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1983 - A Year in Review

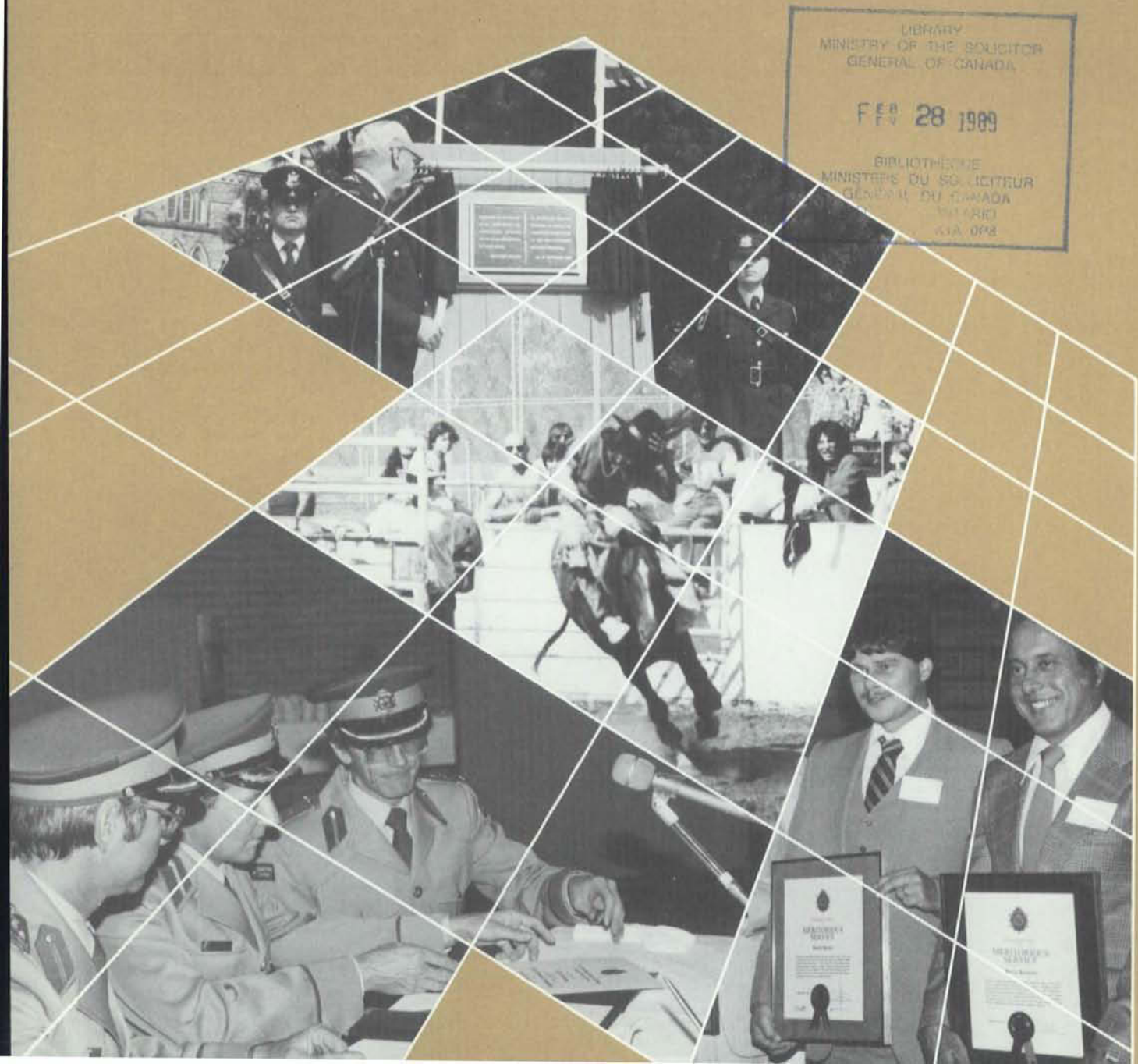
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Coping with Change

With more than 10,000 employees and an annual budget exceeding a half billion dollars, the Correctional Service is big. BIG in people facing a BIG challenge. And big organizations take a lot of organizing.

The Service is highly decentralized. Only about one employee in 15 is located at national headquarters. The vast majority is scattered across the country in institutions, in farms, community correctional centres and parole offices.

Today, the Service manages 64 institutions: 12 maximum security, 15 medium, and 33 minimum security and community correctional centres as well as three Regional Psychiatric Centres and a Prison for Women. There are five regional headquarters and 74 regional parole offices.

More than 11,600 inmates are housed in various levels of security. As well, the Service is responsible for supervising some 7,000 additional offenders on day parole, full parole or mandatory supervision.

The mandate of the Correctional Service is deceptively simple. It is "to administer the sentences imposed by the Courts and to prepare offenders for their return as useful citizens to the community."

In reality, it is an incredibly complex job, bringing together a greater variety of occupational skills than any other group in the federal government. Psychologists. Construction Engineers. Dentists. Com-

puter Technicians. Economists. Security Personnel. Chaplains. Nutritionists. Social Workers. Teachers. Psychiatrists. All these and many, many more are needed to make the system run.

Each year CSC must house a population equal to that of a medium-sized town - run an educational system - provide medical care to thousands - operate factories, shops, farms and food processing plants and, among other things, prepare and serve more than 10 million meals. And it must do all this in an ever-changing environment. Changes in prison populations. Changes in the law. Economic change and changes in public attitudes towards criminal justice.

1983 was just such a year. One in which the staff of the Service were faced with change, adapted and moved forward to new challenges.

As Robert Burns wrote - "*The best laid schemes o' mice and men gang aft a-gley.*"

Despite improved forecasting techniques, the Correctional Service is subject to social and economic changes that are difficult to foresee. When the unforeseen happens, the Service has to be ready to adapt - sometimes very quickly.

The ability of the Service to cope with sudden change was tested in 1983, when tough economic conditions and more stringent parole criteria combined to push the inmate population well above forecast levels.

The buildup began in mid-1982. In August 1983, the inmate population stood at 11,300 - 700 more than had been expected. By late December 1983, the population stood at 11,600.

To cope with this rapid increase in population, permission had been granted, by January 1983, for an increase in both staff and funds. Technical Services went to work and through a combination of double bunking (730 units), portable trailers (374 units) and other means, including refurbishing of unused space at Kingston and other locations (268 units) had, by the year's



end, increased the total potential capacity by 1,237 beds.

It is recognized that double-bunking is a short-term measure. By year-end it had been reduced and currently, long-term construction plans are being reassessed so that it may be phased out in the reasonably near future.



▲ Sod was turned in June for a major expansion of dairy barns at Frontenac Institution. Participating were (L-R) Keith Manson, Assistant Warden, Technical Services, Ron Junk, Director of Agribusiness, Collins Bay Warden Ken Payne, Frontenac Superintendent George Downing and Roger Howes, Frontenac farm manager.

◀ Gerry St-Onge, (left) Supervisor of Institutional Services at Kingston Penitentiary and mason Joe Prunster inspect the newly renovated wing of 80 cells in Canada's oldest penitentiary.

