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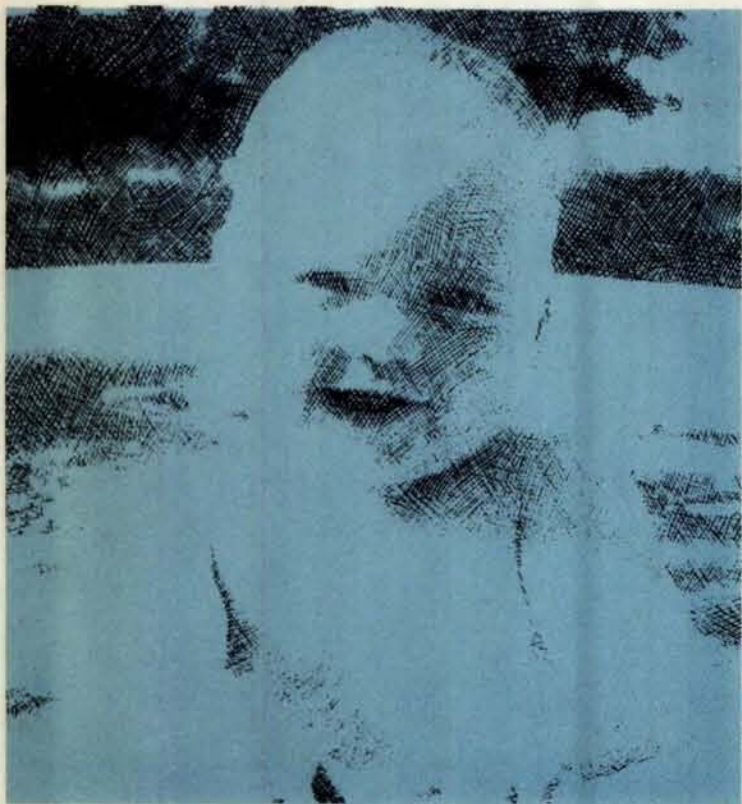
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LET'S TALK

VOL 1 NO. 1

DECEMBER 1975

Let's Talk is a publication for staff of the Canadian Penitentiary and National Parole Services. Published by Public Affairs Division, 340 Laurier Avenue West, Ottawa K1A 0P9. Editor Mona C. Ricks

First newsletter hits CPS/NPS news stand

There's been talk for many months about exchanging staff news in Ottawa and the Regions — now you have the chance. Here is the first issue of *Let's Talk*, a tabloid where tall tales and small stories can find an outlet.

Like her confreres, the editor of *Let's Talk* is full of ideas, but lean on getting the stuff on paper. Won't you help? Have you an idea for a story? Better still a story written by you? Perhaps you took a great photograph during your holiday, or you have a point-of-view about your job. Could be you have a

beef! And what about the sports enthusiasts — let's hear from you.

Let's Talk wants to share your views and news with others, so what about passing on the glad or not so glad tidings. Make this your newspaper. File 13 gets filled all too easily — now you can use an ever-open file — waiting for your ideas and contributions.

The editor's telephone number in Ottawa is: 995-2746, and the address for all those stories: *Let's Talk*, Public Affairs Division, CPS/NPS, 340 Laurier Ave. West, Ottawa K1A 0P9.

CANADA IN KENTUCKY

To the strains of *O Canada*, and an array of Canadian flags, delegates from the Ministry of the Solicitor General entertained guests during the 105th Congress of the American Correctional Association in Kentucky last August (ACA). With the Solicitor General, Commissioner of Penitentiaries, and Chairman of the National Parole Board, were staff from Ottawa headquarters and the five regions.

Tuesday evening of the five-day Congress was set aside as *Canada Night*, when host Solicitor General Warren Allmand tempted delegates with a feast of Canadian dishes at an informal buffet supper.

ACA President, John Braithwaite, CPS deputy commissioner, inmate programs, spoke at the opening and general sessions. He referred to the theme of the Congress as *The Year of Accountability*, defining it as meaning "bound to give account." But, he said, "... the time has come, not only to be accountable, but to give a clearer definition of what it is we are accountable for... the criminal justice system has lacked a sense of continuous realism in our approach to crime."

Honing in on what he referred to as "the skunk at the criminal justice party," President Braithwaite outlined the purpose of corrections, emphasizing that rehabilitation may only be one aspect of it.

He asked that the perspective of current correctional programs be reconsidered, and colorfully described the concept of rehabilitation as a kind of snake oil, or magic potion, currently expected to cure the ills of inmates and parolees. He suggested the correctional system, especially prisons, reflect the society in which we live, and society cannot escape its responsibility.

"... the time has come, not only to be accountable, but to give a clearer definition of what it is we are accountable for... the criminal justice system has lacked a sense of continuous realism in our approach to crime." John Braithwaite

Prison environments, he said, tend to be regimented, where individual initiative is "subjected to the control of the mass — where democratic participation is frowned on and stamped out — where punishment is more apparent than promise."

He cited history to explain the paradox of social values versus rehabilitation: William Penn and his fellow Quakers founded prisons late in the 18th century as a reform measure, considered a highly progressive step at that time. But, said Braithwaite, "the concept that reformation is something achieved through penitence or the acquisition of skills, has lost some of its popularity."

Realities was the keynote of Braithwaite's address. He asked the delegates, representatives of corrections from the United States, Canada, and other countries, to question the "ideological inheritance" equating criminal offences with moral or psychological illness — concluding that "sick persons must be given treatment and treatment should be in an institution."

Braithwaite asked that a good version of the public health model replace the present system of correcting and treating offenders. A more aggressive

see p.4
ACA appointment

move toward community-based corrections would also assist community understanding of the role corrections play in society. He contended isolation of the correctional myth from social responsibility would not cure criminal ills.

Referring to the role of the American Correctional Association, President Braithwaite said it is clearer today than ever before. The challenge is — "can we prove capable of developing a coherent and cohesive statement of objectives and responsibilities."

Acknowledging he couldn't give precise predictions on the future of ACA, Mr. Braithwaite concluded his address by citing Albert Schweitzer: "I know not what the future may hold, but I do know that the only ones who will find true and lasting happiness are those who have served themselves and their fellow man truly and well."

As the largest professional organization of correctional workers in the world, the ACA annual congress gives members an opportunity to look back on the correctional scene, and forward to the betterment of its responsibilities in criminal justice.

Mr. Braithwaite relinquished his term as ACA President 1974-75 following the Congress to President-elect Professor Oliver J. Keller, University of Florida, Gainesville, Florida, formerly Secretary, Department of Health and Rehabilitation Services, the State of Florida, US.



STOP-THE-PRESS





Although a list of suggested reading from the library on the 6th floor of 340 Laurier Avenue West is regularly circulated — *Let's Talk* discovered many staff do not see it. For those interested in background information and reports on the criminal justice system, here is a mini list of books worth reading. For others — check the library — there's a world of information about your work in CPS and NPS right on your doorstep.

Killinger, George Glenn
1909 -comp.
Corrections in the Community; alternatives to imprisonment; selected readings. St. Paul, Minn. West Pub. Co. 1974
HV92Y5K54

Koehler, William R.
The Koehler method of guard dog training; an effective and authoritative guide for selecting training and maintaining dogs for protection. New York, Howell Book House, 1967
SF 431K 583

Scott, Thomas Cyril 1907 -
Obedience and security training for dogs New York Aco Pub. Co. 1969 SF 431 S38

Szabo, Denis
Aggression, violence, and socio-cultural systems: a typology. Montreal International Centre for Comparative Criminology, 1974 HN 144 S3

CPS, Regional Research Unit Report, B.C.: inmate population survey. New Westminster, B.C. Reg. Res. Unit (Western) 1973 HV8 483 C26

Silverman, Robert A.
Crime in Canadian Society, Toronto, Butterworths and Co. 1975 HV6 021 S5

Ministry of the Sol. Gen., Communications Division, Native Peoples and Justice; reports on the national conference and the federal provincial conference on native people, and the criminal justice system, Info Can. 1975 E92 H32 2



KINGSTON hosts annual shoot

Top marksmen representing the five regions of CPS met last August in the second annual national weapons competition at the Frontenac Rifle and Pistol Club, Kingston, Ontario.

The shoot brought together finalists competing for top awards in revolver and rifle handling. Four trophies were awarded, two more than last year; two for correctional officers and two for non-correctional staff.

Heading the list of guests at the two-day meet was the Commissioner of Penitentiaries, André Therrien, Robert Diguier, Deputy Commissioner, security, and Paul Gascon, Executive Secretary, Solicitor General Component, Public Service Alliance of Canada.

Top marksmen in the rifle class: non-correctional staff, Gordon

Healey, health-care officer at Prince Albert Penitentiary, Saskatchewan; Lloyd Erickson, Drumheller Institution, Alberta, correctional officer.

Healey amassed a score of 368, and Erickson, a comparative newcomer to competitive shooting, scored 373.

In the revolver class Herb Lang from the Correctional Staff College, Kingston, won the division with a score of 531. Vergal Smith, farm manager at Rockwood Institution, Manitoba, won the non-correctional officer trophy scoring 555.

Staying cool under fire is part of the mental discipline required of entrants in the shoot-out, open to all employees of the Service.

Reg Shier, supervisor of security training, and based in Ottawa, described the event as

"giving a motivating interest in weaponry and confidence when staff are called on to use weapons while on duty." Mr. Shier looks to "someday competing at Bisley", an international event held each year in England. Asked if this would be in 1976, Mr. Shier said more like 1978, giving time for staff to train for international competition.

Staff in Ottawa should be sharpening their sights, Reg Shier aims to "start a rifle and handgun club — no one excluded — skirts and trousers welcome." He hopes shooting enthusiasts will open the club next year.

The third national weapons competition is scheduled for 1976 in the Quebec region, in conjunction with the 1976 Olympics.

YOU? ASKED

What happened to that question you wanted to ask? That one, for example, on how you fit into a new program, or was it about a policy change?

You meant to ask management — but didn't know how. Well, here is your chance. Write your questions briefly, give your name and location, and send to the editor, *Let's Talk*.

Perhaps you're concerned about bringing up a touchy subject and rocking the boat a bit. Don't be! That's one of the opportunities *Let's Talk* provides for you who make CPS/NPS tick. Up to three questions will be answered in each issue, and anonymity of the writer preserved. It's constructive questioning we're after — not names.

So — what about it? Can we untie some of your knotty problems, or settle an argument? We have great faith in your ability to wonder; now we ask you to send us the questions. This is *your* column. Its success depends on *you*. Here is the first question and answer:

The plight of term employees who replace personnel on

language training (positions 10000) and who are let go on short notice was spotlighted at a recent International Women's Year meeting.

Q — Is there provision in the Public Service whereby term employees in a language training position can be given at least two weeks' notice of termination of contract?

A — Most term employees know the date they will complete their term. But, in the case of a language training replacement, staffing is never sure when the employee will complete the language training program. Therefore, it is not always possible to give the replacement more than one or two days' notice. This practice conforms with staffing regulations because the language training replacement is aware the term is for a period of up to one year, and that the salary is calculated on an hourly basis. The problem will continue until line managers and staff officers realize that language training replacements should come, as much as possible, from our own staff, i.e., acting pay or acting appointment.

WATCH FOR IT!

- staff training
- manpower planning
- data stream
- FCA
- special events
- sports
- staff association
- retirement



Where are they?

A day spent in good company and first-class hospitality was the way Reg Shier described the second annual shoot at Kingston last September.

But Reg had reason to send profuse apologies to Murray Millar, director, Correctional Staff College, Ontario, soon after the shoot was over.

Said Reg: like most events of this nature, one tends to gather about oneself mementoes or souvenirs to help bring back memories of a day well spent.

The shoot-out in Kingston was no exception. Certain articles were missing from the banquet table — all are valuable, in fact non-replacable.

He listed: four crested wine glasses, a silver rose bowl, and two bud vases. The rose bowl was a gift from a class at the staff college, the vases personal property of helpers at the banquet and emblazoned with sentimental memories. The mold for the wine glasses is not available, meaning they cannot be reproduced.

Reg says he is sure whoever is now in possession of the articles knows it was a childish prank to take them — but asks, when are they going to be returned? He hopes the culprits realize the goods are "hot", and find a way to return them to Murray Millar at the staff college in Ontario.

A copy of Reg's letter to Murray has been sent to all institutions and offices CPS. Quick results are expected.

HOW IT'S TOLD COUNTS

If you've been concerned about that pesky annual appraisal, there's hope in sight for the supervisor and the supervised. Changes in the appraisal system, and use made of the performance appraisal are on the way.

John Rama, Chief, Manpower Planning for CPS/NPS, says supervisors will be encouraged to provide employees with objectives for the year, and counsel periodically on how to achieve them. This approach, he believes, will give the employee an incentive to meet objectives, and know expectations. And, the supervisor will have a clearly defined tool to measure performance.

By basing performance evaluation on how the objectives are met, Mr. Rama hopes the possibility of subjective grading will lessen — a trap, he contends, any supervisor can fall into.

Performance evaluation is a tool of manpower planning, he said. "But its primary value is to assist management in assessing staff performance, encouraging effective employer-employee communication, identifying high potential staff, and supporting management's decisions on staffing and training."

Expansion of manpower planning has brought staff from NPS and other government departments. Renald Tremblay, transferred from NPS, is supervisor, Manpower Planning. His job is to carry out and maintain exist-



Staff in the newly organized Manpower Planning section: John Rama; Renald Tremblay, from NPS personnel services; Barry Mullen, from staff training; CPS; Richard Blake, from the National Library; Tom Marr, recent university student, with previous experience as a summer student with CPS manpower planning; Mona Khoury, first fulltime job since coming to Canada from Beirut; Angela Knoll, from RHQ, Pacific; and Margaret Fortin, from CPS staff training.

ing manpower planning programs, and assist in developing new ones; especially during the transition period as CPS and NPS become a Federal Corrections Agency.

Mr. Tremblay agrees with the changes in appraisal philosophy. "After all," said he, "this was the direction in which NPS was moving."

He is concerned with the usefulness of appraisals. Inconsistencies in appraising methods need to be identified, he said. Training needs, coupled with employee potential, must be understood. Counselling, discussing the job with the employee, according to Mr. Tremblay, is essential to the appraisal system.

Answering the question, "What happens to appraisals after the employee has signed?" He said, "Not enough at this time."

But the appraisal does go on the employee's personal file. Apart from that, "its usefulness as a training and manpower planning tool has been limited."

With the new proposals, and resources now available in Manpower Planning, a better analysis of the recorded information can be made. From which will come identification of training needs, recommendations to improve performance evaluation, and career planning in the Service.

Rama and Tremblay stated the new approach has to be refined and approved by management in Ottawa and the Regions before becoming fact. The appraisal form and accompanying instruction sheet will be reworded, but may not apply to all categories. For instance, those in the operational and administration support

groups will use a simplified form.

The basic role of manpower planning, according to John Rama, is "to assist line management to identify the gap between current and future human resource requirements, and recommend ways in which they can be met."

Rama sees this as a crucial area with the advent of FCA, where effective communication between programs, financial, and personnel staff from CPS and NPS is essential.

Based on his recent experiences in sorting out the problems in providing common personnel services for CPS/NPS, Renald Tremblay had this to say, "An important consideration for successful integration of the two services is personal contact of the people involved."

Your comments could be priceless inserted here.

Your own favorite photo could be here!

We have

all kinds of space

to publish what you have to say!

Let's have it please!



WHAT THEY DO... ...he monitors grievances

In his new role as monitor of inmate grievances, C.G. (Larry) Rutter has become a watchdog over inmate problems that could affect the tempo of institutional life.

Based in headquarters, Ottawa, Mr. Rutter is an important link in a chain of events that inmate complaints must follow.

Explaining his job is a lesson in objectivity. He believes the time for redress of an inmate unjustly and unfairly treated is long overdue, and has tackled his job with fervour.

According to Mr. Rutter, the unique environment of the penitentiary system readily vents itself in personality conflicts. In this closed atmosphere, "values and rights have little chance of a fair and just expression," he says.

Now, through the inmate grievance procedure, plus monitoring by the Correctional Investigator, inmates have an oppor-

tunity to air their complaints to three senior levels of administration.

Rutter's job is to see that decisions on complaints are fair and just, and to advise the Commissioner accordingly. Said Mr. Rutter, what in principle has become the grievance procedure for public civil servants, is now the model for inmate grievances.

In his submission to the Commissioner on inmate grievance procedure, Larry Rutter carefully measured controls to obviate abuse of the process. He states inmates must follow procedure carefully, as staff must do. Frivolous complaints, he says, are weeded out quickly.

Since Mr. Rutter took over as Inmate Grievance Administrator in 1974, inmates have used the outlet more and more as a medium to amend a wrong. Last year 1,002 grievances were registered at the first level. In the first six months of this year that total doubled.

Most days Larry Rutter can be found in his small office, fourth floor, 340 Laurier Avenue West. Other times he travels to the institutions to investigate a complaint on the spot before recommending redress — if qualified.

Finding him is not easy. His desk is pushed tight against the wall of a narrow room, which he shares with his secretary, Suzanne McArthur. Recognizing him is not difficult though — a firm voice welcomes visitors



as he takes books and files from a chair while saying, "forgive the clutter — I'm still fighting for space to put these things, the floor is the nearest I've got to an answer."

In his 16 years of service with CPS, Larry Rutter has held

various positions: as hospital officer; acting classification officer; first CPS related training (educational) instructor; and staff training officer, all at Dorchester Penitentiary, New Brunswick, from 1959 to 1968.

He joined the staff at Joyceville

Institution, Ontario, as assistant director organization and administration from Dorchester, where he stayed until coming to headquarters, Ottawa, 1974.

Larry Rutter's love for dogs is known throughout the Service (see **discussion**, March 1974). But an aspect of his life not so well-known is his work as a licensed lay reader in the Anglican Church, and as church organist. As the senior first aid instructor, St. John's Ambulance Brigade, he trained staff and inmates in senior first aid courses. He was honored by the St. John's Ambulance Association as an honorary life member of the Priory of Canada.

Editor's note: This is the first of a continuing profile on "What They Do." *Let's Talk* will be raiding news from NPS for the next issue. Any suggestions?

Industries ACA appointment

Ray J. Thompson, director of industries, CPS, has been elected president, 1975-76 term, Correctional Industries Association (CIA), an affiliate of the American Correctional Association.

As first vice-president last year Mr. Thompson was chairman of the 105th ACA Congress in Kentucky. He has a 10-year Congress attendance record, meeting colleagues from the United

States and other countries.

Mr. Thompson admits to learning "something new at each Congress." But says he is unaware of a program in any other corrections' system like the new Canadian industries project. Joyceville Institution near Kingston, Ontario, is pioneering the new program.

James A. McLaughlin, a past director of CPS industries, was president of CIA in 1955.



IWY



news

Career opportunities for women in Canadian federal correctional services during the last 10 years have gradually been extended. Where once a matron and an assistant matron were the only jobs women could aspire to, now at least 11 categories are open to them, including management.

During International Women's Year (1975) women in the National Parole and Canadian Penitentiary Services have asked, "Is this enough?" And are asking for an answer.

The IWY has opened discussion on women of today — but will these discussions spill over into 1976 and on? These and other questions have already been asked at meetings held by Johanna Hickey, director CR/SP, and chairman of the Ministry Committee on IWY.

Miss Hickey hopes to have more answers as interest is generated at meetings she has planned for female employees.

In NPS three meetings were held in Ottawa during August, where female staff expressed concerns on career planning and what they are looking for in a job. These meetings were also held in the regions and a consensus of opinions compiled in a report by Joan Gardner, senior review officer with

the National Parole Board, and delegate to the Ministry Committee on IWY. From Miss Gardner the report went to Dr. R.L. Hutson, member of the parole board, and another delegate to the Ministry Committee on IWY.

Let's Talk contacted Dr. Hutson, asked what had happened to the report, and was told it will be sent to Miss Hickey, who, as chairman of the Ministry Committee on IWY, will determine what action can be taken.

While NPS was busy with meetings and preparing a report, CPS also held get-togethers for female staff. Two were held in August, giving staff an opportunity to express opinions and ask questions on staffing action and careers for women.

The first meeting initiated the idea for luncheon meetings, where speakers could give information and answer questions. The first of these informal meetings was held in the Commissioner's boardroom at 340 Laurier Avenue, October 7, some 65 female staff attended.

The following report comes from Miss Hickey's staff: "André Therrien, Commissioner of Penitentiaries and André Charette, Director of Personnel, were guests. The Commissioner expressed his

pleasure with the event and the spirit of enthusiasm demonstrated by participants. He felt such gatherings of staff was a healthy exercise and that such a forum was ideal for the exchange of ideas among staff and between staff and managers. He anticipated the seminars would meet with success



and would be of benefit, not only to those present, but to all staff.

Mr. Charette's comments supported the Commissioner. He also explained that without dialogue managers were not able to correct possible injustices or deal with issues before they evolved into visible problem areas.

While there were, in fact, some problems of discrimination by virtue of sex, he said, this was often a question of being 'caught in the system' and that many males in the support categories were also experiencing similar frustrations. According to Mr. Charette, while the incumbent of the newly established position of coordinator would initially prepare a report on female staff, it was probable this would accurately affect the support categories as a whole.

Mr. Charette suggested those present at the meeting reflect on their concept of the coordinator's role, and ensure these ideas were shared with John Rama, chief, Manpower Planning, when he met with the

reactions." Although fewer attended the second luncheon meeting, October 22, questions on opportunities and problems affecting jobs dominated the get-together. The film *It's Not Enough*, shown at the October 7 meeting, was repeated. Guest speakers from the Public Service Commission answered questions. Dominant was advice on writing a well-planned work résumé. Models are to be sent to Miss Hickey. Staff interested in reviewing their work history, particularly in conjunction with upgrading or changing a career pattern, should contact Miss Hickey's office in Ottawa — 992-3234.

Watch for a report on other

VISITORS

Many dignitaries visit the Canadian Penitentiary and National Parole headquarters in Ottawa on their way to regional offices and institutions, or visiting management. Here is a list of names and where their travels took them.

—**Mr. Bernard Wydra**, executive official, penal administration for the Free State of Bavaria, visited a penitentiary in the Quebec Region, obtained information on applied therapeutic methods for treating inmates, and CPS staff training programs.

—**Dr. Roy Dry**, a Nuffield Travelling Fellow, visited CPS, Regional Psychiatric Centre, Pacific. His reports back to the Home Office, England, expressed enthusiastic reaction to the psychiatric centre and its work with inmates.

—**Mr. Bryon Henry**, administrative officer at the Guyana Penitentiary, on a six month course in Canada sponsored by the Canadian International Development Agency (CIDA), visited CPS and NPS for two months on a training course. Time spent in Ottawa took him

to various divisions of the Services. He also visited federal institutions. As the officer managing domestic concerns in a penitentiary, Mr. Henry's main training interest dealt with administration practices.

—**Mrs. Sheila Lochhead**, JP, and chairman of the National Association of Prison Visitors, England, visited Rev. J.A. Nickels, Chaplain General, CPS, during her vacation in Ottawa. Her interest in prison visiting dates back 40 years, when, as a girl she made her first volunteer visit inside a prison. As chairman of a national visiting organization, begun in 1922, Mrs. Lochhead travels

extensively in England and Wales. In Canada her main concern was to obtain information on community contacts with inmates. She expects to submit a report to her association on return to England.

—**Father Gabriel Malik**, Chaplain General, Lebanese prison system, and director of Le Service du Prisonnier, St. Joseph University, Beirut, came to Canada as a guest of the Department of External Affairs. Father Malik visited CPS institutions during his three-week stay and met many CPS and NPS staff in Ottawa.

—**Mr. Ski Lei Quek**, director of prisons, and Mr. Oey, gov-

ernment architect, Singapore, met officials of CPS and NPS, Ottawa, and toured federal institutions.

—**Dr. Jyotsna H. Shah**, office of the director, Social Defence Department, State Government of Gujarat, India, accompanied by her daughter, Miss Rajal Shah, visited federal and provincial institutions across Canada, after-care agencies, and university research staff. Dr. Shah has arranged to write a report on her journeys in Canada. She recently completed a review of correctional services in India, with comparative international studies.



Small notices on sports, social events, and union activities are invited for the **Notice Board**. Send them to the editor, **Let's Talk**.

Bowling

Terry Byrne, president of the Solicitor General Bowling League, Ottawa, invites bowlers to register for Thursday night bowling at Preston Bowling Lanes. Cost is \$2.00 a night, no membership fee, games start at 5:20 p.m. League rules and regulations can be obtained from Terry at: 2-3877.

Union - Ottawa

CPS Local 70041 — contact Margaret Poirier, secretary treasurer for information: 2-8784

NPS Local 70042 — contact Al MacDonald, president: 2-9611.

We'll put you squarely on the spot. . .



There's lots of space for your comments, questions, stories, photos or what have you.

Please help us make this your paper



Fashion Sentenced to Life

LET'S TALK

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what they WANT ... is training

TRAINING NEEDS IN NPS DEFINED

A National Parole Service officer from Canada's mid-west recently made a significant contribution to present and future needs of personnel in the WP Groups of NPS and the Canadian Penitentiary Service.

Wayne Dennis, from Prince Albert, Saskatchewan, is on education leave to attend sessions at the University of Ottawa's Center of Criminology. He has also completed a study titled "Survey of Training Needs in the National Parole Service for Employees in the WP Group (WPD to WP5)."

Finding that training has been what he calls "haphazard," Mr. Dennis set out to help the situation. "We have been conducting training without being too sure if we are meeting needs either explicit or implicit," he says.

What better place to find ideas for change than among the WP groups? Questionnaires were mailed to WPs in NPS and CPS. There were more than 150 replies from the 250 sent to WPs in NPS, with the type of perceptive feed-back that enables early, but not easy identification of priority training needs.

Mr. Dennis credits much of the successful response to district representatives, section supervisors, and NPS officers who took time not only to answer

the questions, but also provide additional, pertinent information.

Replies included priority of topics that should be covered in orientation courses:

- Day-to-day realities of the mechanism of the correctional system;
- Basic skill development (especially effective communication techniques);
- Philosophy of corrections and/or the criminal justice system;
- Relevant theories of corrections in relation to the community;
- Discussion of current issues in corrections (stress on significant problem areas);
- Outline of present and future administrative structure;
- Career possibilities.

Two major categories emerged from the questionnaire, WP3 field staff and below; and supervisory staff WP4, WP5. Numerically these categories were largest in Ontario, Prairies, and Pacific regions. The highest percentage, in Ontario, had been employed by the Service for more than two years.

What do employees at these levels foresee as the most desirable feature of their job function? Client contact only? Management only? Or a combination of contact and

management? Ontario, Prairies, and Pacific personnel responded overwhelmingly in favor of the combination of contact and management; management only came second.

Replies agreed on the need for ongoing, in-service training. There were divergent opinions on who should carry the heaviest responsibility for the training program. Institutional or management? Persons, other than management, knowledgeable about staff needs? A combination of these? Regional or national headquarters? The combination won again, with implementation through regional headquarters.

Comments on the NPS orientation-induction program were comprehensive, such as:

- An ongoing parole officer program, starting prior to employment;
- Involvement of experts in the program, to share their areas of expertise;
- Orientation, for new staff, and reorientation for older staff, should be on a regular basis at the regional level;
- Orientation to NPS basic policies and procedures should take place within the first two months of employment;
- A comprehensive orientation/re-orientation program definitely needed.

Whatever the program, personnel expressed the opinion they should know procedures and changing trends in the Service.

Other comments — "parole officers, through training, can become better professionals." The replies also indicated where training should place new or renewed emphasis:

- Courses and workshops on skill development, such as interviewing, diagnostic skills, counselling techniques, interpersonal communication case reporting and recording;
- Training in social work related directly to mental illness, alcohol and drug counselling, family life education and therapy;

"... equally important was the feedback on the availability of time for training. Recognizing there is a time famine in the corrections' field, respondents suggested a major effort should be made to get staff away from job pressures for a period each year . . ."

- More programs for parole officers interested in client-related work, as opposed to management-type work;
- More training in work technicalities, sensitivity, psychosynthesis, community corrections;
- Increased exposure of staff to persons working in other areas of the human sciences.

Equally important was the feed-back on the availability of time for training. Recognizing there is a time famine in the corrections field, respondents suggested a major effort should be made to get staff away from job pressures each year.

There was lack of consensus on how essential tasks could be performed, considering current workloads, and time required for staff to attend training and development courses.

In summary, the study brought most, if not all NPS training needs clearly into focus. With such an encouraging display of grass roots interest in NPS job training, it is expected new programs could be on the design boards ere long.

Copies of the Wayne Dennis Study are available from Jean-Marie Robichaud, NPS Staff Training, Ottawa — 996-2137

Let's Talk

Officers take management course



Entry into the field of manpower planning by the Canadian Penitentiary Service was at first careful and cautious; the signal is now — full speed ahead! Indication of this is the semi-annual Senior Officers' Course aimed at career planning, and now in its third year.

Four district representatives from the National Parole Service joined 17 CPS candidates at the Conference Centre in Ottawa for three weeks (November-December) of updated curriculum. Course approach followed senior management type. Sessions combined histor-

Continued p. 2



see page 3

ical and organizational structures, management methodology, and practical problem-solving. Subjects were mostly those of previous years, changes were the result of feedback from earlier sessions. Because today's correctional setting often places distance between directors and inmates, the course emphasized the im-



... Pat Scriven, NPS section supervisor, Prairie Region, Calgary: "The problem-solving and decision-making sessions appealed to me most. You feel you're actually doing it! I'm really enjoying the stress sessions, too."

portance of inter-personal problem-solving and decision-making. Participants found the course an "exhilarating challenge," with new insights into their work.

Bob Cunningham, senior training advisor, CPS, explained course subjects acknowledge more than ever before that many staff in the promotion



... George Parrett, Public Commission, staff training: "I much prefer the course be meaningful than enjoyable! But we know candidates are enjoying the sessions."

chain have had little management experience. "So many people are being promoted, and may be promoted, who have not had years of management background. But I want to point out the course isn't exclusively management oriented, it also looks toward work in the institutions and the community."

Commissioner André Therrien's address touched lightly

on the merging of CPS/NPS into the new Federal Corrections Agency. He explained how and why it is being done, setting the tone for the course. Questions showed that participants already had a good understanding of what FCA means.

A full day of study was given to stress, an exploration into its origins and psychology, conducted by Dr. William Barry, Director of Clinical Training at the University of Ottawa Graduate School of Psychology. Candidates, without exception, described this session as "an



... John Dowsett, director, Millhaven Penitentiary, Ontario: "The stress sessions are quite unique: personally I've never had this before. It gives you an insight into why people create stress. How little or how much rubs off on you can't really be measured — implementation is more or less subconscious."

exceptional learning experience." John Dowsett, Director of Millhaven Penitentiary, Kingston, discovered much that was unusual: "I've never had this before. It gives you an insight into why people create stress."



