of the William Head Installation and W. C. Seward, Vocational Instructor Carpenter, concur from the results of the experiment that perhaps productivity should be one of the conditions of parole. In a letter to the National Parole Board they say that if this were a condition of parole, it would provide motivation, "and give us a man leaving our gates better equipped mentally and physically to cope with life outside.

"It would make jail a much more unattractive place for the old seasoned offender, as his friends would be far too busy to stop and listen to his latest exploits."

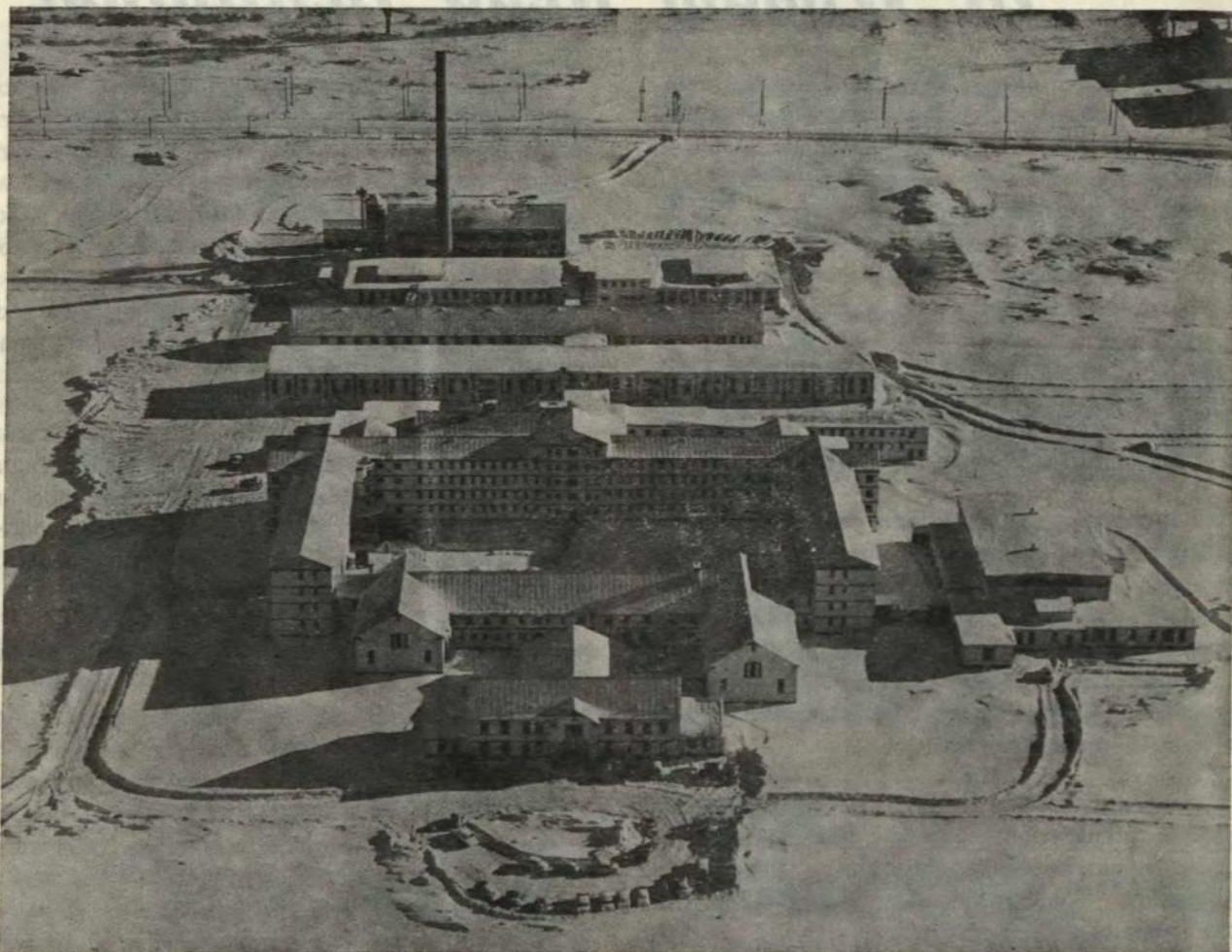
\* \* \* \* \*

Federal Training Centre members are very proud of their brass band. It is composed of 23 musicians who are members of the staff. Interesting points of this achievement is the fact that 3 years ago only two of these members knew something about music or could play an instrument. The expenses involved of providing this band with instruments were incurred by the "Comite Central" (staff organization). Each member is paying a small weekly fee to provide for the cost of music tuition fees.