With a capital budget of over \$60 million, the Service moved forward on schedule in 1983 with construction, renovation and expansion of institutions, preparing the way for anticipated population increases and the more diversified facilities that will be needed in the future.

1983 saw the completion of renovation and expansion at Frontenac (52 additional cells) and Edmonton (48 additional cells). At Drummond Institution, an additional 42-cell living unit was added to the five already under construction – and all should be completed on the original schedule by mid-1984.

Ground was broken and construction started in 1983 on two completely new institutions: the Atlantic Institution at Renous, New Brunswick and Donnacona in Quebec Region.

In early 1983 construction began on additional living units at La Macaza and on two new special handling units (80 in each) at Regional Reception Centre in Quebec and at Saskatchewan Penitentiary. Construction of 48-cell segregation and dissociation units was undertaken at Edmonton, which was completed in October and at Kent, which is scheduled for completion in April 1984.

Major renovations are underway at Bowden, which will be expanded to a 400-inmate institution by 1985.

Building for the Future



▲ Warden Real Benoît (L) of Ste-Anne-des-Plaines holds the ribbon as M.P. Roland Comtois and Jean-Claude Perron, Quebec executive officer, officially opened new facilities which increased the inmate capacity of the Institution to 144.

In November '83, the gym and industries building were opened, and construction began on five new 80-cell living units, institutional services and the agribusiness complex.



▲ Proud recipients of accreditation certificates this year included (L-R) Larry Simonson (Portal House), Brenda Dolny (Rockwood), Eric Jones (William Head), Paul Duguay (Kent), and Paul Jacks (Elbow Lake). Inspector General Al Wrenshall who retired in September, 1983, looks on.

Setting Standards through Accreditation

How do you measure excellence? If CSC is to reach and maintain a consistently high quality of operations at each of its institutions and district parole offices, there must be some system of definable and measurable standards which are consistent across the country.

One technique has been to seek and receive accreditation from the American Correctional Association's Commission on Accreditation for Corrections during the last six years.

CSC made its first application for accreditation for Springhill Institution in 1978. By the end of 1982, some 42 of the Service's facilities were accredited and in 1983 an additional nine have been accredited - Mission, Kent, Stony Mountain, William Head, Regional Reception Centre (Quebec), Elbow Lake, Robson Community Correctional Centre (CCC), Rockwood and Portal House CCCs - bringing the total to 51.

The Service has also been co-operating with the Canadian Association for the Prevention of Crime in developing a set of uniquely Canadian standards for corrections.

Maintaining Security

Our penitentiaries have changed a lot from the public's conception of high stone walls, barbed wire and towers bristling with guns. Nevertheless, the walls still exist in some institutions and the Correctional Service must still perform the vital, demanding and increasingly dangerous job of ensuring that those in custody remain in custody for their appropriate term, and for maintaining peace and order within the institutions.

This burden falls mainly on the shoulders of those involved with custody of inmates - a group which makes up almost a third of all our employees.

During 1983, the Service's Security Branch worked towards the twin goals of controlling the cost of custody while reducing the number of escapes.

Not an easy combination to be sure, yet during 1983 both goals were achieved.

Through improvements in shift scheduling and the use of revised post standards, the Service achieved a reduction of some 70 security posts by the spring of 1983.

During the same period, inmate escapes from maximum and medium security institutions were 1.2 per thousand and 7.3 per thousand respectively. Both figures represented drops from the previous year and both were well below the target figures set.



▲ Security managers from across the country met in Kingston in February. (L-R) Prairies Regional Manager of Security; Dan Rooney; Security adviser Marcel Sauvé; Quebec Regional Manager of Security, Gerald Marineau; Howard Mansfield, director of inmate population management at NHQ; Dragan Cernetic, Pacific Regional Manager of Security; Frank Purvis, then acting Director of Operational Security and chief Security Operations at NHQ; Regional Manager of Security, Atlantic, Dan Ferguson, and; Ontario Regional Manager of Security, Ross Duff.



▲ Institutional Emergency Response Team administer cardio-pulmonary resuscitation during a simulated hostage taking at Camp Gagetown. Increasing crisis management capability is one of the top priorities in the Service today.

Transferring Inmates

The unexpected surge in inmate population placed a special burden on the personnel responsible for the physical transfer of inmates.

As part of the overall plan to accommodate the surge in population, well over a thousand inter-regional transfers were needed, double that required only two years ago.

Transfers were undertaken as much as possible on a volunteer basis and the major movement was from Prairies Region institutions where overcrowding was most acute to the Ontario and Atlantic Regions.

Despite the unprecedented numbers involved, all transfers were accomplished without incident.



Using the latest Technology

The Service's security program enlisted advanced technology this year with the widespread installation of the Perimeter Intrusion Detection System (PIDS).

Basically, PIDS is a detection and alarm system for perimeter fences and the space between fences, linked up to a closed circuit television system.

First installed at Edmonton Institution and Regional Psychiatric Centre, Prairies in 1979, the system now includes Matsqui, Millhaven, Joyceville, Archambault, Stony Mountain and Regional Psychiatric Centre, Pacific.

By spring 1986, PIDS will be in operation in some 18 maximum and medium security institutions.

The system is designed to replace existing manned perimeter guard towers.

◀ Control panel of latest model of Perimeter Intrusion Detection System (PIDS) installed at Joyceville in late 1983.

Working with Offenders



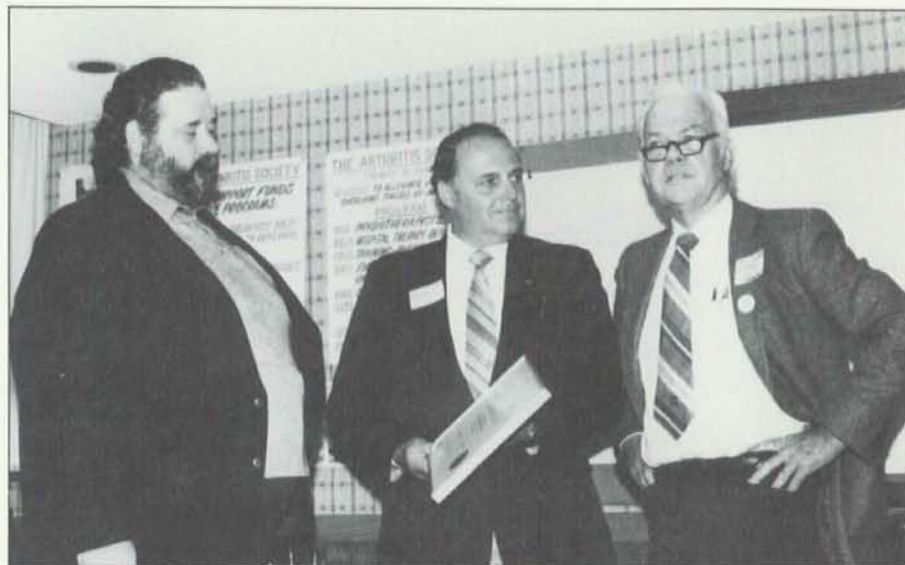
▲ The Accent on Youth Group of inmates at Springhill Institution sponsor an annual Toys for Tots work project for community children. Here, inmates present toys to Amherst Day Care Centre director Annette Logan, Larry Smith, social development officer at Springhill, started the project with three inmates in 1981.

