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**Expansion of the Life Line Service:
Achieving Consistency of Efforts through
the Provision of Orientation Training**

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June 1999



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Expansion of the Life Line Service: Achieving Consistency of Efforts through the Provision of Orientation Training

Introduction:

The February 1998 Report of the Task Force on Long Term Offenders: Implementing the Life Line Concept, provided a blue print for the expansions of this service across Canada. In terms of In Reach Workers, it identified the roles and responsibilities that potential candidates should fulfil, along with the core competencies required to perform these tasks. It also suggested that a six week orientation program should be developed for newly hired In Reach Workers.

The subsequent approval of this report and its recommendations set the stage for an increase from ten In Reach Workers in February 1998 to nineteen In Reach Workers as of March 22, 1999.

In preparation for this expansion the Life Line National Reference Group approved a plan whereby John Sawdon of the CTI Canadian Training Institute, Institut Canadien de Formation Inc. would undertake a process resulting in the creation of an Orientation Manual and the delivery of an Orientation Training Program for all In Reach Workers in Canada. In undertaking this task, fifteen In Reach Workers, two office managers and the Windsor based Life Line Residence Manager were interviewed across Canada. Additional interviews and site visits involving Correctional Service Canada Staff Training Colleges, Correctional Service Canada Life Line Liaison representatives and Wardens were initiated as a means of identifying potential operational problems and training resources.

The report which follows identifies the training needs and competency domains of In Reach Workers, the proposed orientation training program and the adjustments made during the delivery of this program in Ottawa inclusive from March 22nd to 25th 1999. The report also provides a suggested six week orientation program and concludes with an identification of the issues facing the Life Line Service, including recommendations for the future.

A. Identifying Competency Domains and Training Needs of In Reach Workers across Canada:

CTI's initial submission to the Correctional Service Canada and the National Resource Group identified a number of outcomes or products to be created as a result of undertaking a comprehensive needs assessment of In Reach Workers. Some of these outcomes which were influenced by a concern over the lack of a recruitment and selection process included:

- ▶ a competency profile of existing In Reach Workers;
- ▶ the creation of an interviewing guide;
- ▶ the identification of key issues/problems and best practices that can be incorporated in developing learning strategies for an orientation program and a formal training session;



- ▶ a suggested format for the six week orientation program including key activities to enhance knowledge and skills;
- ▶ the creation of an Orientation Manual; and
- ▶ the design and delivery of a four day orientation program for In Reach Workers.

In achieving these outcomes, we planned to conduct face to face interviews with two In Reach Workers in Kingston, one in Stony Mountain and three in British Columbia. These in person interviews would then be expanded upon via telephone interviews with four In Reach Workers, two in the Atlantic Region and two in Alberta. By the beginning of January however, six new In Reach Workers were hired, three in Ontario and three in Quebec. Additionally, plans were underway to hire additional In Reach Workers in British Columbia, Alberta and Ontario. In light of this and a re-examination of our priorities, we decided to abandon the idea of attempting to create a competency based position profile utilizing the Hay/McBer model and to focus our efforts in identifying training needs that could shape the orientation training program. As a consequence, we conducted interviews with fifteen In Reach Workers, two administrative office managers and the manager of the Life Line residential program in Windsor. Interviews with In Reach Workers, Correctional Service Canada Life Line Liaison representatives and CSC staff training colleges were carried out between January 16th and March 10th 1999. (See Appendix A for a listing of interviews and itinerary and Appendix B for In Reach Questionnaire). We also attempted to solicit input from Warden's on the types of training needed as well as the challenges the Life Line Service might need to overcome. (See Appendix F for questionnaire).

The findings from this interviewing process will be reported on under the following sub-headings:

- (i) A comparison of the knowledge, skills and experiences of In Reach Workers interviewed to competencies identified within the Task Force Report.
 - (ii) An identification of the key interactions and performance outcomes pursued in carrying out the roles and responsibilities of In Reach Workers
 - (iii) Training needs identified by In Reach Workers
- (i) **A Comparison of the Knowledge, Skills and Experiences of In Reach Workers to Competencies Identified within the Task Force Report:**

Education: Although the Task Force Report does not identify a standard for education required by potential In Reach Worker candidates, a review of our findings may be helpful. The educational backgrounds of In Reach Workers range from High School equivalency (3), to individuals working towards their Masters Degree (3). Three In Reach Workers have completed Community College programs while five individuals have undergraduate degrees. The remaining In Reach Workers are a few credits shy of a university degree.