The secretary, Mr. Bastien, mentions that the band would like to be heard elsewhere... a fair opinion of the statement that they are very good.



# New Leclerc Institution . . .



Full population of 450 inmates is expected to be reached at the newly opened medium security Leclerc Institution, at St. Vincent de Paul, Quebec, shortly. Located directly north of the St. Vincent de Paul Penitentiary, from which it will receive most of its inmates, the Leclerc Institution is designed for a full enrollment of 454 inmates.

Officially opened in February by The Minister of Justice, The Hon. E. D. Fulton, the new institution boasts the largest bread production in the entire penitentiaries service. It also has the only female psychologist in the federal penal setup.

An inter-connected group of white stucco and red brick buildings, the Leclerc Institution represents the newest concept in Canadian Penitentiary design.

Like its sister institution (Joyceville) at Kingston, Ont., the only other medium security penitentiary in Canada, it segregates prisoners into small groups according to age and rehabilitation requirements.

The four-storey cell blocks, tallest buildings in the new institutions, are a far cry from the caverns of tiered cells found in older penitentiaries. Each floor contains segregated units of approximately 30 cells, complete with washrooms and combined dining rooms and common room areas.

When prisoners aren't in their cells or working in the shops, they have access to their own common rooms. Meals are prepared in a central kitchen and are wheeled to the various dining rooms on steam carts.



## News from **Walter Johnstone** **Director of Staff Training**

A total of 28 officers in the Kingston area have completed a course in Oral Communications. The course covered such subjects as Oral Communications, Leadership, Introduction to Instructional Technique, Personnel Development and The Art of Constructive Criticism and Evaluation. It was conducted jointly by G. Taylor, Chief Vocational Officer, and C. Chitty, In-Service Training Officer. The facilities at the Staff Training College at Calderwood were used. Those successfully completing the course include: J. McQuaide, H. Limbert, R. H. Duff, W. R. Ovens, H. A. J. Field, F. B. Abrams, J. R. Dewar, R. B. Gage and P. Belisle of Kingston Penitentiary; D. S. Patterson, J. Donaldson, T. V. O'Neil, N. G. Somerville, C. L. McQuaide, A. Chippendale, W. Goodman, D. L. Hornbeck and C. D. H. Lattion of Collin's Bay Institution; G. Coates, G. S. Merritt, W. G. Niles, J. H. Trotter, R. C. Halloway, L. G. Latimer, D. C. Mercer and E. J. Doyle of Joyceville Institution and Mrs M. A. Bell and Miss A. McCue of the Prison for Women.

\* \* \*

Eleven members in the Kingston area have completed a one week Job Instruction Training Conference at the Penitentiary Staff College, Calderwood. Those attending the course were: Instructor L. D. Cook, Assistant C.T.I. (Construction) R. W. Bachelor and Keeper P. H. Belisle (In-Service Training Officer) of Kingston Penitentiary; Assistant Chief Vocational Officer D. L. Hornbeck, Instructor (Vocational) G. A. Irvine, Chief Trade Instructor E. Ogilvie and Guard Gr. 2 C. W. Chitty (In-Service Training Officer) of Collin's Bay Penitentiary; and Chief Trade Instructor B. Sanderson, Keeper J. H. Trotter (In-Service Training Officer) and Instructor Wallace Niles of Joyceville Institution and Staff Training Assistant W. C. Westlake of Penitentiary Staff College.

\* \* \*

The annual examinations to establish an eligible list for promotion to the positions of keeper were recently written across Canada.

A total of 174 examinations were written in English and 60 in French.

## **Area Classification Board in the Kingston Complex**

In the first year of operation the Area Classification Board in the Kingston complex conducted over 2,000 interviews and reviews to determine which inmates at the maximum security penitentiary could be transferred to medium and minimum security institutions.