The factor that most distinguishes today's Correctional Service from penitentiary operations of an earlier age must surely be the strong emphasis placed on inmates' rights and the concerted effort to help prepare offenders for a successful return to society.

However, an inmate must **want** to work towards rehabilitation if a successful re-entry is to be achieved. For those who do, the Service offers work opportunities, education from literacy to university, vocational training, social and community programs, counselling and spiritual programs.

More than one in four of our people work directly on these programs and deal with offender case management.

In 1983, a major concern of the Offender Programs Branch was the development of national criteria governing the release of offenders to help speed the process of early release where it is warranted. The goal is to have every inmate considered for release at the earliest point in his/her sentence. A pilot project is now underway to examine conditional release assessments and an evaluation should be completed by spring 1984.



Another major thrust was streamlining the case management process so that each inmate has an individual program plan, (IPP), regular meetings with the case management team and follow-up progress reports. The key is to place inmates in the proper security level and to provide effective assistance programs for each offender.

▲ Staff and inmates at Frontenac worked together to promote the work of the Arthritis Society. Here Superintendent George Downing (centre) and inmate Tom French (L) receive a plaque from Dr. Garfield Kelly, President of the Kingston branch of the Society.

Employment for Inmates

Important initiatives were also taken in these special areas:

- The psychological treatment of sex offenders, drug and alcohol problem cases and violent offenders.
- Special programs for Native inmates including private agency support and Native spirituality.
- A greater variety of services for female inmates including a special treatment ward for females at Kingston Penitentiary.
- Improved staff training related to suicide prevention.
- An expanded program of community-based support systems for offenders.
- All of the more than 70 parole offices will be equipped with computer terminals which, in the first stage will permit officers to call up inmate profiles. Later, parole officers will be able to enter, update and record information on their clientele through this system.

One of the most successful innovations of recent years, the family visiting program, was expanded to 14 institutions in 1983 with the addition of family visiting facilities at Mission, Matsqui and Mountain institutions in the Pacific Region; Drumheller in the Prairie Region and Laval in Quebec Region.

Idleness and boredom can be among the most destructive elements in prison life.

That's why CSC's industrial and agricultural program has been steadily expanded in the past five years to provide on-the-job training, income for inmates and marketable skills, often with journeyman certificates.

Equally important, CSC's work program helps reduce operating costs in institutions.

The aim is to provide work opportunities for all inmates who are physically and mentally capable, and who are not involved in academic training courses. Workers are paid on a scale from \$3.15 to \$7.55 per day, as well as inmate-students who receive \$3.15 to \$4.80. Those unemployed through no fault of their own, receive \$1.60 a day subsistence pay.

In 1983, despite an overall increase in the inmate population, unemployment declined and now stands at less than five per cent.

An aggressive marketing approach has been undertaken by the Service's CORCAN industries and Tetrad marketing system set up in 1980 to streamline production, business practices and marketing of the Service's industrial production.

Total industries revenues increased to a new high in 1983 - 16 per cent more than in 1982. Improved scheduling and delivery systems



meant that most deliveries were made on schedule.

Industrial goods are now produced in 116 different shops in 22 institutions and sales to federal departments and agencies are increasing. For example, sales of furnishings almost doubled in 1983 and sales of Post Office equipment increased by more than a third.

A relatively new and exciting area is Automated Document Processing, where employment rose from 110 inmates to 158 by the fall of 1983 and is expected to reach 173 by spring 1984.

▲ Greg MacGillvray and ADP project leader Beverley Sandey at the Ottawa Data Processing Show where they publicized the Service's inmate ADP program.

An agreement between CORCAN and Supply and Services Canada will ensure that the ADP obtains a share of federal government business. It's expected that revenue will exceed \$1 million in 1984 and that the target of inmate employees will be reached. Although still a relatively small part of the overall employment picture, the ADP program is significant because it provides training opportunities harnessed to the computer age to develop skills that should be in peak demand when inmates return to the outside job market.



▲ A modular home built at Matsqui was on display at the PNE in August. A total of 47 such homes have been built at the institution.

Agribusiness continued to boom as well in 1983. The value of food delivered grew by seven per cent in 1983 and is expected to top \$4 million in annual production by the spring of 1984.

This year, final clearance was given to augment the five current farms with another at Bowden Institution. Farm staff have been hired, land clean-up has begun and staff and inmates are involved in the construction of the farm buildings.

More than any other area of the inmate employment program, agribusiness has a direct bearing on the Service's operational costs. For 1983, the target was to have our farm operations produce a full 30 per cent of the Service's food needs. And with increasing efficiency of operations and renovation of abattoirs at three farms, this percentage is expected to grow in the years ahead.

Education

Educational opportunities are essential to prepare inmates as effectively as possible for return to the work world.

Education and vocational training provided through 23 schools in medium and maximum security institutions offer courses that run the gamut from basic traditional trades to highly technical skills like printing and microfilming to advanced university degree courses.

In 1983, the Service spent some \$20 million on inmate education involving more than 200 on-staff and contract teachers and principals. About 1,800 inmates used the program.



▲ Classroom at Dorchester Penitentiary

University Courses

The Solicitor General announced in January 1983 that inmates taking university degree courses would have to pay a portion of the direct costs. A new system is now being implemented which will include payment of tuition by inmates and a new basis for contracts between the universities and the Service.

1983 also saw an increase in the use of computers in the education and training programs, both as a learning tool and as a subject for study.

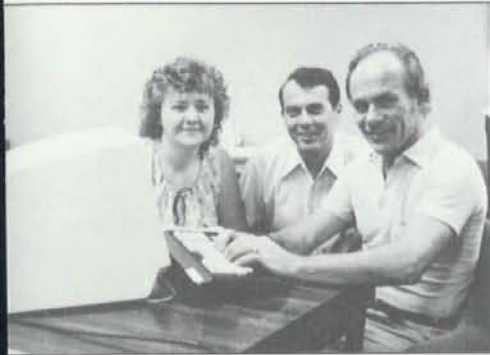
A national pilot project for computer-assisted learning delivered from a central computer was set up and currently, terminals are located at Springhill, Leclerc, Warkworth and Stony Mountain institutions.

The use of micro-computers for skill development courses grew rapidly in such areas as data management, word processing and the use of electronic spread sheets.

A new educational policy to give special help to Native offenders was prepared to help them reach their educational goals. Special guidelines have also been drawn up for violent inmates in special handling units which focus on assisting them to live with others.

CSC's education program made considerable progress this year and at the same time improved the pupil-teacher ratio from 7.1 to 1, to 8.6 to 1.