... Ken Peterson, assistant director, occupational development, British Columbia Penitentiary, New Westminster, B.C.: "From the operational standpoint (the day-to-day operations of an institution) I benefited most from the personnel management sessions. I gained increased insight into situations, and more information to work with. I like the stress session, too."



... Robert Boswell, regional security programs officer, Ontario Region: "I liked the insight I got into everybody else's job. It also came to me, from the security officer's point-of-view, balance between security and programs is essential for maximum efficiency."

Four other full-day sessions on security, staff relations, time management, problem-solving and decision-making, familiarized the class with CPS policy, and new and old programs. Promoting closer communication between the regions and Ottawa, and creating an effective team spirit, was basic to the whole course. Commissioner Therrien gave a critique as the course ended. Participants were asked what they liked and what they did not like about the course. Other questions have been distributed to the class, asking for comments on its strengths and weaknesses.



... Roméo Beaupré, director, Ste-Anne-des-Plaines Institution, Quebec: "Decision-making, time management, and stress are the sessions from which I derived the most benefit. I'm certainly going to take more care about the facts, before making decisions."

Prior to the first course, directors from regions and institutions, and NPS were asked what training was needed that could not be gained "on the job." The research was conducted by the Training and Research Branch of the Public Service Commission, Ottawa. Based on results of the study, George Parrett, senior staff development consultant, PSC, was asked to develop a course format *Let's Talk*

SO you didn't win!

Screened out of a competition? Turned down for a job? Not even the satisfaction of an interview? You were sure you had all the qualifications — what went wrong?

Did you follow up to find out why you lost out? There's a good chance the reason was a poorly prepared résumé. When a personnel recruiter has many applications to screen, answers to basic questions are important. If this information is lacking in your work résumé your application could join the pile marked rejected.

As part of CPS International Women's Year activities, Johanna Hickey, director CR/SP, has conducted workshops on how to write a career résumé. An overflow crowd at the second of these, November 19, heard how to avoid common mistakes that kill a job applicant's chance.

The makeup of a good résumé was discussed point-by-point. Content, layout, and length was stressed. Attributes of a good application were listed as: complete, descriptive, and specific without being too long; includes education and reason for quitting previous job; accurate without exaggeration or distortion; specific about

salary, experience, location desired, and availability; neat, grammatical, no spelling errors; accompanied by a covering letter with a summary statement.

A good résumé takes thought and planning. It's not only a job history, but a personal prospectus. It represents communication between the applicant and the personnel recruiter.

So — you've got the first draft on paper — now let someone else read it. It's not easy being objective when editing your own history, but missing one point could lose the job.

Now you've got all the basic information — from this write a special résumé for the job you want — stressing the expertise you can offer that fits the requirements. Lucky or not, don't destroy the basic résumé. You'll need this to prepare an application for the next competition.

If you need help now call Johanna Hickey at 992-5116 in Ottawa. She will be happy to assist in planning a résumé of your work — even supply copies of Guidelines for Career Résumé Writing, a Public Service Commission publication, which gives sample résumés and tips on how to write an acceptable job history *Let's Talk*

He'll listen if you'll talk

How many times do you come to work on a Monday morning, gulp down that second cup of coffee, rest a furrowed forehead in your hands, and mutter to yourself, "Have I got problems? If they only knew!"

Supposing, when this happens, someone walked in, sat down and said, "Tell me your problems." Chances are the commiserator would be a member of the Management Review Directorate, a group of specialists experienced in a tough vocation — listening.

With only four members in 1973, MRD has grown to a unit of 11 divided into two management-review teams and a newly formed financial review team. Since its inception, MRD has unofficially been labelled — the auditors, snoopers, and ivory-tower problem-solvers. In fact it is, an agent of change, problem identifier, improvement catalyst. Vague as the terms are, each describes the unit's role.

MRD teams talk to staff, all staff — shop instructors, security officers, classification officers, union representatives, psychologists, hobbycraft officers, parole officers, recreation officers, assistant directors, and directors, even inmates. Often on the road for two weeks of every five, MRD teams visit CPS institutions and NPS offices coast-to-coast.

A major task is to bring staff and management together to do a better job, get individuals thinking about the job and where improvements can be made, identify major problems

requiring resources at regional or national level — and bring them to the attention of managers. Of paramount importance is the word confidential, not tattle tale. The purpose is assisting, not criticizing, staff and management.

Most directors welcome a management review of their institutions, and encourage staff to be frank with MRD. Directors need to know what is happening with their staff, and MRD can help. As some explained, "We are too close to the action, busy with day-to-day managing, to take a close look at staff operations and programs." The wise director knows he can get help, uses MRD, and gives the review team the indicators where problems may exist, and who the review team should see to get a handle on it. But, it's still up to staff, who implement programs — providing security, operating shops, servicing buildings, administering, interviewing, counselling, typing — to express their problems to the review team.

MRD reports are based on help — for staff and management. Discovering staff problems, and pointing the way toward solving them, is essential to the review team's success. But, telling what is wrong is up to staff of CPS / NPS.

So — when an MRD team member appears to greet you with "what's happening?" Talk about your problems, there could be an answer in sight.

Let's Talk

WATCH FOR IT!

- Evaluating jobs
- Reducing recidivism
- Prison volunteers
- Union news
- Staff associations
- What they do
- Questions from staff
- Regional news
- Highlights on Peace and Security legislation



NEW UNIFORMS to brighten prisons

Selection of new uniforms for correctional officers in the Canadian Penitentiary Service came close to being a nationwide fashion contest. It was also a turn-about in decision-making, staff are saying what type of uniforms they would like to wear.

During the two-day Ottawa showings last December, designers and uniform manufacturers from Montreal and Toronto presented the new look in corrections' fashion-wear before CPS personnel. Representatives from six other federal departments and agencies also viewed the fashion parade. A choice between 30 male and female designs will be unveiled later.

Fashions from Sainthill Levine Uniforms Canada Limited, Toronto, were presented by Marilyn Brooks, a Toronto designer internationally known for her work as fashion coordinator for the Miss Canada and Miss Teen Contests. Combinations of beige and brown predominated in her sleek, youthful creations. Recently back from Paris with ideas from the latest models of Dior, Balmain, and other couturiers, she incorporated many new features into the corrections' officer wardrobe. The use of brown in ties, scarfs, shirts, pants, and skirts was one of these concepts.

"We had to keep serviceability uppermost in mind," Miss Brooks explained, "while bringing in new fashion concepts. Colors were important. I chose brown to go with beige in 50-50 combination, mainly because it is such a soothing color." She visited staff in CPS institutions, to obtain as close a consensus as possible on designs everyone would like.

Sandy Bohl, Toronto model, introduced the first female design, a camel-color skirt, three-button, brown single-breasted jacket, with simulated cuffs. Pleated lower Safari pockets, notch lapel, action pleats in back for ease of movement, all in a smooth, mat finish fabric, adding to the classic look. It was complemented by a cloche hat with six-section crown.

The two-tone theme of the first male design, shown by Sainthill Levine, was interpreted by a beige, all-season jacket with over-flap pockets, "large but not too large." Contrasting chocolate-brown trousers were contour-cut, with two-inch waist band, heavy-duty belt loops, and leather belt.

Gunter Mayer, of Toronto, best known as the "Resdan Man," modelled a battle-dress uniform that immediately became an audience favorite. With qualities necessary for dress-time, it is fully functional: tailored jacket in beige (no buttons), extra-large security pockets, action back. Brown trousers are cut for flexibility. One observer from the Pacific region commented: "This battle dress uniform is what West Coast people want! This is what they like to work in."

Blouses for women's uniforms were given special consideration by Sainthill Levine. "We tried to come up with something smart," explained Miss Brooks. "Some have no pockets, to enhance the leaner look. Sleeves are wide and tapered just enough." Polyester cotton was dominant, with matching pearl buttons and two side vents.

Norma Jenkins, sales manager for Beverini Inc., Montreal, explained why the firm's own personnel modeled — they had the real look. Onlookers had the feeling they were seeing officers as they would appear in the uniforms.

Beige and dull olive were Beverini's choice for tunic, jacket, trouser and skirt combinations, in designs by Gordon Griffin. They gave an impression of dignity, comfort, and serviceability. Yellow or beige turtle-neck sweaters replaced blouses in much of the female wardrobe. "The metabolism of people who work night shifts slows down," Miss Jenkins said, "and the sweater is wonderful for cold evenings. It's serviceable all-year." Notable in many of these ensembles were distinctive, tri-colored belts that matched basic uniform tones. Dyed muskrat hats, with CPS insignia, were highlights of both

groups of winter-wear, introduced from similar designs used by other law enforcement agencies in Canada. The insignia used the full title, Canadian Penitentiary Service in both official languages.

Near the conclusion of Beverini's presentation, two men's uniforms captured the viewers' interest: one, a protective garment of polyester, fitting from the collar to the ankles, was described as "ideal for dog patrol." The other, a parka with corduroy collar, designed for warmth, worn with an inside

storm coat and olive colored scarf.

The project for updating CPS uniforms began a year ago with a cross-country survey in the regions. During two-day interviews, designers asked pre-formulated questions to Service staff in five institutions. Opinions varied greatly on style and color, but there was total agreement that present uniforms belong to another era, not today's corrections scene. There were suggestions the present paramilitary style be eliminated.

CPS uniform criteria are simple, conservative but not inflexible. Garments must be readily distinguishable and ensure public recognition and acceptance of the authority vested in the officer. Casual or dramatically extreme designs are avoided. Guidelines say that styles for both male and female uniforms may vary, but must be complementary. Ultimate CPS acceptance will be based on appearance, expected wear-life, ease of care, and cost *Let's Talk*

And still they ask...more training

Training and plans for more training! This is the current theme of National Parole Service activities for staff at many levels. If you're in NPS, your interest in improving your skills can find fulfillment in a variety of new ways.

Are you trying to find a training course to suit your needs? John Costello, a student on placement with NPS from the University of Ottawa Center of Criminology, is compiling an exhaustive list of training programs.

The inventory lists programs available through private firms, resource people, provincial agencies, United States federal and state criminal justice agencies, Canadian universities, social agencies, foundations, and federal government departments. Information will include course content and evaluation, and admission requirements.

Plans are also underway to distribute a regular publication on courses available to parole officers!

Three support staff orientation courses were given in Ottawa during 1975, with participants from NPS and CPS. Sessions were opened by Jean-Marie Robichaud, NPS staff development officer. His comments focused on the NPS/CPS merger, with particular attention to future functions of NPS in the new FCA entity.

Two films were shown during the course: Two Years or More, and The Correctional Process. The participants said they provided useful insights into the reality of institutional life. A suggestion was made that a third film should be made on parole.

Personnel services and staff benefits were covered in the course, with explanation of recent changes.

Equal opportunities for women came up for discussion on the last day of the course, particularly as they relate to training available for support staff. One of several highlights was the participation by three NPS division heads in a question-and-answer session. Functions and inter-relationships between the three divisions were thoroughly covered.

Judging from early feedback, the course was a success. Final assessments will be made by participants after their evaluation forms have been returned to Gayle Oram, NPS training section.

Marcelle Maysenhoelder, secretary to NPS executive director, Lloyd Pisapio, is an enthusiastic supporter of the Course for Administrative Assistants, given evenings at the Chateau Laurier Hotel, Ottawa, last year and into 1976. The 12 sessions include an introduction to management, giving the secre-

tary a bird's-eye view of management process.

"I liked the idea of sharing the load with management, supervising and sharing each other's problems together," Marcelle said. She enjoyed the practical problem-solving assignments, and the communication sessions.

Course instructors included personnel from Canadian Industrial Development Agency (CIDA), Central Mortgage and Housing Corporation (CMHC), the Canadian Conference Board, and the Public Service Commission *Let's Talk*

Second Canadian Conference on Applied Criminology

Posters announcing the above conference are on notice boards throughout headquarters in Ottawa. The conference will be held at the Skyline Hotel, May 5 to 7. Topics include: Police and the Community; Parole-Probation and the Community; Courts and the Community; and Institutions and the Community.

Registration cost is expected to be \$25, including two meals and a cocktail party. For more information contact Gayle Oram, NPS, Staff Training, 996-2137 *Let's Talk*



Supt. Mike Coulis, Metro Toronto Police, demonstrates his concern for more and more communication between all agencies of the criminal justice system. He was speaking to a group of senior NPS/CPS officers during a three-week course in Ottawa.

Perceptions of a police officer

"I have the distinct impression I'm fighting crime by myself!" So said Superintendent Mike Coulis of Metro Toronto Police — and nobody in his audience showed signs of disagreement.

Admitting his viewpoint on the criminal justice system was cynical, Supt. Coulis expressed his attitudes and conclusions on what he termed, "a major concern to any thinking person today."

His comments wrapped up a three-week course for senior managers, held in Ottawa, November-December. Staff from the Canadian Penitentiary and National Parole Services were given almost a three-hour discourse on Perceptions of a Police Officer, through the eyes of Supt. Coulis.

From the outset he dove into adverse opinion on parole and the reality of temporary absences affecting police control of parolees. His contention that police are still not told soon enough when and where parolees are outside prison was a sore spot he belabored constantly.

For the cop on the street, knowing in advance that a parolee, dangerous or otherwise, is in his area, could work both ways — an alert for police of a potential problem, and a plus for the parolee — he might not be "hailed in as a suspect."

Communicate — police and CPS/NPS — appealed Coulis. Let us know!

He admitted the theme of his talk gave him an opportunity to tell again his opinions on the justice system, accumulated over 28 years of service as a police officer. "Law," he contended, "is formulated by expertise cloistered in halls of law ... there's no reality."

On inmates entering the federal penitentiary system, Coulis expressed exasperation on what he termed the "totally unknown quantity of an inmate." He questioned whether the offender's background was thoroughly investigated. His greatest concern centred on what "for years had been a lack of shared information between federal and provincial corrections and police."

"We get a little feedback once in a while (on parolees), and I'll tell you how ably we survey these people."

He gave an example: A parolee had left Metro Toronto Police headquarters after his first re-

port, and was told to report to another division.

He was concerned, called his lawyer. Parolee and lawyer arrived at the Kirkland Lake station on time. The lawyer with a heavy beard and loose jacket, the parolee in a suit.

The duty sergeant was on the telephone as they entered the office. To the police officer's "Yes?" the lawyer announced the arrival of the parolee. He was told to wait — over there.

Finishing his conversation, the sergeant turned to the lawyer and asked, "Name?" The parolee's name was given. "Okay, away you go, come back next month."

That was it — a beautiful system! grimaced Supt. Coulis. From his following comments listeners surmised even police need to tighten up on parolee surveillance.

"Here we are bringing people out (of penitentiaries) and we are going to make sure they are integrated into society." It's a pipe dream insisted the officer. Society doesn't know how to accept an offender much less an ex-offender, he declared.

Digs at professionals in CPS/NPS brought sighs from "professionals" inhabiting the audience, who later threw questions at Coulis asking for an explanation. Notable was — "Why don't you take your complaints to the judges?" from a district representative of NPS, fielded carefully by Coulis.

Mostly, Perceptions of a Police Officer dealt a constant blow to temporary absence, and what Supt. Coulis terms "a great breakdown in communication" between the corrections system, including police. Quoting passages from the Parole Board Act he said, "It's reality we want, not high ideals."

Metro Toronto Police have a parole section which deals mainly with parole questions. Of concern to Toronto police is that the parole act does not allow police responsibility of a parolee. A major problem, Coulis insists, when trying to trace a man's record.

Police Chief Harold Adamson has made a major change in Toronto police handling parolees. In 1974 he centralized the reporting system through a police parole liaison unit, with help from Supt. Coulis.

The unit answers enquiries on parolees and works with parole officers, provincial and federal.

So far Toronto police have not attended parole hearings.

Coulis warned Canada is too closely tied with US law enforcement not to be affected by that country's justice system. But, "as the United States has a 5-year lead on Canada we should learn from their experiences, not fall into the same traps."

He painted a bleak picture of crime in Canada "... it's increasing alarmingly ... getting worse ... Toronto will become a violent city."

"I'm still a redneck!" he declared, after explaining why he believes punitive treatment of offenders is still essential. He'd offer no sympathy to inmates on hunger strikes ... would make sure security of correctional institutions came first.

To the dismay of CPS / NPS officers attending the course, he admitted he "wouldn't last long in the Service."

"I've been a cop too long."

His audience did not respond.

Let's Talk



RHQ Pacific has a guitarist

David McConnell, manpower planning and development clerk at Regional Headquarters, Pacific, is a self-taught classical guitarist, shown here performing at the First Baptist Church, Vancouver. David began playing by ear, trying chords and scales, when he was 12. By the time he was 18 he had decided to devote himself to the guitar and at first practised up to 10 hours a day. He has given recitals, taught, researched, lectured, and written music in his search to master the guitar. With some experience behind him, he intends to concentrate on composition, alone and in combination with other instruments *Let's Talk*



RRC Ontario — 1975 Marksmanship Competition

Continuing their high standard of marksmanship, Danny Nicholson and Lloyd York placed first and second in the Institutional Revolver Championship. Lloyd gained second place in the CPS National Rifle Competition in Kingston this year, and Danny made a good showing in the Ontario Region competitions.

Lloyd's recipe for success is practice, practice. Danny is putting this maxim to work training Kingston area cadets in the skills of weaponry.

Benefit Funds

Retirements, weddings, illness, bereavement — all are cared for by two associations in

headquarters, Ottawa. The National Parole Board Benefit Fund monitors all requests for the Board and Parole Service, and the Canadian Penitentiary Service Headquarters Association for CPS staff. Both were organized to eliminate individual collections for gifts and flowers. Each operates under a constitution governing membership, administration, and financial requirements.

To become a member and obtain more information contact:

Carmen Lawson, CPS 2-8432

Ann Fulton, NPS 2-6008

Dorchester Golf Club

It looks like an annual event out there in New Brunswick. Staff from Dorchester Penitentiary have established a golfing tournament. The first event took place last September. Twenty-seven staff from the penitentiary took part at the Sackville Golf and Country Club on an 18-hole course.

Director H.D. Sheehan donated a trophy for the low net winner, won by Ron MacKay, psychology clerk, in a playoff with Wayne MacLean, correctional officer. Both had finished with a score of 67. Next year is expected to see tougher competition on a 36-hole course *Let's Talk*

YOU? ASKED

What happened to that question you wanted to ask? That one, for example, on how you fit into a new program, or was it about a policy change? You meant to ask management — but didn't know how. Well, here is your chance. Write your questions briefly, give your name and location, and send to your local correspondent, who will see that it gets to the editor of *Let's Talk*.

Perhaps you're concerned about bringing up a touchy subject and rocking the boat a bit. Don't be. That's one of the opportunities *Let's Talk* provides for you who make CPS/NPS tick. Up to three questions will be answered in each issue, and anonymity of the writer preserved. It's constructive questioning we're after — not names.

So — what about it? Can we untie some of your knotty problems, or settle an argument? We have great faith in your ability to wonder; now we ask you to send in the questions. This is your column. Its success depends on you.

Q. How is the marriage going? (Referring to the merger of CPS/NPS.)

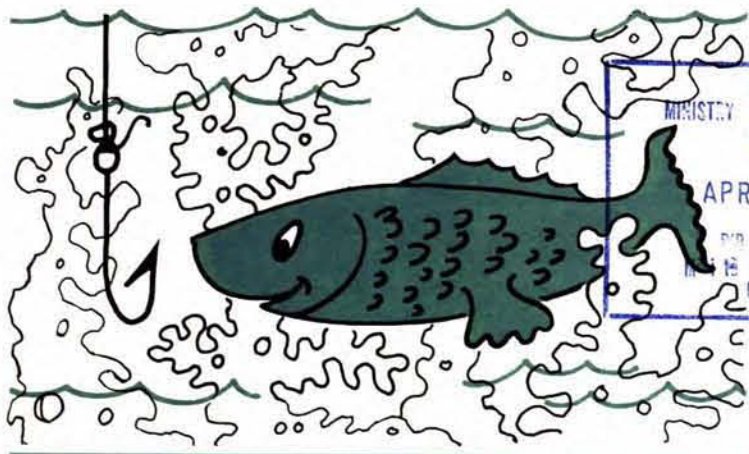
A. With decentralization, the National Parole Service is suffering growing pains and shrinking pains. Regionally we are growing, and in Ottawa we have problems. Ottawa HQ has withered to a husk and is still trying to regain health and strength. Administratively the Canadian Penitentiary Service has assumed responsibility for personnel, finances, services and supplies, Public Affairs, and pay matters. In the regions

cooperation between NPS/CPS is excellent. In some regions CPS has established direct contact with the staff of all NPS district offices to advise and assist in personnel matters. Staff, from support to directors, have been supplied with information kits, answers and encouragement. A feeling of interest and concern is beginning to grow. Operationally there is close cooperation at the regional headquarters level between both Services — but with numerous wrinkles still to be ironed out.

Matters do not appear to be moving ahead quite as evenly at national headquarters of both Services. There is not apparent, as yet, a true feeling of growing together. There seems to be greater concern for functions than for people. Individuals must be kept informed in this merging process. Where there is a failure to create a sense of belonging on the part of both Services, there will ultimately be little or no feeling of true togetherness.

NPS headquarters is in the process of rebuilding a very small operational unit. Someone must start now to develop a lively relationship between CPS/NPS at the Ottawa level. Because NPS is occupied at the moment with its own general structure, someone will have to come initially from CPS armed with an engagement ring and a bona fide offer, "to love and to cherish." NPS cannot reject such a wealthy and powerful suitor. The marriage may finally result, however, in the smaller partner as a leading influence — as so often happens!

Who knows? Why not? *Let's Talk*



Something missing ... see p.3

Prison volunteers are important

by Rev. Paul Crosby, Training Chaplain, Ottawa

Volunteers have become a bond between institutional life in corrections and the community. This is the positive outcome of a study by the Rev. Ronald Nash, regional chaplain, Canadian Penitentiary Service in Ontario. Rev. Nash found volunteers are involved in almost every chaplain's program.

"We discovered volunteers are an interface between the institution and the community," he said.

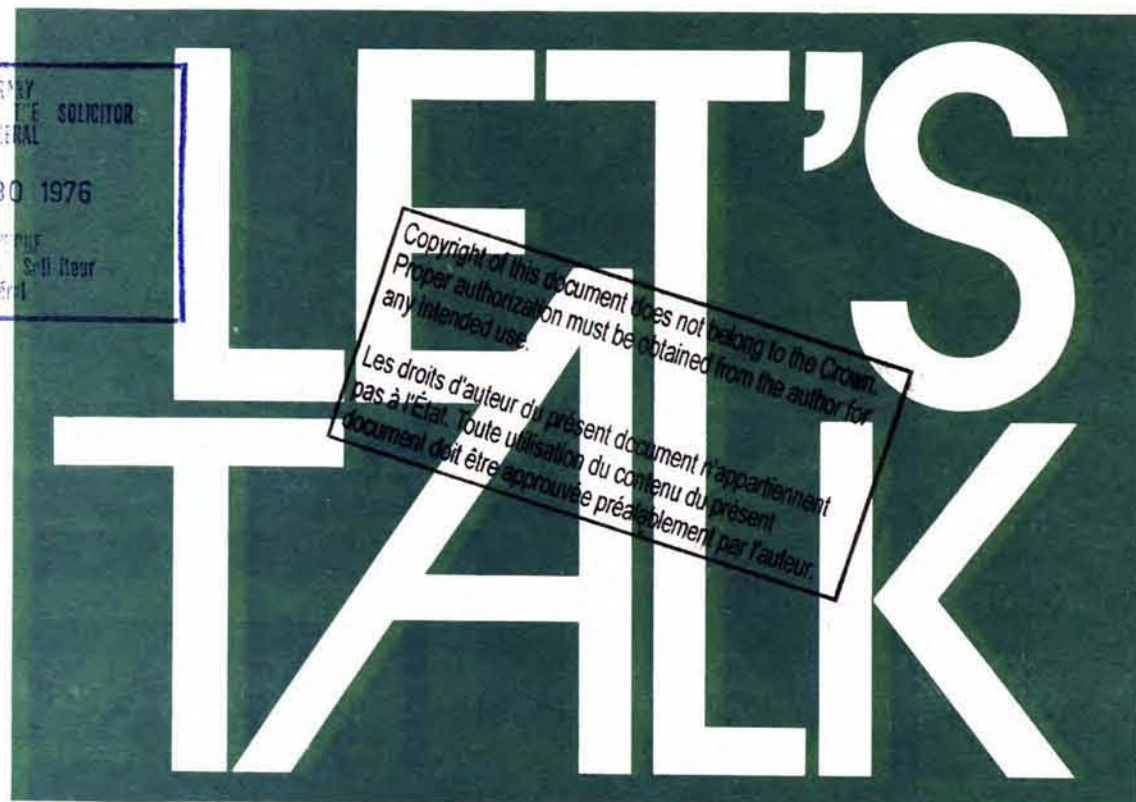
"Life inside correctional institutions, for staff and inmates, is vastly different from life in the community. Comparing institutional life to community life is impossible. Reality for the volunteer is in the community. His difficulty in grappling with life in an institution is how to fit in with the routine. But, the values and life's experience of the volunteer help create a balance with the community."

In programs originating from the chaplaincy, the volunteer has a less tangible and definable purpose, says the report. The reason for being a volunteer comes from the spiritual dimension of life, rather than being a member of a sports team or a dramatic group. This does not imply, or mean, he wishes to "hustle his religion,"

but that his primary concern is the dignity, worth, and character of people; he functions from that concern.

Through experience, staff in the chaplaincy have discovered volunteers go through a number of phases while settling in to their work. The first, which lasts about a month, is confusion in attempting to grapple with experiences and feelings about institutional life. Earlier myths and distortions are broken down and they experience inmates as fellow human beings. They also discover staff have a difficult job to perform. The second phase starts when they become familiar with the operating procedures of the institution, the parameters within which they function, and the beginning of rapport with people in their group. At this point there is a tendency to overly identify with the point-of-view and experiences of inmates. Sometimes their perspective becomes unbalanced and narrow.

A third phase begins around the third month when the novelty has worn off and the hard reality of life inside a prison is experienced. This is a dangerous period, a time when many volunteers want to quit. At this point they need to be



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supported by staff who share their concern. If they survive these three phases they have passed through the difficult initiation period.

The fourth phase starts around the sixth month and usually continues until the end of the first year. The volunteer becomes aware of the institution as a whole, and begins to appreciate the needs of staff and other volunteer groups. More and more questions about the institution are asked — mainly to determine its purpose and the effect it has on people involved within its operations. And, his experiences are heightened by the knowledge he is working with people who have the same hopes, dreams, and needs as himself. He recognizes he is being helped as well as helping, and becomes open to receiving as well as giving. He learns that being consistent, following through on commitments are important

Let's Talk

"... I'm not a missionary — just another human being wanting to get something done for my fellow man."

Russ Moses

Employment for Indian offenders



• There must be change — but realistic.

His sights are set primarily on the Pacific and Prairie regions of CPS/NPS, where Indian offenders dominate the inmate population. But will visit other regions. He wants to examine present programs, identify gaps that deny services to Indian offenders — and, "tell it as it is." He's after positive action.

The plight of Indian offenders has long been known to Russ Moses. Before he worked for the federal government, Indian Affairs and Northern Development, and the Public Service Commission in the Native Employment Program, he had ferreted out the hard facts an Indian offender must face. He cited non-acceptance on the Indian reserve as the toughest.

Employment for Indian offenders suffers from a double negative, he says.

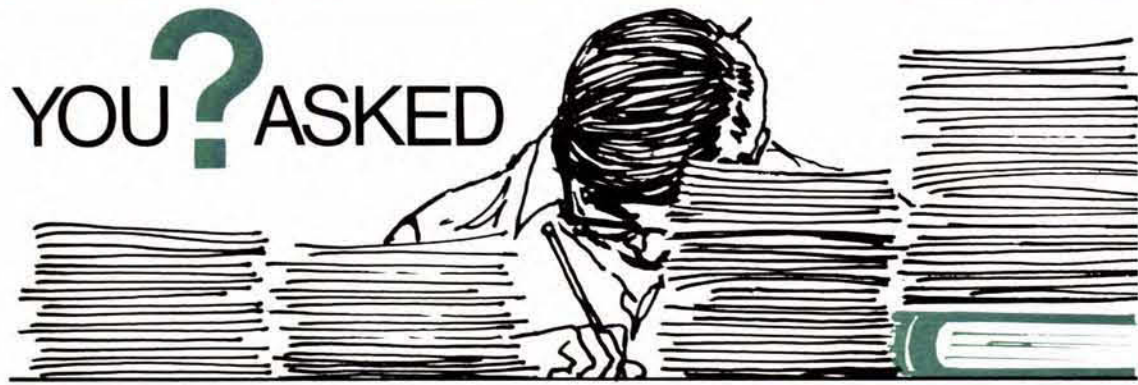
"As an outcast on the reserve and in the white man's society, what can we expect but that they top the recidivist rate."

Russ Moses aims to find out.

But, he emphasizes, "I'm not a missionary — just another human being wanting to get something done for my fellow man."

His report to John Braithwaite, Deputy Commissioner Inmate Programs, CPS, will clarify other recommendations made on, "how to improve the lot of the Indian offender — more important help to prevent Indian people from becoming offenders." Let's Talk

YOU? ASKED



What happened to that question you wanted to ask? That one, for example, on how you fit into a new program, or was it a policy change? Perhaps you're concerned about bringing up a touchy subject and rocking the boat a bit. Don't be! It's constructive questions that will be answered in this column, so send them in.

Here is a lengthy answer to a frequent question. It poses more questions, in a never-ending search for solutions to the word parole.

Q. What is the job of a parole officer?

A. It's frustrating! A parole officer is always scrambling for time to get the job done. And, like all areas in corrections, there's room for improvement. Basically the job is working directly with parolees and prospective parolees incarcerated in a minimum security prison, which, in theory, is a pre-release centre where the risk of paroling inmates is reduced.

In parole work the emphasis should be on determining how existing community resources can best be utilized to help develop an inmate's parole plan. As things are now parole

officers are bogged down with too much paperwork. For example, they go into institutions and prepare summaries of criminal histories and other information already on file. An inmate is seen once or twice a month which doesn't give much chance to measure or appreciate his progress in the context of his day-to-day problems. Correctional and classification officers, who work daily with inmates, have a much better picture of them than the parole officer. When parole officers see applicants for parole in an institution, there are always many other in-

mates who want to talk to them. Sometimes they see 30 to 40 in one or two days, often duplicating work already done.

Parole officers prefer to be more involved in the community, explaining who they are, what they do, and what they need to do their work. They want to know community services, such as counselling, addiction treatment, employment, welfare, medical help, education, psychiatric treatment, and unemployment insurance. Rather than preoccupying themselves with patchwork therapy and paperwork, they want to help their clients (inmates). They also want to educate the public by talking to students, community groups, businessmen and others about what they're doing.