Involved in the Kingston complex are Kingston Penitentiary, Collin's Bay Penitentiary, both maximum security and Joyceville Institution. Minimum security farm camps at Gravenhurst and Petawawa will also belong to the complex, once they are in full operation.

According to Warden D. M. McLean of Kingston and Classification Officer J. D. Clark, the area classification board currently follows two types of inmate, those in maximum security institutions, and those in medium security, who are suitable to be sent to other institutions.

The area board at Kingston is composed of the Deputy Warden of each area institution and the psychologist from the receiving institution. All inmates in maximum security are reviewed automatically at periods varying from six to twelve months.

It works this way.

Once the inmate has been sentenced by the court, has signed his waiver and is admitted to Kingston Penitentiary, he is documented at the Reception Unit. This documentation involves checking court documents, committal warrants, fingerprinting the inmate, listing his personal effects, issuing him clothing and assigning him a sleeping area.

On his admittance, a form PB 108 is filled out. This form is attached as "Appendix A". It is used in every department of the penitentiary as a general information sheet on the inmate and also lists names and addresses of next of kin.

(Continued On Next Page)

**Federal Corrections** is your publication. Tell your Assistant Warden, Organization and Administration of any items you think may be of interest.



The inmate spends his first 14 days in the institution receiving medical checkups, etc., and working on temporary jobs. During this 14-day period the Classification Department is busy obtaining records of the inmate from his former institution and reports from the National Parole Board, Police and after-care agencies, etc.

Every newcomer is given a battery of psychological tests. This includes intelligence tests, projective personality tests and in many cases vocational aptitude tests.

Once outside reports are obtained and test results have been tabulated, the inmate is interviewed by the Classification Department. This interview has a two-fold purpose: It compiles a complete and comprehensive social history on the inmate and relates this social history to his psychological test results thus determining what treatment and vocational training is necessary.

Determining what treatment, if any, is required is never left up to any one individual. This is a group decision where classification and psychological staffs discuss each case before a recommendation for treatment is made.

Treatment in the penitentiary sense is not limited to medical and psychiatric care. It also involves counselling the inmate on how to make his life within prison productive and especially how to get along with his fellow inmates and custodial officers.

Once the social, psychological and vocational problems of the inmate have been diagnosed, recommendations are then made to the Area Classification Board.

This recommendation is usually forthcoming after the third week of the inmate's sentence. Every inmate is interviewed by the Area Classification Board. His treatment needs are kept in mind especially in the area of where these needs could best be met, whether it be in a maximum, medium or minimum security institution.

A broad outline of the factors taken into consideration before the board rules an inmate may go to medium or minimum security institutions could be summarized as follows:

All inmates should be considered for medium security, except:

1. Mental defectives, unless special facilities exist for their care;

2. Emotionally unstable individuals (suffering from severe anxiety, impulsivity, borderline or actual psychosis);
3. Inmates with an escape history (however, the fact that an inmate escaped 10 years ago does not necessarily make him an escape risk now. Judgment should be used);
4. Drug addicts;
5. Those who have had serious offence reports in the last 12-month period;
6. Active homosexuals;
7. Certain cases of long sentence, but not all. Consideration must be given to the type of offence and the personality of the offender. (There are what may be termed "accidental offenders" i.e., those who are not criminally inclined but, in a moment of passion, rage or despair, commit an offence such as murder or manslaughter. The chance that these people will ever face a similar set of circumstances is quite remote. Such people, unless mentally disturbed, are quite remorseful, anxious to conform and pay their debt to society as quickly as possible. Thus, such people logically move to minimum security settings and parole more quickly than those with shorter terms, but who have a definite criminal pattern. The point remembered most vividly in these cases is the appearance of stable family relationships in the past.)

For transfer to a minimum security institution, the following factors usually lead to an affirmative decision.

