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Federal Corrections

FEDERAL CORRECTIONS

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MR. J. B. MARTINEAU, REGIONAL DIRECTOR, RETIRES FROM THE SERVICE



(At a party organized to pay tribute to the retiring Regional Director of Quebec, the former Senior Assistant Commissioner, Mr. G.L. Sauvant, prepared the following biography of his good friend, Mr. J.B. Martineau.

care not to venture a hasty diagnosis. He wanted to see the man at work.

The newcomer was none other than Jean-Baptiste Martineau who soon proved to one and all, without ostentation, he was of that breed of men who "assert themselves at first glance". Fluently bilingual, fully certificated in stenography, and having successfully hurdled the Civil Service Commission's examinations, this newcomer from the very start amazed his fellow office workers, not only by his devotion and his rapidity at work, but also by his easy adaptation, his initiative and his unstinting cooperation. A jolly comrade, always prepared to lend a hand to a slower or overburdened colleague, he soon became everyone's pal and the friend of the Secretary. Our friendship has endured through the years and our common memories, including our fishing trips in the "North Country", will not soon fade.

Sooner or later his ability was to propel him toward his advancement in the Service. Upon my departure for Ottawa in 1943, he was appointed Secretary to the Warden. I was to find him here in 1937, to assist me as Acting Warden. He left the Service in July 1938 to participate in other activities—Provincial Police and the Armed Forces—but in 1946, now an Army Major, he resumed his duties as Secretary, this position then being without an incumbent.

Then it was that he asserted himself. After the turmoil of a long and murderous war, feelings were disturbed. New penological standards were being given birth. It required much tact and understanding to inculcate upon the officers the master principles of modern penology. Mr. Martineau, valuable assistant to the Warden of the time, was a matchless pioneer. He endeavoured successfully in bringing about accept-

More than a third of a century ago, a man, still young, well dressed and of good figure despite his short stature, cheerfully entered the Secretary's office at St Vincent de Paul Penitentiary. He was received by the Secretary on whom he created a good impression. The latter, prudent by nature, however, took

ance by the Department Heads—all were his friends—of the fundamentals of penology which General Gibson, the Commissioner, sought to implant. He was appointed Executive Secretary. His reputation reached the other institutions and so it was that he was elected by acclamation Chairman of the Secretaries' Conference in 1951.

He nursed a particular interest toward the Federal Training Centre. The war had delayed its construction and, moreover, the Archambault Commission (1938) had decided against the choice of its site, notwithstanding that one million dollars had been spent in the carrying out of preliminary work. With sound judgment and a great sense of realism, Mr. Martineau presented with vigor the factors that militated in favour of resumption of the work on the original site. His entreaties surmounted all obstacles, he converted the Department by ensuring its approbation. The logical outcome was soon arrived at and the Executive Secretary of St Vincent de Paul Penitentiary was appointed Warden at the Federal Training Centre.

There it was that Mr. Martineau gave of his full measure. A forceful organizer, a leader of men, an indefatigable worker, capable of grouping and directing all those of good will, he drove the operations with such vigor that the new institution officially opened its doors on April 3, 1952, at which date some fifty young inmates partook of their first breakfast at the institution.

These young inmates, whom he called "his child-

ren", Mr. Martineau loved with all his heart. The while maintaining a judicious discipline, he knew how to obtain their co-operation. It would take too long to relate the numerous occasions on which he proved this. How could it have been otherwise? Did he not spend of his own money to purchase a tricycle for a youngster of 14 that the Court, alas, had sent to us? A skillful administrator, an experienced penologist, he implanted standards which still prevail over the good operation of the Centre. The Minister of Justice awarded him the Coronation Medal and I am proud to have been called upon to pin it on his chest in 1954, at a formal function.

Such excellence was bound to raise him higher in the hierarchy of the Service. In 1960, when Headquarters were being re-organized, he was appointed to the high office of General Director of Inmate Training, in Ottawa. His bad state of health compelled him to leave the Service, but after a lengthy period of rest abroad, he returned, promoted this time to the lofty post of Regional Director.

Now, having reached the age limit, he retires from the Service. It is a loss for the Service but it marks the time when, at last he may enjoy a well deserved rest. As founder and first Warden, his name shall remain on record and, which is by no means less, it shall remain in the heart of all those who have known him in his full activity. May the example he set raise up, in the better interest of the Service, as loyal and devoted successors.

CAREER OPPORTUNITIES CANADIAN PENITENTIARY SERVICE

PSYCHOLOGISTS

DUTIES :

Psychological testing, counselling, operational research.

SALARIES :

B.A. with experience, or M.A. less thesis \$6400-7900

M.A. or Ph.D. less thesis \$7657-8673

Ph.D. or M.A. with experience \$9042-10,300.

Positions are available in practically all federal institutions across Canada. Apply to the Commissioner of Penitentiaries, Room 506, Justice Building, Ottawa 4.

CLASSIFICATION OFFICERS AND SOCIAL WORKERS

DUTIES :

Interviewing inmates, case history taking, counselling, participation in training programme.

SALARIES :

Postgraduate degree in social work, criminology, sociology or education \$7347-8343

As above, with 5 years of experience \$8141-9270

Applicants who do not have a postgraduate degree but have Grade XII and three years of relevant experience, or a B.A. may be appointed at a salary range of \$5868 - 6520, with opportunity for later promotion.

Positions are available at some of the federal institutions, including the Prison for Women, Kingston, Ontario. Apply to the institution nearest you or to the Commissioner of Penitentiaries, Room 506, Justice Building, Ottawa 4.

THE PRISONER OF SOCIETY

PSYCHIATRIC SYNDROMES IN CAPTIVE SOCIETY

*Conclusion of a two-part article by Dr. George D. Scott, Medical Specialist,
(Psychiatrist), Ontario Region, Canadian Penitentiary Service.*

Freedom is an enigmatic captivity which limits man's actions, modifies his speech and restrains his instinctual drives. Primate man surrendered his individuality and freedom to ensure his own survival through group cohesion. Captive man has rejected the symbolic freedom of society in a frustrated effort to express his own individuality. He offends the group's sanctions and is relegated to the society of outcasts.

Captive man, isolated from his customary social habits, functioning in a punitive atmosphere, musters his primitive aggressions and paradoxically surrenders his individuality to ensure the cohesion of the prisoner society with its own rules, sanctions and principles. In these circumstances, the emotional and mental experiences of the inmate are modified to produce striking alterations in behaviour typified by aberrant emotional and mental phenomena which are not seen in the consulting rooms of free society.