To a parole officer, locking up someone is sure to create procrastination. Someday that person is going to return to the community — and what happens then? The offender has more problems. There has to be help in the community to deal with them. Many parole officers believe the terms of mandatory supervision are hypocritical. Inmates are told if they behave themselves they'll be rewarded with remission, at the same time they are told it's not really a reward, because when they're out they'll be under mandatory supervision. This kind of giving makes the inmate resentful, and not want to go to a parole officer. Inmates should have the option of serving the complete sentence or coming out early under supervision. It would be the inmate's choice and no one else's. The present system is frustrating for all concerned.

You cannot generalize on how often a parole officer sees a parolee. Some are seen weekly, others daily when going through a difficult time. If it is seen a parolee is not going to make it, then it's the parole officer's job to make sure he doesn't harm anyone, including himself. Sometimes this means referring to other agencies, and resource people. Most parole officers believe classification officers should do the planning for parole, rather than parole officers, who don't see the inmate's potential daily. They want the institutions to be more involved in parole planning.

When an offender goes into an institution he might be there for years before he sees a parole officer. If the parole plan of an inmate is based on his going to a half-way house, then the classification officer should encourage the person to prepare for the eventuality and provide the necessary counselling. An inmate should know what kind

of special help is available in the institution and community before a parole plan is formulated.

Parole officers should be answering questions as to what the parole possibilities are in relation to the community and its available resources. By contacting and exploring community resources in the development of an inmate's parole plan, help can be provided, assessing his potential in the community rather than trying to judge him in the institution. What is really important is that he adjusts to life on the street. Before an inmate is paroled, assessments of temporary absences — how well he performs in the community and what the community has to offer him — should be sent to the parole board. This is what parole officers should be doing.

Classification officers should be representing inmates at parole board hearings. If this were so a much clearer picture of the inmate would emerge. Now a parole officer's opinion carries much more weight than that of a classification officer. It should be the other way round. Some parole officers make sure their clients know why they haven't been recommended for parole. If a man wants parole and he doesn't have potential for it, it should be the parole officer's duty to explain the situation to the person so that he can do something to better his chances for parole.

Penitentiaries are garbage pits, anyway! People are thrown into them, and after a few years thrown out, in the misguided belief they're being given another chance. They're not! They have nothing to go back to in the community, where they have to compete as if nothing had happened. Consequently they get frustrated and become convinced the only way to make a living is to revert to crime. But, with cooperation by the community there would be a much better chance of overcoming the problem. Instead of sending people to penitentiaries they should be placed in community correction centres, residential centres, or halfway houses, work in the community and support their families. There are people who need to be in a protective setting; but shouldn't they be in mental hospitals instead of prisons?

Prisons are useless and self-perpetuating. It's a never-ending cycle — the older guys influencing the younger guys. It just goes on and on. The same lousy values are handed from one generation of inmates to another. Which all adds up to the complexities of a parole officer's job *Let's Talk*



WHAT THEY DO...

...he oversees NPS operations

Bill Carabine, director of operations, National Parole Service, is like most interview subjects — he'd rather talk shop than discuss the personal life experiences that make up the profile of an experienced professional. But his more than 25 years as a corrections career man are highlighted by personal contacts that set his goals, and provided him with human behavior insights, which contributed to his unique brand of on-the-job philosophy!

Some of his biggest breaks Bill credits to people he met when the right decision was of crucial importance to his future. When he returned to Canada from England after a serious injury during wartime training in 1942, it was a friend in the Department of Veterans Affairs who urged him to go to university. Majoring in psychology, he received his BA and later studied to the Master's level at McGill University. When he located in Ottawa in 1949, another DVA friend asked him why he didn't get into the Canadian Penitentiary Service.

With typical candor, Bill replied, "What in the hell is that?"

"I applied for a CPS job as assistant classification officer when Frank Miller, later executive director NPS, was the only classification officer. And, I got the job," Bill relates. He started by interviewing inmates at Kingston Penitentiary. The breaking-in period was memorable, a far cry from today's classification officer—inmate encounters.

"I began by interviewing two inmates; the first yelled, screamed and hollered at me. I sat and listened. But I was

mates with problems of communication — practical problem-solving." What were his own reactions to institutional life at the time? Disillusionment? Surprise?

"It certainly wasn't disillusioning for me, although I had no definite concepts. I remember taking a group of friends from the Royal Military College in Kingston through the institution. They said they were sickened by the conditions they saw, but I hadn't thought of it in that light. I was surprised at their reactions. We have to admit the prison atmosphere, at its best, is oppressive!"



thinking, 'What have I let myself in for?' I couldn't get through to the second inmate either. A year or so later, the psychiatrist asked me why I hadn't identified the second inmate as a paranoid schizophrenic. I said: 'I thought that was my job — listening to people screaming!'"

By the time Bill became head classification officer, he had interviewed and helped thousands of inmates. Job satisfaction? There was lots of it, he says. "Mainly in helping in-

Bill has the highest praise for custodial staff. "In the most practical sense I learned from them about inmate psychology, inmate behavior patterns, and their culture. I gained a more mature approach to what I was seeing."

In November of 1958, Bill came to Ottawa to the then Remission Service, the immediate precursor of the National Parole Board. Parole in those days was by way of a ticket of leave. "I became a section supervisor with a staff of parole analysts." His later career as chief, NPS case preparation is familiar to many in corrections and law enforcement circles across the country.

A firm believer in the integrated approach to law enforcement, Bill has had an important voice in several such newly formed organizations as the Joint Committee Canadian Association of Chiefs of Police and Federal Corrections Services. "Find out what makes the other guy tick," and "join forces on the basis of mutual respect" are phrases he has often used to drive home the importance of teamwork in what criminologists call the "social protection" network.

Bill sees the new Federal Corrections Agency as an ideal means for implementing the cooperative approach "with penal institutions, police, judges and every conceivable helping agency in the community."

When he has leisure time, Bill's other interests take him out to his garden. Bird-watching is another interest he takes seriously. He enjoys begonia-growing, and cultivates flowers under fluorescent light during the winter. Looking at the windowsills and tops of bookcases in his office it is easy to see Bill enjoys flower-growing. Bird-watching requires more time, he says, looking forward to retirement when he can do more of it. Specialists in this hobby compile what are known as Life Lists, "... a continuing list of birds you see during your travels. I have 130 on mine, but I know people who have more." *Let's Talk*



Although a list of suggested reading from the library on the 6th floor of 340 Laurier Avenue West, Ottawa, is circulated regularly — *Let's Talk* discovered many staff do not see it. For those interested in background information and reports on the criminal justice system, here is a mini list of books worth reading. For others — check the library — there's a world of information about your work in CPS and NPS right on your doorstep.

Check also for the best-read list; the Ottawa library has one and possibly regional offices. There have been many requests for *Sisters in Crime* (Freda Adler) and *Thinking About Crime* (James Q. Wilson). Next come books and extracts requested by CPS / NPS researchers.

Cohen, Fred: *The Legal Challenge to Corrections: implications for manpower and training.* Joint Commission on Correctional Manpower and Training, Washington, 1969, 107p.

KF 9750 29C6

A discussion of procedural safeguards, called for at various stages of the parole and proba-

tion processes, to protect the interests of offenders and ensure fairness and equity.

Hugessen, James K: *Task Force on Release of Inmates,* InfoCan, Ottawa, 1973, 78p.

HV 9308 H8

Recommendations of aspects of sentencing and parole, many of which have been acted on.

Martinson, Robert: *What works? Questions and Answers about Prison Reform.* The Public Interest, Vol. 35, 1974, pp. 22-54

Summarizes over-all findings of a study group appointed to survey rehabilitative literature recommending the most promising directions corrections systems should take.

Hoffman, Peter B: *Paroling Policy Feedback. Research in Crime and Delinquency.* Vol. 2 (9) 1972, pp. 117-133.

Describes a study made in collaboration with parole board members of the Youth Correction Division, US Board of Parole. The aim, to provide a feedback device explaining policies used in making case decisions *Let's Talk*

WATCH FOR IT!

Information on recent reports

News from the regions

You asked?



Another first at Stony Mountain

The Bob Shewring Toastmaster Club at Stony Mountain Institution, Manitoba, has another winner — the first district speech contest.

Three years ago Stony's toastmaster club was the first to be granted a charter inside a federal corrections institution. Inmates and staff are members. Despite a heavy membership turnover, and other stumbling blocks, the club has forged onward, sending six members into the advanced communications manual and winning a President's Distinguished Club banner in 1973, one of ten awarded internationally.

Recently club president, Anthony B. Stoner, entered the annual Tall Tales contest, and won. In an area speak-off a few days later he defeated four other contestants. Undaunted, Stoner went on to win the Tall Tales Speech Contest, District 64, covering 35 clubs and 700 members in the Toastmasters International in Manitoba and North-Western Ontario.

Toastmasters International is a non-profit, non-partisan educational organization of Toastmaster Clubs, providing a professional program of leadership training and self-improvement.

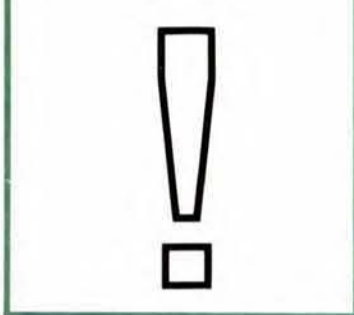
In Canadian corrections Toastmasters is a part of the social development program, and is an encouragement to inmates and staff in personal development *Let's Talk*

We have

all kinds of space

to publish what you have to say!

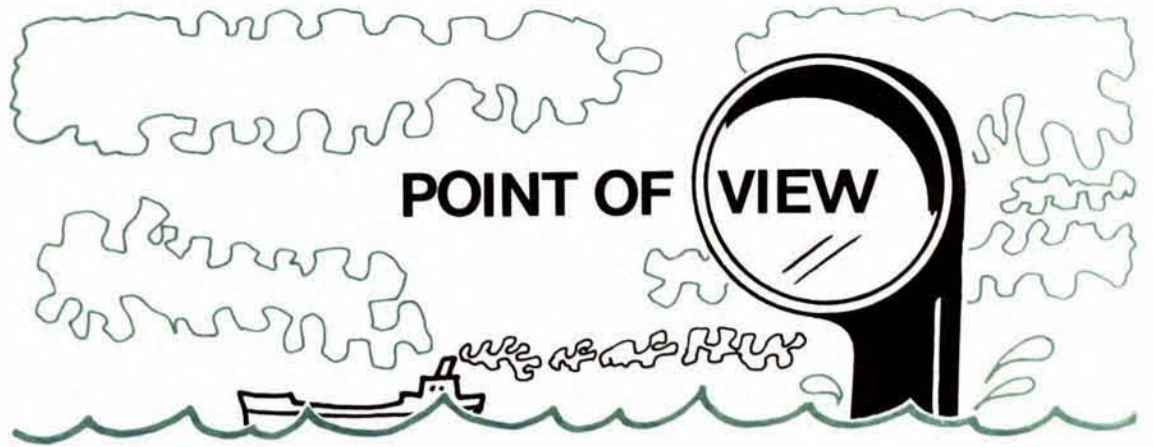
Let's have it please!



Your comments could be priceless inserted here.

Your own favorite photo could be here!

Let's Talk



The following two letters express a point-of-view often verbalized by staff of the Canadian Penitentiary and National Parole Services. Both were sent to **Let's Talk** from the president of the Prairie Parole Officers Association.

January 2, 1976

Mr. Paul Gascon
Executive Secretary-Treasurer
Public Service Alliance of Canada
Solicitor General Component
Ottawa

Dear Mr. Gascon:
The letter which you wrote to the Solicitor General on December 11, 1975, regarding the hiring of ex-offenders within the criminal justice system typifies the reasons for the wide-spread dissatisfaction within the National Parole Service over the representation and leadership provided by you and the Solicitor General Component of the Public Service Alliance of Canada.

Regrettably, the letter serves only to discredit yourself, the union, and all union members because of its illogical, ignorant, archaic, and prejudiced statements. The generalizations which you make about ex-offenders and their personality traits do not deserve comment because of their ludicrous nature; your accusations that the Solicitor General is influenced more by "... the voice of the criminal element ... than the employees in the Penitentiary Service ..." is equally absurd.

Your letter refers to a paper submitted to a committee in 1973 which studied the feasibility of employing ex-offenders within the Criminal Justice System; you state that the paper "... reflected the views of our members as being strongly opposed to the hiring of ex-inmates in the Penitentiary Service." Let me assure you, Mr. Gascon, no comprehensive effort was made to solicit parole officer opinion on that issue nor did you even provide a copy of your paper to our union sub-local. Similarly, although you state that delegates to your Triennial Convention in September 1975, unanimously approved a resolution opposing the hiring of ex-inmates in the Canadian Penitentiary Service, I must question how representative the delegates were of all members of the Solicitor General component.

While it is evident that some ex-offenders will be unsuitable for employment within the criminal justice system because of their attitudes and behavior, it is evident that some ex-offenders will be capable of making very valuable contributions within the system (and indeed, many ex-offenders are presently doing so). For your information, Mr. Gascon, people are capable of changing—and it is the expectation and responsibility of your union members to help facilitate this change in the behavior and attitude of offenders.

As is typical of your union leadership, you address the question of ex-offender employment in black and white terms only. You make no distinction between the ex-inmate who has been incarcerated only once, and the one who has been repeatedly incarcerated. You

make no distinction between the ex-offender who has been pardoned under the Criminal Records Act and the one who has not been pardoned.

A teenager in Saskatchewan recently received a one day jail term and he is therefore now an ex-inmate; by virtue of that ex-inmate classification, you would apparently try to convince the Solicitor General that that individual will be, for the rest of his life, "promiscuous...unreliable... (and)...vulnerable to blackmail or coercion." How perverse!

The Prairie Parole Officers Association supports the policy statement of the Ministry of the Solicitor General regarding the hiring of ex-offenders. Your letter serves only to further erode confidence in your leadership and increase our determination to gain alternative, accountable, and responsible representation.

Sincerely
K.W. Howland
President
Prairie Parole Officers Association

December 11, 1975

The Honourable Warren Allmand
Solicitor General of Canada
House of Commons
Ottawa

Mr. Allmand:
A special committee was set up in 1973 to study the feasibility of employing ex-offenders within the Criminal Justice System in Canada. The PSAC-Solicitor General Component was invited to submit the views of its membership to the committee. A letter dated September 13, 1973, addressed to the committee, outlined the position of the PSAC-Solicitor General Component on this very important issue.

This paper reflected the views of our members as being strongly opposed to the hiring of ex-inmates in the penitentiary service. It is important to mention that 18 reasons were given to substantiate our opposition to such a policy.

In a report submitted to you, the committee made several recommendations to support the hiring of ex-inmates in the criminal justice system, which includes the Canadian Penitentiary Service.

The Committee also recommended that "the Solicitor General of Canada should formulate a policy statement on the hiring of ex-inmates in departmental agencies within his jurisdiction."

It was a shock to me when I have learned that the following policy statement had been approved by your department.

"As a matter of principle, and consistent with the rights of the ex-offender as any other citizen to better equalized opportunity for employment, and in order to meet the objectives of long-term protection of offenders through rehabilitation of offenders, the Ministry of the Solicitor General recognized the ex-offender as a potentially valuable manpower resource, especially in the role of rehabilitation of inmates and parolees and will provide opportunities for his development and employment, as well as support of self-help organizations. However, certain positions in the Ministry are

classified at a high level of security and it would be unrealistic to consider ex-offenders as potential candidates for such positions."

It is deplorable, Mr. Allmand, to realize that the voice of the criminal element in this country receives more attentive ear from you than the employees in the Penitentiary Service, who are, by virtue of their duties, peace officers whose main duties are intended to protect society.

I have always respected your deep sense of responsibility towards the citizens of this country, in your capacity as the Solicitor General of Canada.

However, it is unconceivable that your department will allow the criminal element to be involved in the administration and the operation of a law enforcement agency such as the Canadian Penitentiary Service.

It should be kept in mind that when our members have applied and accepted a position in the Canadian Penitentiary Service, it was with the understanding that this position was an honourable employment and that their services would be considered as their dedication to the welfare, security, and safety of the citizens of this country.

At no time, Mr. Allmand, these employees expected that a Minister would impose on them the promiscuity of criminals as their work colleagues.

We have serious doubts that your policy statement is consistent with the cabinet directive entitled "Security in the Public Service of Canada".

We are of the opinion that in addition to loyalty, reliability is essential to a person who is given employment with the Canadian Penitentiary Service.

A person may be unreliable for a number of reasons that do not relate to loyalty but because of features of his character which may lead to indiscretion or dishonesty or make him vulnerable to blackmail or coercion.

It is our opinion that ex-inmates may be unreliable and therefore, they should not be hired in the Canadian Penitentiary Service for security purposes.

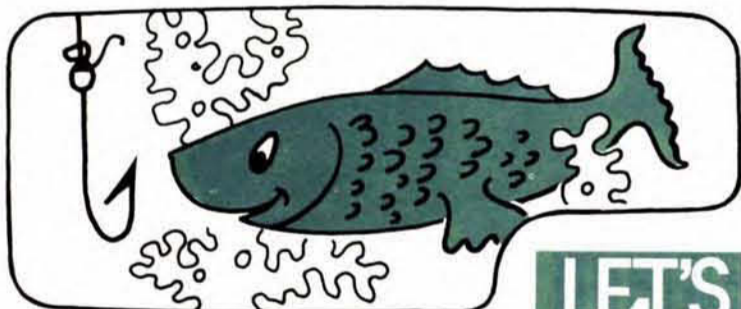
At our triennial convention, on September 18 to 20, 1975, the delegates unanimously approved "that the hiring of ex-inmates in the Canadian Penitentiary Service be prohibited without exception."

It is hoped, Mr. Allmand, that you will not ignore the views expressed by our members on this matter and that you will not underestimate the emotional and psychological effect that your policy may create amongst the staff in the Canadian Penitentiary Service.

We suggest that further consideration be given to this policy statement and we request that it be rescinded for the best interest of the Canadian Penitentiary Service.

Anticipating a favourable reply to this request, we thank you in advance for your support on this matter.

Yours very truly
Paul Gascon
Executive Secretary-Treasurer
Public Service Alliance of Canada
Let's Talk



Something missing

"There's something missing," expressed a manager after looking over the first issue of "Let's Talk/Entre-Nous." But what couldn't be determined.

Neither deep-sea fishing or finger-pointing conjecture landed an answer. But during an erratic moment of free-thinking, a possibility emerged — there wasn't an editorial to launch the new staff tabloid!

There was! The baby on page one spoke volumes — gave new life to a tired, dilapidated expression — communicating. A word staff in CPS/NPS cling to more and more as they move toward amalgamation into a Federal Corrections Agency, and change effected by the

soon-to-be peace and security program in the criminal justice system.

Was the new-born message too subtle? Yes! Then here are thoughts weighted by the same word — communicate — they're not subtle and they need answers.

What is the latest word on the FCA? There are rumors April 1976, two months away, is to be the date CPS/NPS finally merge services.

Is this still so? How will the move affect staff? Policy, job classification, working conditions, career planning, are among the questions staff ask. But the vital question is — when is it all going to happen?
Let's Talk

THEY MADE IT! 25 year awards

Following a nine-day annual conference in Ottawa of directors from the Canadian Penitentiary and National Parole Services, long-service awards were made to 20 staff, 14 of them directors.

In his address before presenting certificates, signed by the Prime Minister of Canada, and the Commissioner of Penitentiaries, the Commissioner frequently referred to the "quality of people working in the penitentiary system." To this he added his appreciation of their ability to adjust to change, not once, but often five times. "For this I thank you. And, in humility I must tell you, I've learned a lot from you during my one year as Commissioner."

What amazed him, as he travelled the country visiting institutions, was, "Many of the new ideas we are now actioning in the system were thought out by bright wardens of 20 and more years ago. What we think is new, they had given concern to also."

To Murray Miller, director of the Correctional Staff College, Kingston, Ontario, and unofficial curator of CPS museum adjacent to the College, he directed these remarks: "While looking through museum papers I noticed records of a warden written 75 years ago. His pre-release reports are priceless. Not only the writing, but the indepth research made into an inmate's rehabilitative therapy. They could stand as an example today."

While trying to track down an appropriate saying for the occasion Mr. Therrien said he'd looked up Shakespeare and Molière — neither could help him. "So — to whatever they might have said, I add, thank you for all your efforts on behalf of CPS. I assure you it is appreciated."

The Commissioner presented certificates (tied with red ribbon) and a pin to:

<i>Harold Allingham</i>	<i>Clerk</i>	<i>Central Registry HQ</i>
<i>Clifford Bellefeuille</i>	<i>Clerk</i>	<i>Inmate Statistics HQ</i>
<i>Douglas Chinnery</i>	<i>Director</i>	<i>Prison for Women</i>
<i>Liliane Descaries</i>	<i>Secretary DGMS</i>	<i>Medical Services HQ</i>
<i>John Dowsett</i>	<i>Director</i>	<i>Millhaven</i>
<i>William Hall</i>	<i>Director</i>	<i>Ferndale</i>
<i>Robert Headrick</i>	<i>Director</i>	<i>Oskana Centre</i>
<i>G. Alton Irvine</i>	<i>Director</i>	<i>Landry Crossing</i>
<i>Leif Jacobson</i>	<i>Director</i>	<i>Saskatchewan Farm Annex</i>
<i>Albert, McMichael</i>	<i>Equipment Officer</i>	<i>Transport & Service HQ</i>
<i>Henry Popp</i>	<i>Director</i>	<i>Operational Security</i>
<i>Martin Reid</i>	<i>Director</i>	<i>Frontenac</i>
<i>Jean-Paul St-Cyr</i>	<i>Director</i>	<i>Montée St-François</i>
<i>Malcolm Smith</i>		<i>O & A (SAPP to Security)</i>
<i>Gordon Taylor</i>	<i>A/Chief</i>	<i>Directives Management</i>
<i>Ray Thompson</i>	<i>Director</i>	<i>Industries HQ</i>
<i>James West</i>	<i>Director</i>	<i>Montgomery Centre</i>
<i>Melville Willard</i>	<i>Director</i>	<i>Bath</i>

Stuart Campbell, Acting Director Personnel, Ottawa, and Ross Duff, Acting Deputy Regional Director (O&A) Ontario, received their certificates and pins later.

They made it... and so did the photographer! After clicking merrily at a row of staff armed with certificates and pins — sure sign of 25 years service in the Public Service of Canada — Crombie McNeill, CPS freelance photographer, found he'd clicked too soon — the film hadn't registered a single face. Back went Crombie, and so did staff, to the previous day's stand on a staircase at the Inn-of-the-Provinces, Ottawa, where the 25 year awards were made. It looked like follow-the-leader as André Therrien, Commissioner of Penitentiaries, headed the newly acclaimed 25 year service staff for another picture. Click, click, sighed Crombie — and this time he made it. At least he thought so. But some staff were missing, three were captured later (above the main group). To those who didn't make it, perhaps you will let Crombie film you another time. For who is who, read the above story and try to match names with faces.



Let's Talk

Managers learn how to evaluate jobs

A three-day course in job evaluation for managers was held at Ottawa headquarters last October. Those taking part will become members of committees to evaluate jobs in CPS/NPS.

With a fresh mandate for delegation of classification authority to line management, candidates participated in classwork designed to teach job evaluation and procedural techniques.

The Ottawa phase, of what has become a cross-country program, is to develop expertise in line management to classify positions. Staff designated management exclusion were chosen for the initial training. These are staff excluded from bargaining rights because of their job position.

Divided into four parts, the course emphasized practical application of evaluation techniques and classification standards to measure the relative worth of one job to another. Study began with Committee Members' Roles, continued with Committee Procedures, followed by Introduction to Classification Standards, and practical sessions for evaluation exercises.

One of the participants, Lorne Lacari, chief, CPS Institutional Services, found the sessions very helpful in gaining an appreciation of what evaluation entails. "I certainly was enlightened on what actually happens when a job evaluation is made," he said. "I think this system is a great improvement, and I feel we should now be able to make much truer assessments."

Maurice Dion, project leader, CPS Operational Measurement System, gained a special kind of benefit. "I think I am now in a better position to participate in the classification process within a committee setting. As a manager, I have gained an appreciation of the importance of structuring a job description, and the negative impact that can occur when details are not properly depicted."

"I couldn't function on a committee without this course," said Marjorie Carroll, director, CPS Nursing Operations. "Although I've had classification experience in developing sub-groups, I've had nothing equivalent to the experience gained in these evaluation assignments."

John Moloney, assistant deputy commissioner, Inmate Programs, shared the enthusiasm of other members: "People have to learn the nuances of words by putting them to use in the correct context! You can't classify jobs in isolation; you have to evaluate them in relation to the other people working in the same area. I've had similar courses, but no chance to practice. This course has been extremely enlightening."

Since last September, CPS/NPS line managers have assumed new responsibilities in the evaluation process, at Ottawa and regional headquarters. These added functions result from implementation, by the Commissioner, of a Treasury Board directive aimed at closer participation by management in categorizing jobs at various levels. Formerly, this authority was vested in the chief, Classification and Compensation, and selected classification officers.

Managers will become members of committees to establish the category, group, sub-group, and level of each CPS/NPS position. They will continue to have the assistance of classification officers, acting in an advisory, rather than a decision-making role. And classification decisions will be monitored in Ottawa, to ensure proper application of the system.

From headquarters, Ottawa, the course has begun to proliferate to the regions. One course was held in Vancouver last November, two others are planned, one for Ontario and one for the Pacific regions. Quebec is conducting similar training, Atlantic and Prairie regions will have courses early in 1976

Let's Talk

Reducing recidivism via the classroom

Reducing recidivism is the main goal of a pilot project at Drumheller Institution, near Calgary, Alberta. The two-year educational program, financed by the Ministry of the Solicitor General and an education and manpower agency in Alberta, aims to help inmates while in the institution, and continue to do so after release.

According to Brian Pollick, who helped establish the project, and is now co-ordinator of occupational development at CPS regional headquarters in Saskatoon, this is the first time a province has supported this kind of program. There are other education programs in the institutions, but not under the provincial education wing. Courses, from basic upgrading to university classes and vocational in-

struction, are given to 200 inmates at Drumheller.

The project started in September 1975, after a year of planning and negotiating with provincial and federal governments. Three educational centres in Calgary are involved: Mount Royal Junior College; Alberta Vocational Centre; and the Southern Alberta Institute of Technology. Teachers from these schools travel to Drumheller. Inmates do not leave the institution; the teachers go to them.

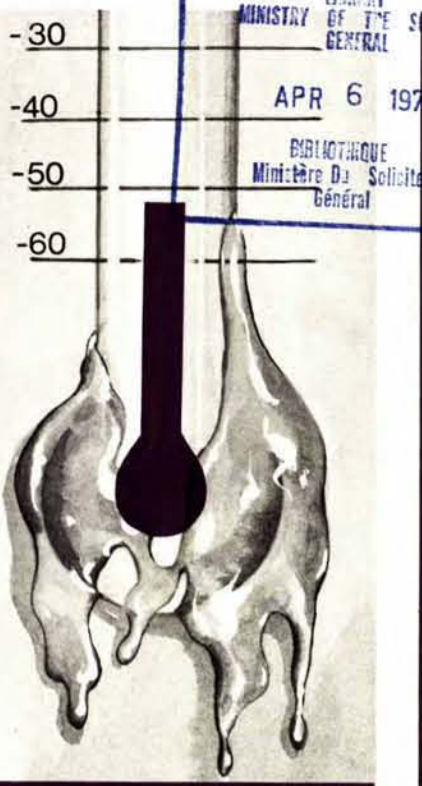
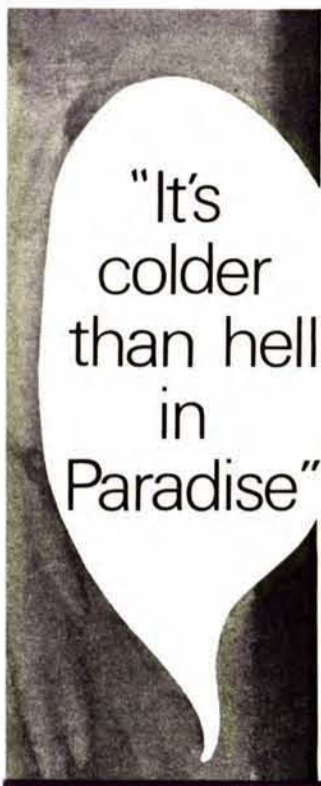
Inmates are encouraged to continue their education or vocational training after release. They are counselled and referred to an educational centre or given a job. Government agencies and volunteer organizations assist with the post-program activities.

Danny Kaye, school principal at Drumheller Institution, says the project "is going pretty well." But members of the management committee are not satisfied with the changing personalities on the committee and say it affects the efficiency of its operation. Another problem is that people running the project are outsiders who are working inside the penitentiary. But, according to institution director, Ernie Noel, "the staff and administration are patient and flexible."

Paul Adams, Associate Professor of Education Administration at the University of Calgary, will evaluate the project before it concludes in 1977. In his report to the management committee two questions will be answered: Did the project do what it was meant to do? Should it be used elsewhere? Monitoring the success rate is expected to take several years, as rehabilitation is the aim of the project and can only be measured after an inmate's release

Let's Talk

File 54/76
Classer 2



LET'S TALK

Across the Regions . . . see p.4

Let's Talk is a publication for staff of the Canadian Penitentiary and National Parole Services. Published by Public Affairs Division, 340 Laurier Avenue West, Ottawa K1A 0P9. Managing Editor Mona C. Ricks

Segregation lacks rehabilitative value...



Professor James A. Vantour, chairman of the three-man study group on dissociation of inmates in federal prisons.

THREE-MAN STUDY GROUP APPRAISES DISSOCIATION IN FEDERAL PRISONS

A report that could have additional impact on the judgement handed down by Mr. Justice Darrel Heald on confinement of prisoners in British Columbia Penitentiary, has recently been made public.

James A. Vantour, chairman of a three-man study group on dissociation in federal penitentiaries, has reported his findings with recommendations for extensive change in handling punishment of inmates under federal jurisdiction.

During eight months criss-crossing Canada to carry out his mandate, Prof Vantour investigated the dissociation process and its effect on inmates in medium and maximum security federal institutions.

Prof Vantour is on sabbatical leave from Carleton University, Ottawa, sociology department, and is now a senior policy analyst with the Ministry of the Solicitor General. Roger Fournier, a parole officer, now in private business, and Jean Lavoie, with CPS operational security, made up the team.

In a hard-hitting 166 page document the Vantour report expresses grave concern for the therapeutic benefits of dissociation as a rehabilitation measure, and its possible liability for security. Yet, after expressing many concerns and offering recommendations for change in the process and administration of dissociation, Vantour recommended, "The Canadian Penitentiary Service should maintain administrative segregation as a necessary tool in institutional management." To this he added, "Our purpose, then, is to recommend when and how administrative segregation should be used."