Improving Health Services



▲ Pauline Pelletier (L) of Leclerc, David McKay of Springhill and George Stephenson of Warkworth were involved in pilot projects started this year to offer inmates computer assisted learning programs.

It's only in the last decade that health services in the institutions have reached the high level of efficiency and professionalism that exists today. "In 10 years," said one senior staff member, "we've come from the nineteenth century to possibly the finest prison health system in the world."

CSC's broad objective is to provide a level of medical and psychiatric services equal to that available to the community at large.

Today, Medical and Health Care Services employs some 500 staff - doctors, nurses, administrators and others - and spends some \$35 million annually.

Twenty-six health care centres located in maximum and medium security institutions serve 41 institutions. More remote institutions are served through arrangements with local clinics, hospitals and physicians.

Psychiatric services are provided on an in-patient and out-patient basis for all institutions. Inmates requiring hospitalization or longer term cases may be transferred to provincial facilities or to the Service's Regional Psychiatric Centres in Ontario, Prairie and Pacific Regions.

A broad review of psychiatric services in 1983 suggested that top priority should be given to improving the data base of information on psychiatric services. The report also

recommended closer co-ordination between psychiatric staff and others such as psychologists, nurses, case management and personnel who form part of the mental health team of the Service.

In 1983 too, the Regional Psychiatric Centre for Ontario was formally amalgamated within Kingston Penitentiary. Programs being developed include those for psychotics, chronically ill, sex offenders, and a satellite program in the protective custody unit for marginal inmates who cannot function in the general population.

One means by which the Correctional Service's Medical and Health Care Services Branch judges whether it is living up to its goal of providing health care and medical, psychiatric and dental services that are up to community standards, is through accreditation by the Canadian Council on Hospital Accreditation. A voluntary program, CCHA accreditation is looked on as a benchmark for health care delivery systems across Canada.

In 1983, Regional Psychiatric Centre (Pacific) was once again accredited by CCHA and the Health Care Centre at Edmonton Institution was given an almost unprecedented three-year initial accreditation by the Council.



▲ Nurse Lorraine Quinton and Marg Ruttan, Assistant Warden, Health Care Services at Prison for Women, prepare for one of a series of health care seminars for inmates.

A highlight of the year for Medical Services was the opportunity to host the Second World Congress on Prison Health Care which took place in Ottawa, in August.

The Congress which attracted more than 600 prison health specialists from 45 nations, provided the more than 50 CSC personnel who attended a chance to meet and discuss many aspects of their work with their international colleagues.

Opening Lines of Communication



▲ Minor operation in progress in the operating room at Kingston Penitentiary.

One of the most dramatic changes in the Correctional Service has been in its attitude towards public participation in the corrections process.

What was once an inward looking organization largely shut off from the public, has become an "open door" place. Today citizens, volunteers and the media are encouraged to ask questions and to participate in discussing and solving the problems related to corrections.

Over the past six years, the Service has developed a strong, cohesive group of Citizens' Advisory Committees for every institution across Canada. There are now 57 CACs with more than 400 citizens involved in a network which acts as a bridge between the Service and the community.

In March, the CACs held a Na-

tional Conference in Ottawa attended by some 36 CAC members who put forward seven major recommendations which are now under review in CSC. To help cement communications among the CACs the Service introduced in March '83 a quarterly bulletin called *Citizen Action* which provides CAC chapters from coast to coast with a forum for their ideas and concerns.

Attitudes toward the media have changed as well. Today the Service encourages reporters to ask questions and to visit facilities. The emphasis now is on assisting media personnel rather than avoiding them. A slide tape publication called *Beyond the Walls* was produced to dispel old myths and inform Canadians of the policies of the new Correctional Service.



▲ At the 1983 National Citizens' Advisory Committee conference: Sister Virginia Turner, Atlantic rep; John Raymond, Pacific rep; Jim Vantour, CSC's strategic planning head; Father Bill Irwin, Prairie rep, and CAC chairperson; and Dr. Barry Thorne, Ontario rep.

Dr. Gallup Takes a Look

Like many things, good communications begin at home. In 1983, the Service commissioned the highly respected Gallup organization to survey staff attitudes toward their jobs and toward the Service.

The results were encouraging. More than three-quarters of staff interviewed felt their job was rewarding and almost three-quarters looked on their work as a career. When asked about important aspects of their jobs, a whopping 89 per cent said that "being kept informed" was an important consideration.

Improving internal communications has been given a high priority in the Service for 1983- and 1984- as part of the overall plan to make employees better informed and more involved.

In March 1983, a management newsletter was initiated. Produced every two weeks, it communicates policy information to more than 2,000 managerial and supervisory personnel.

As well, the national staff newspaper, *Let's Talk*, won first prize in the tabloid newspaper category in the International Association of Business Communicators' Ottawa Chapter awards-giving in June. *Basic Facts*, another Communications Branch annual publication, took a "second," in the Special Publications category.

Our People



Training and Development

▼ Regional Chiefs of Classification from across Canada met in Cornwall, Ontario, in May to discuss classification training and audits. (L-R) Ewen Newton (NHQ), Dave Dahl (Pacific), John Carrocetto, director, Marena McLaughlin (Atlantic), Ginette Martineau (NHQ), Marsha Wright (NHQ), Irene Robertson (Prairies), Jim Stevenson (NHQ), Margo Tolls (Ontario), Louise Guertin (Quebec), and Bill Moran (Ontario).



People are our most important asset, and it makes sense to give them every possible opportunity to improve their skills and personal development. That's the philosophy at CSC and the Service is putting forward a major effort to increase the training available to all its employees.

In 1983, a training program for institutional supervisors was developed and implemented. The goal is to train at least 10 per cent of supervisory staff per year, with new supervisors being given priority for placement on course.

In the development stage are a middle management course and a four-week course for case management officers which will be piloted in the spring of 1984.

Traditionally, most training has been provided at the National Correctional Staff Colleges at Laval, Kingston and Mission. This year, Staff Training and Development Branch has introduced computer-assisted learning for refresher training for correctional staff. A pilot program is currently underway in the Prairie Region where every institution has been provided with course material.



▲ Manpower planning team from National HQ discuss the new career development program now being implemented. (L-R) Jim Harding, Chief, Information Systems; Francine Connelly; Sandy Szabo; Corrinne Peppley, chief, career development program; Barry Mullen, Director, Manpower Planning, Hélène Lalonde; Alexis Nicol, and, Sylvie Lemay.

Recognizing Bravery, Excellence

Even though today's penitentiaries are far more humane institutions than in the past, the emotions generated by incarceration still create tensions, frustrations and anger, which sometimes spill over into violent actions.

Today's correctional officers must be more than guards. They're trained professionals responsible for dealing with offenders' problems. Yet, to a degree seldom recognized by outsiders, correctional officers as well as other institutional personnel must be prepared every day to display good judgement, calmness and even heroism in handling incidents that can occur.

The 1983 statistics give a closer picture - 126 assaults on staff, 330 assaults on inmates by inmates, four hostage-takings. But behind each of these incidents is a human story requiring human courage. Unfortunately, only major tragedies, such as the slaying of officer Serge Delorme at Archambault in April, give outsiders some idea of the difficult and even dramatic role of the correctional officer.