The background of these psychiatric syndromes lies in the fact that practically all inmates have severe disturbances in their social value systems. Their characteristics contain strong elements of hate, aggression, frustration, selfishness, loneliness, hopelessness and intolerance. Each reflects conclusive evidence of repeated childhood disappointments with reactive rebelliousness to "hide the hurt" and finally, an emotional isolation from the longed-for protective love and warmth. Lombroso's atavistic man stirs restlessly in all mankind. The prison culture reflects these forces with the frequent eruptions of types of behaviour which are more primitive than psychiatric, more protective than purposeful, and more pathological than planned.

Admission Fog

This descriptive term refers to the shocked mental state which may be observed during the initial six months of a long sentence. The crime, the trial session and the intermediate jail sentence, pales in contrast to the loss of freedom, to the iron bars, to the long, grey corridors and the impersonalness of name and number.

This condition is not a true mental regression. No evidence of dependency is seen. The inmate represses all meaningful emotions, lives in a world of mechanical function and has no desire to think of yesterday — and less to think of tomorrow.

Symptoms are seclusiveness, disinterest in conversation, bland obedience to rules, with a disinclination

for physical activity, either work or exercise. This condition is self relieving over a period of three to six months, with increased sociability and concern for future plans. A return of his affective relationships removes him from this psychological cemetery.

Coasting

Coasting is a psychological state of acceptance of the status quo of prison existence with rejection of all emotional values in the outside world. This self-imposed and protective isolation compels the inmate to refuse visitors, to discourage letter-writing and to limit his interests to his immediate prison adjustments. Contact with the outside world produces severe anxiety, irradiated hostility, increased tension and sleeplessness and in some cases suicidal impulse.

This condition slowly disappears as the inmate's friends and relatives in the outside world reassure him of his importance to them and in spite of his initial objections, continue to write and visit him.

Gate Fever — Short Time Jitters

The awareness that a return to society is imminent stirs up marked anxiety in many inmates. This anxiety, with irritability and sleeplessness, develops three to four weeks before release and bears directly on the inmate's knowledge that he is poorly equipped to adjust to a competitive, aggressive society. Commonly seen in repeaters, the problems of planning one's life, of facing unresolved problems and of being responsible for one's acts, may be so overwhelming that the individual may even force his early return to his prison existence.

Lock-up Request — Crisis Request

This is a subcultural phenomenon in which the inmate no longer can handle his prison experiences. With months of precarious adjustment, he is torn with explosive, destructive forces which could take the form of a possible attack upon an inmate, or an officer, or upon himself. He requests to be "locked up" to re-establish his self-control.

This condition is usually indicative of unresolved inmate problems, but may reflect developing psychopathology. The physical retreat into the protective arms of solitude is therapeutic in itself, and allows the inmate to sort out his problems. Counselling and psychotherapy may be helpful and welcome during this crisis period.



*"Let us not blame the stone -
Find the man who threw it."
George D. Scott, M.D.*

Isolation Sickness

Prolonged solitary confinement, either protective or punitive, may produce a massive psychological reaction due to deprivation of accustomed sensory input. This "sickness" is identified with the brainwashing of the Nazi war, and has been reproduced by psychologists in experimental techniques.

Medical assessment of the isolated offender will record increased motor activity to supply kinaesthetic sensation, auditory hallucinations to compensate for the lack of sound stimuli. The inmate may even talk loudly to himself to increase his sensory experiences. Reality may be altered with misinterpretation of stimuli to produce suspicions and persecutions.

Violent aggression or intense suicidal drives may be the inmate's response to his terrifying mental cachexia.

Prompt removal of the inmate from isolation with judicious use of sedation and appropriate psychological stimulation will reverse the psychopathology of this state.

Stir Crazy

The inmate's protective regression to the childish state of silly, petulant behaviour is categorized "stir crazy". It is symptomized by forgetfulness, difficulty

in concentration, inept conversation, inattention to work and a disregard for future plans. Inmates and officers are treated with casual, playful indifference. Preoccupation with actual release date may assume obsessive proportions. Impulsive rages are precipitated by minor irritations.

This condition improves under supportive counselling, a directed vocational program and intensified athletic participation.

Slashing Syndrome

Self-mutilation is a mute expression of pent-up anger, resentment and frustration. The original problem is submerged in favour of a more immediate attention-getting relief. The sharp instrument is the passport to the protective atmosphere of medical care.

Suicide is not the prime intent although serious slashing may involve extensive cuts and lacerations. Suturing and transfusing may be required. Continued frustration may cause the wounds to be re-opened and purposely contaminated.

Slashing may become epidemic in an institution if appropriate disciplinary measures are not taken.

Phantom Female — Pseudo Hetrosexual Attachments

Men's preference for male company is not a disturbing problem. Meaningful emotional relationships between men are seen in warfare, in team competition and in taciturn family loyalties. Such conditions are seen in the prison subculture with additional sexual components.

A matured male may find a female surrogate figure in a young male inmate. Endearments and gift-sending identify the relationship as a Phantom Heterosexual Affair.

The young male, with his adolescent smile, his unsophisticated manners, his soft skin and his aesthetic proportions, embodies the female.

Such a relationship assumes a protective benevolent "Daddy will look after you" role. The young inmate inevitably surrenders either voluntarily or forcibly to the seductive desires of the older male. At release, the Daddy drops his facade and prepares himself for his more natural adjustments. The younger inmate also grows out of his romance to become a "prison-wise" member of the inmate society.

In this relationship, there are absolutely no intrinsic homosexual characteristics in either participant, but for some reason a "marriage of convenience" has taken place. There is no "hangover" when the involved parties return to the society of conformers.

Homosexual Panic

The summation of instinctual sexual pressure seeks an outlet in some type of sexually satisfying per-

formance. Such pressures may be expressed, sublimated or completely controlled.

The expression of sexual need to another inmate forms the homosexual plateau. The sublimation of sex activity redirects the vital forces into acceptable areas of behaviour. The complete control of these drives places the individual in a cauldronic turmoil.

The guilt of sexual awareness, combined with a desire to show affection to another, is magnified by the fear of submitting to the homosexual temptation. Degrees of panic may result, with marked fears, senseless physical activities, and ideas of persecution. In final desperation, a suicidal attempt may be made. Such cases require immediate psychiatric attention in a controlled, non-threatening environment.

Rehabilitation — Transitional Freedom

This kindly and puritanical word implies the benevolent approach to the criminal in the hope that the powers of goodness, the impact of kindness, the advantages of opportunity, will awaken in him the motivation to become a conforming member of our social structure.

There have been many theories of rehabilitation: trades training, environmental alteration, housing improvement and group psychotherapy. Each has been partially successful but on the whole our efforts at the rehabilitation of the criminal have run to ignominious proportions. I have placed before you a clue to grasp if purposeful rehabilitation is to be a vital factor.

Who has thought of singular man, his individuality, his freedom, his belonging, his possessiveness, his need to communicate. Yet he is human. Our blindness has prevented us from seeing him, and also from seeing our own ignorance in our blindness.