Other areas of concern included reasons for dissociation; protection of inmates while in dissociation; medical and psychiatric treatment; staff harassment of inmates; physical milieu of dissociation areas versus psychological effects; administrative intent; sparse records; added burden for security; moral / legal responsibility of institution directors; and the spirit in which dissociation is applied.

On the therapeutic value of dissociation, the report states, "Although we recognized the limitations of the social sciences in affecting change in inmates, we must still acknowledge the lack of any substantive rehabilitative or therapeutic value on the concept of segregation." The report had previously discussed, and concluded that, "Prolonged segregation under these conditions lacks any indication of administrative purpose, other than to isolate inmates considered to be disruptive to institutional order."



What happened to that question you wanted to ask? That one, for example, on how you fit into a new program, or was it a policy change?

You meant to ask management — but didn't know how. Well, write it now. Make it brief, give your name and location, and send to the editor **Let's Talk**. Anonymity of the writer will be preserved. It's constructive questioning we're after — not names.

So — what about it? Here is a knotty question, answered as direct as the question is posed.

Q — Our local (Solicitor General Component) union dues were raised by one dollar in November 1975. This increase was "voted" in by union representatives at a conference held at the Skyline Hotel, Ottawa, this past summer — the reason — to pay for proposed conferences at a future date which apparently the prison guards thought would be a great idea.

As CPS staff outnumber NPS staff, the motion could hardly be defeated.

I strongly object to the increase (a 20 per cent increase by the way — Mr. Pepin, Anti-Inflation Board — can you hear me!?) for the reasons given, and would rather throw my dollar to the wino on the corner. Is there an answer?

A — As president of the NPS Local of the Public Service Alliance, I am replying to the above question.

First, the writer implies the recent union dues increase was proposed and passed by the representatives of the prison guards. This is not so. The motion was proposed and voted on by all delegates including the guards, CPS administration and NPS. It is easy to be critical of the increase while sitting in Ottawa with all the facilities and representatives of the union sitting around the corner, but the personnel in the

field do not have the same advantage, and this was the reason the motion was raised and voted unanimously.

Second, the writer tried to inject some sort of CPS / NPS dissension into the issue. As a spectator at the convention I can assure you this was not the case.

If the writer does not approve of the way the union manages its affairs, I strongly suggest that in the upcoming elections in January 1976 this individual run for office and change things.

Editor's note — The questioner's appeal to the anti-inflation board was not answered in the above reply, an explanation being — the increase in union dues was passed September 1975, prior to establishment of the board. **Let's Talk** went to press before results from the January NPS union election was held. Who won will be published in the next issue *Let's Talk*



An inside look at a protective custody cell at British Columbia Penitentiary. Vancouver Province reporter, Colin Price, takes notes on changes made immediately following the judgement of Mr. Justice Darrel Heald on dissociation conditions in the prison. Inmates now have a raised bed and pillow. Previously they slept on a platform (on which the bed now rests) with only a foam mattress.

Prof Vantour's three-part mandate was to study, "the usefulness of dissociation as a method of punishment; the effectiveness of dissociation as a means of protecting inmates; and the living conditions which exist in both types of dissociation from the point-of-view of humane treatment and the negative effects of prolonged isolation."

The study group visited medium and maximum security institutions in three of the five CPS regions; Atlantic, Ontario, and Pacific. Saskatchewan Penitentiary in Prince Albert, Saskatchewan, was visited to study punitive dissociation, and Mountain Prison, B.C. for protective dissociation. The Prison for Women, Kingston, Ontario, was also studied.

Use of dissociation was questioned by the Correctional Investigator, Inger Hansen, Q.C., in her annual report 1973-74. Ms Hansen's concern for the number of inmate complaints on conditions and



Collins Bay loses Garnet Esford

On January 10, Collins Bay Institution, Kingston, lost one of its best-known and well-liked staff members. Garnet Esford, who had been at Collins Bay for nearly 20 years, 15 of those as the institution's finance administrator, passed away at his home after a brief illness; he was 58 years.

Before joining the Canadian Penitentiary Service, Mr. Esford spent five years in the Royal Canadian Air Force; he left with the rank of sergeant. Before coming to CPS 1956, he worked with the treasury office of the Department of National Defence for 10 years.

Throughout his service with CPS he was a popular and highly respected official. Known for his ability to deal calmly, yet efficiently, with people and situations, he gave his time freely to others, regardless of their position. At the funeral service, Rev. Ronald Nash suggested the finest tribute anyone could pay to Garnet Esford would be to reach out in the spirit of fellowship which he always showed toward others.

Even after his working hours at Collins Bay were over, he still remained active. He was a member of Legion 560, and one of the founders of the Kingston Lacrosse Association. Known as Mr. Lacrosse in the Kingston area, his efforts since 1969 to promote good junior lacrosse were constantly applauded. He also served as president of the Kingston Minor Lacrosse Association for its first three years. In 1972, he became Eastern Ontario's representative for the Ontario Minor Lacrosse Association; and in 1973, again took over the presidential position, while maintaining his role with the OMLA.

For the past two years, he was a director of the Kingston Junior Lacrosse Club, and had an intense interest in the team — the "Go-Go Kings" — often travelling to the out-of-town games.

Collins Bay Institution remained closed on the morning of the funeral, to enable staff to attend the service. In the words of Bob Joseph, coach and general manager of the "Go-Go Kings," he was just a tremendous part of our organization . . . a part we'll never be able to replace

Let's Talk

treatment of inmates in dissociation, prompted her to recommend a special study of the use of dissociation in Canadian penitentiaries.

During 150 interviews, 216 inmates were questioned (155 maximum, 61 medium security). The majority were in protective custody, punitive dissociation, and administrative segregation. They represented about one-third of the inmates in protective custody, one-third in administrative segregation, and almost all inmates in punitive dissociation. Of the remainder of inmates interviewed, almost all had been dissociated.

Personnel in the institutions, including directors, assistant directors, security and program staff, were also interviewed. Sixty-seven of the 150 interviews were with CX (correctional) staff. CPS personnel in Ottawa and regional offices were also interviewed, and other interested persons consulted.

DISSOCIATION EXPLANATION

The term dissociation, says the Vantour report, is generally considered synonymous with its forerunner solitary confinement. It is also used interchangeably with other terms, such as segregation and the hole.

Definition of the word dissociation is given as "to cut off from association or society." Implying the person is isolated, unable to interact with other persons. According to Prof Vantour, "An inmate in dissociation is, effectively, in solitary confinement. At no time, however, in the history of North American penology has this really been the case."

In a short, historical discussion Prof Vantour explains how the first penitentiary, built in the late 18th century, "was established on the principle of separate confinement of prisoners, one from the other."

This was a, "means of preventing the contamination of prisoners through social interaction." But, individually prisoners made contact with their custodians and administrators. This changed to a "congregate system" where prisoners worked together — but in silence. Solitary cells were used only for "the most incorrigible, without labor."

Later, with emphasis on prison industry and rehabilitation, association between prisoners became the norm. And, when corporal punishment was abolished, solitary confinement remained the major "formal mechanism of control." Eventually the term "solitary confinement" was replaced by the word dissociation.

According to Prof Vantour dissociation today is "a more complex matter than was solitary confinement." As a punishment it is used not only for inmates who break prison rules, but for uncooperative or dangerous inmates, and those needing protection.

Categories of dissociation

Dissociation facilities vary: some resemble the classical picture of solitary confinement (a sparsely furnished cell, with a solid door, and contact only by staff), others open-faced (bar-door) cells or dormitories. Some cells have windows; most not. Some inmates communicate only with their keepers (correctional, and administration staff), others work together and have recreational facilities. For inmates in individual cells "veritably live in isolation, other than contact with a small number of staff."

Inmates in individual cells "veritably live in "isolation, other than contact with a small number of staff."

There are three main categories for removal of inmates from the general population, generally known as dissociation:

- Administrative Segregation
- Protective Custody
- Punitive Dissociation

The period of dissociation varies according to the reason and characteristics of the inmate. Prof Vantour says, "In some cases the period of dissociation is clearly defined by regulations, in others, there is uncertainty as to when the inmate will return to association."

On the effects of dissociation, the report concluded two basic reasons make it difficult to "formulate any conclusions about the extent to which dissociated inmates experience sensory deprivation."

- scientific literature gives few reports, studies have been short, few adverse effects reported, none on long-term confinement
- the degree of social isolation which an inmate experiences depends on the type of dissociation unit and the daily routine in it.

The study recommended: CPS conduct scientific experiments to determine if inmates in various conditions of dissociation do experience sensory deprivation. Nine major factors were listed which contribute to the psychological milieu, known as dissociation.

Lack of records

During its research the study group was constantly hampered by the lack of statistics and poor records on dissociation, at all levels of administration. The reports states, "The Study Group was appalled by the state of recording . . ." Singled out for special comment were inmate files, which were "relatively fruitless" in providing information on dissociated inmates.

This led the study group to exclaim, "We hesitate to provide even a statement on the national count of inmates dissociated in each of the three major categories on any given day."

After giving examples of poor record-keeping, the report applied further censure, "The failure to pay strict attention to the directives reflects the philosophy of the Canadian Penitentiary Service toward dissociated inmates." And agreed, ". . . with the claims of many inmates that those in dissociation are forgotten or ignored."

Inmates wrongly deprived of privileges while in dissociation also met with scathing comments. "Failure to provide the appropriate information to the officer in charge is indicative of a lack of concern and is inexcusable."

Prof Vantour urged CPS to initiate a review and revision of its record-keeping practices for dissociated inmates. Three levels were suggested: individual, institutional, and regional or national. All levels could assist in reclassification for parole, provide operation evaluation, and alert administration to policy changes or evaluation. The data would also be invaluable for research on whether existing practices met the desired goals. But he cautioned, if record-keeping was to be of any value it should be standardized throughout the system.

That inmates were placed in punitive dissociation for reasons other than punishment, the group found "deplorable." And expressed concern that it, ". . . may affect his (inmate's) future treatment in the institution and perhaps even his possibilities of gaining parole, since he may acquire an undeserving label."

That regulations were, "ignored by staff in charge of dissociation facilities," also caused the study group to show alarm.

Regulations, attitudes

A number of changes in regulations affecting dissociation were proposed — all govern custody, treatment, and the process of dissociation. A point emphasized throughout the report pin-pointed the attitude of staff, noting this couldn't be altered by changed regulations.



Inmates in the special correctional unit at B.C. Penitentiary were transferred to this type of cell after the Heald judgement on the prison's dissociation conditions. Reporter Colin Price, Vancouver Province, toured the new cell block.

ADMINISTRATIVE SEGREGATION

In a description of physical facilities for segregated inmates, various types of cells and architectural differences are listed, all of which have an adverse effect on the "treatment" the inmate is supposedly being subjected to.

Segregation abuse

The routine for inmates "is very basic and is fairly consistent throughout maximum security institutions," quotes the report. One-hour exercise in summer and one-half hour in winter daily is allowed, with a minimal view of the outside world, often with none at all. Association with other persons is restricted. Even contact with security officers, "is limited to exercise and meal times." Programs are minimal. Most inmates confess "to sleeping their time away, heavily sedated."

On prolonged segregation (the report referred to months and years), coupled with no indication when release might be and monotony, this "can have a damaging effect on the inmate." Inmates react by smashing cells, self-mutilation, and suicide. The report found no administrative purpose for these "other than to isolate inmates considered disruptive to institutional order." And ". . . segregation as it presently exists is not practical. It further enhances the inmate's anti-social attitude and, in general, constitutes a self-fulfilling prophecy."

But, the report confirmed that, ". . . given the nature of the inmate community and the goals of the penitentiary, segregation of certain inmates is necessary to protect staff and inmates, and maximize the rehabilitation potential of the institution."

Abuse of segregation, the report concluded, emanates not from penitentiary regulations, "but rather from the spirit in which the regulation is applied." Yet recommends segregation as a necessary tool in institutional management.

After reviewing the many aspects of segregation, including security, the report stated there should be appropriate living, working, and exercise space in the dissociation areas.

Security staff

The report expressed disapproval of rotating security staff in segregation units, claiming it was not in the best interest of the inmates. Appreciation of the problems of segregating inmates was cited. Staff should "attempt to develop personal relationships with

inmates in their custody." A term of one year was recommended for staff assigned to segregated areas, and salary adjustments made for specialized work.

Other recommendations included library, correspondence, visiting, canteen, and smoking privileges. Under a section on "Living conditions and routine in segregation units," the report finds . . . regulations regarding segregated inmates to be, for the most part, reasonable. But concern was expressed that directives were not always followed by the Segregation Review Board, and alternatives should be possible.

Also, the Board should plan for the inmate's reintegration into the population soon after segregation. But that changes in the inmate due to segregation should be considered in the plan and the inmate notified of all matters on his case.

Prof Vantour advised, "Only as a last resort should administrative segregation be used, and only after all other measures have been taken. Not as a means of solving the day-to-day problems of an institution."

PROTECTIVE CUSTODY

According to the report, "an inmate may require protective custody because he or the prison administration fears he will be harmed by others, or that he will harm himself."

The decision to dissociate an inmate for protection is usually a mutually arrived decision, following concrete evidence the inmate may be in danger. Half the protective custody cases interviewed by the study group were placed in protection immediately on admission to the institution. About 90 per cent are "confined as such at their own request."

Inmates in protective custody

December 1972	210	2.5% of the population
November 15, 1974	369	4.25%
July 15, 1975	368*	4.25%

* Includes 44 Laval inmates not reported in records, but found by the study group.

Of the 325 (excluding 44 Laval inmates) shown segregated in November, 75 had been in protective custody 12 months or more, 20 at least 2 years, and 1 for 5 years.

Consequences

The report found most protection inmates less likely to be affected in the same way as inmates in segregation. This is mainly due to fewer uncertainties. The inmate knows why he is there, and how long he is likely to remain protected.

Harassment by security staff was stated as a major complaint by inmates. "We have no doubt that this does occur, and it may further reinforce the inmate's opinions of themselves as victims."

No reliable data was found on how many protection cases have been successfully reintegrated into the population, either in the same institution or another through transfer. But records did show attempts had been made to do so. According to CPS personnel, transfers into the general population are usually not successful.

Because the decision to determine whether or not an inmate should be placed in protective custody is "difficult and mistakes can be costly" the report believes the responsibility, now solely with the director, should be shared.

In reference to the unique protection facilities at Mountain Prison, British Columbia, it was recommended CPS should maintain the prison as a medium security protective custody facility.

Staffing Protective Custody

Opposition to the present system of security (CX officers) staffing protective custody areas was similar to a recommendation made on staffing in punitive dissociation; and staff should be rotated. Only carefully selected staff, permanently working in the units should be allowed to mix with the inmates. Again, a special salary level should be established, and in-service training designed especially for them. Inmates should never be left unattended by security staff. Nor should inmates be left unescorted while absent from the unit. The report cited as an example: "There is no rationale behind the fact that in some institutions inmates in protection sit idly while an inmate from the [general] population cleans their range."

Classification Staff

Classification Officers also concerned the study group. They should be assigned permanently to the protective units, and have appropriate office and interviewing space.

Urgent Action

In summary, the study group found protective custody the "most pressing dissociation problem facing the Penitentiary Service."

Inmates in protective custody far exceed those in other types of dissociation. Inmates in these units were "being punished where punishment is not warranted," due to the lack of privileges and

amenities normally enjoyed by the general population. The Penitentiary Service was urged to rectify this immediately.

PUNITIVE DISSOCIATION

After an inmate is found guilty of a serious or flagrant disciplinary offence, punitive dissociation is another form of punishment available to administration. It is considered a severe penalty. Imposed only after less severe penalties have been considered. The number of inmates dissociated "at any one time," the report concluded, "is not great."

On November 15, 1974, the count was 74, about .85 per cent of the population. The count included inmates waiting their hearing, appearance in outside court, or parole violations.

Differences of interpretation of Penitentiary Service Regulations 2.28 and 2.29 and Commissioner's Directive 213 (May), which constitute the authority to confine inmates in punitive dissociation, were cited. Medical treatment, mandatory under CD 213, and security precautions in punitive dissociation were also discussed.

Consequences

Because punitive dissociation sentences do not usually exceed 30 days, it was considered damage to the inmate might not be serious, except to those mentally disturbed. Although the report could not find punitive dissociation harmful to inmates, neither was it of any therapeutic value.

Concern was shown on the lack of recording charges for punitive dissociation. What the inmate had done was not always clear.

Disciplinary board

Prof Vantour also found directors and assistant directors, who act as chairman of the disciplinary board, expressed concern over their role. "They occasionally felt pressured to find the inmate guilty . . . officers may regard a decision in favor of the inmate as an attack on their integrity." An independent chairperson would provide "an appearance of justice... be responsible for both the determination of guilt and the disposition (sentence)."

Staff now acting in an advisory role at a disciplinary hearing should continue to do so, only, "insofar as it involves matters related to the disposition (sentence) where the inmate has been found guilty."

The report observed, "...on the basis of our observation disciplinary hearings are predominantly security oriented."

It was also found program staff tend to ignore inmates in punitive dissociation until they are returned to the general population. As in Protective Custody the report expressed concern that classification officers did not visit dissociated inmates; they should.

PRISON FOR WOMEN

In the only federal prison for female offenders in Canada, the Prison for Women, Kingston, Ontario, few of the 116 females were found to be dissociated. One inmate was in protective custody, four in segregation, none in punitive dissociation.

Despite the indefinite future of the prison, CPS was asked to take "the necessary steps to improve the institution's dissociation facilities," which were considered inferior to male institutions.

PSYCHIATRIC CENTRES

A major recommendation asked that, "No inmate shall be dissociated because he is considered to be mentally ill or emotionally disturbed." It was suggested temporary care should be available in the institution hospitals, until arrangements could be made to move the inmate to a psychiatric medical centre.

This problem was found, "acute in the case of female inmates," because psychiatric centres run by CPS only care for male offenders.

Provincial authorities, the report said, are reluctant to accept inmates who may represent a security problem.

RECOMMENDATIONS

Fifty-seven recommendations were listed dealing with conditions and administration of dissociation, including a direct request for changes in psychiatric treatment for females.

Others were: selecting and training security staff for dissociation; inmate contact with classification officers in segregation units; change in the segregation review board; counselling of inmates while in segregation; qualification of protective custody versus dissociation; programs for inmates in protective custody; and better record-keeping.

A recommendation that could change the on-going building plan for the Canadian Penitentiary Service asked for: One new maximum security institution for each of the five regions that would be used in part for the custody and treatment of inmates who may require long-term segregation *Let's Talk*

They need to know...

Enquiries for information on federal correctional services and programs constantly flow into the Public Affairs office of the Canadian Penitentiary Service. Most are from students in high school, through first-year and graduate studies. From the end of the mail strike last December to February this year, requests for information came close to 100. The majority are from high school students, asking for general information; others, specific aspects of the system. All are answered. Once in a while, Public Affairs enjoys receiving a request such as this one:

Gentlemen:

I would be very much pleased if you would send me pamphlets and booklets about crime, how to stop it, crime in the streets, shoplifting, law enforcement, who do it, felonies, assassinations, ganglands, prisons, penitentiaries, and about the FBI, CIA, Interpol, KGB. Thank you for your information.

Note: The request was partially answered! *Let's Talk*

New Deputy Commissioner Security

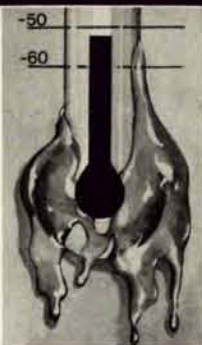


William (Bill) Westlake, recently appointed Deputy Commissioner of Security, CPS (see Across the Regions), is the new leader replacing the first Deputy Commissioner, Robert (Bob) Diguier, who joined CPS in 1974. He has moved over as Deputy Commissioner, Operational Services.

Under Bob Diguier, the present administrative security structure was developed to deal with operational and preventative security in Ottawa and five regional headquarters. Prior to the new structure, security had only one administrator carrying the load at headquarters, Ottawa. That person was H. (Hank) Popp, the present Director, Operational Security in Ottawa. Hank is now on language training.

As head of security Bob Diguier improved security communications throughout CPS by visiting and participating in training programs, using consultants to help solve problems and launch programs, holding conferences, seminars and training exercises. *Let's Talk*

Across the regions



Prairie newsletter for occupational development



He's smiling! Why not? As author of the new Prairie newsletter for Occupational Development, Brian Pollick is assured success.

The co-ordinator of Occupational Development in the Prairies has started a newsletter for his department. Brian Pollick said in the inaugural issue "...the newsletter will appear quarterly and will provide information and communication which will hopefully make the great distances between institutions seem a little less." The Prairies' first co-ordinator of Occupational Development was impressed "with the over-all programming in both academic and technical training," but also stated one of the priorities for 1976 is to recruit personnel for vacant positions.

COLD! Yes mighty cold!



What was Ray Jamieson saying? Something like this, "It gets cold out west, right up to here."

"It's colder than Hell in Paradise" is a well-used sentence by weathermen when the temperature in Paradise was below that of Hell. Both of these cities are located in the state of Michigan and the only time they receive national recognition is probably when it is colder than Hell in Paradise.

Words similar to these were echoed by eastern newcomers to the Prairie Region during the most recent cold spell experienced in the prairies. The temperature, which plummeted to nearly minus 50 degrees celsius for two, two-week spells during last November, was too much for comfort for Ray Jamieson, regional chief, Works and Engineering, and Rod Miller, regional chief, Facilities Planning. Both from Ontario, they could not believe the density of the ice fog and the low temperatures. As quick transfers back to the east were not available, they had to suffer along with the rest of the staff and

experience what winter is really like — out in the Prairies.

It may have been colder than Hell in Paradise but it was mild there after hearing Jamieson and Miller describe their encounters with the prairie winter.

Bill Westlake leaves Prairie HQ for Ottawa



Bill Westlake admires an autographed card given him at a going-away reception. Bill left his Regional Director's job to become Deputy Commissioner Security in Ottawa.

The Prairies first regional director and his wife were guests of honor recently at a going away party hosted by the region in Saskatoon. Bill and Bernice Westlake received two paintings from regional headquarters staff, and a travel bag from institution directors.

Acting regional director, Tom Ellis, made the presentation to Mr. Westlake, and Brian Geraghty, DRD (OS) gave Mrs. Westlake her gift. Ernie Noel, director of Drumheller Institution, spoke on behalf of his colleagues. The master of ceremonies was Paul Oleniuk, DRD (IP). More than 50 people came to wish the Westlake's well as they moved to Ottawa. Bill is the new Deputy Commissioner of Security. In his thank you speech, he reminisced about the humble beginnings of the region to what he called "The best region in the country."

Staff agreed he will be sorely missed, as he has been wherever he has served in CPS. They hope the prairie paintings remind him and his wife of their stay in Saskatoon and what they meant to staff.

Prairie RHQ hockey winner

The Prairie region headquarters hockey team won its first game last December with a 12-9 score over the Rink Rats from a local rink. At the end of 1 hour, quitting time, it was 9-8 for the Rats, but quick action by Mike (Smoothy) Lamont convinced management and the opposition to play for another 15 minutes, which proved costly for the losers. Experience, expertise, finesse, and endurance of the RHQ's team were too much for the Rats.

On the RHQ team were greats such as the deputy regional

director, inmate programs, Paul (Speedy) Oleniuk; Brian (Oops) Pollick, in charge of occupational development; and from the operational services branch, Pat (Hat Trick) McGinnis; Jack (The Bachelor) Heisler; Ian (Broken Stick) McDermid; Don (Newly Wed) MacPherson; Ken (The Hat) Williams; and from NPS, Art (Lucky) Majkut. Acting regional director Tom Ellis and DRD Geraghty, played by proxy through their sons. There was also assistance from other youngsters who admitted they learned a lot from the game, but the experience gained would not help them land a position with the weakest team in Saskatoon.

Notables missing from the lineup, but who attended practices, were deputy commissioner, security, Bill Westlake, and Mike Gallagher, co-ordinator, living unit program.

RHQ team members were heard to say they are willing to travel to any part of the country for exhibition games — providing the opposition pays the expenses.

Hi! Lorraine — You've made history

by D.J. Denis, Grierson Centre

Lorraine left a prominent position at Drumheller Penitentiary to go to Grierson Centre, Edmonton, Manitoba. She has figured prominently in the world of finance there, particularly in straightening out the residents' bank accounts, apart from the accounts of Grierson Centre.

At Grierson she worked under two business managers, both were promoted, or demoted, depending on one's point-of-view. There is some contention that Lorraine trained these

Oops! What happened? This is where you should have shown us what a business manageress looks like Lorraine. What about the next issue?

two so well, they went on to better things. Now she is officially the new business manager, or rather, business manageress, and wants to be addressed as Ms Lorraine Light Lorraine, that is Ms Light, assumes the role of department head, and as such, certain previous behavior can no longer be considered appropriate. Her gambling at local establishments, such as the bi-weekly church bingo and off-track betting, must cease. Damaging the government vehicle will no longer be toler-

ated, and neither will U-turns on Jasper Avenue. Also, she ought not to threaten those terrible male chauvinistic drivers who honk their horns at her. After all Grierson Centre is a respectable establishment in Edmonton.

There is also a possibility Ms Light may not last long in her pretigious position if she does not mend some of her ways. For instance, previous business managers made it a practice to invite the director and senior counsellor to Ernie's Steak Pit for a couple of drinks on a Friday afternoon (after working hours of course) and pay the tab. For someone who supposedly had so much to do with the development and training of the two previous business managers, she obviously requires some training herself, starting at Ernie's Steak Pit.

But enough of this "light" humor.

Lorraine joined the Canadian Penitentiary Service in 1972, as an ST2 at Drumheller Penitentiary. She went on to become a CR2 in stores and CR2 (clerk of inmate training board) before transferring to Grierson Centre in 1973 as bookkeeper. Her appointment as business manager came last December. Prior to her penitentiary employment, Lorraine was with DND in Portage La Prairie, Manitoba. Lorraine is married to Stan. They have two grown-up children, and one granddaughter. All reside in Edmonton, home of the 1975 Grey Cup champions *Let's Talk*

LET'S TALK

We care about children

For women in the public service who wonder who cares about their child-care worries, there has been action on the PSC-front.

INTERACTION, a newsheet voicing opinions from the Office of Equal Opportunities for Women, Public Service of Canada, has given wide coverage to the subject in the December 1975 issue. Nola Landucci, coordinator of EOW, gives front page display in her article "Children — who cares?"

In December 1974, says Ms Landucci, 8,000 public servants in Ottawa-Hull received a nine-page questionnaire on child-care arrangements and needs. From figures quoted in the article, 3,000 answered.

It is assumed the survey was a success, despite Ms Landucci's pronouncement that, "While this response rate does not allow us to make definitive statements about the child-care needs and opinions of all employees in Ottawa-Hull, it does give some indications of what a large random number of them would prefer."

According to Ms Landucci, "Day-care is a highly emotional subject with strong opinions and great confusion characterizing most discussions about it."

She hopes the December issue of INTERACTION sheds light on the subject — especially for government employees.

Two articles expand on the call for supervised child-care facilities, with details on studies and child-care costs. And, in an extract from the "Report of the Royal Commission on the Status of Women in Canada," Kathleen Archibald is quoted as saying, "Married women in the public service, especially those with children, may experience some conflict between family and job responsibilities which would tend to decrease their chances for occupational achievement by affecting job performance, work-life and work interest."

To this quote should be added — men also experience conflict between family and job responsibility. A man's home situation could be as urgent as a woman's; there are single male parents who need the services of day-care centres.

Ms Landucci's challenge, "Children — who cares?" could well be answered by CPS/NPS — WE DO! But in the final analysis it's action that count. For women that means — less studies and reports, and more day-care centres, allowing



women the choice to work outside the home or not.

For many women in today's cost-inflated economy, working outside the home is essential to keep the home fires burning, or is it the wolf from the door? For others it is their life-blood.

Perhaps Ms Landucci and her team of enquirers could extend their service by having a list of day-care centres and home-care services available for all employees in the public service. Or a telephone number where they might obtain information. Her telephone number is 996-4208, and address: EOW, Place de Ville, Tower A, Ottawa K1A 0M7.

In the meantime, INTERACTION, December 1975, has a lot of helpful reading on the subject of child-care in day-care centres in Canada *Let's Talk*

WEARY DOES IT

"Got a minute?"

Clarence Weary, a public servant for only six months, and a CR3 with the Sectoral Propulsion Unit of the Canadian Penitentiary Service, leaned back in his swivel chair, puffed coaxingly on his pipe, tilted his head toward the ceiling and blew a magnificent smoke ring.

"Several," replied Clarence, trying unsuccessfully to combine humor with honesty.

The women standing before him extended an elegantly shaped hand and introduced herself.

"My name is Shirley Greeves," she said, "and I'm your shop steward."

"Enchanted," said Clarence, rising slightly and shaking the woman's hand.

"I've just been told that you've been with us for several months," said Shirley, "and I'm here to ask you to become a member of the union."

"I'm already a member of the union," said Clarence. "Isn't everybody? I'm paying union dues whether I like it or not and, therefore, I must be a member of..."

"You're paying union dues," interrupted Shirley, "because you're not entitled to a free ride."

"A free ride?" said Clarence indignantly.

"Precisely," said Shirley. "Have you heard of the Rand Formula?"

"As a matter of fact," said Clarence, "I never took chemistry."

"Nothing to do with chemistry," said the shop steward.

"Or algebra," said Clarence. Shirley cleared her throat.

"Mr. Justice Ivan Rand," she said, "was a member of the Supreme Court who acted as arbitrator when workers at Ford plants in Canada went on strike in 1945."

"Before my time," said Clarence, who hadn't reached the traditional age of majority until two years later.

"In the following year," continued Shirley, "he released his findings which resulted in what is known as the check-off."

"Chekhov?" said Clarence.

"Yes," said Shirley. "Everyone benefits from check-off."

"And no doubt Shakespeare, too," said Clarence. Shirley chose to grimace rather than groan.

"The Rand Formula," she said, "is the compulsory check-off of union dues from the wages of workers regardless of whether they're union members or not. It's a matter of union security."

"I see," said Clarence, deciding to temper his mood.

"So, although you receive all the benefits and privileges from what the Public Service Alliance negotiates," said Shirley, "you're still not a member of the union until..."

"Until..." said Clarence anxiously.

"Until you sign a membership application card," said Shirley.

"And what is the advantage of being a member?" asked Clarence.

"As a member you'll be able to take full part in the proceedings of our local."

"Sounds tempting," said Clarence. The shop steward pro-

duced a card and within a few minutes it was completed and signed.

"By the way," said Shirley, "the annual meeting of our local will be held next month. I hope to see you there."

Clarence contemplated the neat figure of the shop steward as she walked toward the elevator. He smiled.