To create increased recognition within the Service and outside, the Commissioner established, in 1978, both a **Citation for Meritorious Service** and a **Citation for Bravery**.

By the end of 1982, 24 Citations for Meritorious Service had been awarded and 11 Citations for Bravery presented.



▲ Two recruits practise self-defense at the National Staff Induction Training Centre in Kingston.



1983 Awards

During 1983, 44 awards were given to staff. As well, the Service honored 242 employees with 25-year-service plaques, and 400 staff were honored with either, or both, the CSC and Public Service Retirement Certificates. Of these, 45 also received 35-year-service medallions.

Yvette Browne, national awards coordinator, has had a busy year working with the CSC Awards and Honors Committee to research and approve the following 44 awards to staff.

▲ 19 CXs from Archambault and Laval Institutions received Citations for actions during the events at Archambault and Laval in 1982.

Two Awards - Bravery

- André Meunier, Archambault, Institution
- Raymond Gawryluk, Stony Mountain Institution



▲ Four Stony Mountain Institution living unit staff with their Commissioner's Citations received for their quick action in breaking-up an attack by inmates on other inmates. LU Supervisor Raymond Gawryluk (left) received the Citation for Bravery, while LU officers Allister Patterson, Donald Kamins and Morris Berthelette received Citations for Meritorious Service.

► CX-2 André Meunier, Archambault Institution, was one of two staff to receive an award for bravery. Meunier distinguished himself for his quick action when Serge Delorme was killed by an inmate in the industrial shop area, April 22.



13 Awards - Meritorious Service

- Morris Berthelette, Stony Mountain Institution
- Donald Kamins, Stony Mountain Institution
- Allister Patterson, Stony Mountain Institution
- Frank Miller, retired, NHQ
- Father Harold Bedford, Prairie Region
- Father Bruno Dandeneault, (Quebec)
- Denis Forget, Archambault Institution
- Vincent B. MacDonald, Halifax District Office (Atlantic)
- Raymond Roney, Joyceville
- Dr. Chuni Roy, left CSC, NHQ (Pacific)
- John Siu, left CSC, NHQ
- Allan Wrenshall, retired, NHQ
- Pierre Jutras, retired, Prairie Region

Six Awards - Service Commendation

- Kenneth Ferguson, Springhill Institution
- Dennis Halsall, Joyceville Institution
- Robert Cunningham, Joyceville Institution
- Dennis Bowen, Joyceville Institution
- Jean-Claude Béchard, Archambault Institution
- Alfie Sands, Joyceville Institution

Two Awards - Public Service Certificate of Appreciation

- J.S. Siemans, Bowden Institution
- Dennis Weir, Edmonton Institution

There were six CSC Certificates of Appreciation recommended by the Awards and Honors Committee as a result of submissions reviewed.

Six Awards - Certificate of Appreciation

- Pierre Gingras, Correctional Development Centre (Quebec)
- Claude Richard, Correctional Development Centre (Quebec)
- Douglas Dawe, NHQ
- Margaret Ruttan, Prison for Women (Kingston)
- Art Schuck, Regional Psychiatric Centre (Pacific)
- Mona Ricks, retired, NHQ

One Award under the Public Service Incentive Award Plan

- Jean-Pierre Lebrun, Leclerc Institution - Merit Award for \$1500.

Encouraging Ideas



▲ Henri Fleury, Cowansville Suggestion Award winner, working on an idea.

How do you go about the task of trying to achieve more without more resources? One way has been to encourage employees to earn recognition and cash rewards by participating in the Suggestion Award Program.

Although Incentive Awards have been around for about 30 years, the program had been virtually dormant at CSC for the last 15. This year as part of a rejuvenated, unified awards program, suggestion awards have been brought back into the spotlight.

Already, employees of the Service have become actively involved. During 1983, 13 suggestion awards, with a total value of \$7,900 were approved by the Service and by Treasury Board.

Winners of Suggestion Award Certificates in 1983:

- Joseph Butler, \$510, Bowden Institution
- Russ White, \$780, Edmonton Institution
- Russ White, \$295, Edmonton Institution
- Roger Bastien, \$760, Ste-Anne des-Plaines Institution
- Claude Duchesneau, \$790, Correctional Development Centre (Quebec)
- Henri Fleury, \$700, Cowansville Institution
- Henri Fleury, \$770, Cowansville Institution

- Henri Fleury, \$275, Cowansville Institution
- Frederic Makowecki, \$870, Drumheller Institution
- Bruce Woytiuk, \$450, NHQ
- Rosaire Langlois, \$1,510, Laval Institution
- Jean-Claude Chevrier, \$140, Montée St-François Institution
- Frederic Makowecki, \$50, Drumheller Institution

The 13 suggestion awards and two merit awards represent substantial savings of \$118,232.82 to the Government of Canada.

NOTE

The 1983 awards shown above were based on the dates they were approved by the Awards and Honors Committee - and not the date they were presented.

Women in the Service

Women make up about a quarter of the Service's strength, almost 2,300 in all. And the Service, through its Affirmative Action section is working hard to improve career opportunities and broaden the range of occupations available to the women on our staff.

Although the majority are still found in the "traditional" clerical, stenographic and nursing occupations, they are showing up in increasing numbers in more diverse areas like psychology, purchasing, technical services, case management, teaching and administration.



▲ Debbie Kirkey, administrative assistant to the district director, Eastern Ontario Parole.



▲ In 1983 women became visible in many jobs previously confined to men. Here, CSC's first female herdsman, Sherry Filmore, shows off Westmorland farm calf. Initially, working with inmates scared her but now she loves the job, she says.

Probably the most dramatic opening-up of opportunities for women has been as correctional officers in male institutions. Their numbers have grown to 228 by year end. It wasn't easy for some of the early recruits. But women have proved their worth and the Service is committed to a policy of ensuring that the number of women CXs is increased by 40 per cent in the coming years. The next challenge to women will be to earn greater representation in supervisory roles.



▲ Officers of the Year at the Prison for Women. Voted the honor by their peers are Margie Walsh, left, clerk to the assistant warden, and CX-4 Sharon Cashman. In the middle: Warden George Caron.

Staff in the Community

Our people are active all across Canada - in more than a hundred communities. They're active people - active in sports, cultural events, working for worthwhile causes. They're good citizens and good neighbors.

Here is just a sampling of some of the things our people were involved in 1983.



▲ Dorothy Klassen (R) of Prison for Women, serves at the first Staff Arts and Hobbycraft Show held at the Staff Induction Centre in April.



▲ Ste-Anne-des-Plaines staff and inmates helped organize a fund-raising Ski-o-thon to aid children with cancer. More than \$10,000 was raised. (L-R) Réal Benoit, Ste-Anne-des-Plaines Warden, Dominique Michel, TV celebrity, Marcel Maheu, President of the Association and Michel Raymond of Ste-Anne-des-Plaines.