- 1) Our social forces and prison plans must seriously consider an attempt to maintain the individual's identity
possessiveness
communicativeness

in prisons

- 2) our prisons must be modified in such a manner that the psychiatric syndromes will disappear, as these syndromes represent pathological reactions to social ostracism and prevent rehabilitative steps.

- 3) Our release plans must not throw a man back into convulsing society. He must have his cell, but not in prison. He must have his routine, but not in prison. The envisioned half-way house will do the job as long as too much is not introduced into the inmate's life when he has, for years, become accustomed to fogging and coasting through his time.

He cannot change rapidly. His rehabilitation should see him functioning in exactly the same manner as he did in prison.

Who before has known the psychiatric syndromes of institutional life? These syndromes can be clinically proven in any prison environment. The prisoner of war (1939-1946) will relate to you the identical observations which have been made in this paper.

If an individual develops fog, coasting and gate jitters in his prison culture, is it not logical that the same mental characteristics will appear when he returns to the castigating society? His reactions will not change.

Inmates released after years of imprisonment describe a hopeless state of stupor and confusion on release which lasts six to eight months, exactly like the prison fog seen following their admission to prison.

The barrage of sensory experiences, the noise, the unrestrained violence of activity, shoves the released man further into his fog state. He is lost in a world of a million commands. How can he be helped?

Coasting, too, appears in its inevitable role of the different individual who has lost his initial ambition for job and security. He has degenerated into a philosophy of "so what". He has little personal animation. He has lost the memory of the prison just as in prison he lost the memory of meaningful society.

He coasts back into the oblivion of crime and prisons.

The stage is set for the final test. A job may be available. Here again anxiety develops out of the unknown. Pre-release jitters are relived in a pre-employment phase of doubt and anxiety. The job, even though suitable, is already paraphrased in anxiety. "Better to leave now than be fired tomorrow". The psychiatric syndromes continue to obstruct the future.

Our rehabilitation plan must be organized into the prison experience to maintain the individuality in prison. Our rehabilitation plans must include an understanding of the importance of man's mental reaction to captivity. Our rehabilitation plans must ensure captive man's slow return to social activity.

Obstacles in the way of such a philosophy for rehabilitation are obviously clear. Society will not really allow its prison captives to be treated as free personalities. Society in its vindictive way wants to perpetuate the felonious image of the inmate as a cold, despicable, dangerous person.

Summary

Society's image of the prisoner must suffer a marked reformation. Public relations efforts of a constructive educational tone must be made to persuade free society that the prison culture is different only in degree.

Untutored sensationalism is destructive and degrading to both elements of society.

The intra-mural life of the offender is being

transitioned into a co-operative co-existence between inmate and custody forces. Educational pursuits require tremendous study due to the relatively low grade attainment of the inmate population. Vocational training in the hand skills carry many inmates to a satisfactory productive level.

Living conditions of inmates of the future will see purposeful efforts to maintain appropriate degrees of individuality.

Areas of communication are being expanded to allow the inmate further privileges. Institutions of various degrees of freedom are authorized and encouraged. Research must be pressed to review the experiences of the captive servicemen of Great War II. The effects of captivity have been observed in both the stalags of Germany and in the confinement camps of the democracies. These experiences can give the research workers insight into the social factors of captive life.

The captive mind **must** be understood if rehabilitation is to be a success.

CENTENNIAL MESSAGE

From the Chairman, National Parole Board
One hundred years ago, Terence J. O'Neill, Chairman and Secretary of Directors of Penitentiaries in Canada said,

"What shall we do without convicts? Penology, in so far as in it is comprised that important social obligation, man's duty to his fellow beings, is admitted, by its most painstaking teachers, to be as yet but imperfectly understood.

"There is in the wide range of judicial science, perhaps, hardly a subject of more perplexing difficulty to the administrator than that of adequately determining the appropriate measure punishment should bear to crime; and it is hardly less difficult so to deal with the convict as to make his imprisonment an instrument in his reformation".

While we have come a long way in prison reform in Canada over the past 100 years, Mr. O'Neill's words could just as well be written today as our problems are still so familiar.

We have learned, however, that putting a man in prison to wait out his sentence is not the answer and great strides have been made toward helping him in his own rehabilitation while serving time.

We have also learned that rehabilitation is possible through parole supervision and counselling; an-

Rehabilitation is fundamentally a transition from one type of sub-culture to another type of culture. It is a living experience resulting from the proper blending of crucial forces.

The **half-way house** plans as projected and planned by the Department of Justice are not social niceties but are anchor areas for the transitional experience of the released inmate.

As man is a temporal creature, he values things done in his time, in terms of decisiveness and expectancy. He desires plans and results. The slow progress in the care of our captive citizens must not be interpreted in terms of one generation.

Care and treatment of the prison offender involves so many areas of society that it will only advance as society advances. And society only advances as its citizens **will** it to advance.

Perhaps our prisons reflect our real will to advance in our social image. Not in our time, but tomorrow maybe.

other giant step forward in helping to solve the problem of prisoner reform.

Although Canada is now 100 years old, it is still a young country. In comparison to many countries, much older than our own, we have come a long way and, in many cases, have established ourselves as leaders in various fields.

Speaking now of parole in particular — we have been criticized at times for some of our decisions and policies. Constructive criticism is beneficial for anyone. This we appreciate and we look closely at such situations to see where we might improve our system for the ultimate benefit of the inmate and society.

None of us will be here 100 years from now (unless science reveals new wonders) but while we are involved in this work we can plan toward further accomplishments. We will discover new techniques and more effective measures in rehabilitation and reform so that another 100 years from now Canada will be that much better for our efforts.

As we look forward to Canada's Centennial year, may I extend to everyone in the correctional field my best wishes.

With your co-operation I hope we can arrange to extend the benefits of parole to a greater number of inmates and, at the same time, make the parole system even more effective in our great country.

LONG-SERVICE AWARDS



Left to Right; G.M. LaPorte (retired); Warden C.E. DesRosiers; E. Cadenhead (retired); S.G. Newing (retired); Regional Director T.W. Hall; W.W. Anderson (retired).

Regional Director of the Western region, Mr. T.W. Hall, presented Long Service Award pins to members of the British Columbia area penitentiaries whose combined service exceeded 565 years.

The pins, in recognition of the service rendered by the officers to the Department of Justice, were awarded to the staff members with 25 or more years service in the Public Service of Canada.

As well as the officers shown above, the following

officers received this award: P.J. Willoughby, A/Super-visor of Industries; Assistant Warden (S & S) E.B. Welsford; Deputy Regional Director F.R. Graves; Superintendent Agassiz Correctional Camp A.E. Jones; Works Tradesman L.E. Thomas; Clerk H.G. Bonner; Steward R.F. Stephenson; Inmate Training Officer A.A. Greenslade; Admin and Supply Officer, Mountain Prison W. Lochhead; Correctional Officers M.M.S. Mann, H.W. Darby and H.T. Russell; Superintendent, Mountain Prison, RA. Wilson and Clerk J. Auton.