"Yes," he said to himself, "I'll be there" *Let's Talk*

COMING AND GOING



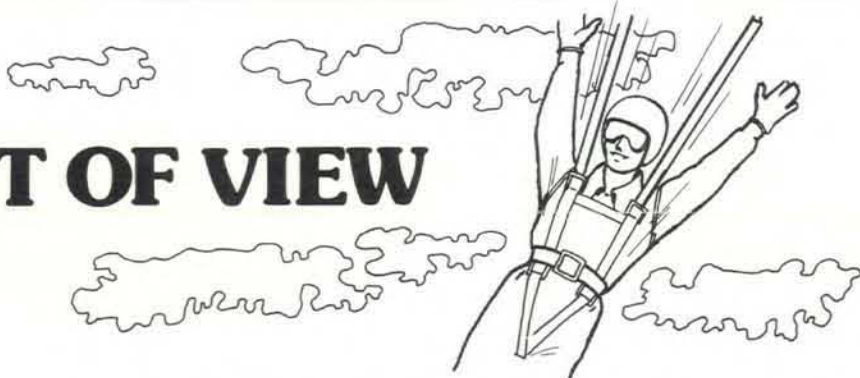
Robert Diguier, Deputy Commissioner, Operational Services.

Who has gone where? Who has arrived? Here is a list of staff movement, which applies mostly to HQ Ottawa. If there are others please let the editor know, especially in the regions.

Appointments	From	To
Balogh, B	NPS Res.	NPS / Res
Bates, J	NPS	CPS / Res
Bernard, E	CPS / Que.	CPS / Soc. Dev.
Blake, R	Pub. Arch.	CPS / Man. Plg.
Bond, J		CPS / Off. Lang.
Burns, R.W.	Agri	CPS / Fin
Cantin, L.B.	CPS / O&A	CPS / Wm Head
Cloutier, B		NPS
Collin, C	RC	CPS / Sec.
Cosman, J.W.	St. Mary's U. Hfx	CPS / Occ. Dev.
Court, L.		CPS / O&A
Coyle, E.	CIDA	CPS / Pers
Crosby, Rev. P.	Springhill	CPS / Chap
Dewar, S.	RCMP	CPS / O&A
Dinelle, D.	NPS	CPS / Pers
Dumaine, F.	H&W	NPS
Dupuis, D.	Lab	CPS / O&A
Edwards, A.	NPS / Kingston	NPS
Findlay, J.A.	Ott. Gen. Hosp.	CPS / Med. Serv.
Gervais	CAF	CPS / Sec
Hall, J.	PO	NPS
Hector, G.W.	DSS	CPS / Fin
Hibbard, E.D.	IAND	CPS / PA
Joseph, H.	Agri	CPS / Ind
Knoll, A.	CPS / Pac	CPS / Man. Plg
Knox, W.	Comm	CPS / Sec
Larue, B.	InfoCan	CPS / Off. Lang
Leblanc, R.	RC	CPS / Fin
Lizotte, C.	NPS / Class	CPS / Pers
Loynes, C.L.	RCMP	CPS / Pers
MacDonald, A.	NPB / Res	NPS / Res
Marcoux	IAND	CPS / Fin
Mazpolis, J.	NPS / Anal	NPB / Review
Mellon, J.	NPS / Case prep	NPB / Corr
Millette, E.	IAND	CPS / Off. Lang
Myles, B.K.	CAF	CPS / Tech
Neil, R.	NPB	NPS
Ouder Kirk, D.	NPB	NPS / Res
Parkinson, R.B.	RC	CPS / O&A
Philippe, M.M.	CPS / Sec	CPS / Fin
Provost, H.J.	InfoCan	CPS / PA
Quinn, C.	SS	CPS / Ind
Rodrique, G.L.M.	NPS / Class	CPS / Pers
Sainsbury, D.	SG / Springhill	CPS / O&A
St. Jean, G.P.	H&W	CPS / Man. Rev.
Slocombe, R.E.L.	DND	CPS / Fin
Surette, R.F.	DOT	CPS / O&A
Tessier, C.	SS	CPS / PA
Tremblay, R.	NPS / Pers	CPS / Man. Plg
Turgeon, L.	EC	CPS / Fin
Vallée, R.	NPS / Case prep	NPS / Corr
Westlake, W.	RHQ Prairies	CPS / DC Sec
Wetmore, F.R.	Agri	CPS / Ind
Williams, C.	NPS	CPS / Pers
Wilson, J.B.	NPS / Case prep	NPB / Kingston

Left	From	To
Burton, M.T.L.	CPS / Fin	CIDA
Cook, H.	CPS / Pers	DND
François, P.M.	CPS / Sec	IAND
Gibbs, W.	CPS / LU	RHQ Atl
Gillespie, G.	CPS / Pers	RHQ Ont
Jamieson, R.H.	CPS / Tech	RHQ Prairies
Rocque, M.	CPS / O&A	Retired
Roy, Y.	CPS / PA	DOT
St. Pierre, J.A.G.	CPS / Man. Rev.	DREE

POINT OF VIEW



Editor's note — When employees of CPS/NPS heard **Let's Talk** was to be published as an outlet for staff news, the first request was for union news. "Weary Does It" (above) was to answer that request, but, like Local 70041, HQ Ottawa, it fell by the wayside. Why? Because Local 70041 is inactive. Until Dale Hibbard began to rummage for news, little was heard of this small, elitist union local. Mr. Hibbard has a cure... read on.

Fire The Union!

Local 70041 of the Public Service Alliance of Canada's Solicitor General Component should be placed immediately in trusteeship, said Dale Hibbard, an information officer with the Canadian Penitentiary Service.

Organized to represent CPS employees in Ottawa, the 154-member local, according to Hibbard, "has become inert, and there is no indication it will be reactivated in the near or even distant future."

For the past several months, he said, the executive of the CPS local has consisted of one individual — the secretary-treasurer. "The local has no shop stewards, and is without a president and vice president."

Hibbard, a CPS employee since last October, said he learned of the "mess" about three weeks ago when he talked to Margaret Poirier, the local's secre-

tary-treasurer. "Miss Poirier seems quite content to permit the local to exist indefinitely as a one-woman show. And so does Paul Gascon, executive secretary-treasurer of the Solicitor General Component." Hibbard said he spoke to Gascon about the matter but the union's officer seemed willing to ignore the component's bylaws which clearly spell out the responsibilities of a local.

CPS employees in Ottawa, Hibbard contends, don't want a local and rather than allow it to become a "private preserve," it

should be formally suspended or dissolved. "The current situation typifies the negligence that demeans and downgrades the democratic process."

Hibbard points out the secretary-treasurer "hasn't even bothered" to acknowledge a letter he wrote requesting specific information about the local. "Personally I think Local 70041 symbolizes the state of the whole, bloody union."

Let's Talk

HAVE YOU HEARD?

There's been a change in educational requirement for WP positions. For staff who have not seen the Commissioner's memo, dated January 1, 1976, file 32111(1) here is a copy:

Closed Competitions for WP positions, Canadian Penitentiary Service and National Parole Service

You are probably aware that, in the recent past, a Masters degree has been a basic requirement for consideration for appointment to several WP positions e.g. Assistant Director of Socialization.

After consultation between representatives of the Canadian Penitentiary Service, National

Parole Service and the Public Service Commission, it's been agreed that this requirement be dropped. Therefore, effective immediately the basic requirement for consideration for nearly all WP positions will no longer include a Masters degree.

There may be instances however, where a Manager considers that a position absolutely requires an incumbent with a Masters degree due to the technical and professional nature of the duties. These exceptions will first be discussed with the Staffing Branch, Canadian Penitentiary Service, and will then be subject to Public Service Commission approval *Let's Talk*



WHAT THEY DO...

...he's KP's historian

Public relations to Bill Harpell is . . . knowing the history of Canada's first penitentiary, and passing it on to prison visitors and staff.

As a correctional officer Bill Harpell has seen many changes around Kingston Penitentiary. After 29 years unlocking and locking iron gates he says there's little of the ancient fortress he hasn't seen.

What troubles him is the loss of historical data on Kingston's high-walled, maximum-security prison. Some is recorded in ledgers dating back to the early 1800's, housed in the penitentiary museum across the road from the pen. But, according to Bill, much of the "really interesting stuff," is still in the heads of long-service staff who have worked in the draughty old prison for over a quarter-century.

Still walking the pen beat, Bill says he's found a remedy that keeps the history of KP alive. He has become its curator. Unofficial, that is.

He's proud of the extra curricula duties. Wants to tell more about the fusty halls, and winding stairs where inmates are received before allocation to nearby penitentiaries.

Bill says, "It all began in 1974, when a professor from Queen's University, Kingston, asked to visit the prison with a group of law students.

Bill met the professor and his students, and was asked to "tell what went on in that part of the pen in which he worked."

His story reads as any good historian's should. "Being a person interested in good public relations, I told him (the professor) I would be only too pleased to tell him some of the pen's history."

What he told the visitors hasn't been recorded. He does remember being deluged with questions. Young minds fairly popped with knowledge after he'd answered. What the students didn't know, and Bill has now recorded, "I enjoyed talking to them, so the pleasure was really mine."

Word of Bill's first public relations foray buzzed around the halls of the old pen. A week

later he heard it said, "I had no idea you were so familiar with the history of Kingston Penitentiary." Bill's reply? "Public relations, and good staff and inmate relations have been my goal for years."

Perhaps Bill didn't know it, but, his philosophy has overtones of the living unit concept — where staff and inmates are encouraged to know each other in the cause of better staff-inmate relations.

Anyway, Bill's interest in public relations and the history of KP was brought to the attention of the director. There was a vocational training program finding its way into KP at the time, and Bill was invited to attend the planning meeting. To his surprise he was "proclaimed the historian of KP." His duties? Guiding visitors while relating the pen's history.



Bill Harpell, correctional officer at Kingston Penitentiary, Ontario, admits this photo of himself was taken "some time ago." But thought the significance of the ancient call bell was of paramount importance. It no longer sits in the central dome. Inmates took out their vengeance on the bell early in the riot of 1971, when the dome, inmates, and staff became the target of an angry inmate uprising.

Bill's life as curator of KP's history had just begun when staff also became interested in the grey-walled prison. Nurses from the psychiatric centre, attached to KP, were taken on a tour. Bill reported, "Although it was only of one hour duration, and a lot had to be said in a short time, things were seen, questions asked, which might never have been asked." For the 20-odd staff who accompanied Bill on his prison-wide tour, the hour sped all too quickly. As they said to Bill, "We had no idea the old place could tell so much."

Despite his success, and the many tours he takes during off-duty hours, Bill says modestly, "Being only 29 years in CPS

doesn't make me a historian in the true sense of the word. But, then again, history teachers seldom have lived in the time era of which they teach. A desire to teach is what inspires them."

Bill wrote of his special duties almost a year ago. He recently brought the facts up-to-date. "Time has changed since the picture of me with KP's bell was taken 25 years ago. New staff have come and gone, new buildings gone up, and new regulations control staff and inmates."

Philosophically he says, " . . . someday today's changes will be history."

His sadness is . . . most of the information he relates on his tours comes from oral descriptions he and other staff exchange, which is not recorded officially. He talks of the high morale guards (now

correctional officers) had when he joined the Service. Some, he said, had 35 years service. It was easy to spin tales . . . officers relayed information about the old pen from generation to generation . . . spiced with tidbits on the men who served time and their keepers.

To the oral information Bill Harpell has gathered in 29 years has been added research in the attics of KP, where valuable papers and files were found.

Bill's wit and history-laced memory are well-known to KP staff. For visitors he endeavors to create a better understanding of what CPS is doing *Let's Talk*



Too cold or too wet for a noontime stroll? Why not take a walk to your library. There's a world of information about NPS and CPS right at your doorstep. Here are some reports to look over.

● Cost of Crime and Crime Control

A Study of the Deterrent Effect of Capital Punishment with Special Reference to the Canadian Situation (E.A. Fattah)

● Physical Components of Correctional Goals (K.L. McReynolds)

A Quantitative Test of the Effectiveness of an Experimental Program for the Treatment of Delinquent Opiate Addicts (B.C. Murphy)

● Canada's Parole System — A Presentation to the Senate — (1971 T.G. Street)

Report of the Task Force on Release of Inmates (J.K. Hugessen)

● The General Program for

the Development of Psychiatric Services in Federal Correctional Services in Canada (F.C.R. Chalke)

● Commission of Inquiry on Penitentiary Security within the Quebec Region.

Preliminary Report: Escape of 5 Inmates from Correctional Development Centre (J. Ducros) Phase 1 and 2.

● The Offender and Ex-Offender as A Correctional Manpower Resource (C. Sheppard)

● Native Peoples and Justice (Reports on the National Conference and the Federal-Provincial Conference on Native Peoples and the Criminal Justice System) Feb 3-5 1975

● Young Persons in Conflict with the Law

Prevention and Control of Violent Crime in Canada (A Liaison Reprint) *Let's Talk*

Do you know?

There has been an increase in the cost of unemployment insurance for 1976, from \$1.40 to \$1.65 for each \$100 insurable. Offsetting this slightly the maximum insurable amount has gone up from \$185 to \$200 and over a week, net salary. Employees making less than \$200 a week pay on the full net salary at \$1.65 for the first \$100 and a percentage of the remainder.

1976 net wkly salary \$	premium per \$100	wkly ded. \$	2 wk ded. \$
200 & over	1.65	3.30	6.60
199	1.65	3.29	6.58
150	1.65	2.48	4.96
100	1.65	1.65	3.30

Jimmy says farewell after 35 years

James William McCutcheon, assistant director, services and supply at British Columbia Penitentiary, has taken his retirement after 38 years of meritorious government service.

Jimmy, as he is affectionately called, was honored at a luncheon November 14 at Alfie's Restaurant in New Westminster, B.C. Some 145 staff and friends joined to wish him farewell and a long and happy retirement. Director Dragon Cernetic declared Jimmy a Freeman of B.C. Pen., and presented him with a pen-and-pencil set from staff, and a photo album of friends and co-workers. Father M.J. Barry presented Mrs. McCutcheon with a bouquet of flowers. Masters of ceremony were Jimmy's colleagues at the Pen., Jim Bultitude, assistant director, operations and administration, and Fred Leech, assistant director, security.

Mr. McCutcheon's public service career began in 1937, when he was 23 years old. He joined the Department of Public Works where he worked as a deckhand on the dredging tugs in the lower maritime waters. But his career in public service

was cut short two years later when he joined the Department of National Defense, and served overseas in the new Westminster Regiment.

After action in the Sicilian campaign and hospitalization for wounds, Jimmy returned to Canada. In 1946 Jimmy was back in uniform, this time as a guard, grade one, at B.C. Pen., under Warden Meighen. For the next 29 years Jimmy was employed at the Pen., and for a brief period at Matsqui Institution. Through promotions he held positions of bookkeeper, assistant storekeeper, and assistant director, services and supply. Jimmy will be missed by his friends and co-workers. His compassion and sense of humor kept him in good stead during the trials and tribulations of service in an ever changing penal system.

Jimmy and his wife plan to enjoy a holiday in Palm Springs, where he hopes to sharpen his golf. But, the name McCutcheon will be heard around CPS for some time to come. Neale McCutcheon, Jimmy's son, is carrying on the family tradition at Matsqui Institution as a living unit officer *Let's Talk*

WATCH FOR IT!

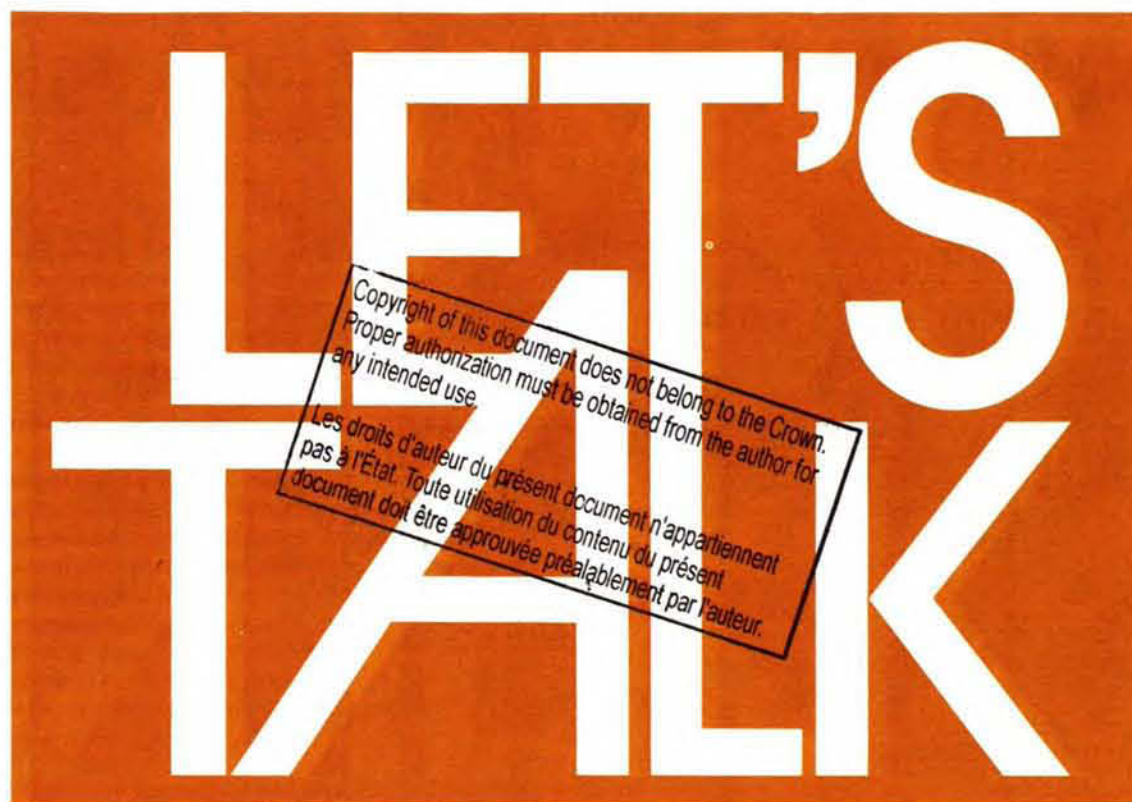
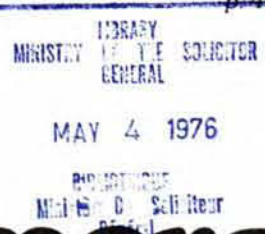
- Information on recent reports
- News from the regions
- You asked?
- Federal Corrections Agency

YOU? ASKED

Q. Why can't CPS/NPS have a sick leave plan similar to the one in effect in the Ontario Provincial Service? Failing that, why not add time credits to our pension plan on retirement, using a percentage basis as a guide? Under the present plan, the staff members who do not abuse sick leave privileges must pay the penalty for those who do.

A. Your interesting question was put to the Staff Relations section in Ottawa, here is an answer: The CPS/NPS sick leave benefit is negotiated between Treasury Board and

the unions representing groups in the federal service. Article 20 of the General Labour and Trades (GLT) collective agreement (your category) covers this benefit and the conditions under which it is granted. Changes have to be discussed at the bargaining table when an agreement is being renegotiated and new ideas are considered. It is suggested staff contact union representatives and/or personnel officers and check rules affecting sick leave. In the meantime, here is Article 20 which governs sick leave for the GLT group.



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FCA merger still not reality

We've heard that song before . . .

Editor's note: This article was written by Gordon Brown, Co-ordinator, Integration (Administration Services), Parole Service. Mr. Brown answers more of the questions on the FCA merger posed in the January 1976 issue of *LET'S TALK*. He invites other questions. He has been senior personnel advisor in the Ministry of the Solicitor General, and participated in arranging the administrative separation of the Parole Board and Parole Service. He is now devoting his attention to the administrative integration of CPS and NPS.

There has been a lively dialogue for two years on the formation of a new Federal Corrections Agency, about its role in the criminal justice system, and the roles of the National Parole Board and the Ministry of the Solicitor General's secretariat.

The Task Force on FCA has studied the many correctional programs to identify innovative and improved institutional and community programs that might result from the integration of the Canadian Penitentiary and the National Parole Services.

Separating the Parole Service from the Parole Board was the first step toward integration, including separate regional offices for the Board and NPS. Now, the Parole Board has its own administrative machinery. The administrative divisions of CPS have assumed the responsibility for providing services to NPS, and have been asked, regionally and nationally, to act as neutral advisers in serving, equally and impartially, the two corrections services. The Commissioner of CPS has been assigned job classification authority for CPS and NPS by the Treasury Board and has staffing authority from the Public Service Commission. With all these arrangements made, one might hope we are ready to plan together the objectives and program of a Federal Corrections Agency. This includes organization structures, manpower and financial resources, managerial, operational and administrative procedures, career patterns, and opportunities for staff development and career satisfaction. Sounds great, doesn't it?

But, there are some doubting voices, even dissenting voices! What did you say? It isn't working, there isn't real integration, merely a power play, a jockeying for position by both services. Personnel, financial, purchasing and related services aren't being provided equally and fairly. The organization, classification, and staffing decisions favor the larger of the two partners. We're not communicating effectively with staff on what is happening! Maybe you're right. Perhaps there should be a stronger effort made to meet these accusations head-on and try to shed light on what has been, up to now, an uncertain, perhaps a threatening merger.

No, CPS/NPS is not one big, happy family yet, mainly because we haven't consummated the marriage. We're just in the courting stage, and although we have made advances, we're not sure we like or trust each other enough to sleep in the same bed. There are some good reasons for this, an important one is CPS/NPS have different philosophical views about corrections and management, and about a host of other things. It also seems probable we don't want to live as common-law partners; we would like to legitimize the marriage.

"Well," you ask, "what's holding us back? Why don't we formalize the merger and get on with it?" The answer is to legalize the merger, parliament must give its blessing, and name an interim head for the proposed Federal Corrections Agency. It is no secret the present Commissioner of Penitentiaries, André Therrien, has been named. And, lest

anyone say, "Ah, I told you so. The big, bad penitentiary service is about to swallow the poor little parole service," let me remind you Mr. Therrien has been a parole officer and district representative for NPS. He was also a member and vice-chairman of the Parole Board. So, who's taking over whom?

Among the plans developed, in anticipation of this action, is a neutral administrative apparatus reporting to the head of FCA, and in a position to give personnel, financial and a variety of other services to CPS/NPS. Without the official nomination of a head for FCA, the managerial and administrative machinery cannot be fully effective.

Setting objectives, planning programs, allocation of manpower, money and facilities, and operation of the correctional system require managerial direction and coordination at the top. At the moment, there are still two separate organizations without a coordinated managerial system.

There is still some distance to go in the courting season, even after the head of FCA is named. Regional heads also have to be named. Only then will joint program planning, organization and manpower planning, budgeting and administrative integration, become meaningful. Let's face it, much as participation and cooperation are essential to effective management, and efforts are being made to manage by consensus, there must be someone holding the reins, guiding the team. Even then, a team with a Clydesdale and a Quarter horse will be difficult to guide under the best of circumstances.

All right, official integration has not been achieved. But let's see what has been accomplished despite the lack of legal and official sanction by parliament. CPS/NPS job classifica-



tion and staffing systems are operating; regional directors of CPS and NPS meet to consider inmate programs and policy questions; personnel, financial, and technical services are provided to CPS and NPS; training policies and training organization are developed together; and some courses have been held, also joint management meetings in the regions. These are all on the plus side. However, let's look at the other side of the coin.

Little progress has been made in joint program planning, organizational planning, integrated manpower standards and career patterns, community resource planning, employee communications and public relations programs, or participatory decision-making. Desirable as these are, they can only be realized after the marriage of the two Services. We can and should improve employee communications. We can and should improve our public image. We can and should get together to plan combined programs. But, the legal machinery must be in place to make this effective.

So, don't despair, progress has been slow, and there are continuing frustrations. But no change of these proportions, on a national scale, can be readily achieved. No one

should expect easy, overnight solutions to problems of this magnitude.

Although immediate changes may not be feasible, we are entitled to expect gradual improvement in the process of merging. Let's look at some of the advantages that can accrue to the program and staff as an integrated corrections system is developed.

- Better allocation of resources to programs for the offender because of coordinated program planning
- Better public understanding of correctional problems and practices through improved communication systems
- Better career patterns, clearly defined occupational standards, and training and development programs for staff, so that all will have a better understanding of opportunities and what must be done to qualify for advancement
- Better opportunities for qualified employees to move from institutions to parole and community activities, and vice-versa
- Better opportunities to gain experience in the institutions and the community, which should result in better qualified staff, broader career prospects, and improved correctional programs.

PREVENTIVE SECURITY



No cloak and dagger role

as, "After months of trial and error, a cursory check system for the clearance of new employees was finalized and implemented."

Mr. Dawe complained, "Intelligence functions were hardest hit during the year [1975]." He lost one staff to headquarters in Ontario, and although his cries for a replacement were loud, they were not answered for eight months. Neither were the extra bodies needed to fully carry out preventive security policy.

Which brought Mr. Dawe to another point, "Decentralization has encouraged regional autonomy, and a natural desire by regions to filter information which should be passed to national headquarters." Results? Less information to HQ Ottawa and a resounding smack by Mr. Dawe.

Intelligence is the key-word to action in Doug Dawe's unit. He makes no bones about his role in preventing incidents. To which he has added hostage-taking. So much so, his first report stresses the training he and his staff undertook in 1975, and plans for more in 1976.

Trends and developments for this year are described as, "unprecedented change and challenge," throughout the criminal justice system. Preventive security plans to meet the contingencies head on, cognizant of political and public pressure, in negating the increasing crime scene. To do this, more staff are required. A plaintive cry Doug Dawe is

uncertain will be answered in a tight-money year.

So — before more faces are added to the preventive security unit, meet the staff who carry the present workload in Ottawa. Regional HQ's are invited to do the same in a later issue.

DOUG DAWE: Director, Preventive Security, came to CPS in 1974 to set up the new unit. As president of Security Consultants of Canada, Ltd., Ottawa, he had a comfortable job. Why change? "I saw the director's competition, and knew I couldn't resist entering." He won, and brought to CPS many years of experience in security and intelligence. From selling computer security systems to preventing security leaks, seemed a natural leap

for Doug Dawe. To his dismay, he found only an empty office — no staff or telephone to greet him — and a massive job of introducing more change in a change-riddled CPS.

Undaunted he looked back to 24 years in the Canadian Armed Forces, progressing through the ranks to Squadron Leader, and buckled down. "Security is my business, and no empty office was going to stop me from starting a new job," he says. He'd been in RCAF security and intelligence in Canada and Europe, and graduated from the Police College in Regina, Saskatchewan.

Facing the desk he finally requisitioned, is a framed diploma — the FBI was pleased to acknowledge his training in hostage-taking. Esconced in

"The year 1975 was eventful, challenging, demanding, successful, and yet, on occasion frustrating and disappointing."

Q. Who said it?

A. Not Santa Claus.

Fact is — the originator is a well-known staff member of the Canadian Penitentiary Service, and becoming known to the National Parole Service.

Q. Why the adjectives?

A. The security-type was presenting the first annual report on preventive security in CPS.

Most annual reports are bland, reporting on programs, and money in and out of the official coffers. Doug Dawe, director of Preventive Security, decided on a new approach — he gave credit to his staff for the first step taken in introducing another level of security into CPS — prevention.

After reporting on the niceties of his division, he forcefully explains why more couldn't be accomplished in 1975. As with many other directors, Mr. Dawe needs more bodies, and more dollars to pay those bodies. Which explains why he wrote, "Resources were strained, yet the personnel [in preventive security] rose to

new heights of excellence as all challenges were met."

Q. Why the challenge?

A. Read on.

Back in 1974 change in the criminal justice system beckoned the security branch of CPS in Ottawa. Increased security demands for an expanding corrections' program became obvious. To the security branch, was added another unit, Preventive Security. Previously, Operational Security, directed by E. (Hank) Popp, and responsible for securing the interior and exterior of federal prisons and participating in emergency plans, had been the sole security strength.

Preventive Security, directed by Doug Dawe, extended the scope, taking on security of headquarters in Ottawa, personnel, information and material, liaison with other areas of the criminal justice system, and law enforcement and investigations. Overseeing the newly-organized security branch is a deputy commissioner; another new experience for security in CPS.

From preventive security's first annual report, frustration leaps from most of the pages. Director Dawe describes the work of his unit in precise terms, such

Boost security with new dog program, says report

by Mona C. Ricks

Editor's note: As in the March issue, *Let's Talk* brings a report on another study of CPS programs. This time the spotlight is on patrol dogs. Is the program to remain, or be extended? LCol. Andrew Murtagh, seconded from the Canadian Armed Forces to do the study, enthusiastically endorses dogs as a security control. In his 70 page report he explains why, and recommends how changes in the dog program would assist security of Canada's federal prisons.

The value of security dogs is unquestionable, according to a recent report on their use in the Canadian Penitentiary Service. Although not a panacea to the problems of perimeter security, the report advocates a dog program as a strong backup to other security measures.

In a one-man study, ranging from dog behavior and the present CPS dog program to recommendations for a new dog program, Andrew Murtagh expresses concern that the dog capability is not being used effectively in Canada's prisons. His study is strengthened by reports on dogs used in British Prison and British Home Services, in Germany, in the RCMP, and by his own 20 years experience as a security officer in the

Canadian Armed Forces.

During his tour of 13 maximum, 10 medium, and 3 minimum security CPS institutions, he determined staff, from the director to the correctional officer, are not opposed to security dogs. Although there is concern dogs could not be trained to the high level required by the report.

In his evaluation of the current dog program, LCol Murtagh found few reports to help him. His findings are based mainly on comments gleaned from correspondence in CPS files, conversations with directors and correctional officers (CX), and his own personal observations.

On the effectiveness of the dog-handler course for correctional offices, LCol Murtagh



marked it, "marginal over the long term." Only correctional officers at levels one and two handle dogs. He found they are "arbitrarily sent on course

as part of their condition of employment." Whether the officer was interested or not, or whether he liked or feared dogs was not tested before money was invested in his training. Instances of erratic behavior by dog and handler in stress situations, the report concluded, were hardly questionable considering the conditions under which dog and handler worked.

Four extracts from CPS correspondence carried the weight of complaints from staff:

- handlers do not work well with dogs because handlers are out of training
- handlers had been bitten by dogs
- refusal of dogs to obey under stress, such as gunfire
- dogs in unkempt state from local kennels

Despite what LCol Murtagh called a litany of deficiencies, he found a good side to the present dog program. The most significant — improved morale of CX assigned to yard patrol.

Dog patrols in federal penitentiaries were first recorded 50 years ago. Brigadier General W. S. Hughes, Superintendent of Penitentiaries, used a tracking dog as a trial. His intention was to equip all penitentiaries with one or more dogs. The request is surmised to have been prompted by the escape of Red Ryan from Kingston Penitentiary. But, because appropriate dogs could not be located, Brig. Hughes' dog patrol had to wait a while. Five years passed before a "well-pedigreed German Shepherd" was found in 1930.

A warden's evaluation report, in 1934, gave top marks to the animal except "... while this dog is most useful to the institution, it would have been more so had it been properly trained when it was received. In my opinion police dogs, properly trained, would be invaluable to officers performing duties of night patrol."