▲ Parole Officer Alan Wilkinson presents \$200. from Kingston Area Parole staff for the Kingston Heritage Job Fund. Recipient is Thea Tidman, secretary of the fund.

More people . . .



1 CSC's new inspector general, Jack Rankin, replaced Al Wrenshall in August 1983.

2 Art Schuck is a work therapist who runs a unique and remarkably effective therapy program at the Pacific Region Psychiatric Centre, Abbotsford, for every type of inmate whether severely disturbed or a sex offender. His secret: small groups, small tasks, coffee breaks in the best traditions of group therapy, and individual counselling when needed.

3 1983 brought a tough new job for Gerry Hooper who became director general of the Education, Training and Employment Branch November 30.



4 Dr. Lyle Brennan, Ontario's regional manager, health care, presents a Certificate of Appreciation to Margaret Ruttan, RN and assistant warden, health care, Prison for Women, for her outstanding organizational abilities.

5 Lorna Parsley, case documentation clerk at the Keele Street community correctional centre, Toronto.

6 Jack Cadieux, CSC's new deputy commissioner, Policy, Planning and Administration, joined the Service from the Treasury Board.

7 Three assistants to regional managers, communications, get together at NHQ for an orientation session. They are: Francine Phillips, Atlantic, Doreen Lundberg, Prairies, and Chris Nicholson, Ontario.



8

8 The 1983 Collins Bay Olympiad, a popular annual weekend event inmates and staff hold for mentally handicapped people. Above, then-warden Herb Reynett tries out the advertised ice cream.



9

9 Ouch? Pacific Regional Executive Officer Doug McGregor undergoes a test to measure body fat – part of CSC's growing concern about staff fitness.



10

10 What is a rodeo, especially a bull-riding event without a clown? This rodeo for inmates was at Edmonton Institution.

11 Tragedy strikes at Archambault April 22 when Serge Delorme a 28-year old CX-2, was killed by an inmate in the industrial shop area. Shown is the funeral service.



11

12 At the sixth annual memorial service for prison guards and police officers, a plaque was unveiled by Ottawa Police Chief Tom Welsh, left, and Senior Deputy Commissioner Roma Bertrand, right. The plaque was later presented to Solicitor General Bob Kaplan for installation in the East Block of the Parliament Buildings in Ottawa in September 1984.



12

The Way Ahead



Looking Ahead

Each year brings with it new challenges. New goals are set that must be met.

The Service faces many such challenges in 1984. The biggest is the same one we have faced over the last few years - to live within our means yet move forward in our priority areas.

On the one hand, federal government spending restraint will almost certainly continue. On the other, we are faced with a projected growth in inmate population, which could well climb to 13,000 by 1986. There's the impact of the Charter of Human Rights and Access to Information legislation, our own goals to upgrade and improve our treatment and handling of offenders, and our efforts to provide more and better training and career advancement opportunities for our staff.

So that's the situation we're in. And we can only meet this challenge by continuing day by day to improve our efficiency of operation in all areas of the Service.

In 1984, a number of major initiatives are in progress to help us meet our goals:

- More staff training programs scheduled.
- Improved staffing, development of staff, and setting up of career advancement paths.

- Improved management information systems to make managers more accountable and knowledgeable.
- Improved inmate classification systems to speed up the process of cascading inmates to lower, more suitable and less costly security levels.
- Making CORCAN more self-sustaining through improved productivity and marketing.
- Improving our ability to share problems and seek solutions together.
- Installation of new "Senstar" electronic perimeter security systems.

The Long View

In the future, the Services Strategic Planning Committee forecasts that the number of long-term inmates will increase dramatically between now and the year 2000. We still don't know the full implications of this shift in prison population but strategies are being studied to deal with the problems that will arise from this development.

The trend towards specialized treatment programs for female inmates, Natives and sex offenders will continue. In the years ahead, these programs will be expanded, and more emphasis will be placed on other special groups such as the mentally retarded and disabled (a group which is expected to increase), especially dangerous inmates, young offenders and the aged.

The treatment, and location of offenders, will almost certainly be much more specialized in the year 2000 than it is today.

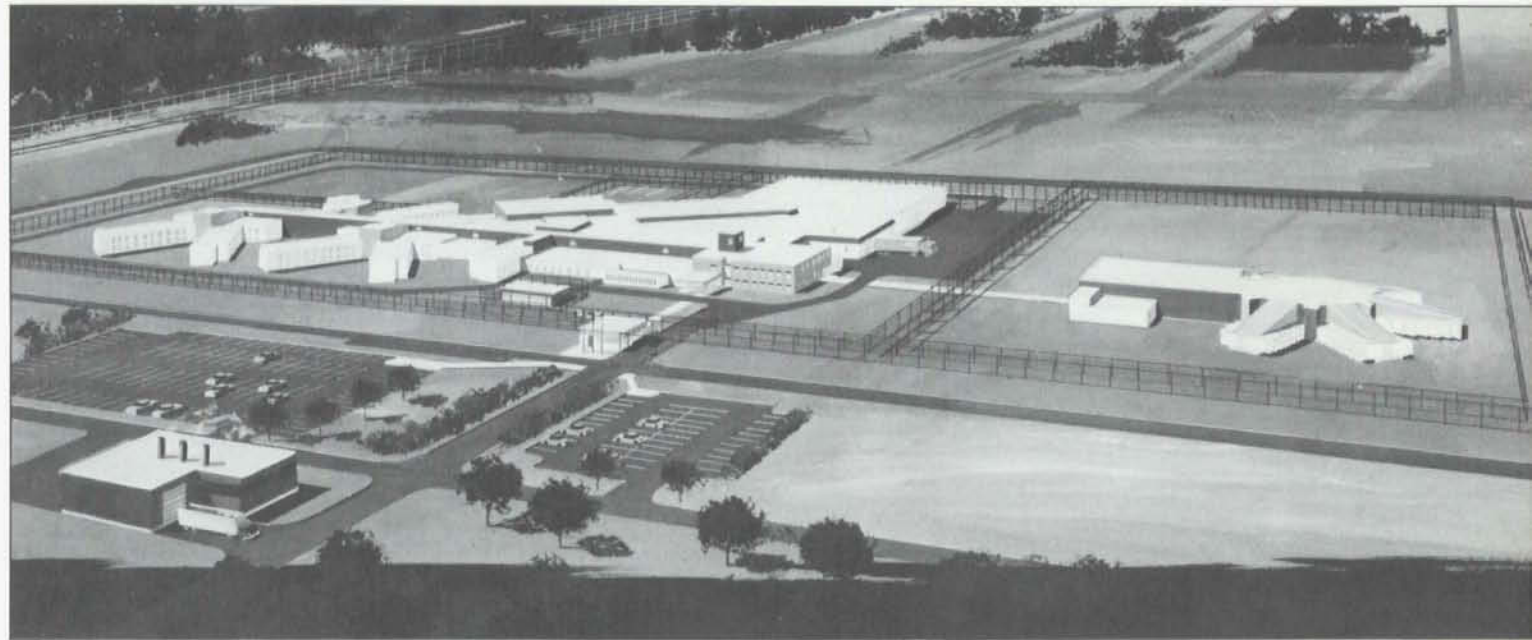
Finally, the commitment to better communication with staff will continue and will affect the operations of the Service profoundly.