REGIONAL REPRESENTATIVES CONFERENCE

The Parole Service regional representatives met at Carleton Place, near Ottawa, in September at a conference organized and directed by J.H. Leroux, Assistant Executive Director.

Participants, other than staff members included, R. Bonnar, Chief, Manpower Planning and Development, Department of Public Works; John Bounte, National Film Board; R.J. Grenier, Program Director, Treasury Board; W.R. Luyendyk, Personnel Advisor, Department of Northern Affairs and National Resources; R.S. Wedekamm, Management Analysis Officer, Civil Service Commission, and N. Zadra, Program Officer, Civil Service Commission.

Theme of the conference was "Effective Decentralization of Parole Service Operations."

ANNUAL FISHING DERBY AT B.C. PENITENTIARY

The annual fishing derby of the British Columbia Penitentiary was held Sunday, October 23, 1966, at Langley Bar on the Fraser River, located upriver approximately one mile from Fort Langley, the historic site of the first capital of British Columbia.

First prize and trophy was won by Clerk W.V. Mercer; other prizes included a steam iron, tackle box, rods, reels, ham, watch and gallon jars of pickles.

Supervisor of Institutional Services Mr. R. Taylor and Farm Assistant, Mr. Johnston made all the arrangements for this year's derby.

SHOULD PRISONERS WORK

By: T. Wade Markley

Associate Commissioner

Federal Prison Industries, Inc.

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The frequently raised question of whether and how prisoners should work is one which disturbs all Correctional Administrators as well as other members of the Governmental Family such as Legislators. The answer to the question is difficult because solutions often are based on the protection of vested interests and misconceptions rather than on facts and understanding. Thus, it might be well to examine some of the facts to try to bring the problem into perspective.

In general the public seems to feel that the prisoner should be punished by making his confinement difficult and unpleasant. This attitude has been responsible for the application of conditions such as that the sentence be served "at hard labour." On the other hand the public often resents the employment of prisoners in productive work, arguing that criminals should not be engaged in tasks which could result in the unemployment of law abiding citizens. These attitudes present a dilemma which has resulted in such senseless practices as "made work". Made work is not a solution to the problem. The breaking of rocks or the digging of holes to no useful end is a self-defeating exercise in futility.

The rationale of many correctional officials in employing prisoners productively is almost as faulty as that of the public. All too often they justify their position in general terms arguing that, "Idleness debilitates mind and body"; "A busy man causes no trouble"; and "A prisoner should earn his keep". While these concerns demonstrate some interest in the welfare of the prisoner, the primary motivation is with order and economics.

Why then should prisoners work". There are many sound reasons and to examine them we must begin with basic concepts.

The tasks imposed upon prisoners by society are: (1) Maintaining order by faithfully executing the sentences of the courts in restraining the liberty of each convicted offender for the period adjudged; and (2) Treating the offender during his period of confinement to the end that he is restored to society able and willing to function as a constructive citizen. While the first objective has value in acting as a deterrent and in temporarily removing offenders from free communities, in the final analysis it is only through the achieve-

ment of the second objective that society can be fully protected. If attitudes cannot be developed which enable offenders to behave constructively, the cycle of release from prison, the commission of new crimes and reimprisonment will continue.

Identifying the goals is simple; the problem is how can these objectives be attained. The custody goal is relatively easy. It requires only some degree of physical security and an alert guard force. The very ease of accomplishing this goal, and the fact that it is concrete and measurable, may be a disadvantage. In contrast with the custody goal, the second objective of effecting behavioral changes is complex, intangible and much more difficult. Since evidence of progress is essential to good morale in any organization, it is easy to equate effective custody with success and to neglect or devote only cursory attention to treatment.

A treatment program which can produce positive change must be based upon a sound workable philosophy derived from the understanding of human behaviour. To understand behaviour, we adopt a hypothesis which we will call "the need construct". Simply stated the need construct assumes that human behavior is motivated or caused by each individual's efforts to satisfy his needs; e.g., if we are thirsty we drink and if we are hungry we eat. Unfortunately all needs are not as simple or easily satisfied as those mentioned. Also they never exist singly. All men have a multitude of needs at all times and many of these cannot be satisfied. Thus compromise and selection must be exercised. A child does not recognize the necessity for compromise and makes no attempt to be selective. When the child's efforts to satisfy needs are frustrated, he reacts with aggression or in other ways which are unacceptable to adult behaviour. Maturation then involves the ability to be selective, to compromise and to postpone the satisfaction of some immediate need to attain a more important long range objective. In this sense, it can be successfully argued that a great many of those confined in prisons are immature.

We are inclined to over-simplify our problems and someone has said that the solution to the correctional problem is to accelerate the maturation process. Granting that this contention has some merit, the problem of carrying it out remains. It is by no means a hope-

less task. Despite the fact that our knowledge and methods of dealing with the complexities of man solve the problem if they are utilized effectively.

Simple solutions have been the bane of corrections. Successively, religion, education, vocational training, social work, classification and various forms of therapy have been advanced as panaceas. Each of these disciplines or forces are important in treatment, but they must be applied in a cohesive program based on individual needs. Seldom is cause of maladjustment found in any single element.

The concept of which a broad treatment program rests is the establishment of a climate, atmosphere or setting conducive to change. Returning to the need construct, if it can be accepted that behaviour is caused by efforts to satisfy needs, it follows that prisoners being men will behave as men. The solution to the correctional problem then becomes one of assisting prisoners in satisfying their needs selectively.

Usually needs are classified into two categories: basic needs and derived or secondary needs. Basic needs are described as those which are physical in nature and universal in all men. They are few in number and include: hunger (thirst), shelter and clothing, breathing, evacuation, sensory exercise and activity. Derived needs are much more numerous and also are much more important in determining behaviour. These secondary needs include such things as: gregariousness, sex, love, status, dignity, aggression and recognition.

The establishment of the treatment base (climate) begins with the satisfaction of the prisoner's basic needs, as he has been restrained of his liberty and cannot satisfy these needs through his own efforts. Of course, provision is made in every prison for the satisfaction of basic needs, but the process may not contribute to the creation of a useful climate. The key to this problem is in whether his needs have been satisfied adequately and adequacy depends upon the level of expectations. This level of expectations is determined by factors such as the conditions to which one has been accustomed. However, the essential determinants are: whether needs are satisfied at the level which can be reasonably expected under the circumstances; and whether the level of satisfaction applies equally to all of those who are involved in the same circumstances.