Computer Literacy:

In terms of computer literacy, two regional In Reach offices employ additional administrative help, Ontario and British Columbia. Additionally partners of some of the In Reach Workers provide volunteer assistance in maintaining computer records. Nine individuals state they are computer literate ranging from having been self taught to enrolling in computer training programs. Six In Reach Workers indicate they are not computer literate.

Communication Skills Training:

Six In Reach Workers have never had formal communication skills training. The remaining In Reach Workers have both on the job training supplemented with counselling skills training that included this component.

Interviewing Skills Training:

Every In Reach Worker indicated that he/she has had extensive experience in interviewing. Six indicated that although they never received formal training many aspects were included in other courses, programs and related work experiences.

Counselling Skills Training:

Four In Reach Workers have not had any type of formal counselling training. The majority have however been recipients of either case work methods, group counselling or individual counselling sessions. Only two individuals have had some exposure to motivational counselling.

CSC Enhanced Security Training Including Information Sharing Sessions:

Eight out of eighteen individuals interviewed have gone through a formal enhanced security training program that included information sharing policies etc.

Cross Cultural Sensitivity Training:

Five individuals interviewed have formal training in either cross cultural awareness or aboriginal awareness training. Two additional individuals have had considerable experience in interacting with different cultures in foreign countries. Very few individuals have been exposed to anti-racist, anti-oppression and gender bias training.

Media Relations Training:

Virtually every In Reach Worker interviewed has had considerable experience in both interacting with the media and providing presentations to groups. Five In Reach Workers have experienced either formal presentations on working with the media or have received informal coaching in this area.



Case Management and Risk/Needs Assessment Training:

Six In Reach Workers have received at least six hours of formal training either in Operation Bypass or Risk Needs Assessment. Four other In Reach Workers feel comfortable in discussing risk/needs as a result of readings and engaging in this process for themselves as inmates.

Awareness of Community Resources:

Every In Reach Worker interviewed has either been involved in starting a program within the community or has been employed within a community agency. As a result most are aware of resources within the community.

Office Procedures:

Only two In Reach Workers indicated they have virtually no office procedures training. The Ontario and Pacific region both have office managers who handle administrative support. Rene Durocher and David MacKenzie utilize their spouses expertise in administering their office.

Group Work Training:

Although group work has not been identified as a core competency, facilitation skills in assisting lifer groups is required. Seven In Reach Workers have received formalized training and/or coaching in group work.

Case Recording and Time Management:

Eleven of eighteen individuals interviewed have some exposure to time management and case recording coaching.

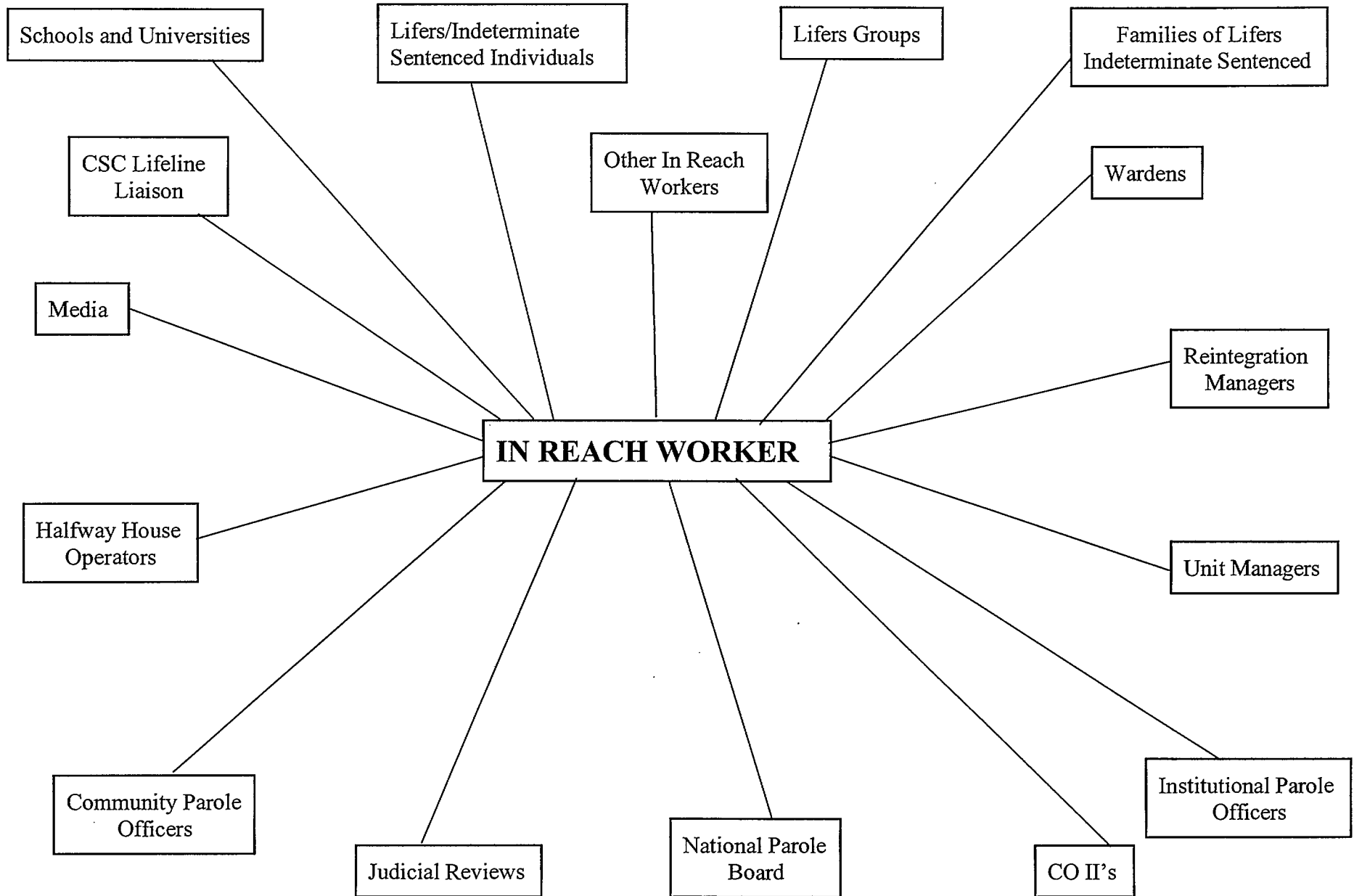
(ii) An Identification of the Key Interactions in Carrying Out the Roles and Responsibilities of an In Reach Worker:

During the interviewing process, we asked In Reach Workers to identify those individuals and groups that they interacted with in carrying out their roles and responsibilities. As part of this process we also asked them to tell us what they were trying to achieve as a result of these interactions. The achievements or performance targets then become the means for identifying the competencies required of an In Reach Worker to fulfil their roles and responsibilities.

Table 1 provides a chart that identifies the key interactions undertaken by an In Reach Worker.



TABLE 1



Interviews were utilized in identifying both the activities and the desired outcomes for each interaction grouping. These activities were then incorporated within the Orientation Training and Resource Manual that was utilized during the week of March 22-25, 1999.

As mentioned at the beginning of this section, our original intention involved the development of behavioural anchoring rating scales that might have been utilized to assist with the recruitment and selection of new In Reach Workers. Although we abandoned this idea, some explanation of the Hay/McBer competency model might be helpful for others considering the completion of this model. This model involves the identification of key interactions, key outcomes pursued and the type of actions initiated in achieving performance outcomes. Key attributes required to achieve superior performance outcomes are then identified along with four or five behavioural indicators. Individuals conducting selection interviews assess candidates based on the evidence of these indicators.

An example of performance outcomes has been provided in Table 2 on key interactions with lifers/indeterminates, lifers' groups, families and Wardens as a means of providing insight into this model. In general terms of those interviewed, we found In Reach Workers to be highly dedicated, insightful and committed individuals who utilized their personal histories in serving as role models in facilitating hope for lifers/indeterminates within prisons across Canada. These individuals can be characterized as possessing the following skills and attributes:

- (i) self starters;
- (ii) have demonstrated skills and experience in public speaking;
- (iii) have demonstrated skills and experience in responding to individuals in crisis situations;
- (iv) exhibit entrepreneurial drive
- (v) are achievement oriented
- (vi) have demonstrated ability to work in stressful situations
- (vii) self confident
- (viii) tenacious
- (ix) have demonstrated skills in advocating on behalf of self and others
- (x) have demonstrated conflict resolution skills
- (xi) have abilities to work in adversarial situations
- (xii) have ability to identify and articulate issues