Greater participation by the courts, by citizens' groups and the media will place greater emphasis on inmate rights and on the levels of treatment and service accepted as "normal" by society.

We can all take pride in what has been achieved. Sharing information is essential to continued progress. This publication is a small part of that effort. Staff awareness and participation must precede achievement and progress. Much has been done in 1983 – much more must be done.

The challenges are certainly there.

And the response will have to come from the men and women of The Correctional Service of Canada.



▲ An artist's conception of the under-construction Atlantic Institution at Renous, NB. Main building with protective custody units is at left, the special handling unit (SHU) at right. When it's operational in 1986, Atlantic will house 250 inmates in protective custody and 80 in the SHU.

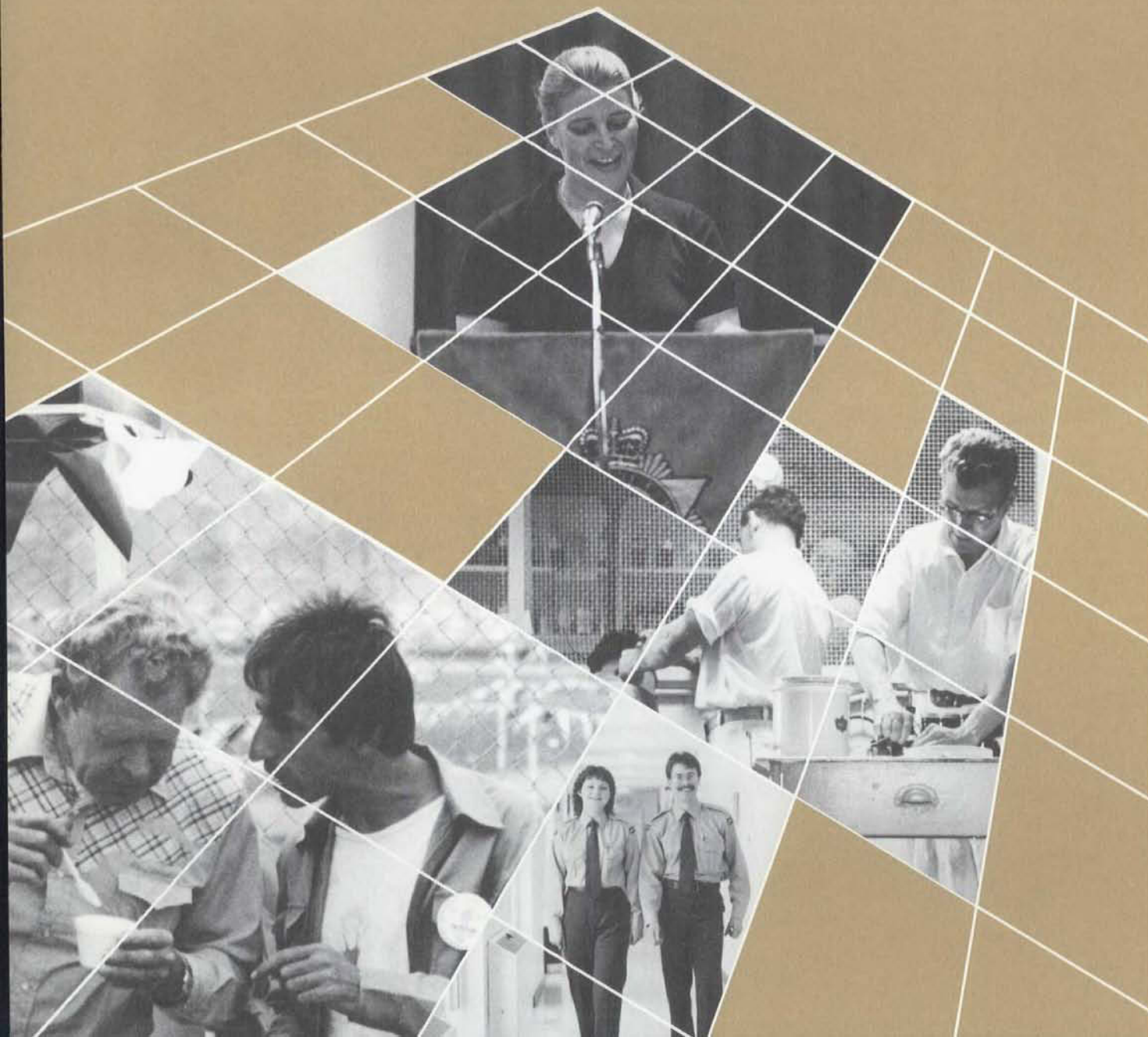


◀ Marena McLaughlin and Lou McGinn were two of the first staff members to be appointed to the new Atlantic Institution.

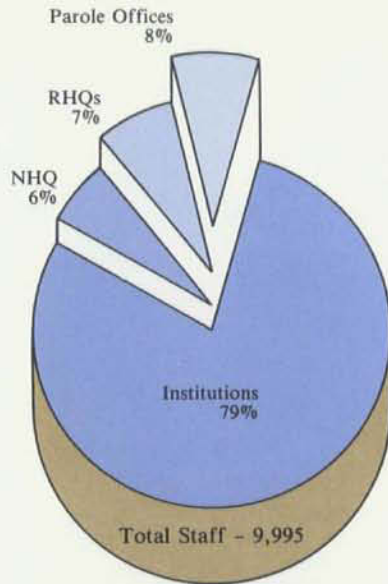
► Opening the door - an important new symbol for both inmates and staff. New CX recruit Pam Warner, Prison for Women, "opens the door" demonstrating the growing importance of counselling and assisting inmates that's now expected of CSC's security staff. Many correctional officers are now women - a 40 per cent increase is expected in the next four years. In 1983 there were 228 female correctional officers working in male prisons.



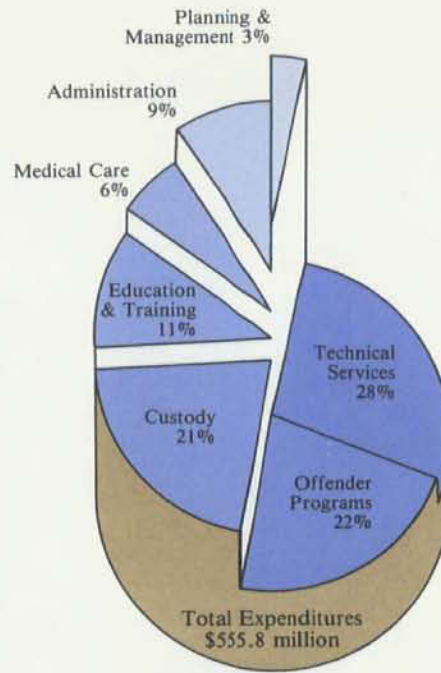
▲ The Commissioner's right-hand: Roma Bertrand, senior deputy commissioner.