To illustrate these points, consider a soldier in the field who is forced to live under primitive circumstances. He will accept having to sleep on the ground and being served poorly prepared food as being adequate, if this is all that can be reasonably expected under existing circumstances and if all of his companions are subjected to the same conditions. He will

grumble about these conditions if they exist on a permanent basis where modern facilities are available or, in the field, if a few of his fellow soldiers are sleeping in comfortable beds and are regularly receiving well prepared meals.

The level of expectation of the prisoner will depend upon, not what the circumstances are, but what he thinks they are. Since most prisons have limited resources, this points out the necessity for open factual communications between the staff and inmates. He will not accept the food as being adequate if he thinks that funds are available to provide better food or if he feels that food intended for his consumption is being diverted improperly. Also he will not accept the food as being adequate if it is carelessly prepared and served.

Adequacy does not imply that the level of satisfaction be particularly high. Rather it depends upon what the prisoner thinks that he can reasonably expect. If he knows what funds are available, he realizes that he can't expect eggs, steak and ice cream every day. He will interpret facilities and effort. Thus he is likely to have reasonable expectations that the diet be balanced, available in sufficient quantity, varied and well prepared. Similarly he can reasonably expect his clothing to protect him from the elements, to fit and to be properly laundered. Adequacy is determined more by good management than money.

Another of man's basic needs is for activity and it is also the responsibility of the prison administration to satisfy this need. Work is the most important single element of activity and here again the matter of adequacy must be considered. Certainly the digging of a useless hole only to immediately refill it is not an adequate work activity. Man's work must be productive. He must be able to create something in which he can take pride and which is useful to himself or others. Further he expects a return for his labors and a motivating incentive is important. Finally his work must present a challenge to both ability and energy. Few will find satisfaction in work which does not demand effort and the exercise of skill. Only when the circumstances are such that the above conditions are fulfilled will the work activity be adequate in satisfying the prisoner's needs.

Work in prison has many concomitant values other than the prisoner's need for activity. Prisoners are part of the nation's important manpower resources and their productive capacities should not be temporarily lost or allowed to decay. No nation has reached the point where its productive capacity exceeds the ability of its citizens to consume. Thus prison employment need not replace free labor. With proper distribution, it can supplement and enrich. Also there

is merit in the position that the prisoner should help earn his keep to reduce the costs accruing to the taxpayer. These conditions imply neither unfair competition or exploitation.

To a considerable degree the populations of our prisons are retarded and disadvantaged. Although the intelligence of prisoners follows the normal curve, they are retarded educationally. Also, most are retarded in the development of work skills. The correctional work program should begin training to equip prisoners with salable skills upon release from confinement. This is important not only to enable the releasee to earn an honest living, but strengthen the nation's economy. To this end the equipment and methods employed in the prison work should parallel those prevailing in private industry.

This paper is concerned chiefly with prison work programs and space does not permit an extensive exploration of the important behavioral factors involved in satisfying derived or secondary needs. Nevertheless some mention of these factors is essential to an understanding of the total contributions of an effective work program. Some of these were touched upon with reference to motivation, incentivization, incentives and challenge. However, there are still other needs which can be effectively satisfied through work activities. Many of these are psychological in nature and satisfactions cost nothing except effort and understanding.

There is a basic dignity in man. This dignity may be submerged when a man becomes a prisoner, but it isn't lost. Thus if we would influence men, we must treat them as sensitive beings. Men tend to respond in kind to the treatment received, be they prisoners or free men. Thus if we expect prisoners to respond acceptably we must treat them fairly with consideration and recognize their accomplishments. The work supervisor has a unique opportunity to supply these

needs because of the challenge and demands of the work situation and because of his frequent face to face contacts. He must gain respect of his men and furnish them with example to emulate. He does this by being impartial, patient, firm, considerate, helpful and interested. He must establish his authority and obtain their acceptance of it. He must enforce established standards using both punishment and reward. Often the most important rewards are a mere expression of thanks or a word of praise for a job well done. Perhaps, good civilian supervision-inmate worker relationship is the most effective device available for the development of positive attitudes.

Finally, but by no means of least importance, is the fact that the work situation furnishes a laboratory for the development of group functioning. The prisoner is more apt to be retarded in his emotional development than educationally or vocationally. In the emotional area he learns by doing. The group work situation helps him learn to get along with others, to function as a member of a team and, hopefully, to develop an acceptance of group responsibility.

These then are some of the potential contributions which an effective work program can make to the success of the correctional process. It is not intended that other disciplines or programs be discounted into the total program. Nevertheless it seems doubtful whether the correctional process can succeed without a well developed work program which is so uniquely equipped to meet so many of the prisoner's needs.

Should prisoners work? The question is superfluous. An adequate work program is essential to the fulfillment of the obligation that prisoners be returned to society able and willing to function as constructive citizens.

NEW REGIONAL DIRECTOR APPOINTED

The Solicitor-General of Canada, the Honourable Lawrence T. Pennell, has announced the appointment of Mr. J.C.A. LaFerriere to the position of Regional Director of Penitentiaries for the Quebec region. Mr. LaFerriere succeeded Mr. J.B. Martineau who retired in January of this year.

Mr. LaFerriere, age 50 and a native of Ottawa, Ontario, joined the Penitentiary Service in 1947 as officer in charge of vocational training at St. Vincent de Paul Penitentiary. He was promoted to Deputy Warden of the Federal Training Centre in 1951, to Warden of that Institution in 1960 and, in 1961, ap-

pointed Director of the Inmate Training Division at Penitentiary Service Headquarters in Ottawa.

A pioneer in social work since 1935, Mr. LaFerriere is well known for his work in juvenile delinquency. He was one of the founding members of the Catholic Youth Labour Movement and later served as its Regional President. He is a former Vice-President of the Canadian Corrections Association, is a member of the American Corrections Association and the International Society of Criminology. He is an ex-President of the Canadian Industrial Trainers' Association and President of the Club Richelieu-Lucerne.

SASKATCHEWAN PENITENTIARY WINS AWARD

In recognition of its efforts on behalf of the Saskatchewan Council for Crippled Children and Adults, Saskatchewan Penitentiary was presented with the Annual Merit Award in December 1966.

Saskatchewan Penitentiary has manufactured various aids for crippled persons to assist them in walking and for the use of persons confined to bed. The garage facilities at the institution are also made available for the repair of vehicles operated by the Provincial Council.

MERIT AWARD



To
**Saskatchewan
Penitentiary**

In Recognition of
Outstanding
Community Service

TO THE

**SASKATCHEWAN COUNCIL
FOR CRIPPLED CHILDREN
AND ADULTS**

[Signature]
DIRECTOR

OBITUARIES

Dennis Gordon Murley

Dennis Gordon Murley, died October 16, 1966, in the St. Mary's Hospital at New Westminster.

Mr. Murley joined the staff of the British Columbia Penitentiary as a senior clerk stenographer on October 18, 1955, and was promoted to Personnel Officer in June 1960. Because of ill health, he found it necessary to revert to the clerical staff in 1964 and since then had been working on an exchange basis at Regional Headquarters (Western).