1. Satisfactory adjustment to maximum or medium security institution;
2. Lack of serious offence reports in the last two years;
3. Stable family relationships;
4. Willingness of inmate to be assigned to such an institution;
5. Adequate physical stamina and skills for work to be performed (the work load carried out at a minimum security institution is comparable to that on the outside.);
6. Sufficient time remaining in his sentence to give him some experience of minimum security life;
7. First offenders should be given priority;
8. Those who, having attained a satisfactory level



of reformation show a tendency to deteriorate due to continued maximum security incarceration.

Factors that would decide against transferring an inmate to a minimum security institution are much the same as in the case of medium security. However, the following additional factors also apply but more strictly in this case.

1. Those who have recently been refused parole, especially if they have a long sentence to serve.
2. The notoriety of the crime.

The first Classification system in the Kingston complex was set up in 1948, under the direction of Classification Officer Frank P. Miller, now a member of the National Parole Board.

Due to the objectiveness of the Board members and the thoroughness of the Classification system, the Area Classification Board is extremely well regarded by the inmate population. They recognize it as a treatment body conscious and desirous of meeting the broad treatment needs of the individual.

Institutional Classification Boards deal with the individual inmate in a slightly different way. They are sometimes referred to as Work Boards, Treatment Teams, and so on.

They deal with the inmate's individual treatment needs, vocational, personal and custodial.

Every inmate is individually interviewed either on admission to a medium, minimum or maximum security institution once he has been processed by the Area Classification Board.

If an inmate's treatment needs change, he may again appear before the Classification Board either at his own request or at the request of an instructor, the Classification Department or a senior officer.

Institutional Classification Boards are responsible for the overall work program of the institution. Thus, on occasion, the treatment needs of an individual have to be temporarily postponed to meet work requirements. Fortunately, this rarely occurs.

When treatment needs are blocked by lack of vacancies, a waiting list system is used. Once settled in the institution, the progress and needs of the inmates are closely followed by the Classification Department, rather than the Classification Board.

Institutional Classification Boards vary with respect to what officers comprise the Board. The Board is usually under the chairmanship of a deputy warden and is usually made up of a custodial officer, who considers the aspect of security; a representative of the Classification Department, who keeps the treatment needs of each case in their proper perspective; a member of the industrial staff to satisfy the work needs; a member of the vocational team, educationists and sometimes members of the clergy, in order that the broad needs of the individual will be satisfied.

Usually, the inmate's personal wishes, considered in the light of his personality and aptitude tests determine what vocation he is encouraged to pursue. This counsel, or encouragement, is initiated by the classification staff of the receiving institution and is followed up mainly by either (or both) the Classification and Vocational Staffs of the medium and minimum security institutions.

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## CORRECTIONAL QUICKIES

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In line with the new policy of allowing for the appointment of female qualified staff at the various institutions, three women have been appointed to the staff at St. Vincent de Paul Penitentiary. They are:

Miss Louise LaPointe who was appointed Senior Clerk Stenographer late last year, Mrs. Noreen Farrell who was appointed this year as a Classification Officer and Miss Lisette Mapp, a Senior Clerk Stenographer.

\* \* \*

The staff of the Penn-O-Rama, the inmate publication at St. Vincent de Paul Penitentiary are now broadcasting news as well, twice a week through the local radio system. It is hoped by the institution's staff that the broadcast will establish better communications between the administration and the inmates.

A specially prepared intensive J.I.T. course was given recently to 12 officers, during 3 evenings. This group was composed of officers from the kitchen, maintenance, supervisory staff. The conductor of this course was Mr. F. X. Gauvreau, conference leader of the Industrial Efficiency Division of the Provincial Youth Aid Services. Results: every participant was pleased and other members of the staff are requesting a similar opportunity.

\* \* \*

T. D. (Don) McDonell, superintendent of the Penitentiary Staff College, Calderwood, for the past eleven years is now on extended sick leave.

Gordon Taylor, former chief vocational officer at Collin's Bay is now acting superintendent.