TABLE 2

KEY INTERACTIONS	OUTCOMES PURSUED
Lifer/Indeterminate Sentenced	<ul style="list-style-type: none"> • Is aware of and utilizes support system in addressing personal needs; • Has developed the knowledge and skills to survive the prison environment; • Is motivated in managing own sentence as demonstrated by maintenance of a personal journal, involvement in programs that address criminogenic needs and is engaged in a correctional career. Establishes five year goals; • Utilizes resources within the prison in addressing personal concerns; • Builds community resources and utilizes legislative opportunities ie. Judicial reviews and conditional release, in focusing efforts on release and community reintegration; • Is involved and takes active leadership role in peer support groups.
Lifers' Group	<ul style="list-style-type: none"> • An active lifers' peer support group that is representative of all lifers within the Institution; • Has established a lifers' group room from which to engage in pro-social activities and as a supportive sanctuary for lifers; • Operates revenue producing services for the purpose of sponsoring social justice and victim projects and the maintenance of the lifers' group • Contributes towards the development of policy papers, forums, media events and services that are designed to heighten awareness of the issues facing lifers, including responding to their needs. • Engages in public education in reducing crime and facilitating awareness of the consequences of serving a life sentence
Families of Lifers'/Indeterminate Sentenced	<ul style="list-style-type: none"> • Has the ability to maintain active communication and visitation support with individual serving life sentence; • Is aware of and utilizes support resources to facilitate visitation, attendance at Judicial Reviews and National Parole Board hearing; • accesses resource information and mobilizing support on family issues, relocation and social assistance
Warden	<ul style="list-style-type: none"> • Is fully aware of the issues, difficulties and needs of lifers' and indeterminate sentenced offenders; • Understands the Life Line Service, the role and responsibilities of an In Reach Worker and concept of correctional careers; • Demonstrated confidence in the ability of the In Reach Worker as a resource to Lifers/Indeterminates by seeking input in individual cases and in appropriate review and assessment boards; • Is actively involved in supporting activities that address the recommendation of the long term offender task force such as correctional careers, public education and involvement of lifers' groups; • Ensures that staff are aware of In Reach Worker roles and responsibilities and that an office and appropriate resources are available to support this role; • Is aware of progress, problems and needs of In Reach Workers.



(iii) Training Needs Identified by In Reach Workers

A number of consistent training themes emerged from our interviews with In Reach workers across Canada. The majority identified the need for:

- a clear understanding of the roles and responsibilities of the In Reach worker
- a clear understanding of the case management process
- some means for understanding core programs offered
- time and attention paid to developing In Reach workers as a unified team with clear direction and a commitment to consistency of effort coast-to-coast
- clarity on the types of services offered and consistency of recording practices
- suicide intervention and prevention
- motivational counselling techniques

Although additional training needs were identified in responding to the questions we posed; “what training should be provided in Ottawa”, “what additional training needs do you have”, and “what should we include in the Orientation Training and Resource Manual” the topics listed above appeared as common themes. A detailed examination of the individual responses to the questions posed can be found in Appendix C and D of this report. These training themes served as a basis in the development of the Orientation Training and Resource Manual and to the actual Orientation Training session delivered in Ottawa.

B. Components of Orientation Training and Resource Manual:

The Orientation Training and Resource Manual was designed to serve as a content participant manual in providing a framework from which to both record discussions and explore supplemental readings. It was also developed as a resource tool that In Reach workers could reference while carrying out their responsibilities within the Institution. Although this approach runs the risk of overwhelming individuals, we built in time at the beginning of the training session as a means of demystifying the content and facilitating ease of use. The components that were included within the manual include:

A cover page along with a brief background statement and acknowledgment page

Section I *A brief overview of the history of Life Line Service*

- ▶ a summary of all major reports written in terms of the long time offender and the development of the Life Line Service

Section II *Serving as a resource to Lifers/Indeterminate sentenced offenders, to lifers groups and families*

- ▶ summaries of interviews identifying the types of resource support offered and challenges to be overcome along with journal pages is included

Section III *Understanding the case management system*

- ▶ a summary of the Case Management manual, operation bypass training manual, a case needs identification and analysis form and a case study of angry Allen are included



- ▶ training notes from Bill C-45 in terms of sentence calculation and eligibility for various types of conditional release have also been added

Section IV *Serving as a resource for Judicial Reviews and National Parole Board Hearings*

- ▶ summaries of interviews identifying the resource support offered by In Reach workers for Judicial Review and National Parole Board Hearings are included
- ▶ resource materials including legislation and types of preparation required for Judicial Reviews is included
- ▶ resource material related to the National Parole Board include an organizational chart for Regional Offices, a blank application for assistance at a National Parole Board Hearing, an article on conditional release decision making and a blank prototype National Parole Board Member pre-release decision worksheet
- ▶ journal pages have also been provided to capture discussion highlights and to record key contact information of NPB members and their staff

Section V *Interfacing with the system*

- ▶ summaries of interviews identifying the nature and purpose of key interactions with Wardens, Reintegration Managers, Unit Managers, Institutional Parole Officers and COII's is included
- ▶ journal pages from which to identify key contacts for each of these positions within Institutions and to summarize discussion highlights is also included.