Fifty-six years of age, Mr. Murley was born in Bristol, England, attended schools in Burnaby, B.C. Funeral services were conducted by Rev. H. Taylor at Royal Oak Chapel, Burnaby, on October 19, 1966. Representative groups from Regional Headquarters, British Columbia Penitentiary and Matsqui Institution attended the funeral.

He is survived by his wife, Helen, one married daughter and a son.

Ex-Warden Fred Smith

In his 66th year, ex-Warden Fred Smith, formerly of Collin's Bay Penitentiary, passed away suddenly on December 21, 1966.

Mr. Smith was born in England in 1901 and came to Canada in 1928. In 1934 he commenced employment as a Guard with the Canadian Penitentiary Service. In 1948 he was promoted to Guard Grade 2; to Keeper in 1949; Principal Keeper in 1953. In 1958 Mr. Smith became Deputy Warden, which position he held until June 1, 1962 when he was promoted Warden. Mr. Smith's retirement leave was completed in November 1966.

During World War II, Ex-Warden Smith served his country in the Perth Regiment, Canadian Army.

Lieut. Col. William H. Craig

A former Mayor of the city of Kingston, Lieut. Col. William H. Craig, died in Kingston General Hospital, Sunday, December 18, 1966, in his 86th year.

Col. Craig joined the Canadian Penitentiary Service in 1932 and was appointed to the position of warden in 1933, a position he held until his retirement in 1948.

NEWS FROM NATIONAL PAROLE BOARD

SERVICE RELATIONSHIP CONFERENCE

The National Parole Service held a conference on service relationships with representatives of After-Care Agencies from across Canada at Kingston in October. The three day meeting was held at Calderwood, the Penitentiary Service Staff Training College. It was attended by 50 delegates, including Parole Service staff.

There were representatives from the John Howard Societies; Association of Social Rehabilitation Agencies, Quebec; Elizabeth Fry Society, Salvation Army, Canadian Committee on Corrections and the Canadian Penitentiary Service.

National Parole Board Visits

T. George Street, Chairman of the Board, was a guest speaker at the Canadian Psychiatrists Association Conference in Edmonton in June. He spoke on the Board's Special Narcotic Addiction Project being carried out in British Columbia. He also attended the B.C. Corrections Conference in Vancouver, the International Narcotic Enforcement Officers Association Conference in Montreal, the Parole Service Regional Representatives Conference in Ottawa, the conference with Canadian After-Care Agencies in Kingston, visited Millbrook Reformatory and Beaver Creek Camp, and was interviewed on television programs in Barrie and Kingston. In company with Georges Tremblay and Alex Edmison, he attended the 96th Congress of Corrections in Baltimore, attended the opening of the Cowansville Institution, the opening of the Laval district office, and spoke with Judge Ouimet and his work group regarding study and research of parole.

J.A. Edmison was guest speaker at the annual conference of Children's Aid Societies of Ontario at Sudbury, a civic banquet marking Brotherhood Week in Kitchener, the annual meeting of the Elizabeth Fry Society in Toronto, the 75th anniversary, School of Nursing graduating class, Peterborough Civil Hospital. He attended the 96th Congress of Corrections in Baltimore where he delivered a paper on "Minimum Parole Experiment in Canada". He also attended the opening of the Laval district office, and the conferences for Regional Representatives and After-Care Agencies.

Mr. Edmison is a consultant on the working committee of the Canadian Mental Health Association on Legislation and Psychiatric Disorder. He has also been hosting the prize-winning "Films of Scotland" shown in Toronto, Kingston, Ottawa and Montreal for the benefit of International House of which he is a director and the United Nations Association, Ottawa branch, of which he is the new president.

He recently travelled to the Maritimes where he visited institutions and addressed the annual meeting, John Howard Society in Charlottetown.

Mr. Edmison was recently elected vice-president of the Men's Canadian Club of Ottawa. He also contributed two chapters in the new book "Peterborough, Land of Shining Waters" and his article on "Parole Failures and Parole Successes" appears in the June 1966 issue of Chitty's Law Journal.

George Tremblay attended the official opening of the Cowansville Institution, spent several days in the Kingston area visiting the institutions and meeting staff, attended the 13th National Institute on Crime and Delinquency in Atlantic City and represented the Board at the sod-turning ceremony for the new institution at Sainte-Anne des Plaines, P.Q. He also attended the opening of the Laval district office, and the conferences for Regional Representatives and After-Care Agencies.

Mr. Tremblay travelled west in the fall, meeting with regional representatives, judges, custodial authorities, after-care agencies and visited penal institutions in Saskatchewan, Alberta and British Columbia.

Edouard Dion was ill for several months and underwent major surgery in the fall, with the result his activities were curtailed.

Miss M.L. Lynch was principal speaker at the Provincial meeting of the Catholic Women's League of Canada held in Ottawa, where she spoke on "Prisoners, Parole and the Public". She spoke on the same topic to another meeting of the CLW held at St Basil's Church, Ottawa.

She attended the Regional Representatives conference and in November was a member of a panel discussing "The Church and the New Morality" at Fourth Avenue Baptist Church, Ottawa. Panel members included Dr. Agatha Sidlauskas, psychologist, Ottawa University, Dr. Ian Jeffrey, orthopaedic surgeon and Dr. Peter Wotherspoon, Minister of St. Martin's Anglican Church, Ottawa.

Miss Lynch had the honor of being awarded her QC in New Brunswick this summer.

Frank Miller, Executive Director, was speaker at St. Patricks College, Ottawa, Sociological Seminar and at Queen's University, Kingston, Criminology Seminar.

He also took part in the Regional Representatives conference and the After-Care Agencies conference in Kingston and attended the opening of the Parole Service district office at Laval, P.Q.

J.H. Leroux, Assistant Executive Director, visited

offices in the maritimes, Montreal and attended the Laval opening.

W.F. Carabine, Chief of Case preparation, visited the Maritimes.

Walford Reeves, Information Officer, attended the opening of the Laval district office, the Cowansville Institution, the Brampton Training Centre exhibition and visited institutions, after-care agencies and regional offices in Guelph, Toronto and Hamilton

News from National Parole Board

Three new offices have now been opened, bringing the total across Canada to 16. The last three are in Laval, Quebec; Granby, Quebec; and Abbotsford, B.C. Real Ouellet is in charge of Laval; Luc Genest of Granby and John Phillips, Abbotsford.

Staff Changes

Don Renaud has been promoted to the new post of special assistant to the Chief of Parole Supervision, G. Genest.

Y. LaCasse has replaced G. Larose, who resigned for private employment, as Clemency Officer.

Dave Johnston, who recently obtained his B.A. from Queen's University, has been promoted to parole analyst.