# STAFF CHANGES ( MARCH and APRIL 1961

## HEAD OFFICE

Incumbent	Change	Classification	Date
Naylor, H. M.	Appointed	Draftsman 1	Mar. 1
McQuaig, Miss E. G.	Appointed	Secretary to Executive	Apr. 1
Villeneuve, Mrs. M. M.	Appointed	Typist 1	Apr. 1
Field, A. T.	Promoted	Purchasing Agent 6	Jan. 1
Whaley, G. N.	Promoted	Administration Officer 2	Apr. 1
Minton, H.	Promoted	Administration Officer 3	Apr. 1
Boyce, A. W.	Promoted	Typist 3	Apr. 1
Baverstock, Mrs. M. S.	Promoted	Typist 2	Apr. 1
Roodman, S.	Promoted	Stenographer 3 (Secretary)	Apr. 1
Hewston, Mrs. E. M.	Transferred	Typist 2	Apr. 13

## KINGSTON PENITENTIARY

Incumbent	Change	Classification	Date
Moffat, R. C.	Appointed	Guard Grade 1 PA 3	Feb. 13
Quibell, Mrs. R.	Appointed	Senior Clerk Stenographer PA 3	Mar. 14
Breault, P. M. B.	Appointed	Guard Grade 1 PA 3	Mar. 20
Hill, D. M.	Appointed	Guard Grade 1 PA 3	Mar. 22
Farrell, S. M.	Appointed	Supervisor of Classification	Apr. 4
Nicholson, R. A.	Separated	Guard Grade 2 PA 5	Mar. 1
Barre, J. R.	Separated	Guard Grade 1 PA 3	Mar. 11
Mason, A. J.	Promoted	Clerk to Chief Keeper PA 4	Feb. 6
Brooks, A. J.	Promoted	Clerk to A/Chief Keeper PA 5	Apr. 1
Gilchrist, W. R.	Promoted	Instructor Canvas Worker I.6	Apr. 1
Murphy, J. G.	Promoted	A/Instructor Canvas Worker I.3	Apr. 1
Milne, H. N.	Promoted	Steward Grade 2 P.O. 5	Apr. 1
Cook, L. D.	Promoted	Instructor Printer & Bookbinder I.7	Apr. 1
Batstone, M. E.	Promoted	Social Worker R.O. 7	Apr. 1
Stack, R. J.	Promoted	Senior Clerk Stenographer PA 4	Apr. 1
Hansen, K. L.	Promoted	Senior Clerk Stenographer PA 4	Apr. 1
Cole, A. R.	Promoted	Correctional Officer PA 6	Apr. 1
		Transferred to Beaver Creek	
Doe, W. N.	Promoted	Correctional Officer PA 6	Apr. 1
		Transferred to Beaver Creek	
Lawless, J. J.	Promoted	Administration & Supply Officer P.O. 4	Apr. 1
		Transferred to Beaver Creek	

## ST. VINCENT DE PAUL PENITENTIARY

Incumbent	Change	Classification	Date
St. Pierre, J. R. A. C.	Appointed	Guard Grade 1 PA 3	Mar. 6
L'Ecuier, J. L. J. J.	Appointed	Guard Grade 1 PA 3	Mar. 6
Hebert, J. A. L.	Appointed	Guard Grade 1 PA 3	Mar. 6
Desjardins, J. E. L. R.	Appointed	Guard Grade 1 PA 3	Mar. 6
Caron, J. A. R.	Appointed	Guard Grade 1 PA 3	Mar. 13
Lebel, J. D. H.	Appointed	Guard Grade 1 PA 3	Mar. 14
Payette, J. H.	Appointed	Instructor Carpenter I-4	Mar. 20
Mapp, Miss M. G. L.	Appointed	Senior Clerk Stenographer PA 4	Apr. 1
Farrell, Mrs. N. M.	Appointed	Classification Officers (Social Worker) RO 6	Apr. 4
Gauthier, J. A. M. F.	Appointed	Supervisor of Construction	Apr. 4
Boucher, J. R. E. H.	Appointed	Guard Grade 1 PA 3	Apr. 5
Desjardins, J. E. L. R.	Separated	Guard Grade 1 PA 3	Mar. 20
Foster, J. C. E.	Separated	Guard Grade 1 PA 3	Mar. 21