Despite this glowing recommendation, the budding dog program was abruptly termi-



(left) Fred Gervais, Chief Analyst, and Terry Kelly, Chief, Internal Security (right) discuss briefing notes on recent intelligence with Director, Doug Dawe.

an office, he admits to untidiness, "Don't touch anything, I'll never find it," Doug Dawe writhes under the impression staff in CPS/NPS don't understand his role in their lives. He knows he hasn't done a great selling job. Hopes staff will open up when they read that he and his fellow-workers want to assist their daily chores. To him, the word preventive is self-explanatory. "We have to prevent security leaks, ensure staff are protected, control information that might have a national or international crime touch, sniff out information that might unearth an escape, uprising or hostage-taking. "In fact — act as an intelligence factor in Canada's federal institutions." He hopes staff don't interpret this as snooping. In his words, "Staff security is our concern. We try to back them in their difficult job situation. Preventive security wants to work with and for staff — not against them."

On hostage-taking, Doug Dawe is adamant. "We do have good contingency plans — and we're proving and revising them continuously." He points to the latest incidents at Kingston and B.C. Penitentiary — where hostages were freed without harm. His latest security device will bring directors and correctional officers more and more into the security picture. He calls it a new communicator — a situation report on the latest security information throughout federal penitentiaries. "We'll plug in from Ottawa across the country."

FRED GERVAIS: Chief Security Analyst, looks back on 27 years with the Canadian Armed Forces. He's always worked in security, mostly police intelligence. Security, information-gathering to Fred Gervais means "preventing problems happening." He watches for indicators in press

stories, correspondence, conversations — any means of communicating that might lead to a tip on an incident or plans. One thing he's very clear about, he isn't the super sleuth in a trench coat. There's no cloak and dagger atmosphere about Fred Gervais. Small, trending toward the rotund, he smiles often, but quickly gets down to his job — ferreting out information that might have a security significance.

How did he get his job? Through the regular channels. "I entered a competition." On retirement from CAF, he heard of the position, applied, and got it. "To put it bluntly, I'm not a parachutist. I had to sit for the competition. So I was invited in." Now, he's setting up an information system, analysing trends on what's happening in CPS prisons. Trying to predict what is happening and what might happen in CPS — that means a riot, breakout, or you name it.

Law enforcement also benefits from preventive security intelligence surveys. "We try to come up with a factual answer, helping officials make decisions. Providing advance information." We may not have the immediate cure, he says, but it sure helps to know about a problem before it happens. How do staff react to his job? He says they seem to be afraid. Perhaps it's the word intelligence. Many associate it with spying. "We don't." But, safeguarding the organization means asking questions — and he can't help that. He's not interested in gossip — but does want to know if something is brewing in an institution. Knowing, he contends, is the main ingredient to prevention.

For names and job descriptions of other staff →

TERRY KELLY: Chief Internal Security, has also spent a long time in security and intelligence. After 26 years in CAF, he entered a competition for his present job. With the blessing of the Public Service of Canada, he now heads a section which primarily deals with clearance of personnel and security of information. He says it isn't new. Staff security clearance has been a part of public service life for over 30 years, authorized by a cabinet directive. CPS began operating the directive three years ago. Terry Kelly has put wheels to clearing staff through security clearance. Identity cards are now available in a few minutes, compared with weeks last year. He says security clearance isn't a witch hunt. Checks are made to determine reliability, such as, if a previous criminal record exists or if personnel are involved with subversive or-

ganizations. He says it is a matter of securing classified information, security-clearing staff responsible for it, and the building in which it is housed. Improper handling of classified information is a major concern to Kelly. He bristles when sensitive files are left on desks — wants staff alerted to breaches of security — and the result. He works with police forces across the country and internationally, keeping up with security information critical to the criminal justice system.

FRED WHITE: is a Senior Investigative Officer. He first became involved in law enforcement and security in 1946 in Rhodesia. In Canada he joined the York County police in 1952, examining crime scenes for latent evidence. Then to the Royal Canadian Air Force in security of personnel. Next security of nuclear

weapons in Europe, and back to Canada, again in security and intelligence. As Senior Investigative Officer, Preventive Security, Fred White has a varied job. Liaison with law enforcement agencies across Canada and investigations top the list. Information of national and international significance attracts his attention, especially when it leads to sensing trouble. Asked if his job could be done by a Correctional Officer (CX), Fred White nodded — but only after training. "The Service hasn't provided this kind of training for them — but it will do so, opening up another career possibility for the CX group." Intelligence hasn't been part of the CX duties — but with the advent of preventive security another medium for changing the career direction of CX is surfacing. Training is the next step.



(left) Ben Noel — on loan from Operational Security to set up a filing system for Preventive Security. Peter Smart-Foster — case investigator on loan from the Parole Service, also to help set up a filing system. Roy Garrard — internal security coordinator, he takes care of HQ physical security and safety, including the weekly test of fire alarms. Denise Fournier — is a temporary employee, and secretary to the director. Carolyn Brown — research assistant. Wendy Knox — clerk in security clearance. Fred White — Senior Investigative Officer. Gaby Doucet — also a security clearance clerk, was away when the photographer visited Preventive Security.

Let's Talk

nated after only four months. The "well-pedigreed German Shepherd" was destroyed. It had attacked a guard fireman who "was outside the wire where he didn't belong." It was 30 years before a new dog program operated.

Former Commissioner J. R. Stone introduced two dogs into British Columbia Penitentiary in 1964. Both came from North American Guard Dog & Kennelling Services Ltd., Port Coquitlam, B.C. The dogs were credited with detaining three inmates attempting escape.

Morale soared after the thwarted escape, and dogs were again accepted as important allies and a security bolster in CPS. A few months later a third dog joined the two-dog team at B.C. Penitentiary, and trained to sniff out brew. Kingston Penitentiary was the next to experiment with a dog patrol, then St. Vincent de Paul, Quebec, Dorchester, New Brunswick, and Saskatchewan Penitentiary. By 1971 Archambault, Quebec, and Millhaven, Ontario, were also using dogs. All are maximum security prisons. Two medium security institutions were added to the pro-

gram in 1975, Mountain Prison and William Head, both in B.C. All dogs are supplied by North American Guard Dog & Kennelling.

Long before the North American contract was extended to all maximum and two medium security institutions, former Commissioner Stone recorded:

- it is impossible for the officer dog handler to be surprised in the yard in the dark
- staff morale went up tremendously
- the dogs found knives, brew, and diverse other contraband concealed in the yards and shops
- there has not been one incident in the yards since 1963
- inmates do not hide out when they know dogs are patrolling the areas outside the accommodation buildings.

To Commissioner Stone's comments was added a bonus, "It is difficult to assess the savings effected by the use of dog patrols." He estimated two correctional officers would be required to maintain the same confidence which dogs gave. The report acknowledges there are fundamental weaknesses in the CPS program, and uses several pages to

explain why. Mainly, policy was not established until 1967 and had not been updated until eight years later.

Although the dog program is controlled by CPS in Ottawa, authority to carry it out rests with the director regarding the use of dogs, which, according to the report, has led to varying methods of dog use and report-keeping.

"No special qualifications or standards were established for the selection of CX as a dog handler," says the report. Directors simply ensure sufficient officers at the CX2 level are trained, and available for afternoon and night duty. Though trained as a dog handler, an officer need not work with a dog. But he must notify the director at least two weeks before his scheduled duty.

The Service has some 400 CX2's trained under the three-day handler's course. No refresher course is provided. Thirty-four dogs, rented yearly from North American, now patrol nine of the 53 institutions. Since 1964, the program is estimated to have cost the Service \$425,000. In 1975 alone the cost was \$76,500 for: dog rental, kenneling, feeding,

shift premium paid to dog handlers, equipment, handler's clothing, vet fees, and extension of patrols to Mountain Prison and William Head. The annual cost per dog is estimated at \$2,552.

While reviewing correspondence on the program, Col Murtagh determined there were divergent opinions on its benefits to security. Major shortcomings were:

- dogs are multi-handled — should be one man one dog
- their quality is questionable
- training ceased after the animal reached the institution.

The report blames hazy lines of responsibility and communication between institutions and the dog owner for some of the causes of poor performance. North American was given credit for quickly rectifying problems at its expense. A special note was made of North American costs — during 10 years of inflationary prices the cost of hiring security dogs had risen only 10 cents per dog.

Murtagh gave six requirements for a successful dog training program. CPS, he said, fails to meet any of them, including the one-man dog team concept. But the report does say

established policy was met, protecting officers on yard patrol and as an escape deterrent during night and morning shifts; but fails to meet the full potential of dogs and handlers.

Retention of dogs was recommended, but in a new program controlled entirely by CPS, where security dog teams would add strength to television and electronic monitoring systems by patrolling night and day inside and outside the perimeter.

Regulating the new system would be a control centre, manned 24 hours a day. Security response to an incident would be handled by a team of officers aware of all security movement inside and outside the institution.

Towers, as immobile sentry posts, the report advised, should be eliminated in new institutions, substituted by full use of dogs in a three-point security system — electronic surveillance, armed officers on foot with dogs, and a specialized team of armed officers ready for immediate response to an incident. Cost would be balanced by a change in manning perimeter security minus the present towers

Let's Talk

↓ YOU ? ASKED

ARTICLE 20: SICK LEAVE

20.01 Credits

An employee shall earn sick leave credits at the rate of one and one-quarter (1 1/4) days for each calendar month for which he receives pay for at least ten (10) days.

20.02 Granting of Sick Leave

An employee is eligible for sick leave with pay when he is unable to perform his duties because of illness or injury provided that:

(a) he satisfies the employer of this condition in such manner and at such time as may be determined by the Employer, and

(b) he has the necessary sick leave credits.

20.03 Unless otherwise informed by the employer, a statement signed by the employee describing the nature of his illness or injury and stating that because of this illness or injury he was unable to perform his duties shall, when delivered to the employer, be considered as meeting the requirements of clause 20.02(a),

(a) if the period of leave requested does not exceed three (3) days, and

(b) if in the current fiscal year,

the employee has not been granted more than seven (7) days' sick leave wholly on the basis of statements signed by him.

20.04 An employee is not eligible for sick leave with pay during any period in which he is on leave of absence without pay or under suspension.

20.05 Where an employee has insufficient or no credits to cover the granting of sick leave with pay under the provisions of clause 20.02 sick leave with pay may, at the discretion of the employer, be granted:

(a) for a period of up to twenty-five (25) days if he is awaiting a decision on an application for injury-on-duty leave, or

(b) for a period of up to fifteen (15) days if he has not submitted an application for injury-on-duty leave, subject to the deduction of such advanced leave from any sick leave credits subsequently earned.

20.06 When an employee is granted sick leave with pay and injury-on-duty leave is subsequently approved for the same period, it shall be considered, for the purpose of the record of sick leave credits, that the employee was not granted sick leave with pay.

Let's Talk

Across the regions

Evolution of a psychiatric centre

Psychiatric services in federal penal institutions have made great advances since introduction into the criminal justice system in 1947. The first psychiatric centre, with only a small ward, opened at Kingston, Ontario, a year later. But it took another 11 years before the first full-time psychiatrist was appointed.

Under former Commissioner Allen MacLeod, a 10-year plan for constructing new penitentiaries was developed in 1963. Featured were Regional Medical Centres with psychiatric facilities.

The Abbotsford Centre in British Columbia opened in June 1972, with Dr. Chuni Roy as medical director. In the four years since staff entered the new centre it has gained world renown for innovative treatment of offenders. But, as Dr. Roy and his staff recognize, much is yet to be done. Some of their problems were brought into focus December 5, last year, when the first meeting of the Canadian Chapter of the International Association for the Psychiatric Treatment of Offenders convened at the Abbotsford psychiatric centre. A group of distinguished guest speakers participated in a one-day conference to analyze The Problem of Treatment in a Penal Setting.

Florence L. Nichols, president of the association and conference chairperson, opened the session and gave an impassioned plea for recognition and treatment, "not only of those offenders with a definite mental illness, but also inmates with emotional problems and disturbances that have contributed to their criminal behaviour."

The first topic, Determinate versus Indeterminate Sentencing, gave Dr. D. J. West, from Cambridge University, England, reason to emphasize "the tremendous power of the Parole Board."

Pauline Morris, research director, Department of the Attorney General, B.C., stated, "Indeterminate sentencing results in hostility by the inmates," and, "judges have the misbelief that doctors treating inmates are miracle workers and able to predict dangerousness accurately." Raising questions from the psychiatrist's point-of-view, "What is an acceptable level of accuracy, and how dangerous is dangerous?"

Danny, a patient of RPC, expressed his views. "People who favor the indeterminate sentence are the same ones who favor capital punishment." Danny told how, at the medical centre, inmates get what they need in the way of psychiatric care, but for political reasons are not being released when they are ready. To the question, "Who is qualified to judge when inmates are ready for release?"

Danny replied, "the doctors are, but the politicians don't listen to them."

Dr. A. Marcus, associate professor of psychiatry at the University of British Columbia, talked about incentive programs for inmates, a reward system that would work toward release. He claimed indeterminate sentencing of habitual criminals is "grossly unfair, even obscene, in that most are unable to function in society, but get in trouble in a non-violent way." A course of action that needs to be taken, according to Dr. Marcus, is to bring the victim and perpetrator closer together. "The perpetrator must feel some remorse for the victim." When questioned on how sentencing should be governed, Dr. Marcus replied, "The court function should only determine guilt or innocence. A panel consisting of a psychiatrist, parole officer and representative from the community should decide where an inmate should go and for what period of time."

A second panel dealt with the topic, The Therapist and Penal Decisions. As noted by Dr. Roy, "The purpose of this panel is to highlight some of the problems faced in implementing programs at RPC." Dr. A. Saad, clinical psychiatrist at the medical centre emphasized, "The primary function of a therapist is to help inmates cope with society. Therefore, treatment must be person oriented. To gain the trust of patients, their files should be treated as privileged information to be used by the courts only with the patient's approval."

Dr. Voralosky, associate professor criminology at Simon Fraser University, B.C., sees the therapist as not only a helper and confidant of the patient, but also judge and jury. He cautioned against experimental use of psychiatry. "Therapy should not be a testing ground but a planned program leading to known adjustment."

Dr. M. Miller, chairman of the department of psychiatry at the University of British Columbia, pointed out the "hopelessness, familylessness, and womanlylessness" of prisons today. He sees one problem at RPC being the inability to allow residents to take practice runs to prepare for release in that patients at RPC are not eligible for pre-release programs. He concluded with the hope that, "Patients will move out to take a role in modifying the system."

A patient in the audience expressed how encouraged he was to see, "People are finally coming around to wanting to help inmates. When I first went to British Columbia Penitentiary, I wondered, when man has gone to the moon, and seeing advances elsewhere, why was I sent to a dungeon? I

just couldn't relate to being in that situation."

The final panel dealt with the problem, How to Make Releases More Successful. Professor Tsung-yi Lin, president of the World Federation for Mental Health, sees the major obstacle as "How to change society's attitudes toward correction."

John Hogarth, chairman of the B.C. Police Commission, stated the average citizen not only does not understand, or want to take part in corrections, he is in fact hostile toward the offender. Even though the proportionate increase in budget for the justice system has been larger than for other areas, "crime is higher and the community is more disillusioned and red-necked than ever before. By professionalizing the system, we have effectively eliminated the layman from taking a role in the process. Public support cannot occur by a public relations program. It can only take place when justice is given back to the people." Mr. Hogarth suggested first and second offenders be made to make restitution to the victim, and that offenders are removed from society only to the extent of ensuring public safety.

Dr. F. L. Nichols, clinical psychiatrist at the Abbotsford medical centre pointed out patients come from institutions where they have earned privileges, and in some cases home visits, which they must forfeit to obtain treatment. "Problems develop when a patient shows major signs of recovery, but has not served enough time for the crime committed, and rather than being released, is transferred back to the institution, which has a destructive effect on his attitude. Conversely, some others not ready to be released, have to be released because their time is up. Paying the pound of flesh is destructive to the inmate and society alike."

Dr. Roy, interviewed after the meeting, explained the Regional Psychiatric Centre's purpose is treatment rather than serving time. He sees treatment of sex-offenders as the most positive and rewarding aspect of his work, and has recently completed the first draft of a book, Understanding Sexual Assault.

That patients respond positively to programs at the Centre is evident. They have formed a Mental Health Association rather than being concerned with trying to form a union. Dr. Roy is proud of the letters of appreciation his staff have received from once hardened cons, who have successfully made the adjustment back to society following treatment at the Regional Psychiatric Centre in Abbotsford.

Let's Talk

↓ FCA merger

Many employees have expressed concern about the merger of the two Services. Some fear the rigidity of the para-military CPS will dominate and submerge the free spirit of the Parole Service. Others are afraid the intellectual, theoretical approach of the behavioral scientist will dominate, and result in a loss of control and more turmoil. Others forecast a lack of opportunities for promotion for employees who do not possess a Master's degree. Still others are afraid they will be required to accept jobs in institutions or the community without control over their own destinies.

In answer to these concerns, it is important to point out change, due to the merger, will be gradual. Transfers and moves will be voluntary when possible. We are all affected by a decision to discontinue a program, or change the location of institutions and offices. But, staff need have no fear about arbitrary or ill-considered actions.

If there is a conclusion to be drawn, it is that we should not expect a sudden or spectacular change. Probably most of us are convinced government programs rarely move swiftly, and that changes in the corrections' field should not be made with undue haste.

It is true the present system contributes very little to an exchange of staff between the two Services. Most CPS staff

are locked into institutional programs for much of their working lives. Many parole staff have little opportunity to meet and know the inmate clientele until released from prison under their supervision.

The parole staff has tended to be made up of generalists who are all things to all people, while the institutional staff is made up of about 40 different occupational specialties. Some say professional employees have insufficient influence on policies and programs, that custodial requirements tend to dominate institutional programs. Some feel the attractive jobs are in the community outside the institutions, but only professionals can work there—and so it goes, on and on.

There may be validity to these complaints; but one thing seems certain — the chances of righting the wrongs while the two Services are separate are mighty slim. Only in a unified correctional system will it be possible to plan programs, standards, and the career systems necessary to correct today's inadequacies.

Questions on the merger and related subjects should be directed to *Let's Talk*. We will try to get answers. Management says it intends to communicate with staff at all levels as changes are being planned and implemented; so let's hold them to it through the medium of *Let's Talk*. The time is ripe!!

Let's Talk

DATA STREAM DATA STREAM DATA STREAM DATA STREAM DATA STREAM DATA STREAM EXTENDS SERVICES

by Manpower Planning Section

The Public Service Data Stream staffing system has undergone a major change, and June is the month when it becomes effective. CPS/NPS staff eligible for participation in Data Stream have received a copy of the revised vocabulary. It's a green book and easy to recognize. Don't put it aside, it has important news for you.

Staff who are recorded in Data Stream by now have received two printout copies of their work record. One shows the current record, made up of information you have fed into Data Stream; the other converted to include the new terminology for skill words.

In the converted printout there might be blank spaces. This is because the old skill word has been replaced either by several new terms or one with a different meaning. Check all skill words carefully and fill in the blanks. Refer to the guide to choose the new term which accurately expresses the skill you want recorded, then double check, the skill word you chose is an important description of what you can do.

When all the information has been reviewed, enter your amendments on the Record Change Sheets and give them to your supervisor to check information on your present job. When they come back to you attach them to your large white printout and send everything to Manpower Planning. This applies also to the regions. From Manpower Planning, whether in the regions or Ottawa, the amended data are sent to the Public Service Commission in Ottawa, where it becomes part of your Data Stream file. Keep the small printout of your record.

For new staff, and for those who have not sent in a Data Stream questionnaire, here is a thumbnail description of what it is all about. And why it is important you record your skills in the computer.

What is Data Stream?

As an automated inventory, Data Stream contains personal and skills information on over 100,000 employees in the Public Service of Canada in four occupational categories: Executive (SX); Administrative and Foreign Service (including AS, FI, IS, OM, PE, PM, PG, WP); Scien-

tific and Professional (including AG, AR, ES, ED, EN, MD, NU, PH, PS, SW); and Technical (including DD, EL, ESS, HOT, GT, PY). At present there are not plans to include the enormous Administrative Support and Operational categories in Data Stream.

Data Stream is used primarily to select a candidate for a job. Searching in Data Stream is like a conversation — the staffing officer feeds in requirements for the position (skill words, geographic area of search, education, minimum salary), and within seconds the computer supplies printouts of potential candidates who may be considered for an interview. Because Data Stream is designed to over-identify, a screening process is required to weed out individuals who do not appear to meet the essential requirements to the degree required. This screening process, a very crucial, yet controversial part of the staffing procedure, is described in more detail later.

Data Stream is a voluntary system. You don't have to fill a description of yourself, work experience, and capabilities. But with the variety of public service vacancies across Canada, Data Stream is being used more and more to fill them. So — it is in your own interest to describe your experience, specialities, skills and career aspirations well, and give them to the computer to identify a job for you. Data Stream is a sort of permanent application form.

How Data Stream Works

When a job opening occurs, the supervisor of the vacant position and a staffing officer establish minimum requirements for the job, then go to the computer to identify employees who claim to meet these requirements. A screening board, normally composed of the supervisor, staffing officer, and one or more technical experts, reviews available information on the candidates. Those who most closely fit the requirements of the position are invited to an interview. The screening board simply tries to reduce to a manageable number potential candidates who should be interviewed. It is at the interview candidates describe and expand on information contained in the Data Stream printout, and indicate their interest in the position.



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Complete the Questionnaire

Of all the information on Data Stream you have read or will read, details you give in the questionnaire are the most important. Your potential in the Public Service is partially assisted by this information.

Even though it may take longer to complete the questionnaire, you should follow instructions in the guide step by step. Fill in questions in pencil first, then if you wish to make revisions before sending it to Manpower Planning, you can easily do so. Take your time, give particular attention to the *demonstrated skills* portion of the questionnaire. If you have problems call your Data Stream liaison officer in Manpower Planning, you will find a willing helper.

Your completed questionnaire goes first to your immediate supervisor who checks the accuracy of the data related to your present position. From there you should send it to Manpower Planning. If it comes from the regions it is sent to HQ, Ottawa, where a Data Stream liaison officer in Manpower Planning checks the questionnaire and sends it to the Public Service Commission in Ottawa. Data is fed into the computer system every two weeks, and a copy of your printout is sent to you for review.

Information in the questionnaire gives to staffing officers a profile of your work and education background and abilities. Your Data Stream file, if current and complete, rounds out this profile. Changes in address, telephone number, qualifications, courses taken, publications, and other relevant information, should be added promptly to your record. Printouts showing promotion or transfer are done automatically, and you receive a new printout including these changes.

Your Data Stream File

At the Public Service Commission in Ottawa a Data Stream file is maintained for

each employee eligible to use the system, whether or not a Data Stream questionnaire has been completed. This file contains the questionnaire, information on promotions and transfers, copies of performance appraisals, and a curriculum vitae if the employee sends it in. (See *Let's Talk*, January 1976, for hints on how to write a CV.) It is recommended you include in your résumé (CV) the functions and skills acquired in previous jobs. Also mention outside interests and activities, and express your ideas on career plans.

A screening board will frequently refer to this file when deciding who ought to be invited to an interview. To make sure you have a good chance you should be certain the Data Stream printout, latest appraisal, and résumé (CV) are current, accurate, and favorable to your career planning.

Data Stream Change

During the last 18 months, 48 committees representing occupational groups in Data Stream, participated in a vo-

cabulary review of the guide. The committees were responsible for revising and clarifying skill terminology, and providing a simple definition for each term. As a result there has been a 22.6 per cent increase in the number of skill words, from 1165 to 1431. Each skill word, including new ones, is defined, and some function words changed to guard against misuse through lack of understanding. And, for employees who have trouble finding their way through the guide, instructions for completing the questionnaire are made clearer.

Admitted, Data Stream is far from a perfect staffing tool. Manipulation of the system by line managers and personnel officers has occurred, and probably still will. This willingness on the part of some employees to use Data Stream to achieve their own ends is regrettable. But, being eternal optimists, we in Manpower Planning are certain many of the bugs which currently plague the Data Stream system will be lessened under the changes.

p.2 →

CPS answers report on segregation

What happens after a study report has been submitted? Who sees it? What happens to the recommendations?

Applying these questions to the Vantour Report (see *Let's Talk*, March 1976), on the dissociation of inmates — here are some answers.

Yes, recommendations are taken seriously. For instance Dr. Jean Garneau, director of Living Units and Human Relations, CPS, has reported his reactions to Professor Vantour's recommendations. He started with a look at record-keeping (recommendation 55), which the report considered inadequate.

"The problem was clarified with Dr. Vantour, who agreed it is not unavailability of data, but unavailability of data in a form for easy reference. Individual cases are documented, but the information is scattered throughout the bulk of an inmate's file. In many cases, the file is so cumbersome, and without standard organization, that it is time-consuming to retrieve the data. The IDRIS (retrieval filing) system has been installed, at CPS HQ Ottawa, to correct this, but has not been operating satisfactorily. Many files presented to the Vantour study group had not yet been adapted to the new filing system.

p.2 →

CPS answers report

"On the other hand, even with standardized individual documentation, the task of retrieving the data for analysis would still require individual file searches which are time-consuming for a study group working with a limited time. There is no doubt a standardized format is necessary to centralize data related to dissociation if the situation is to be closely monitored.

"A second point is that a record of all disciplinary offences and punishments awarded is compiled by each institution and reported to headquarters, Ottawa, in a Weekly Population Return. But, the format presently used does not easily lend itself to further compilation and interpretation.

"Review and revision of filing practices were carried out in 1975. Three formats, designed to centralize pertinent data and standardize how it is recorded and reported, were agreed on. Consultation with the five regional headquarters of CPS has taken place, and the new retrieval procedures are to operate soon.

1. Institutions will report regularly to regional and national headquarters on the numbers of inmates in dissociation and the reason why they are there. The information will allow institutions and headquarters to monitor the use of dissociation, detect dramatic changes or trends in inmate attitudes, and compare information on effecting releases helpful to regions facing similar situations. The information will also supply an accurate base for responding to enquiries and future research.

2. A standardized logbook will be kept in each dissociation unit to centralize pertinent personal data on each inmate in dissociation; document the reason; keep an ongoing record of the amenities with which he is provided; and record his day-to-day progress. This will not only serve to accurately document cases in the event of enquiries or indepth studies, but will ensure that institutional staff working in the dissociation area become familiar with each case and more involved in the inmate's progress. This should help to alleviate some problems pointed out by the Vantour study group, such as the impersonality of the psychological milieu, where inmates are forgotten or treated inappropriately because information on their situation is unknown to line staff. These two new procedures should act as a reminder to institution administration that release dates from dissociation must be planned.

3. A new method will be used for reporting offences and punishment data so that offence trends can be identified, and a check made on relevant policies and instructions to monitor if they are carried out correctly."

Administrative Segregation

Dr. Garneau's reply to chapter III on administrative segregation, and a recommendation on how it should be used:

"It is already accepted policy to transfer to maximum security only segregated inmates who are thought to require long-term dissociation and to try them out in the general population first on arrival in a maximum security institution. A limited dispersal plan is partially in effect. Four out of five regions of CPS have only one maximum security institution where all inmates requiring long-term segregation are placed.

"The issue of screening and review procedures, program development, and staff deployment for segregated inmates, were the subject of a national conference of regional coordinators of classification services in February 1975, and a working paper for staff discussion in all institutions in April 1975. The ground, therefore, has been prepared to act on the recommendations of the Vantour Report in this regard. A Divisional Instruction establishing procedures to ensure more functional and goal-oriented reviews has been drafted. Provision to help a well motivated inmate to return to the general inmate population, by transferring to a region where he does not have a reputation to live up to, is part of a revised instruction on transfers. The security division of CPS has adopted a team concept policy, which assigns security officers and correctional officers to permanent teams. This should extend assignment of staff to dissociation units as suggested in recommendation six."

Protective Custody

Chapter IV of the report deals with protective custody. Dr. Garneau's reactions to recommendations on this form of segregation are:

"CPS held an internal study on protective custody in 1972, which made essentially the same recommendations as the Vantour Report in screening, reviewing, and programming. A letter of instruction from the Commissioner was sent to all institutions in March 1973, requesting reduction of the protective custody population. A Divisional Instruction, drafted to ensure effective review procedures for administrative segregation, also covers the review of protective custody cases, and includes provision for regional monitoring of the proceedings.

"Provisions to scrutinize the records of new inmates, and attempts to resolve potential protection problems through transfers, have been included in revised Commissioner's Directives and Divisional Instructions on transfers.

"The 1972 internal study group recognized the need for separate protective custody institutions and a Commissioner's Directive and Divisional Instruction, stating adequate facilities, prog-

ramming and admission, and discharge procedures, have been drafted pending construction of new maximum security institutions. It should not be assumed, however, that separate prisons for segregated inmates have been approved as official policy. Programs for protective custody inmates, housed in present facilities, were discussed last year with the regions, and institution staff, and include the "off hours" approach to recommendation 38 of the report, which asks for better recreation facilities for inmates in protective custody."

Punitive Dissociation

On punitive dissociation, Chapter V, Dr. Garneau points out: "It is accepted policy of CPS, as stated in Commissioner's Directive 213, that punitive dissociation be imposed as a penalty only after other less severe punishment has been considered. With regard to pay for dissociated inmates, CPS has conducted a review of the inmate pay structure, and if the recommended basic minimum allowance with graded wage for performance is implemented, this will carry out the intent of the Vantour Report's recommendation, which says that while an inmate should be financially penalized for not working while in punitive dissociation, he should have the basic minimum pay to fall back on when he returns to the general population."

General Comments

Dr. Garneau made these general comments on the report:

"It is not the official policy of CPS to confine in punitive dissociation inmates who have not been sentenced as such, nor to dissociate mentally ill or disturbed inmates. However, as the Vantour Report states, security considerations, overcrowding, or the difficulty of working out the mechanics of suitable alternatives, sometimes allows this to happen. The requirements for recording, reporting and reviewing, which CPS is about to introduce, will enable CPS to monitor and detect abuses and unsatisfactory conditions in this regard, so that corrective action can be promptly initiated.

Referring to the report's comments on psychiatric care for female offenders, considered unsuitable by Vantour, Dr. Garneau said:

"The building plans for the Ontario Regional Psychiatric Centre, to be constructed soon, do include facilities for female inmates."

Dr. Garneau said, "Of the 57 recommendations in the Vantour Report, seven do not call for change in CPS administration; two are written policy in Penitentiary Service Regulations; 12 are already accepted principles; to which could be added two others as the Inmate Training Board already sits regularly as a Segregation Review Board; and 14 have been recommended by internal study groups or workshops some time ago."