J. Labelle was transferred from Ottawa to the Montreal regional office.

John Townsend, a former parole analyst who spent a year with the Dominion Bureau of Statistics, has returned as a parole analyst.

Another DBS staff member to join our headquarters is Mrs. Mary Weatherdon, replacing R.C. Tanner as Research Assistant. Mr. Tanner left for an appointment with Air Materiel Command, National Defence.

Gordon Smith, Assistant Secretary and Chief of Administrative Services who has been on our staff since 1960, resigned to take up new duties as Head of Branch Secretariat in Northern Administration with the Department of Indian Affairs and Northern Development, effective January 1.

Three new case investigators arrived to fill vacancies. They include Mrs. M.Y.M. Babin, formerly with the legal branch, Department of Justice, J.C.A. Laviolette, formerly with R.C.M.P. parole section; and Albert Wood, formerly a Sergeant with the R.C.M.P.

Leaving the headquarters staff were T. Peter Clapham, a parole analyst, who is now a Personnel Administrator with the Department of Transport, Miss Simone Lafrance, case investigator, now a Translator with the Department of Secretary of State and Pat Savoie, case investigator, now an Assistant Clerk on Committee on the Senate staff.

In the Field

New officers appointed in the field include R.O. Bishop, C.B.S. Sheppard and William Mussell, Vancouver; W.A. Scoones, Victoria; N. Jackson, Calgary; G.W. Hamblin and C.E.J. Demaine, Winnipeg; J.M. Nugent, Kingston; R.F. Paul, Montreal; J.B. Brown and D.J. Lavers, Halifax.

Transfers include Mrs. G.A. McClymont and F. Jones from Vancouver to the Abbotsford office; D. Pavlovic and P. Renaud from Montreal to Laval; A.C. MacNeil from Halifax to Moncton.

Resignations came from R.P. Puddester, regional representative at Halifax and J.D. Corning at Moncton, both of whom accepted appointments with the Department of Manpower and Immigration.

J.P. Sullivan of the Kingston regional office is on loan to the Halifax office as acting regional representative.

Parole Statistics

Summary for 1966

During 1966, the National Parole Board granted 2,502 paroles, an increase of 200 over 1965.

This figure includes 103 temporary paroles and 205 minimum paroles.

Of the total 10,431 decisions by the Board, parole was granted to 31% as compared to 23% in 1965.

There were 4,390 inmates in federal institutions eligible to be considered for parole in 1966. Of these 1,651 or 38% were reviewed automatically, although they did not apply.

There were 2,939 inmates of federal prisons who did apply and 1,117 or 41% of them were granted parole.

In provincial prisons, where cases are not reviewed unless application is made, 3,565 inmates were considered and of these 1,385 or 39% were granted parole, 12% more than in 1965.

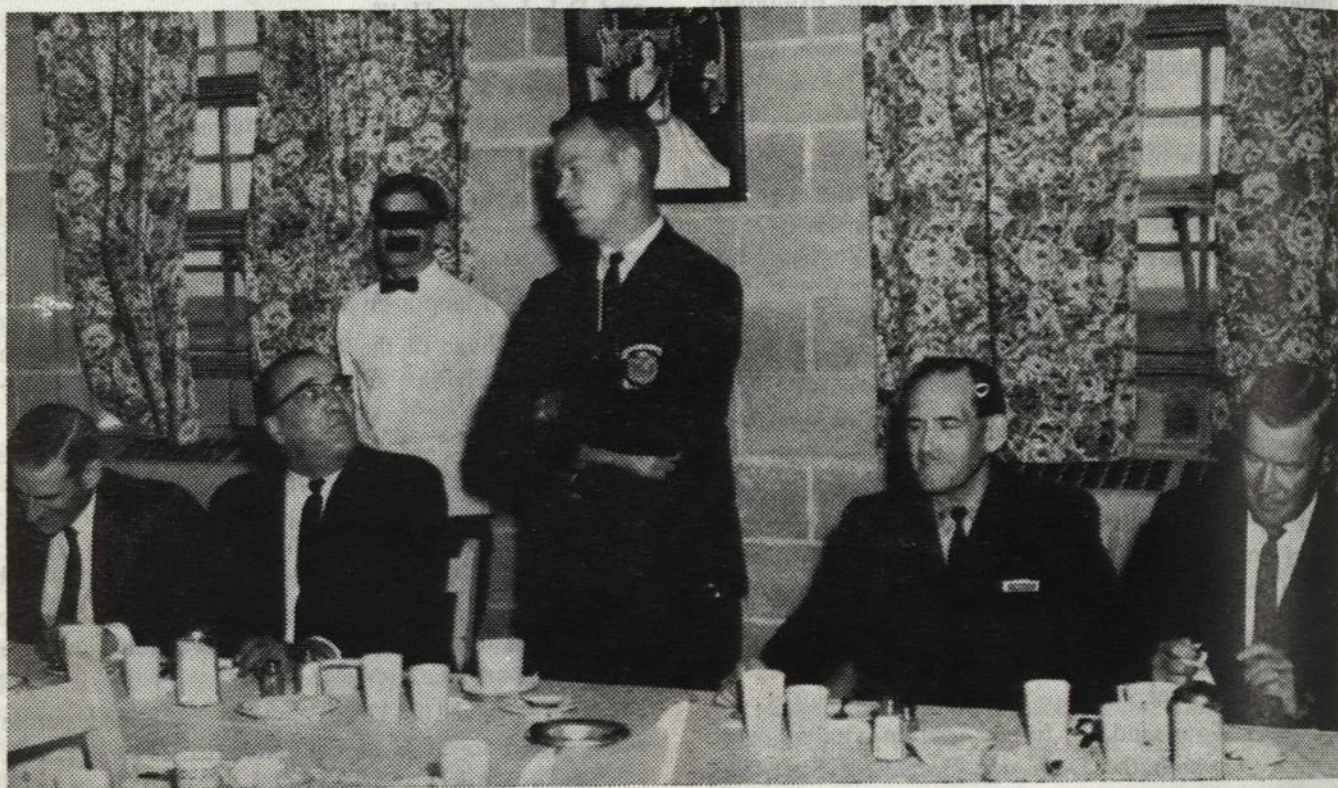
Therefore, of the 6,294 inmates who applied, parole was granted to about 39% or 8% more than in 1965.

In the past eight years the Board has granted paroles to 17,000 inmates, not including those given gradual release. Of these only 1,821 violated their parole and were returned to prison. Of this number 921 had their paroles revoked while the other 900 forfeited their paroles by committing another offence.

That means that during the last eight years, 90% have been successful in completing their parole periods satisfactorily.

COAST TO COAST ACTIVITIES

1966 CELEBRITY VISITOR TO DORCHESTER



During a tour of the eastern provinces in 1966, Mr. Gordie Howe of the Detroit Red Wings attended a luncheon in his honour at the Dorchester Penitentiary farm annex. Following the luncheon, Mr. Howe addressed the inmate population on League Hockey, together with his personal opinions of many players.