Section VI *Concepts of Correctional Careers*

- ▶ a lead in description of the intent of this section along with an excerpt from Timothy Flanigan's article on correctional careers has been included

Section VII *Case recording/annotated definitions*

- ▶ a lead in commentary on the rationale for consistent case recording practices along with an annotated description of service categories comprises this section
- During the training program, individuals were given a disk which contained forms for recording client information. These forms were produced on Microsoft Access with the intention of facilitating consistent recording practices

Section VIII *Commitment and Consistency of Efforts - Code of Ethics*

- ▶ a draft code of ethics prepared by Norm Bouget along with a narrative lead in comprises this section

Section IX *Helpful Interventions*

- ▶ this section includes an article describing CSC core programs, articles and notes on suicide intervention. The third segment of this section includes descriptions of Motivational Counselling adapted from Miller's work along with the Stages of Change Model and a series of articles



Section X Personal Self Care/Stress Management

- ▶ a lead in narrative describing the purpose and goals of this section along with a section on stress including articles on sleep deprivation and nutrition have been added. In responding to calls for information on Post Traumatic Stress Disorder, we have also included an anxiety continuum and descriptions of various disorders. An article written by Dr. Lois Rosine on Critical Incident Stress and its' management in Corrections has been added.

Section XI Public Education and Media Relations

- ▶ a narrative lead in outlining interventions and background to this section is included
- ▶ this section includes a one day agenda outline of a lifers information session held at Stony Mountain. Additionally, it contains a resource package on Media relations developed by Claudine Daigle, CSC Communications, Atlantic Region and a communication plan/strategy for the Life Line Service developed by Louis Drouillard.

Section XII Resource Materials

- ▶ this section provides In Reach workers with specific resource information in carrying out their roles. It contains the following:
 - a High Performance Team Model
 - CCRA
 - CCRR
 - Self Employment information from Revenue Canada
 - a National Institute on Corrections article on Hospice and Palliative Care for an aging prison population
 - other articles related to this topic include "The Elderly in Prison: A Review of the Literature" and the "Broward Senior Intervention and Education Program"
 - the following Commissioner's Directives were also included: CD 860 Inmate Money, CD 737 Inmate Operated Businesses, CD 640 Preventative Security Information, CD 095 Information sharing with Offenders and CD 782 Sharing Offender Related Information.

C. An Overview of the March 22-25/99 Orientation Training Program

The detailed design of the four day orientation training program was influenced and shaped by the needs assessment reported on in Section A of this report and the time constraints facing us. The detailed design of the four days (see Appendix E for outline of the program) allowed for in depth discussions on the history of the Life Line Service, the roles and responsibilities of the In Reach Worker and an enhanced understanding of the systems and processes encountered in carrying out this role. This approach was intended to allow for community building and team integration in facilitating an interdependent community of In Reach Workers while addressing



the remaining content areas through a brief overview. In supporting this approach, a team of individuals was assembled along with the creation of support materials that could be referenced from the walls of the training room in illustrating key learnings. This design was implemented with the assumption that in-depth follow up training programs would be available at a later date.

Although participant feedback to this session was extremely positive, time limitations and the location and adaptability of the training room created a number of frustrations. After considerable time and expense in producing a historical graphical display depicting the developmental milestones of the Life Line Service along with a ten foot organizational chart among other visual displays, we were informed that nothing could be posted on the walls. Additionally, the room which was set up to facilitate round table dialogue, was inadequate in responding to small group discussions and the facilitation of meaningful dialogue.

On a positive note, this training session achieved the following:

- ▶ clarity on the philosophy and purpose of Life Line
- ▶ clarity on the roles and responsibilities of In Reach Workers;
- ▶ cohesiveness in working as an interdependent team of In Reach Workers;
- ▶ an opportunity to voice and resolve a number of frustrations related to the role of In Reach;
- ▶ an overview of the majority of topics contained within the Orientation Training and Resource Manual;
- ▶ an opportunity to learn directly from Revenue Canada of the benefits and obligations of self-employed contract work;
- ▶ development of a structure in representing and responding to a larger community of In Reach Workers;
- ▶ commitment to consistent case recording and the delivery of services across Canada; and
- ▶ shifting from a position of "what in the world could you possibly teach us," to a readiness and commitment to ongoing learning.