Dr. Garneau contends, "This only serves to confirm the Vantour findings and that the problem is not that present regulations are abusive or inappropriate, but that the greatest priority is to ensure they are carefully followed and staff attitudes contribute to a healthy psychological milieu. This concern was recognized by the national conference on regional classification coordinators a year ago. It is hoped proposed local workshops will help to ensure staff become closely involved in assessing local problems that could ignite a more serious situation, and so become committed to corrective means set out in the Commissioner's Directives and Divisional Instructions." *Let's Talk*

DATA STREAM

Despite problems, Data Stream is still preferable to other slower, costlier methods of selection. Too much money has been invested in it to imagine it will be scrapped. It is a relatively new phenomenon in the personnel community, and with constructive criticism and full participation it will no doubt succeed.

As you may know, departments filling vacant positions by inter-departmental competition must try to staff that position first using Data Stream. If this method is unsuccessful, the department

may advertise the vacancy by means of a competition poster. There is a possibility Data Stream will also become the initial method of selection for intra-departmental competition.

So — it appears you cannot afford not to be included in Data Stream. When you receive the new Data Stream package read it completely, it could mean a jump toward a new job, or realization of a new career.

For more information call or write Rick Blake or Gérard Goyette, Manpower Planning, Ottawa, 992-3760. *Let's Talk*

Do you know?

Clerks win pay increase

For 47,000 employees in the federal public service clerical and regulatory group, March brought warm news in a chilly, winter month.

Tentative agreement on a new wage category was reached January 9, 1976. With few exceptions articles under the present agreement were renewed. Changes were given to membership in an information kit accompanying voting papers. Voting deadline was set for February 27. The counting started Wednesday morning, March 3, and was completed by noon the next day. Voting was 20-1 in favor of ratification.

The one-year agreement was immediately signed by the Public Service Alliance of Canada negotiating team and Treasury Board. Ratification was given the official stamp at 2 pm, March 4.

Nicole Levac, director, Public Relations, PSAC, said the Alliance tried to get results out to members the same day but was beaten to the post by the media. Full details of the agreement were published in the weekly union newsletter.

News of the agreement came through to *Let's Talk* soon after ratification. A call to Margaret Poirier, then secretary treasurer of Local 70041, Ottawa, for information drew a dead end. Ms Poirier was on language training, and there was no one else to handle union news. Staff Relations couldn't help either. The news hadn't reached Ottawa HQ Staff Relations, but was picked up from the newspapers. Details were finally obtained from the PSAC.

As the largest bargaining unit in the PSAC, the CR group had agreed last year to the conciliation and strike route rather than arbitration. This was not necessary for the 1976 bargaining session. The contract is retroactive to November 17, 1975, entitling the group to several weeks' back pay. Treasury Board has 90 days from the date of ratification to issue retroactive cheques.

Rates under the new and old contract

	Min. CR1	Max. CR7
Old rate	\$5,602	\$14,523
New rate	\$6,442	\$16,121

Let's Talk

WATCH FOR IT!

Across the Regions

You Asked?

Problems in teaching inmates

Discussion on Parole

Management Seminar

Keep your eye on the broom



Journal, Ottawa

by Mac Broadfoot
Project Manager
Criminal Justice
Manpower Planning

Gordon Brown, Co-ordinator, Integration (Administration Services), Parole Service, has again won the Rideau Curling Club cash bonspiel, making it the third time in a row in the event's three-year history.

Gordon laid claim to the cash, in competing with teams that included provincial finalists of Ontario and Quebec, in five games straight, making it 15 straight wins over the three-year period. This does not really come as a surprise to those who have observed this master strategist. During a span of 30 years with the game it has come to be expected of him.

In this time he has won the Regina bonspiel once, was runner-up five times (in one chalking up 17 straight wins), and this against national and international curling greats Bob Pickering, Ernie Richardson, and Garnet Campbell. He has not reached the Brier but was in the South Saskatchewan play-offs twice, entered Brier competition in Ottawa 8 times, reaching the division finals 7 of those 8 times. He might have represented Ontario in the Brier in 1966 except for an extra end loss. With Eldon Coombe, he won the Governor General's Championship twice for double rinks. A formidable record for one who has also pursued a full time career in the Industrial Relations and Personnel fields, in Regina and Ottawa.

Gordon is more than a curler of note. He is an acknowledged sportsman and has conducted curling schools for high school curlers, club members, and the blind. He introduced curling for the blind in his home club, the Caledonian, in Regina, and established what is believed to be the first curling for the blind in Canada. Long before International Women's Year he supported ladies' curling in his home club, and had them

COMING AND GOING

Here is the movement of staff during January and February, as reported by Ottawa personnel division. Do the regions want to get involved in this column? If so send in your lists to the editor *Let's Talk*.

Appointments	From	To
Cosman, William	St. Mary's U.	CPS/OD
Dechamplain, Gordon	MOT	CPS/Pers
Goyette, Gérard	NPS	CPS/Fin
Lefebvre, Helen	ITC	CPS/Pers
Mays, Jan	NPS	CPS/Pers
Parisien, Benoît	StatCan	CPS/Pers
Reynolds, Gérard	INA	CPS/Pers
Swedburg, Randy	Concordia U	CPS/OD
Watkins, Robert	RHQ Pac	CPS/LU
Williams, Carolyn	NPA	CPS/Pers

Left	From	To
Bonneau, Nicole	CPS/Sec	INA
Giguère, Pierre	CPS/PA	RC
Gibbs, William	CPS/LU	RHQ Pac
Girgis, Soheir	CPS/IP	RCMP
Jobin, Michel	CPS/O&A	Agr
Parent, George	CPS/Pers	PSC
Benedict, William	NPS	NPB

Let's Talk

admitted as regular club members. He donated a trophy for which Ottawa high school curlers play annually, and has an impressive record of offices held in Saskatchewan curling clubs.

To Gordon curling transcends occupation, sex, age, and the economic strata of our society. It requires as much physical effort as you care to put into it, and can be enjoyed by anyone *Let's Talk*



WHAT THEY DO...

...He tries to understand people

He says he's hooked on corrections and his record proves it. Louis Zeitoun has worked with offenders and parolees since 1957, and still finding more and more to do.

Now, as director of Community Resources for the National Parole Service, he uses this experience to help the community become more involved in the correctional system.

He would like the community to accept a greater share of responsibility to the offender. He is concerned whenever "the community sits back, allowing the government to become a baby-sitter in what should be a partnership — sharing responsibilities," because the ultimate rehabilitation of the offender lies in the community.

According to Louis Zeitoun, parole still has a punitive image, an authority figure. It's

not really true, he says. Parole officers do try to redirect the parolee, drawing him into the community as a useful citizen.

Zeitoun says social action in understanding problems facing parolees is essential if recidivism is to be lowered. "The public expects the utmost from a parolee, but fails to understand the pitfalls freedom presents."

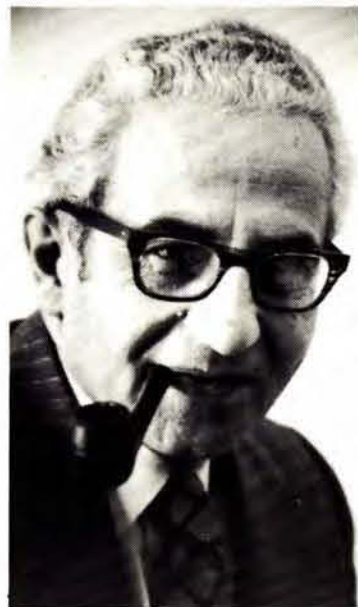
He likens many parolees to immigrants — isolated in a strange world — facing closed doors that could lead to work — denied the chance to recover the social role lost in jail.

Motivation, according to Zeitoun, is the pivot on which character change in an inmate can take place. How to go straight — find and keep a job — maintain a good family relationship — are all tied in with the recidivism rate.

As a former executive director of the John Howard Society, Louis Zeitoun's work with offenders was spread over nine years. He initiated many changes during that time (1967-66), mostly in community attitudes, and helping the wives and families of offenders. He also was a part-time lecturer in sociology and established the first course in criminology at St. Patrick's College, Ottawa.

In a quiet voice he tells of becoming "hooked into corrections at John Howard" — finding life at every angle tied

into helping the offender. Until one day he felt he needed to stray from the path he had carefully followed for years. He went to work for Manpower and Immigration.



But not for long. By 1973 he was back in parole work. He became director of Community Resources, NPS, opening up new channels for community action in the criminal justice system. Much of his work is focused on community agencies — the John Howard, St. Leonard's, and Elizabeth Fry. He believes community residential centers are important in the rehabilitation of offenders.

On the merger of CPS and NPS, Zeitoun recognizes the need for combined correctional and parole services.

Mutual programs, he knows, will make the work easier to plan — and should benefit inmates. "After all," he reflects, "isn't that what we've been hired to do?"

A sign of this is a study now underway on staff training needs for community residential centres. The findings may also benefit staffing of community centres run by the Canadian Penitentiary and National Parole Services.

Louis Zeitoun is active on many committees. Prominent is the National Joint Committee on the Canadian Association of Chiefs of Police and Federal Correctional Services. He coordinates the meetings. And, he has been invited by the International Halfway House Association to read a paper on the development of community-based residential centers in Canada at the association's conference in London, England, in July.

Away from the office Zeitoun has an unending concern for family life — which melds into his work. In his spare time he serves as a marriage consultant for a local family agency. Patience is etched in every nuance as he explains the role of family counselling.

Writing about his experiences and the philosophy behind his opinions has been sandwiched between his busy office and home life. While executive secretary of the John Howard Society he wrote an article on Parole

Supervision and Self-Determination. The opening paragraph reads, "Parole is a continuation of the over-all correctional process. Its goal is to provide the kind of individualized treatment that will enable the parolee to become self-sustaining, law-abiding, and contributing member of society."

He goes on to explain how the parolee, under supervision, "can be helped to exercise his basic right to self-determination," in a way constructive to his own welfare and that of society.

When does Louis Zeitoun have time for his own family? Every day, he declares. He has four children — two girls, two boys — aged 10 to 15 years. Their school work is his. He loves books — wonders how his wife puts up with his constant reading, "There are books everywhere in my house." Knows he's got to answer some day a frequent family question, "Where are you going to put that book?" when a new one comes in the door. He is interested in photography and has passed on this bug to his eldest son.

The pipe-smoking, marriage consultant, director of Community Resources for NPS, smiles slowly. His head, thatched with greying, curly hair, is lowered as he thinks of his work. Quietly says, "We have a lot to do for offenders and their families — I can only keep trying." *Let's Talk*

Warkworth Jaycees Host to Live Wolf

With pleasure in mind, over 250 inmates of Warkworth Institution, Cambellford, Ontario, converged on the visiting hall of the institution to glimpse a live wolf and one on film.

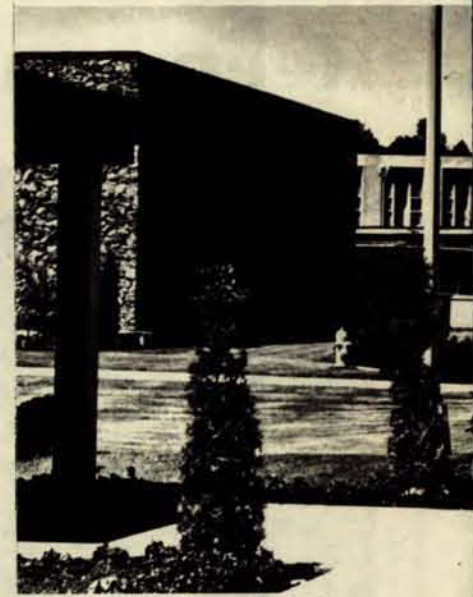
Under the sponsorship of the Warkworth Jaycees, the Ontario Wolf League, led by Thelma Rodney, and Scott Barry, Marlene Blatherwick, and Alita Tahl visited the institution with the 2-year old wolf named Mori. They

were introduced by Tom Groeneveld, head social development. Scott Barry told of the history of the wolf, stating 17,000 as the number of wolves roaming North America. He warned that if hunters are not restrained in their wild hunting spree, the animal will be wiped out.

A 25-minute film of the wolf's activities in the wild preceded the appearance of the wolf. During the documentary the

activities of the wolf in its habitation was enjoyed by the audience — including its feeding habits (it does not feed on its fellow wolf — but on other animals it can kill), birth, and caring for its young. Mori is fed four chickens a day.

Thelma Rodney spoke at length on the necessity for preservation of the species and urged the audience to support the campaign by her organization to save extinction of the wolf in Ontario. Inmates were asked to sign a petition supporting the campaign to preserve the wolf. None protested. For all expressed concern for the wolf.



Main entrance to Matsqui Institution.



Let's Talk



Acros

B.C. PEN held captive by FILTHY MCNASTY

Filthy McNasty, a Los Angeles based show band, recently captivated the inmates at British Columbia Penitentiary during a concert sponsored by a Vancouver impresario.

Andrew Butler, social and cultural development officer at British Columbia Penitentiary, explains.

"Last December security clearance was obtained for band members of Filthy McNasty to play two hour-long concerts for the inmates in B.C. Penitentiary.

"Danny Baceda, owner of Baceda's Night Club in Vancouver, was asked to assist with organization and sponsorship of the concerts. Without hesitation Danny arranged for a band. The inmates hoped a rock-and-roll band would be coming, no one expected to see and hear a top-notch band from Los Angeles, California. Band leader Filthy McNasty decided it would be a "trip" to do a "gig" at the pen. At considerable cost to himself and inconvenience to the band, December 21 was a memorable occasion for all inmates.

"Filthy McNasty and his band had been producing an album in the United States, and some of the cuts on that record were played at the concert. The band put on a fantastic stage show using strobe lights and CO₂ gas. An inmate band had been practising for several weeks to play back-up to Filthy MacNasty, but were unable to perform because one of the inmates was incapacitated.

"Bob Garrison, Danny Baceda's booking agent, and Eric Dahlberg, Baceda's sound and light man, assisted in getting the concerts off the ground. Thanks go to these gentlemen and Danny Baceda, as well as Filthy McNasty, from staff and inmates."

The concerts went well, partially due to the help and cooperation of B.C. Penitentiary staff in security, visits and correspondence, and the kitchen.

Let's Talk

Matsqui's

Chronologically 10 years is but the wink of an eye in the vastness of time. A century ago 10 years accounted for little if any discernible change; but that same blink of an eye in this furiously paced 20th century embodies so much change it is difficult to sort out and replay with a semblance of order and sequence.

One tenth part of a century is not perhaps a very auspicious milestone when compared with the age of Kingston Penitentiary, Ontario, St. Vincent-de-Paul, Québec, and British Columbia Penitentiary. Matsqui is but a child in kindergarten in comparison to those venerable old rock piles of penitence. There is nothing of great historic significance at Matsqui Institution, British Columbia. There are no ancient night-keeper's reports; no display of Oregon boots, old keys, antique weapons, or dog-eared menus featuring oatmeal and molasses as the fare of the day. Matsqui represents the bridge between the old style pen and the beginning of the modernization of Canadian penology.

Matsqui's approach to the treatment of offenders has been controversial, it has been ridiculed and scorned, it has been praised and commended, yet it has been copied. Within 10 years the original purpose of Matsqui as a treatment institution for drug offenders has been abandoned. The female unit has been closed and reopened as the Regional Psychiatric Centre. An industrial and vocational training complex has been created. Chapels have been constructed at both units. Double fences have been thrown up, new roads and guard towers built, and improved perimeter lighting installed. Many major and minor alterations have taken place. These are only the obvious physical changes. There have been many others, not so obvious, but far reaching in effect.

To the casual motorist driving along King Road near the institution, the sign at the entrance tells little of the penal complex which lies almost completely hidden from view. Nestled unobtrusively in a rural panorama of residences, dairy and chicken farms, and raspberry fields, Matsqui Institution

Klondyke Day Reaches Warkworth

Warkworth Institution was transformed into the Palace Grand Theatre of Dawson City, Yukon, last fall. The occasion The Frantic Follies, stopping by for another fine performance, bringing back the folklore memories of great Klondyke Days. As thespian ambassadors of that pioneer era, they presented their skits, music and comedy to the full enjoyment of the institution's population.

With bagpipes rendering Amazing Grace, jug-band music, and the accomplished Herbie Bouwman on honky tonk piano, the music was light and lively and solidly delivered in Gay Ninety fashion. Borrowing from Ragtime and Roaring 20's, the evening was highlighted by lovely northern belles, Lorraine Lyle, Shelly Craig, Anne Campion, and Debbie Lipstick Lou Murdoch, doing their familiar dances

the Can-Can and the Cakewalk.

The late Robert Service, Bard of the Yukon, would have been proud of the multi-talented troupe headlined by Gillian Campbell, Jim Murdoch, and Doug Cameron, with great performances by Val Dean and Lyall Murdoch.

The Frantic Follies was on a cross-Canada tour before returning to their Yukon homes

Let's Talk





Matsqui Drama Club presents OF MICE AND MEN

Of Mice and Men, winner of the New York Drama Critic's Circle Award as the best American contribution, 1937-38, has been resurrected by Theatre Productions of Matsqui Institute, an inmate drama club.

The classic John Steinbeck tale of the lives of two men who, in their loneliness, cherish the slim bonds between them and the dream they share, introduces the memorable character of George, a cattle ranch hand, and his protective friendship with Lennie, the blundering dreamer. Their common

hope was of someday owning their own little ranch and living off "the fatta the lan." George talked about it to Lennie, and crowed with delight at the notion of having to tend the rabbits and stroke their soft fur. Lennie liked the feel of smooth things, but he was so strong his touch killed them; a bird, a mouse, a puppy, and finally Mae, the foreman's wife who had silky hair. When the posse went to hunt him down, George knew he had to find Lennie first to tell him again about the time they'd have their own little place, and to hold a gun to the back of his happily nodding head.

Enactment of these incidents, which lead to the final frustration of their dream, was portrayed under the sensitive direction of Leon Pownall, freelance director credited with starting Matsqui's drama club.

The excellence of the production extended to the sets and costumes which were "conceived and executed by everyone." The play was performed for three separate audiences last January. Opening night for the families of the participants and invited guests, the second night for inmates, and the third for Abbotsford residents.

The choice of this play by Matsqui inmates seemed fitting. As noted by Leon Pownall, "Of Mice and Men, isolates man's attempt to scream through the silence that exists in loneliness, to sustain hope and achieve some degree of dignity by replacing harsh reality with wistful and unattainable dreams. No matter what hell life turns out, no matter how evil an action may seem, the essential spirit of man lives in the ability to communicate his ideas, his imagination, his dreams. Above all else man is nothing if he fails to define and to express a love, a tenderness and a concern for another living being." *Let's Talk*

ss the regions

first 10 years

by J. E. Elliott

blends well with the surrounding countryside. Two institutions, Matsqui medium security prison and the Regional Psychiatric Centre are located in 233 acres of rural land. Also regional stores, an administration building, central heating plant, and trailer compound housing prerelease inmates. Over 1,000 people, staff and inmates, live and work there.

The sod turning ceremony for the first of Canada's modern prisons was held on February 22, 1963 by the Hon. E. Davie Fulton, then Minister of Public Works. Former Commissioner of Penitentiaries, A. J. McLeod, A. B. Patterson, MP for Fraser Valley East, and R. J. Bickford, district architect for the Department of Public Works were also there. The site was dedicated by Rev. W. Neufeld. It was three years before the institution was officially opened by the Hon Jean Côté, then Postmaster General, in the absence of the Hon. Larry Pennell, Solicitor General. The public also had a chance to view the new structure, which Simma Holt described in the Vancouver Sun as the Matsqui Hilton. The first 25 inmates, transferred from British Columbia Penitentiary, arrived March 1, 1966.

Originally designed as a treatment centre for drug addicts, Matsqui Institution came into being quietly. Now 10 years later what has been achieved? Matsqui has been instrumental in using almost every form of therapeutic program possible. Group counselling, individual counselling, encounter groups, attack therapy, marathon therapy groups, and a host of variations on the same theme. The original pilot treatment unit under the direction of Dr. Dan Craigen, assisted by Doug McGregor, Roger Brock, and Brian Murphy instituted some of the very early attempts to create a therapeutic community embodying reality focus techniques, community involvement, socialization and citizen participation.

Elementary, secondary, and university educational programs have also been, and still are, used to good effect. Vocational training in many different skills is offered. Temporary absences for the purpose of working in the

community had their start here at Matsqui. Zzzoom, Dale Carnegie, Toastmasters, Junior Chamber of Commerce, exceptional childrens' teaching groups, Seven Steps, A.A., Al Anon, M2, Native Brotherhood, 'X' Kalay, and many other groups and organizations are represented. Open house, sports days, and a high level of community involvement are always encouraged.

And what has been achieved? There have been successes and failures, hope and despair. Sounds familiar? Of course. Matsqui may be modern, light and airy but it is still a prison, with the same problems needing answers as with every penal institution in Canada.

Ten years ago Matsqui was new, in the next 10 years who knows what form prisons may assume. Total therapeutic communities? Societal facsimiles? Unionized industrial training schools? Academic campuses? The ultimate answer to the successful rehabilitation of an offender lies somewhere in the future, Matsqui is a step in that direction.



Herb Pattison, Matsqui's photographer.

Matsqui Institution has been basic training ground for a great number of CPS staff who have contributed and learned some of the techniques of twentieth century penology. Those who are still plying their trade at Matsqui remember fondly staff who passed this way. The first warden of Matsqui, John Moloney and his fire-



Marilyn Harvey, Matsqui's first female employee and "Tish" McNally, first stores boss, now materiel manager for regional stores, Pacific Region of the Canadian Penitentiary Service.

engine red mustang. Art Trono, superintendent, who lost only one argument and that was with a train. Art survived so maybe it could be called a split decision.

Hart Fowler and his "please explain" notes to wayward staff. Jim McCutcheon with his dry humor (see March issue *Let's Talk*). Bob Swan has defected north across the Fraser River to the new Mission medium security institution. Almost the entire classification staff, except Terry Gardy and Al Casselman, have departed to spread their therapeutic balm over other prisons. Roger Brock, resident recidivist, is back once more as head of living units. Among the correctional staff there are still a few familiar faces. Between those still here at Matsqui and those down the road at the Regional Psychiatric Centre enough of the old guard are still around to have a party.

The original-original of course is still here. Gordon Frew, now plant superintendent, was first assigned to Matsqui as the sole representative of CPS to ensure quality received was the quality specified. Nicknamed 'Earthquake' Frew by the contractor, because of his exploits with his trusty sledge hammer expertly applied to certain protruding rebars, he was presented with a special hammer made of soup cans and a broom handle, and politely asked to quit demolishing the darned place before it was built.

The seemingly never-ending parade of brass who showed up at every opportunity to inspect and ogle this newest addition to the Canadian penology scene are also remembered. Allen McLeod, Colonel (Big Jim) Stone, T. W. (Tommy) Hall, Pierre Jutras, Larry Pennell and others. One indication of the degree of change at Matsqui in 10

years is the present Director Nick Caros, the fourth person to hold that position. Jim Murphy and Jim Phelps have both served time here as directors.

With the inception of the living unit concept, a new breed of young men and women take their place in the forefront of interpersonal relations with inmates. The establishment of regional stores has created a new ball game at the old stores building. "Tish" McNally, Wilf Bailey, Rollie Long, Doug Mulligan (another recidivist), Herman Wickers, Bert Knight, Ed Thoen, and Marilyn Harvey (Matsqui's first female employee), are still here. Sometimes they are hard to find among the army of bustling people at the new stores building.

Inside the institution there are still a few of the original staff, down Works Row. Glen Green, John Dipalo, Art Cromack, Bud Kowal, Harry Beaver, Ozzie Rowles, and the one and only peripatetic gardener Nick Nicklaus. Nick has planted enough trees and shrubs to keep the Canadian forest industry in business for years. He's responsible for thousand of acres of grass, which keeps about a dozen inmates happy all year long mowing the stuff.

As is true of any close knit family sad times have also been shared. The obituary column at Matsqui is one indication. Lorne Campbell, Walt Dougal, Bob Allan, Ollie Olsen, Bob Hoffman, Bill Van Twyver, Arne Kastner, Neil Dickie, Roy Eadie, and Mary Steinhauer. We remember them, and salute them. There have been many of the Matsqui family who have gone on to other endeavors who will forever be remembered simply by their nick names. "Colonel" Klink, Captain Crunch, Gloves, Side-saddle, Odd Socks, and a dozen other.

A few other originals are scattered around the place, doggedly doing their thing. Herb Pattison is still smearing finger-prints and taking pictures. His often confused namesake Russ Patterson continues to hold the fort in visits and correspondence. Jimmy Hamilton, remaining member of the original kitchen staff, works his culinary wonders with exquisite skill and patience. Lou Vaughn masquerades as SOS, and Blackie Musa tries valiantly to teach new dogs old tricks. Harvey Ellis holds the fort at SIS. Reverend Ted Kropp, the diminutive chaplain, still plies his trade at the Protestant Chapel.

Let's Talk

Prison change not affecting inmate subculture

In discussion, September 1975, an ex-offender expressed his views on the erosion of the inmate subculture through the living unit concept. Here is another point-of-view, to which staff may wish to reply, especially living unit and parole officers.

by Allan E. Ross

Is erosion taking place in the inmate subculture as a result of reforms in the Canadian Penitentiary Service, such as the living unit program? I do not believe so. In fact, I am convinced that within the majority of Canadian prisons the subculture is as strong and viable a force as it has ever been.

What is the inmate subculture? According to Gresham M. Sykes in *Theoretical Studies in Social Organization of the Prison*, it is an unofficial social system originating within a prison which incorporates a strict and detailed set of rules, defining and regulating inmate conduct on issues such as relations with prisoners, contact with staff and volunteer workers, leisure and therapeutic activities, work performance, health, food, sex, among others.

Another explanation comes from Donald Clemmer in *The Prison Community*. The central value of the subculture is utilitarianism, and the most utilitarian prisoners win the available wealth and such positions of influence as might exist. One of the supreme rules that pervades this social system is conformity, whereby compliance to, or deviation from the value system is the major basis for classifying the social status of prisoners.

Hans Riemer, in *Socialization in the Prison Community*, contends the inmate subculture will not erode. He says the belief that an erosion is taking place in the inmate subculture is analogous to believing there will some day be no prisons or prisoners. For as long as we have prisoners, we will have a prison subculture. The culture will go through changes, as all cultures do, but its reason for being will remain unchanged until such time as penologists provide a strong and rational therapeutic milieu that can effectively counteract the powerful subculture forces.

In *The Prison as a Rehabilitation Agency*, Donald R. Garrity maintains, the inmate, rejected, impoverished, and figuratively castrated, is stripped of his autonomy, and exposed to the frightening ego threat of losing his identification with his normal adult role. An inmate who is vulnerable to the deprivations and frustrations of prison life, with implications for the destruction of his self-esteem, somehow must find relief. To this end then derives the functional significance of the inmate subculture — a prison culture that offers aid, affection, respect, and acceptance, whereas the administration, in most cases, offers a harsh social condition.

The preceding four extracts bear out my contention — that not only is the inmate subculture flourishing, there is a life-sustaining need for it; no less in Canadian penitentiaries than elsewhere in the prison system. But, during the past 10 years the Canadian Penitentiary Service has tried to ease (somewhat) the harsh social conditions of prisons. And numerous medium security penitentiaries have been constructed under the pretext of prison reform.

The new prisons offer humanita-

rian living conditions, and programs structured to improve the vocational, educational, and social skills of the inmate. These reforms, however, have not created an erosion in the inmate subculture and its attendant value system. If anything has happened, in my view, an opportunity for refinement in the value system of the subculture.

The changes or refinements that the inmate subculture has gone through since the penitentiary service began instituting reform measures have been significant. Where once the normal practise of most prisoners was to ignore, converse superficially, or act in a belligerent manner toward prison authorities, it is now acceptable practise for the majority of inmates to establish some degree of rapport with their keepers. Lines of communication have been opened, but this does not mean there is an erosion taking place in the subculture. It simply means there has been a value modification in inmate-keeper relations, which allows communication.

Were the dialogue based on mutual trust and respect, and the inmate honestly searching for values to supplant his criminality, the dialogue could rightfully be interpreted as an erosion in the inmate's attitude and values. But in most instances the dialogue is artificial, superficial, and primarily based on deceit. If this is not the prevalent attitude of inmates, then why do prison authorities exercise so much caution in matters of inmate trust?

Why are prisoners now communicating (at all levels) with prison staff, such as living unit officers? In most cases, it is expedient for the prisoner to refine his attitude toward talking with prison staff because of what the recent reforms offer by way of reward.

To gain the rewards now available, such as temporary absence passes and parole, the adherent to the criminal value system will modify his behavior. Not necessarily because he wants to, but because it is to his advantage to do so.

Today an inmate has only to appear to be changing and he is rewarded. He is rewarded through pay raises, temporary absence passes, and even parole for being a "model" inmate. A model inmate is one who gets up in the morning, attends work, is cordial with the staff, and does not breach any of the prison rules.

But is this so-called model inmate, who attends work every morning, at variance with the inmate subculture and its value system? The answer to that question can be found in the inmate performance in the prison work situation. A performance that unmasks the facade of the model inmate, and portrays the strength of the subculture and its value system.

The subculture still demands, through subtle and overt pressures, that all inmates be contentious, dilatory, and nonproductive in the prison labor system. To do otherwise would portray the other inmates in a bad light.

Is there a prison in Canada that can claim to be receiving high productivity, efficient workmanship, and regular working hours from its inmates?

Even work supervisors are manipulated and coerced into accepting inmate standards of workmanship. Supervisors capitulate to inmate pressure because, otherwise, work areas and machinery will be sabotaged or no work at all performed.

In support of inmate attitudes, prison staff have surrendered to the realities of inmate pressure rather than to the realities of the work situation. As a result, the so-called model inmate has to do very little to appear exceptional in his work performance. He does not have to produce even a normal day's work because the subculture, not the work supervisor, is regulating the inmate's work performance!

The model inmate should not be found at fault for this type of manipulative behavior because, in most cases, he is only adapting to the demands of an environment controlled by the inmate subculture.

The subculture also exerts control of staff-inmate relationships. An inmate is still liable to ostracism from his peers for being, in their eyes, a "bull-lover" (a friend of staff). Friends confide in one another, and it remains the collective fear among prisoners that an inmate, who is a close acquaintance or friend of a staff member, will inadvertently or intentionally reveal a subculture transgression, such as how drugs are being smuggled into the institution.

Conversely, prison officials have the same fear about their staff becoming too friendly with inmates. Their concern is based, I believe, on the stark reality of the subculture's mentality still permeating the majority of inmates sensibilities. For example, many prisoners believe that prison staff, who are friendly with an inmate, should be exploited as contraband couriers.

As well, prison officials recognize the majority of inmates are contemptuous of the values many prison staff exemplify. Unfortunately, in too many cases their contempt is justifiable.

With the inception of the living unit concept (an ambiguous scheme to say the least) inmates and staff are now somewhat closer in their mutual confinement. Whether they become friends or not, is dependent on their individual preferences, personalities, and fortitude to withstand institutional pressures of denunciation.