EASTERN REGION

During a Rotary dinner held at Dorchester Farm Annex in December, the inmates of the institution were lauded for their contributions to the annual Toys for Tots program. The Sackville Rotary Club president, Dr. Harry Smith, outlined the aims and ideals of Rotarians to the inmates, stressing that for their part in the repairing of toys to distribute to the needy, the inmates are living up to the ideal of Rotary — "service above self".

Shown with Mr. Howe are Mr. Russ Cooper, Advertising Manager of the T. Eaton Company, Mr. MacLean of the Catalogue Sales Division, same firm; Warden U. Belanger and Superintendent of the Farm Annex H. McMaster.

ONTARIO REGION

On October 23, 1966, the inmates of Joyceville Institution staged a variety show on behalf of the Kingston and District United Appeal Fund. The following week, Warden A.J. Jarvis and Regional Director V.S.J. Richmond were besieged by members of the public who requested that the show be put on again. A professor from Queen's University maintained that he could sell in the neighbourhood of a thousand tickets to students for such a program.

To satisfy these strange and unusual demands, arrangements were made by the Protestant Chaplain and the Director of Queen's University radio station to

tape the best part of the program, which was broadcast on November 27th for the Kingston and district citizens.

During a Christmas family social at the Joyceville Farm Annex in which inmates were united with their families for lunch and a Christmas party, a problem arose to test the ingenuity of the staff of an all-male penal institution. A mother of a very small child had forgotten to bring a crib or sufficient diapers; an omission that can turn even the best organized family home into chaos. The problem was turned over to the Steward, Mr. Jack Dobson, who supplied a cardboard box for the crib, and the corner of a clean but condemned sheet solved the diaper situation.

"Dare we, during this Christmas season," asked the Joyceville correspondent, "draw a likeness to the Innkeeper and the babe in swaddling clothes"?

The Correctional Staff College (Ontario) was a winner for the commercial lighting displays, judged by a 15-man team set up by the Kingston Chamber of Commerce.

WESTERN REGION

The William Head Institution in British Columbia captured a ribbon and trophy in a showing of produce sponsored by the Victoria Horticultural Society. Their entries in corn, potatoes and cucumbers placed first, while their collection of apples and single apples placed second in the show. Mr. Arthur Attree is the ornamental groundsman and garden officer at William Head.

IN THE LIGHTER VEIN

COULD HE BELIEVE NONE?

Under the terms of the Penitentiary Act, a Regional Director is given authority by the Commissioner to grant to an inmate up to 15 days temporary absence for humanitarian reasons or to assist in the rehabilitation of the inmate.

The procedure is not simple. The inmate makes formal written application to his Classification Officer. These requests are prepared carefully and often go into lengthy detail setting out the reasons for the request and explaining why such a period of absence would assist in his rehabilitation. The Classification Officer makes his recommendations to the Classification

LETTERS OF NOTE

The Warden,
B.C. Penitentiary,
NEW WESTMINSTER, B.C.

Dear Sir:

The Canadian Red Cross Society wishes to express its gratitude for the unflagging support given to the Blood Donor Service by the personnel and inmates of the B.C. Federal Penitentiary and we would also like to single out the Jaycees who have undertaken as a special project the promotion of the clinic. Therefore we would be most appreciative if our satisfaction was made known to all.

"J.P.J. Rousseau"

Asst. Divisional Director
The Canadian Red Cross
Society, Vancouver Branch.

(Note:— Late in 1964 the New Westminster Junior Chamber of Commerce negotiated with the administration of the B.C. Penitentiary to form a Jaycee unit composed of inmates in that institution. As a result, the Bridgeview Jaycees were formed in 1965 under the direction of Related Training Instructor R.W. Pugsley. Since then, the group has been active in its support of the Red Cross and the blood bank drives held twice annually; and donations from the inmate population to a worthy charity have netted almost \$400. In meetings held at the institution with outside units, courses in Effective Speaking, Parliamentary Procedure and Business Letter writing have been conducted).

Board, who reviews the case and submits its findings to the Warden. The Warden notes his recommendations and passes it along to the Regional Director for final decision.

The Ont. Regional Director was amazed to see one request come through in bold, black print:

HELP! HELP! HELP!

NEEDED — 30 DAYS.

(OFF, THAT IS!)

COULD I BELIEVE 15?

His request was not granted.

Once each year supervisors throughout the Penitentiary Service sharpen their pencils and compose "efficiency" reports on the officers under their direction. You might imagine they would be dull reading; but actually, they often supply intentional—and unintentional—humor. Here are some examples from the files:

This officer has talents but has kept them well hidden.

Can express a sentence in two paragraphs any time.

A quiet reticent officer. Industrious, tenacious, careful and neat. I do not wish to have this officer as a member of my staff at any time.

His leadership is outstanding, except for his lack of ability to get along with his subordinates.

Needs careful watching since he borders on the brilliant.

In any change in policy or procedure, he can be relied upon to produce the improbable, hypothetical situation in which the new policy cannot work.

Open to suggestions but never follows same.

Is keenly analytical and his highly developed mentality could best be utilized in the research and development field. He lacks common sense.

Never makes the same mistake twice; but it seems to me he has made them all once.

—Submitted by Regional Director

T.W. Hall

INDIAN EDUCATIONAL CLUB

An organization within a Canadian penitentiary, whose aim is to educate its membership into extinction, held its second anniversary luncheon in January of this year.

Under the direction of Related Training (Educational) Instructor, R.W. Pugsley, and with the full approval of the administration, the Indian Educational Club of the British Columbia Penitentiary controls its own activities. In this way, the members may learn to be responsible to the society to which they will return; responsible to themselves and to their families.

"After many lengthy discussions, and through much trial and error", Mr. Pugsley reports, "the club has divided its activities into two main streams. Both the Educational programme and the Indian Affairs programme are controlled by the main committee of the club."

The Educational programme is geared to broaden the scope of each member of the club in the realm of

general, rather than academic, knowledge. Studies have been made by the members and speakers arranged from the University of British Columbia on such topics as Sex Education; the Universe; How man began; Municipal, federal, provincial, and world government; Religions of the world, Insurance of all types, etc.

Outside clubs and groups interested in the North American Indian have become involved with the inmates in the Indian Affairs programme. Discussions include the many problems that face the Indians in general and, in particular, the problems facing an Indian upon release from prison.

A Half-Way house, run entirely by ex-inmates as an Indian Post-Release center, is the most ambitious plan formulated by the club to date. The idea seems to be getting somewhere at last, Mr. Pugsley stated in December 1966, and with the help of members of the newly-formed Company of Young Canadians, it is hoped that in the near future, such a worthwhile dream might become a reality.