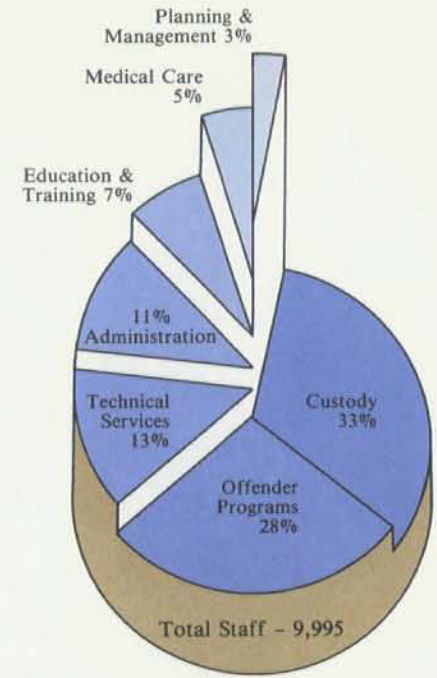
**No annual review is complete
without some pie charts!**



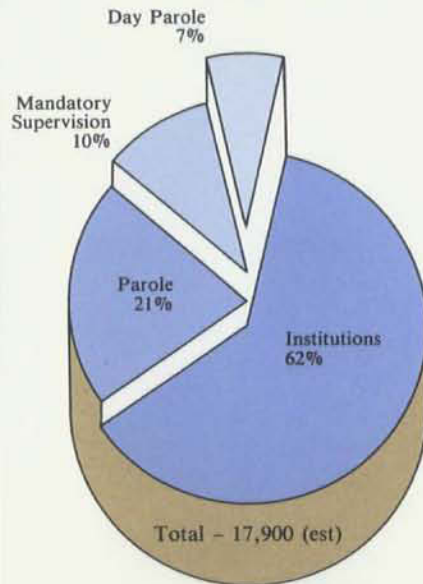
**Distribution of Staff by Location
(September '83)**



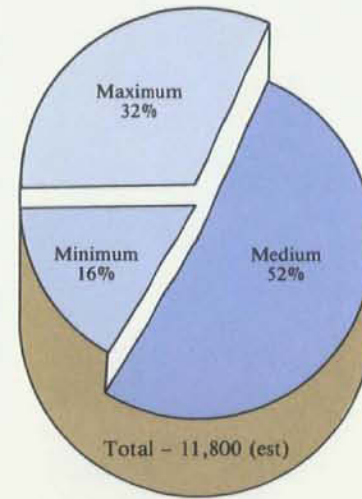
**Expenditures by Major Activity
(March '83)**



**Distribution of Staff by Major Activity
(September '83)**



**Status of Offenders
(March '83)**



**Classification Level of Inmates
(March '83)**

**Location and Security Level
of CSC Institutions**

December 1983

Region Level	Atlantic	Quebec	Ontario	Prairies	Pacific	Total Institutions
Multi-Level M/L		<ul style="list-style-type: none"> • Regional Reception Centre 	<ul style="list-style-type: none"> • Kingston Penitentiary • Regional Psychiatric Centre • Prison for Women 	<ul style="list-style-type: none"> • Regional Psychiatric Centre 	<ul style="list-style-type: none"> • Regional Psychiatric Centre 	6
Maximum S-7		<ul style="list-style-type: none"> • Correctional Development Centre SHU* 	<ul style="list-style-type: none"> • Millhaven SHU* 			2
Maximum S-6	<ul style="list-style-type: none"> • Dorchester 	<ul style="list-style-type: none"> • Correctional Development Centre • Archambault • Laval 	<ul style="list-style-type: none"> • Millhaven 	<ul style="list-style-type: none"> • Edmonton • Saskatchewan Penitentiary 	<ul style="list-style-type: none"> • Kent 	8
Medium (S5) (S4) (S3)	<ul style="list-style-type: none"> • Springhill (4) 	<ul style="list-style-type: none"> • Leclerc (5) • Cowansville (5) • Federal Training Centre (4) • La Macaza (3) 	<ul style="list-style-type: none"> • Collins Bay (5) • Joyceville (4) • Warkworth (4) 	<ul style="list-style-type: none"> • Stony Mountain (5) • Drumheller (4) • Bowden (3) 	<ul style="list-style-type: none"> • Matsqui (5) • Mission (4) • Mountain (3) • William Head (3) 	15
Minimum (S2) (S1)	<ul style="list-style-type: none"> • Westmorland Farm (2) • Carlton Centre (1) • Parrtown Centre (1) • Sand River Camp (Shulie Lake) (1) 	<ul style="list-style-type: none"> • Montée St-François (2) • Ste-Anne-des-Plaines (2) • Benoît XV Centre (1) • Martineau Centre (1) • Ogilvy Centre (1) • Hochelaga Centre (1) • Sherbrooke Centre (1) • Pie IX Centre (1) • Laferrière Centre (1) 	<ul style="list-style-type: none"> • Bath (2) • Beaver Creek Camp (2) • Frontenac • Pittsburgh (2) • Montgomery Centre (1) • Portsmouth Centre (1) • Keele St. Centre (1) 	<ul style="list-style-type: none"> • Drumheller Trailer (2) • Rockwood Farm (2) • Sask. Farm Annex (2) • Altadore Centre (1) • Grierson Centre (1) • Osborne Centre (1) • Portal Centre (1) • Oskana Centre(1) 	<ul style="list-style-type: none"> • Elbow Lake Camp (2) • Ferndale Camp (2) • Sumas Centre (1) • Pandora Centre (1) • Robson Centre (1) 	33
Total Institutions	6	18	15	14	11	64

* SHU is the acronym for Special Handling Unit

At a glance

- 1 Operation Courage's Dennis Halsall who initiated the successful staff fundraising marathon for crippled children, receives a Certificate of Appreciation from CSC's Commissioner Yeomans.
- 2 Three parole directors get down to brass tacks at the 1983 fall Administrators' Conference: Gilles Thibault, West Quebec Parole; Guy Villeneuve, Metropolitan Montreal Parole and Pat Ryan, Kingston Parole.
- 3 An all-female class of new recruits trained at the Laval campus of the National Staff College.
- 4 Lily Tronche, acting director, Regional Reception Centre, Quebec.
- 5 Three Quebec officers who were honored with Certificates of Appreciation - Pierre Gingras, Correctional Development Centre; Bertrand Lamontagne, Archambault; and Claude Richard, Correctional Development Centre.
- 6 Four wardens at the fall '83 Administrator's Conference in Ottawa - Mission's Bob Lusk, Drumheller's Dan Kane, Warkworth's Hank Neufeld and Joyceville's Mary Dawson.
- 7 At the fall '83 Administrators' Conference - Lily Tronche, acting director, Regional Reception Centre, Quebec, Ken Payne, Collins Bay warden; Bob Benner, Edmonton Institution warden; and René Rousseau, Leclerc warden.