## Staff Changes (cont.)

### ST. VINCENT DE PAUL PENITENTIARY (Cont.)

Lebel, Lt.-Col. G.	Separated	Warden 2	Mar. 5
Sauve, J.E.	Separated	Guard Grade 1 PA 3	Mar. 1
Doucet, J. A.	Separated	Guard Grade 1 PA 3	Feb. 11
Lebel, J. D. H.	Separated	Guard Grade 1 PA 3	Mar. 27
Potvin, E.	Separated	Guard Grade 1 PA 3	Apr. 1
Grinham, G. D.	Separated	Guard Grade 1 PA 3	Apr. 15
Lapointe, Dr. J.	Separated	Psychiatrist Pens (P.T.)	Mar. 8
Lepine, J. J. G.	Promoted	Senior Assistant Steward PA 7	Feb. 15
Normand, J. P. E.	Promoted	Keeper PO 1	Mar. 20
Deroy, J. L. B.	Promoted	Guard Grade 2 PA 5	Mar. 20
Leroux, J. V. J. J.	Promoted	Guard Grade 2 PA 5	Mar. 20
Lagueux, J. A. M.	Promoted	Guard Grade 2 PA 5	Mar. 20
Bouchard, J. C.	Promoted	Classification Officer RO 6	Apr. 1
Benoit, J. J. R.	Promoted	Senior Clerk Stenographer PA 4	Apr. 17

### DORCHESTER PENITENTIARY

Incumbent	Change	Classification	Date
Alward, V. H.	Appointed	Guard Supervisor I.1	Mar. 27
Lees, R. D.	Appointed	Guard Grade 1 PA 3	Apr. 4
Gallant, A. N.	Separated	Instructor Steamfitter, Plumber I.5	Mar. 23
Mitchell, W. R.	Promoted	Assistant Chief Trade Instructor I.5	Feb. 20
		Transferred to Springhill	
McWhirter, H. L.	Promoted	Instructor (Vocational) General Shop RO 3	Apr. 1
Mabey, D. E.	Promoted	Classification Officer RO 6	Apr. 1
O'Connor, K. H.	Promoted	Clerk Storeman - Farm PA 4	Apr. 1

### MANITOBA PENITENTIARY

Incumbent	Change	Classification	Date
Fraser, C.	Appointed	Bookkeeper PA 3	Apr. 11
Kornichuk, B. R.	Appointed	Guard Grade 1 PA 3	Apr. 24
Knight, F. M.	Separated	Assistant Engineer I.6	Mar. 16
Buckingham, S. K.	Separated	Instructor Motor Mechanic I.5	Apr. 12
Thompson, J. W.	Promoted	Vocational Training Instructor RO 3	Mar. 1
Mousseau, J. G. M. D.	Promoted	Bookkeeper (Steward's Department) PA 4	Apr. 1
Maynard, C. G. H.	Promoted	Assistant Instructor Painter I.2	Apr. 1
Lucoe, W.	Promoted	Farm Manager PO 3	Apr. 1
Gemmill, M. H.	Promoted	Assistant Instructor I.2	Apr. 1

### BRITISH COLUMBIA PENITENTIARY

Incumbent	Change	Classification	Date
Frew, G. D.	Appointed	Instructor Carpenter I.4	Mar. 16
Meredith, G. R.	Appointed	Clerk Medical Department PA 4	Apr. 20
Barker, P. F.	Separated	Guard Grade 1 PA 3	Mar. 18
Shaw, L.	Separated	Instructor Carpenter I.4	Mar. 22
Banford, J.	Separated	Senior Clerk Stenographer PA 5	Mar. 9
Bouchard, J. L. J.	Separated	Guard Grade 1 PA 3	Apr. 11
Roskell, H.	Separated	Instructor Steamfitter Plumber I.5	Apr. 1
Marvin, A. W.	Separated	Guard Supervisor I.1	Apr. 29
Munro, D. R.	Promoted	Senior Clerk Stenographer PA 4	Feb. 20
Bonner, H. G.	Promoted	Senior Clerk Stenographer PA 4	Apr. 15
Moloney, J.	Promoted	Superintendent (AW 1) Agassiz C.C.	Apr. 1
Watkins, D. C.	Promoted	Senior Clerk Stenographer PA 5	Apr. 15