The lack of time prevented us from covering in-depth case management as it relates to a full understanding of risks/needs. Additionally, we did not spend sufficient time on self care strategies, suicide intervention nor motivational counselling.

The following is a listing of the training needs that should be addressed for these In Reach Workers:

- ▶ A session on group process, group dynamics that enhances skills and abilities in working with lifer groups;
- ▶ Crisis Intervention;
- ▶ Motivational Counselling;
- ▶ Suicide Awareness;
- ▶ Operation Bypass and Risk/Needs training;
- ▶ For some computer training skills including purchase of WordPerfect 8, the Dragon Series that provides for voice recognition recording;
- ▶ Some formal training in media relations;



- ▶ Cross Cultural Awareness and Anti-Racism, Anti-Bias Training;
- ▶ A forum from which to identify issues related to an aging prison population and the resources required to meet the needs of this group;
- ▶ A focus on self care strategies; and
- ▶ Many In Reach Workers have never attended a formal enhanced Security Training program.

A number of strategies could be utilized in responding to these training needs. If we look to the initiative utilized in Quebec, we discovered that the CSC Life Line Liaison representative, Richard Mondoux, organized a meeting of the CSC Regional Staff College, Maison St. Leonard's and himself. A review of the task force recommendations regarding training needs was undertaken, with the staff college identifying those needs it could address. A similar strategy could be employed by other CSC liaison staff. The unmet training needs could then be addressed during the semi-annual meetings of In Reach Workers.

The CTI Canadian Training Institute is also prepared to provide training utilizing a number of options in addressing these needs. Currently CTI has entered into a partnership with Miramichi Community College and St. Thomas University in New Brunswick. These two organizations are collaborating on an applied Bachelor of Arts program in Criminology and Corrections. The web-based program will be launched in September 1999 and will include a Risk/Needs component as part of a community corrections course. Additionally, we are exploring the possibility of having CTI's five day Intro to Dynamic Case Management practices program delivered through the Internet in partnership with St. Thomas University. CTI could also deliver another series of training in conjunction with the semi-annual gatherings of In Reach Workers or alternatively within each region in Canada.

During this project we also learned of the wealth of expertise within the In Reach community of workers. A number of individuals could be approached to either co-lead or facilitate training sessions for this group. Some examples of individuals and their area of expertise are:

- ▶ Michael Dunn and Rick Soave - Judicial Review
- ▶ John Rives, Dave MacKenzie, Rene Durocher, Russ Elliot and Glen Flett - working with the Media
- ▶ Camille Richards - Voice activated computer training
- ▶ Rick Soave - Prevention, Management of Aggressive Behaviour

Although a number of strategies have been suggested in responding to the ongoing training needs of In Reach Workers, I strongly urge the centralized planning group to solicit the views of In Reach Workers prior to scheduling a future event.

D. A Suggested Six Week Orientation Program:

The *Task Force Report on Long Term Offenders: Implementing the Life Line Service*, recommended that a six week orientation training program be provided to newly recruited In



Reach Workers. In addressing this recommendation, the reader should be aware that computer training is not widely available through Correctional Service Canada. Our interviews with representatives of staff training colleges revealed that Microsoft training was no longer offered. Thus In Reach Workers who are not computer literate will need to purchase this training locally. This is mentioned here in light of the financial implications for the In Reach Workers budget. Additionally, Correctional Service Canada offers a one day Enhanced Security Clearance Training program. This program which reviews preventive security, information sharing with inmates amongst other pertinent information should be made mandatory for all In Reach Workers. This will assist in clarifying institutional expectations.

In light of this background discussion, the following six week draft orientation program is included in creating a framework in addressing the task force recommendations.

An Outline of a Potential Six Week Orientation Training Process for New In Reach Workers:

WEEK 1:

- ▶ Meet with Senior In Reach, review Life Line Service for that particular region
- ▶ Review policies, procedures for Administration and Activities
- ▶ Review Revenue Canada materials for self-employment from Section XII of Orientation Manual, create with assistance from senior In Reach Worker structure to maintain records of income and expenses, activities and quarterly payment requirements
- ▶ Complete documentation for Enhanced Security clearance
- ▶ Meet with other In Reach Workers
- ▶ complete Section I of Orientation Manual - required reading; discuss purpose and focus of In Reach Workers role and responsibilities including the historical development of Service
- ▶ Read Correctional and Conditional Release Act
- ▶ Meet with CSC Regional Liaison, review role, type of assistance available, regional planning structure
- ▶ Create time frame for receiving: (i) enhanced security clearance training including information sharing; (ii) Risk/Needs Assessment training
- ▶ Spend one full day accompanying an In Reach Worker within the Institution - focus to be introduction with inmate, staff in institutions and to get a feel for type of contacts that are initiated

WEEK 2:

- ▶ Meet at office , review schedule for week, review Section VIII Code of Ethics and sign form
- ▶ Read Section II of Orientation Manual, go over case recordings and review with In Reach Workers resource assistance provided to Lifers/Indeterminates, to Lifer Groups and their families



- ▶ Accompany an In Reach Worker for 1 ½ days in Institution, meet Warden, case management, Institutional Parole Officer and sit in on interviews
- ▶ Attend Lifers' Group meeting in evening
- ▶ Spend ½ day preparing a presentation on the Historical Development of the Life Line Service, its purpose and goals, and the role and responsibilities of an In Reach Worker
- ▶ Provide presentation within office, receive feedback as a way of integrating new learnings
- ▶ Read the Primer on Community Corrections and Criminal Justice Work in Canada
- ▶ Complete one day Enhanced Security Clearance training including information sharing requirements

Weekend Reading: Corrections and Conditional Release Regulations

WEEK 3:

- ▶ Spend morning at office, discussion and questions concerning the reading of the Primer on Community Corrections and Criminal Justice Work in Canada
- ▶ Arrange for computer training starting in Week 4.
- ▶ Schedule ½ day session with training and development officer of National Parole Board for Week 4; review information requirements and application in serving as assistant from Section IV of Orientation and Resource Manual
- ▶ spend three days with Senior In Reach at Institution, accompany on interviews, meeting with Lifers Groups. Last ½ day review Section II of the Orientation Manual and create journal notes from Institutional work in serving as assistant
- ▶ Attend a Lifers' Group meeting
- ▶ Complete Escort training
- ▶ Read Section III Case Management Process. Meet with Senior In Reach to go over emergent issues from reading

WEEK 4

- ▶ Meet at office; read Section V of the Orientation Manual
- ▶ Identify Institution(s) which will be the primary areas of work for this new In Reach Worker
- ▶ Identify key staff to be contacted, and create an organizational chart including identifying review boards and decision making bodies
- ▶ spend three days in Institution with Senior In Reach; meet with Warden, Deputy Wardens, IPO's and case management. Arrange for office, computer. Meet with Lifers' Group and schedule interviews. Take lead role with Senior In Reach acting as observer.
- ▶ Set up schedule for computer training
- ▶ Arrange for Risk/Needs Assessment training and Operation Bypass training
- ▶ Spend ½ day at National Parole Board office with Information and Training Officer. Go over process of hearing and requirements to serve as an assistant. Meet with Board Members and Staff.
- ▶ spend Friday afternoon with Senior In Reach - review case recording notes, visit material from Case Management readings and from interactions with Institutional staff.

Weekend Reading: Section VI and Section VII of Manual



WEEK 5:

- ▶ Meet at office, review concept of Correctional Careers and review case recording practices
- ▶ Identify potential opportunities for correctional careers at home Institutions
- ▶ Accompany an In Reach Worker to National Parole Board Hearing
- ▶ In Institution two days; conduct interviews and meet Assistant Warden in charge of Programs. Go over program materials, purpose, goals and procedures for acceptance
- ▶ Complete two days of training on Risk/Needs and Operation Bypass
Weekend Reading: Section XI Public Education and Media

WEEK 6:

- ▶ Accompany an In Reach Worker to an information giving session and provide a presentation on Life Line Service
- ▶ Review materials from Section XI including possibility for an educational session within the region
- ▶ Spend three days in Institution interviewing and meeting with inmates, serving as a resource
- ▶ Meet with Senior In Reach to review first six weeks and to develop an eight month training and development plan. This plan should address the following topic areas:
 - judicial reviews - serving as a resource
 - suicide intervention and prevention training
 - crisis intervention and prevention
 - motivational counselling
 - addressing the needs of geriatric offenders
- ▶ Complete week by reading Section X Personal Self Care and Stress Management. Create a plan that provides for a healthy balance in one's life given the demands of the In Reach position.

Notes: If an individual is not computer literate upon hiring, this six week orientation will need to be adapted in allowing for enrollment in a keyboarding skills and Microsoft Office training program. The In Reach Worker should also receive instructions in voice activated commands.