## Staff Changes (cont.)

### SASKATCHEWAN PENITENTIARY

Incumbent	Change	Classification	Date
Pardoe, A.	Separated	Guard Herdsman PA 5	Mar. 28
Miller, W. T.	Separated	Guard Grade 1 PA 3	Apr. 1
Jones, A. E.	Promoted	Instructor Printer & Bookbinder I.5	Apr. 1

### COLLIN'S BAY PENITENTIARY

Incumbent	Change	Classification	Date
Knister, K.	Appointed	Works Officer I.7 (Beaver Creek)	Feb. 20
MacKenzie, D. K.	Appointed	Guard Grade 1 PA 3	Mar. 16
Crowe, D. A.	Appointed	Instructor Mason I.4	Apr. 10
Yellowly, R. C.	Separated	Senior Clerk Stenographer PA 5	Mar. 7
Wilson, W.	Separated	Guard Grade 1 PA 3	Mar. 1
Cumpson, D.	Separated	Classification Assistant RO 2	Apr. 1
Hume, W. M.	Promoted	Instructor Mason I.5	Feb. 16
Brown, G. B.	Promoted	A/Instructor Concrete Products I.4	Apr. 1
Lloyd, J. T.	Promoted	Instructor Laundryman, PO 2	Apr. 1
Peters, M. A.	Promoted	Guard Messenger PA 4	Apr. 1
Weaver, W. R.	Promoted	Correctional Officer PA 6	Apr. 1
		Transferred to Beaver Creek	
Gordon, N. J.	Promoted	Senior A/Steward PA 7	Apr. 1
		Transferred to Beaver Creek	
Kingsbury, W. L. M.	Promoted	Clerk to Superintendent PA 6 (Beaver Creek)	Apr. 1
Stinson, W. D.	Promoted	Correctional Officer PA 6	Apr. 1
		Transferred to Beaver Creek	
Smith, E. B.	Promoted	Correctional Officer PA 6	Apr. 1
		Transferred to Beaver Creek	

### FEDERAL TRAINING CENTRE

Incumbent	Change	Classification	Date
Jalbert, J. A. H.	Appointed	Assistant Steward PA 6	Apr. 25

### JOYCEVILLE INSTITUTION

Incumbent	Change	Classification	Date
Orser, F. W.	Appointed	Guard Grade 1 PA 3	Mar. 27
Stewart, J. C. A.	Appointed	Guard Grade 1 PA 3	Mar. 27
Caldwell, W. W.	Appointed	Guard Grade 1 PA 3	Mar. 1
Dailey, E. A.	Appointed	Guard Grade 1 PA 3	Mar. 27
Shepley, M. C.	Appointed	Guard Grade 1 PA 3	Apr. 20
Forte, Mrs. W. B.	Appointed	Senior Clerk Stenographer PA 4	Apr. 24
Sheppard, W. A.	Promoted	Instructor Carpenter I.4	Feb. 20
Maddigan, R. J.	Promoted	Butcher - Slaughterhouse I.3	Apr. 1
Funnell, Mrs. M. E.	Promoted	Senior Clerk Stenographer PA 4	Apr. 1
McMaster, G. T.	Promoted	Keeper PO 1	Apr. 1

### LECLERC INSTITUTION

Incumbent	Change	Classification	Date
Caplette, J. J. I.	Appointed	Guard Grade 1 PA 3	Feb. 27
Dery, J. H. J.	Appointed	A/Hospital Officer PA 5	Mar. 1
Metthe, J. O. J. C.	Appointed	Guard Grade 1 PA 3	Mar. 16
Gauthier, L. J. M.	Appointed	Instructor Carpenter I.4	Apr. 4
Coursolle, J. E. R.	Appointed	Assistant Instructor Laundryman I.3	Apr. 10
Blanchette, J. M. M.	Appointed	Assistant Engineer I.6	Apr. 10
Lefebvre, G. R.	Separated	Guard Grade 1 PA 3	Mar. 5
Lalime, J. M. J. C.	Separated	Guard Grade 1 PA 3	Apr. 16
Lavoie, J. L. A.	Promoted	Principal Keeper PO 3	Mar. 1
Dulude, J. A. G.	Promoted	Assistant Steward PA 7	Apr. 1