E. Operational Issues Encountered During This Project

Although the CTI Canadian Training Institute, Institut Canadien de Formation was only engaged to identify training needs, to design and deliver an Orientation Training session, we discovered a number of issues that may be worth exploring. In an effort to assist with the expansion and acceptance of the Life Line Service we offer both a listing of these issues and some observations as follows:



(i) **Enhancing acceptance of the Life Line Service and consequently the role of In Reach workers:**

During our interviews we learned that resistance to the role of In Reach Workers continues to be expressed either overtly or covertly by institutional staff. This is evidenced by the lack of offices for In Reach Workers, the relegation of In Reach workers to V & C areas from which to conduct their interviews and difficulties in even accessing the institution. It was also evident that in institutions whereby In Reach workers appeared to be fully integrated, the In Reach Worker maintained a higher frequency of contact with the Warden. These contacts appeared to ensure that information on the issues and concerns was both discussed and acted upon. In light of this, I attempted to circulate a questionnaire to Wardens with the hope of both receiving their input in the orientation training session and in raising the profile of the Life Line Service. Unfortunately, I only spoke with Terry Hatcher, Springhill, although I did receive a questionnaire back from Kingston in June. Feedback and involvement of Wardens is crucial to the success of the In Reach worker. In attempting to solicit their involvement, I suggest identifying a Warden in each region in Canada and asking them to take the lead in getting feedback on the Life Line Service. The questionnaire contained in Appendix F could be utilized to identify the issues and problems which in turn might influence commitment and interest in addition to serving as a quality improvement mechanism.

(ii) **Achieving Consistency of Service Across Canada**

In reviewing the literature on the Life Line service, the intention of having consistent services to support lifers and indeterminate sentenced offenders is clear. Much of the intent is accomplished through the creation of a National Reference Group and parallel regional structures. These structures appear to be utilized to address issues and concerns in addition to establishing guidelines aimed at ensuring expansion and acceptance of this service across Canada.

At the same time, regionally or locally based agencies, consistent with a decentralized approach are encouraged to adopt this program and to operate it within the confines of a few minimum standards. In reviewing this approach I assume that it was taken to both promote local ownership and to ensure that a community agency operated the service which was separate and apart from Correctional Service Canada. This approach which is admirable can be confusing and may lead to inconsistency of services being delivered.

Examples of this along with emergent difficulties include:

- *Frequency of contact with Lifers/Indeterminate* - in one region In Reach Workers appear to visit an institution one week a month. In other regions, contact is daily.
- *Confusion of target groups served* - in one region an agency may have as its mandate providing both support services and community groups for all offenders. This may lead to inaccuracy in reporting and who is being served and on what is the service being delivered.



- *Resentment and confusion arising from who's the boss* - a great deal of confusion exists on how In Reach workers are engaged to perform their roles. In some regions, agencies hold the contract for the Life Line service and in administering this contract hire individuals as full time employees of the agency. In other regions In Reach Workers are hired as independent self-employed individuals to perform a service. While this approach in itself does not create concerns, it can have some unintended consequences. Individuals on contract may not be viewed as employees and as a result performance appraisals are not completed. In addition, In Reach Workers employed in both types of situations have wondered whether the umbrella agency really has their best interests at heart or is only administering the contract in order to receive the administrative fee that goes with it.

The issues above are reflective of the growing pains of a rapidly expanding service. In responding to these it may be time to think about adopting a centralized approach for the next eighteen months. The focus of this approach should be to ensure consistency of efforts. In terms of a centralized approach, I'm only suggesting that an individual provide leadership in facilitating discussion and in resolving local disputes.

(iii) Create a List Serve Group solely for the Life Line Service

Many of the In Reach Workers indicated they felt isolated in their roles. Often this sense of isolation resulted in feelings of being overwhelmed or of not knowing how to respond to needs of those being served.

In keeping with the demands of a growing organization, one means to both address the isolation felt and to promote consistency of service may be to create a list serve for the Life Line service. This list serve has a number of advantages. It can facilitate communication, it serves as a problem solving forum and it can be utilized as a medium for training. This service is relatively cheap to purchase and may be beneficial to the Life Line service.

- (iv) Life Line is a registered name.** I am enclosing a pamphlet I discovered recently. Are you aware that Life Line is a registered Name? I'm not certain what this means for your communications strategy.

Summary:

At the outset I wish to convey my appreciation for the opportunity of participating in a collaborative approach in responding to the training and development needs of In Reach workers. The Correctional Service Canada, National Parole Board, John Braithwaite, Skip Graham and the In Reach Workers are to be commended on the development and implementation of a service that responds to a marginalized and often forgotten group of individuals. I commend you and I look forward to being of assistance in supporting the Life Line Service in the future.