An example of this pressure is hardened prisoners questioning the integrity of inmates who talk, in a closed office, with staff for a lengthy period of time. A subculture rule is that "solid" inmates (those who are indoctrinated with criminal values and attitudes) do not spend any more time than is necessary with staff — especially in private offices. Today, this is still the rule — despite the living unit concept.

Similarly, staff, especially females, will have their integrity questioned by staff and inmate if

they fraternize with inmates beyond the point of absolute necessity.

Friends or not, I believe the majority of inmates are using the living unit concept for whatever rewards they can gain from it, without having to make a significant contribution. I base this claim on my experiences in three federal institutions where the living unit concept — or a facsimile of it — has been implemented.

As I see it, the only real demand of the living unit concept is that the inmate be cordial with living unit staff and stay out of flagrant trouble. If the inmate can manage these tasks, he will reap the rewards of the concept.

There is little demand from the living unit concept that the inmate change his criminal value identification, nor provisions of great significance, to motivate a shift in value identification. There is little demand, because what alternative life style or set of values can the concept offer if an inmate is compelled to live in an environment controlled by the prison subculture?

Provisions for change are available, such as the rewards of temporary absence passes and parole, but they are of little significance because they can be gained by manipulation. If an inmate can successfully manipulate a living unit or classification officer into believing that he is trying to change as a person, and receives rewards for his "model" behavior, why should the inmate look for alternative values? The values that brought him into prison are working effectively!

Manipulative behavior has become an integral part of the value system of the inmate subculture. An unfortunate by-product of this behavior is that the inmate, realizing he can successfully deceive the prison authorities, is encouraged to apply these "skills" developed in prison to criminal activities after his release. In addition, the inmate has confidence that if he returns to prison he will, in all likelihood, be able to play the manipulation game once again — with refinements — and continue to reap the rewards of such behavior.

The recidivism rate of Canadian penitentiaries clearly shows the inmate is perfecting his criminal skills while in prison, rather than learning acceptable social skills. In my view, the forceful inmate subculture can largely be held responsible for the recidivism rate.

Prison authorities acknowledge they are being manipulated by prisoners. But it is their hope that something constructive is learned by the inmate in the process of his manipulation. The only constructive factor (if it can be termed constructive) learned by the manipulating inmate, is that he does not have to reject his criminal values to get ahead, only refine them.

With regard to prison therapeutic programs, the forces of the inmate subculture dictate which program will be functional, and which inmates will be allowed to participate in the programs permitted to operate.

A program can only be functional if it has the cooperation and participation of the inmates it is structured to serve. Programs that offer a challenge to an inmate's motives, patterns of perception, and how he related

to his environment, are strenuously resisted. The resistance comes from the collective inmate population, that finds its influence in the value system of the inmate subculture.

Many self-help inmate groups, such as the Seventh Step Program, are structured and managed by the inmate subculture to accommodate only those prisoners who subscribe to their collective value system. Any inmate who is at variance with the inmate subculture or its values is denied access to the so-called "self-help group." He is prevented from being a member because of personality or character dislikes, or he may be a threat to the group's fraudulent manipulation because of his noncriminal attitude and values.

It is a deplorable situation that prison officials exercise very little say in who will be members of inmate self-help groups. It is the inmate leaders who decide which inmates are worthy of acceptance into the group.

Who are these inmate leaders? Are they responsible, sagacious, and positively motivated toward reformation? In most cases, inmate leadership is exercised by the criminally mature inmates who set the standards of what is acceptable and non-acceptable behavior. These so-called "solid" inmates stimulate anti-social and manipulative behavior and minimize, through ostracism, the status of prisoners who do not subscribe to their criminalistic ideology.

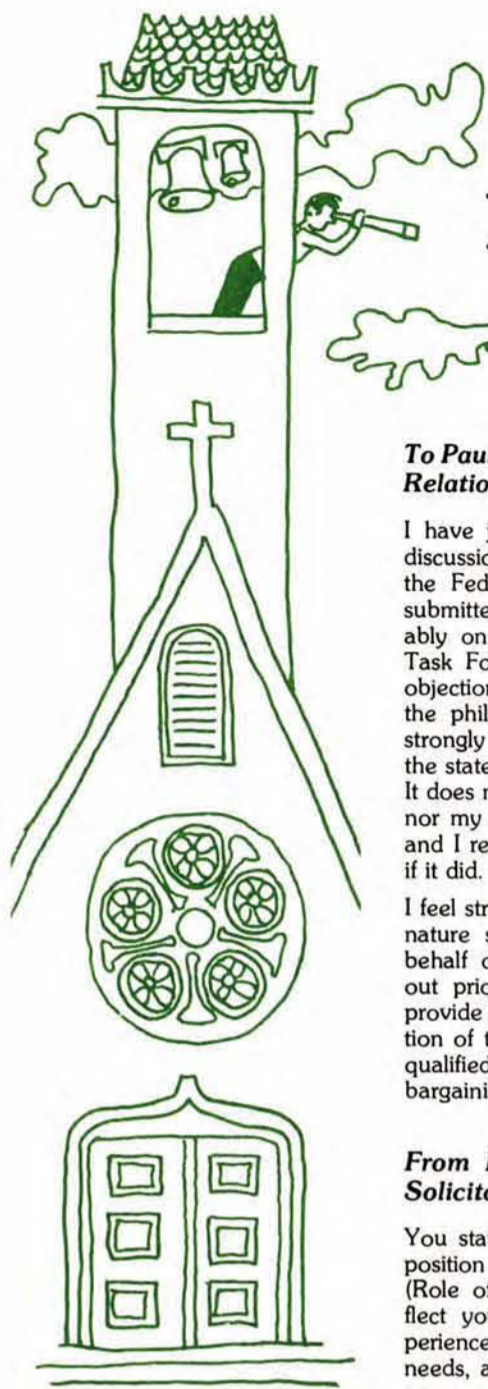
This leadership mentality will always be a strong force in the subculture's dispensation of appropriate behavior, because it is the psychoneurotic or psychopathic prisoners who seek out positions of influence, such as committee membership, for reasons of ego, and status enhancement. They maintain their leadership positions through antisocial behavior, such as criminal role-playing.

"The history of inmate self-government reveals the yielding up of powers to inmate leadership usually generates patterns of internal group coercion more punitive, more rigid, and incomparably more discriminatory than those which they supplanted. Why the yielding up of this power?" asks Clarence Schnag in *Social Types in a Prison Community*.

Prison officials give recognition, and thereby legitimization, to inmate leadership because the administration tends to use the inmate power structure as an aid in prison administration, and to maintain good order. Unfortunately, by doing so they also strengthen the influence and longevity of the inmate subculture which, theoretically, they are supposed to be undermining.

In conclusion, my view is that the living unit concept has not created an erosion in the inmate subculture. Neither have I seen a significant erosion in the value system of the subculture with respect to inmate relations, work performance, attitudes, or general behavior. In regard to staff-inmate relations, there has been a refinement, but not an erosion in the underlying antagonism between the two parties. Finally, despite the many prison reforms, with a few exceptions, prisons remain fortresses of criminality.

In reaching my conclusions, I base them on 22 years of intermittent periods of incarceration in Canadian prisons *Let's Talk*



POINT-OF-VIEW

To Paul Gascon from Lorraine Berzins, Living Units & Human Relations CPS:

I have just finished reading the discussion paper on the Role of the Federal Corrections Agency submitted by the PSAC, presumably on my behalf, to the FCA Task Force in July 1975. I take objection to some vital aspects of the philosophy presented and I strongly disagree with some of the statements made in this brief. It does not reflect my knowledge, nor my opinions, nor my needs, and I resent it being put forth as if it did.

I feel strongly that nothing of this nature should be submitted on behalf of the membership without prior opportunity for us to provide input, or at least ratification of the content. You may be qualified to represent us at the bargaining table, but I do not

feel this entitles you to put forth on my behalf your personal views on all matters under the sun related to corrections. You are being paid to represent us, and when it comes to controversial issues, you cannot do so without soliciting our opinions.

I realize that to prepare a responsible position paper on a topic such as the role of the FCA would require careful research and time-consuming consultation. I would be pleased to offer my services to help you out with this task the next time such an opportunity arises, to ensure the views of a wider spectrum of PSAC membership are more accurately accounted for.

Lorraine Berzins

From Paul Gascon, Executive Secretary-Treasurer, PSAC, Solicitor General Component to Lorraine Berzins:

You state in your letter that the position expressed in this paper (Role of the FCA) does not reflect your knowledge, your experience, your opinions nor your needs, and that you strongly disagree with some of the statements made in this paper. As it seems that you possess the solution to resolve the problems of criminality in Canada, may I suggest to you that you inform me of the statements made in this brief with which you disagree and furthermore, what would be the alternatives to these recommendations.

I would also like to be informed of what makes you believe that you are the only one who seems

to possess the knowledge and experience to discuss objectively on matters related to corrections. When you refer to your knowledge, do you mean what you have read in textbooks and what you have learned at university? When you talk about your experience, can I be informed of your practical experience in your daily contacts with criminals?

I will be more than pleased to receive further clarification (maybe I am asking you too much) on your views concerning matters related to corrections. I will be delighted to read your answer.

Paul Gascon

To Mr. Gascon from Lorraine Berzins:

First, let me say that my point seems to have been misunderstood. I do not think, as you state, that I am "the only one who seems to possess the knowledge and experience to discuss objectively on matters related to corrections," and I would not wish to force my views on the other members of the PSAC. My point is that, on such a sensitive subject where many of us disagree with each other, careful consultation should take place with the different groups which you represent to ensure that all their views are well reflected in your final paper. This is what I was offering to help you do: to consult with the membership and listen to what they have to say.

I know for a fact that many people working in institutions did, in fact, disagree strongly with some of the statements you made on their behalf, and took the time to express this officially to the Commissioner of Penitentiaries. I am enclosing here just a sample of the kind of papers that were submitted to illustrate the lack of support for your official position. This kind of action does little to enhance the credibility of PSAC with management and I suggest, therefore, that it would be much wiser for you to ensure from the start that the statements you issue have more backing from your own membership....

Most of us would like to be listened to, and the type of paper you presented on our behalf

does us more harm than good in that respect, because it really damages our credibility. I would be pleased to discuss any of this in person with you....

Let's Talk spoke with Lorraine Berzins after reading the correspondence between herself and Paul Gascon. Ms Berzins explained why she wrote her letter to the PSAC.

"I saw a copy of the brief in question, and was appalled, disturbed, by its contents. It didn't reflect my thoughts on the subject, or those of several of my coworkers. We discussed it. Felt despondent that PSAC members would be represented by such an outrageous document. But — as so often happens with CPS staff — many were uncertain about how to protest. What's the point they said. No one will listen to us. So — I decided to take action — wrote to Paul Gascon. His reply is now history."

Mr. Gascon's comment on her work experience in corrections came as a bombshell to Ms Berzins. According to her curriculum vitae she has worked as a classification officer and a supervisor of

classification in federal prisons. Also as a living unit officer, training staff across Canada in the Living Unit Program. Facing a knife in the hands of an inmate for 8 hours is an experience she prefers to forget — but knows it is part of the hazards staff face every day in the institutions.

Has Mr. Gascon agreed to revise the brief in question? Ms Berzins hasn't heard he intends to do so. She wants staff credibility given a chance to surface though — insists Paul Gascon's handling of her letter is not helping this to happen. Her concern goes out also to what she calls a wedge being driven deeper and deeper between program and correctional staff. Prejudices surface continuously she says, and a brief, which doesn't fully represent the feelings of staff, only drives the wedge deeper.

Until the two factions get together, there's little chance of peacefully merging corrections and parole into one agency (FCA) she contends. Her solution is a realistic look at what ails the system, and a chance to get all sides talking. How? She believes *Let's Talk* could act as a repository, where problems are exposed, explored, and exterminated — to the benefit of staff and management. Her reaction to Paul Gascon's unsolicited brief is one step in that direction.

Contacted by telephone, Paul Gascon said he did not wish to discuss the letters. "I have no time." Asked if the brief would be changed, Mr. Gascon said, "No, after all we cannot consult everybody on every issue." He explained the brief had been approved in principle by the 14-member National Executive of the PSAC. Which, he said, indicated support without question.

When told the letters between himself and Lorraine Berzins were to be published in *Let's Talk*, Mr. Gascon said "Do whatever you want." But added, "I hope it isn't the intention to publish a yellow paper." If so, he would complain to the Commissioner of Penitentiaries.

Mr. Gascon appeared to be annoyed with Lorraine Berzins' letters. He pointed out she was not a card-carrying member of the PSAC when she wrote her criticism (Ms Berzins signed a card early in March 1976, her first letter to Mr. Gascon was dated October 1975). "I have written to Ms Berzins and that is the end of the matter," said the PSAC official.

"If we have a confrontation every time there is an issue we will never get anything done," were his closing remarks.

Here is another staff point-of-view. This time, in response to an editorial in the *Whig-Standard*, Kingston, Ontario. A copy of the letter, responding to the newspaper, was sent to *Let's Talk* by Mr. N. C. Meers, acting director of industries at Warkworth Institution, Ontario.

CHURCH OF THE GOOD THIEF

Perhaps you noticed in Saturday's *Whig-Standard* the picture of the Church of the Good Thief, a structure of beautiful design and workmanship built between 1892 and 1894 by prison labour. Convicts who worked on the construction of this Portsmouth church received 25 cents a day for their efforts.

Somewhere along the slippery slopes of progress, we have lost a good idea. Since we never have so many good ideas that we can afford to lose any of them, perhaps it is time to reconsider the use of prisoners' time and energy and talent in the construction of needed buildings.

We suspect that prisoners could make a significant contribution to the public life of this country if we were to make use of them intelligently. Who knows — convicts might well have built the Olympic stadium in Montreal on time. And for a lot less money. After all, the entire project is little short of criminal, anyway.

In more serious terms, however, it seems obvious that society need not punish itself when punishing people for a wide range of criminal acts which demand imprisonment. It now costs \$17,000 to keep one person for one year in a federal prison. That's a lot of money for a few mailbags.

Better for society, and better for the prisoner, if constructive uses of prisoners' time could be found. Naturally, the prisoners should be paid reasonable rates for their labour. Minus room and board, of course.

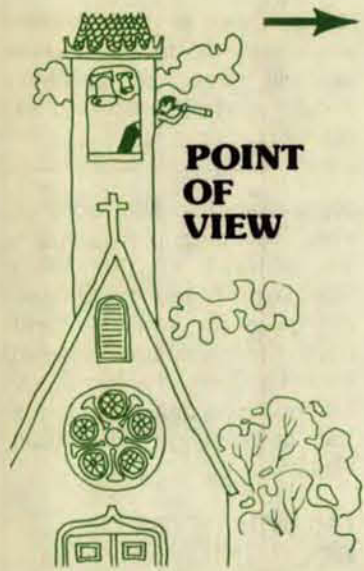
February 18, 1976

The Editor
Whig-Standard
Kingston, Ontario

I am writing with regard to your editorial which mentioned the fact of inmate labor being used to build the Church of the Good Thief, Kingston, and of being paid a salary of 25 cents a day for their efforts.



Claude Tessier, director, Public Affairs, CPS/NPS, has many reports to read these days. Here he looks at the Vantour Report on segregation. Travel to the five regions of both Services also takes up much of his time. When at home in room 200, 110 O'Connor Street, Ottawa, his telephone is constantly busy. Calls come in from reporters and enquiries from the public — all have to be answered. Mr Tessier heads a staff of eight in Ottawa, and information officers in the five regions.



Correct me if I'm wrong, but I get the impression that you feel we have lost not only a good idea, but have reduced the inmates' time, energy, and talent to that of producing mailbags.

I hope you didn't mean what you said when you suggested that inmates be employed in much the same way today. The disadvantages of this type of planning could very easily outweigh the advantages. I can visualize your editorial content if we were involved in a program of that magnitude, and a serious incident were to take place.



NPB/NPS Union Election

At the January 29 meeting of the NPB/NPS local, new officers were elected. For information contact Jim Morris (996-1310).

President: Jim Morris
Vice-President: Dianne Barber
Secretary-Treasurer: Ola Hodgins
CR Steward: Margaret Hopkins
WP Steward: Bill Palamedes
AS Steward: Al MacDonald
ST Steward: Elaine O'Hare

Ottawa CPS Local



(l to r) Fernand Albert, PSAC, congratulates Dale Hibbard, Public Affairs, president of Local 70041. With him are Lise Aubin, secretary-treasurer, and Lorraine Berzins vice-president.

Sports Quebec

Federal Shooting Club, Quebec region (St-Vincent de Paul, Laval East)

Place: Correctional Staff College

Members of executive committee for 1975-76

President: Claude Stockless, CPS, Federal Training Centre
Vice-President: Jacques Viola, CPS, Regional Medical Centre
Treasurer: M. A. St-Laurent, CPS, Federal Training Centre
Secretary: J. Marc Archambault, CPS, Federal Training Centre
Organizing Director: J. Pierre Allard, CPS, Archambault Institution
Advertising Director: M. Quesnel, CPS, Laval Institution

Federal Shooting Club Program Quebec 1975-76

Aim

The aims of the club are:

1. Promotion of pistol, revolver, and rifle shooting for Canadian Penitentiary Service officers in the Quebec region to improve their skills and ensure safe handling and proper maintenance of firearms.
2. Stressing honesty, comradeship, self-control, team spirit, and self confidence.
3. Cooperation with other shooting clubs and associations which have the same aims.

Objective

1. Classification of shooters to form competition teams.
2. Training to compete in precision shooting and field shooting.
3. The Club is registered with the Association de tireurs au pistolet de la province de Québec (Quebec pistol shooters' association), which keeps the Federal Club informed of competitions held in the province and elsewhere. If there is a shooter with considerable competitive experience, and has reached the required level in the Federal Shooting Club, that shooter could be considered for selection to represent the Club in competition.
4. Personal files are kept so that progress is followed and each shooter is classified according to his ability *Let's Talk*

I buy your newspaper and read the editorials to try and keep abreast of the times. I depend on the paper to give it to me as it is, whether complimentary or not. I am sure that no great effort was made to do that this time, although the facts are surely at your fingertips. One that comes to mind is the two-part writeup on Warkworth Institution by Mrs. Donna Barnett, and published in your paper. If more facts were required, I am sure that a visit to any of the five institutions (in the Kingston area) could have been arranged.

Our work must be diversified to employ as many inmates as possible. The production of mailbags is merely one method of offering gainful employment, on a continuing basis, to those of a low dexterity level, or to those waiting for transfers to other work or training locations within the Region (Ontario).

The production and repair of mailbags, although considered by some to be mediocre, is a commodity very much in demand by our Post Office department. This service alone constitutes a saving of thou-

sands of dollars annually, thereby helping to defer some of the cost of inmate upkeep mentioned by you in your editorial.

At Warkworth we feel that our product is people, so consequently, we have developed our programs with that in mind. Our industrial program was originally designed as a light industrial complex, similar in nature to those on the outside. During the past six years, it has established itself, and is now considered to be one of the top industrial programs in Canada. We offer the inmate the opportunity to receive highly skilled training in any of the production trades, leading to certification by the Ministry of Colleges and Universities, while manufacturing such products as: office modular furniture, steel lockers, cabinets, cases, conference tables, gymnasium equipment, furniture for the Canadian Navy vessels, aircraft for training Air Cadets, chesterfields and chairs, all types of furnishings for churches, and many other items too numerous to mention here. Our products are produced to the highest quality standards, and on a prescheduled basis.

Although we are not in the construction field, I can assure you that the inmates' time, energy, and talents are being put to good use, providing of course, that he is willing to participate. Not all are.

An industrial program, to be successful, requires goals and objectives to be established, planning, adequate tools and equipment, qualified staff, and a product to manufacture that is interesting, exciting, demanding, and one that offers a sense of satisfaction on completion.

Of course there are other important requirements such as morale. This affects staff and inmates alike and has a definite bearing on our program. With so much adverse publicity in the media, one wonders how long we can keep a successful program going. In our occupation, our failures come back to haunt us, and our successes we rarely, if ever, hear about.

I realize that good news is not conducive to selling papers but, if we deserve criticism, please tell it as it is.

N. C. Meers
 A/D Industries
 Warkworth Institution

Bowden, Canada's newest federal pen

Ever hear of the purchase of a complete prison as a going concern but without any inmates? It happened April 1974, when the federal government purchased Bowden Institution, Innisfail, from the province of Alberta.

Located about 65 miles north of Calgary, and three miles north-east of Bowden, the institution is about 325 feet long, of buff-colored brick, two storeys high, with a well-landscaped front facing the CPR mainline and highway 2.

During World War II, it was used as an airport for elementary training. After the war, all but one hangar was dismantled or removed. With minimal modifications, the remaining hangar formed the nucleus of a minimum security institution for young adult offenders, and opened in 1951. The following year, juvenile offenders were also accommodated in separate quarters in the same building.

The present main building begun in 1951, was finished two years later. When inmates were moved into the new building, work was begun to convert the hangar to shops, gymnasium, and auditorium.

In 1955 juvenile offenders were moved to a new building, which remained in use until 1970 when they were transferred to Edmonton. The building remained vacant from that time.

Bowden Institution property covers about 800 acres. A large farming operation was once carried on and a garden supplied much of the produce for the institution kitchen. Empty barns, elevators, and roothouse are mute reminders of the past.

In 1974, all provincial prisoners at Bowden were sent to

other goals, and on April 1, the federal government took over. Most staff were given the option of remaining with the province or transferring to the federal system. Over 75 transferred, giving the Canadian Penitentiary Service ready-made staff. Most of these have been given further training to acquaint and equip them with penitentiary duties in a federal setting.



R. L. Benner, first director of Bowden, a newly acquired CPS medium security institution in Alberta.

Although there are over 35 buildings on the site, three form the major complex and are tied together by a closed corridor. The main building houses administration, kitchen, and hospital facilities, stores, visiting area, library, classroom, and hobby area, also accommodation for 72 inmates on the upper floor. Behind the main building is the original hangar, which is being modified for use once again in industrial production. At the back of the group is the former juvenile building which has been renovated for additional inmate accommodation.

As the institution was previously a very open minimum security unit, the most prominent change has been the addition of a security fence and gatehouse. On the inside, where only two dormitories had been partitioned into cubes, all have now been changed to this style. The class

of occupants, too, has changed from age 16-25 to an older group averaging over 30. Present plans indicate a still higher average age once industrial production has begun.

A variety of programs is in operation at Bowden. About 10 inmates are furthering their education through a variety of correspondence courses, and a similar number are participating in a life skills course. Ten others are currently on the popular day parole program and working at jobs in the surrounding community. Recently a work force program was initiated in which inmates on temporary absence may work for outside employers on a rotation basis for a few days each month. The largest area of work continues to be in trades. About 20 men are working with cooks, plumbers, carpenters, electricians, mechanics. A unique program at Bowden is the janitorial course.

Regular cleaning duties and organized instruction combine to give the building a reputation for cleanliness.

Plans for future construction include a new living unit building for about 80 men, an activities building, a visits and correspondence building, and a staff lounge and dining room.

In many ways Bowden seems closely linked to its past. Inmates continue to be transferred in from other institutions, particularly for the latter part of their sentences, and the turnover is fairly rapid.

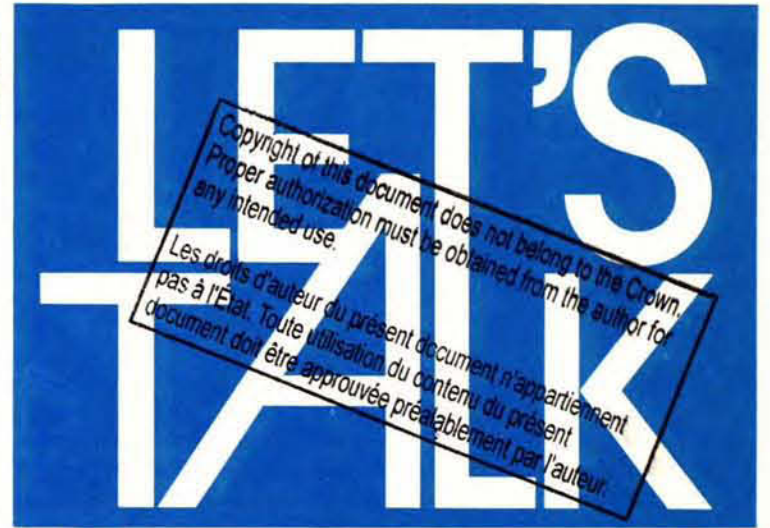
Bowden is a small institution with the advantage of greater personal contact between staff and inmates. The intention at this time is that it will be a 150-man unit by spring 1976, and will probably not have a higher population *Let's Talk*

ORGANIZED CRIME A DANGER TO DEMOCRACY

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Let's Talk is a publication for staff of the Canadian Penitentiary and National Parole Services. Published by Public Affairs Division, 340 Laurier Avenue West, Ottawa K1A 0P9. Managing Editor Mona C. Ricks

Speaking at a seminar for management personnel at HQ, Ottawa, Judge Jean Dutil, chairman of the Quebec Inquiry on Organized Crime, told a packed audience, "... there cannot be individual freedom in a society which tolerates organized crime."

With Jean-Pierre Charbonneau, reporter with the Montreal newspaper, *Le Devoir*, he was guest-speaker in the first of a series of meetings on the criminal justice system.

Judge Dutil gave his views on organized crime, particularly as revealed during the crime inquiry he headed. Petty crime, such as illegal lottery tickets and horse-betting, he said,

people have been caught in a trap and have lost any real sense of values."

They have to learn "they were poor slaves, hired hands of those who really profit from crime."

Judge Dutil maintained there are various ways of fighting crime, and various ways of rehabilitating offenders. The crime commission found one way — "by unmasking the mystique of organized crime the supposed great leaders of crime had been brought down a peg to the rank of mere burglars, exploiters of the underprivileged." He hoped this would prevent young people from being tempted to join these circles.

we would have to drop from our language."

Reporter Jean-Pierre Charbonneau outlined the goal of his book, *La Filière Canadienne*, as a history of organized crime, showing its influence in Canada.

He described the underworld as a world of warriors, their way of life violence and struggle for power. Far from being a myth, he said, the Mafia is only one organization among many of its kind, and in a changing criminal organization.

Good, intelligent, well-designed laws can, if applied by competent and efficient police, make it difficult for criminals to carry on their



(Left to Right) *Le Devoir* reporter Jean-Pierre Charbonneau with André Therrien, Commissioner of Penitentiaries, Judge Jean Dutil, chairman of the Quebec Inquiry on Organized Crime, chat before speaking at the first seminar planned for managers at HQ, Ottawa.

may not appear grievous on the surface — but when viewed as a complex business within organized crime it took on greater dimensions.

He expressed concern for the victims of organized crime, murder, assault and threats, which the underworld used to intimidate citizens, often honest businessmen.

Referring to inmate files, the Judge noted, despite numerous police statistics and copious information on delinquents in our society, association with the Mafia, the underworld, or organized crime is never stated. He wondered why.

The number of young people in prison today troubled the Judge. "They were deceived in their ideals," he said. "Crime has been so highly glorified, publications have made it such an attractive subject, films have sublimated acts of gangsters, that young

To make the public aware of organized crime as a social blight, Judge Dutil said the crime commission chose to televise the hearings. He emphasized the public must regain confidence in the judicial system, which he termed, "one of the most equitable in the world."

Police, the Judge said, should also come closer to the public. Victims of organized crime should be given closer protection, so they cannot be prevented from testifying by threats and intimidation.

As a result of the crime hearing Judge Dutil said the Montreal Urban Community Police had set up an anti-gang squad to fight groups of criminals.

He concluded with a word of warning, "If one day organized crime were to become sufficiently strong to impose its will on the whole population, it would be the word *democracy*

activities. But — the law does not make crime or criminal organizations disappear, he said.

Charbonneau leaned heavily on his knowledge of life in a penitentiary. He has covered many stories on crime and entered most Quebec institutions. He quoted examples of bribery and intimidation by mobsters while in prison — their aim "to get out fast."

Explaining his work as a crime reporter Charbonneau surprised his listeners by stating there had been cases of journalists "collaborating with crooks and criminal gangs." On the other hand he cited examples of journalists who made the lot of mob bosses difficult by reporting facts often unknown to police.

"Information can be a formidable weapon in the fight against the influence of professional criminals," he said.

NPS executive melds new management system

Editor's note: In the February issue of *Let's Talk*, the question, "What is the job of a parole officer?" was asked; a parole officer replied. Here is another answer, this time from Lloyd Pisapio, executive director of the National Parole Service.

Most textbooks on criminology give a legal definition of parole, and any armchair philosopher will give a simplistic definition of a parole officer's duties. But those of us in parole work cannot be satisfied with the solutions offered by those who are detached from the action, and often indifferent. We know the program of corrections is in perpetual evolution and strive to better it.

In the last three years I have established a dialogue with managers and staff of the National Parole Service to open frank discussion aimed at better management of the parole process. Meanwhile the Service has been reorganized. Operations have been regionalized and decentralized to promote a management style that acknowledges the importance of staff participating in setting policies and procedures.

This new style of management and organizational structure imposed great burdens on staff. Many have, and justifiably, expressed frustration in having to cope with administrative duties and, at the same time, improve the effectiveness and efficiency of case preparation for the parole board, while supervising inmates being released on parole.

My comments are not meant to offer an opposing viewpoint to the criticisms made by staff. Rather, they are aimed at continuing the dialogue already started — a responsibility I share with the senior management team of the National Parole Service. The dialogue must continue with NPS and the Ministry of the Solicitor General.

It is also incumbent upon us to offer a clear statement of what parole is all about, and what the role of the parole officer should be.

At this point, I would like to discuss parole as a process, within a correctional system and within the criminal justice system, designed to bring about a cohesive and integrated approach to the reintegration of the offender into society.

p. 2 →

WHAT WAS SAID...

Dr. Richard Korn, well-known criminologist at the University of California, advised Ottawa staff during a management seminar last April to . . . rotate your job in penitentiaries and parole whenever possible . . . otherwise you stand a good chance of becoming institutionalized.

WATCH FOR IT

Let's Talk is taking a holiday in July and August. The next issue will be September. But — please continue to send your contributions. Swamp the editor with ideas for stories — better still, what about your own tale? If you have a photo, let's have it — seeing is believing we're told. Have a great summer — see you in September — *the editor, Let's Talk.*



NPS executive

The process consists of two steps:

- Preparing the rationale which will enable a decision-making body (the National Parole Board) to reach a judgment on the readiness of inmates to be released to the community outside a penal institution. This involves case preparation.

- Supervising the parolee after release.

This brief definition of the parole process includes many other aspects of the dynamics that must be involved in how we do our case preparation, and how the parole officer performs his duties as a supervisor, counsellor, and as a person responsible for control of parolees' behavior.

The first step of the process, case preparation, must be flawless if we are to reach step two. For that reason, I believe that managerial and professional staff must be conscious of the need to manage the process, so that final representations to the decision-making body are based on tested, viable data, which gives good rationale for the decisions taken.

So we're talking about the deliberate development of superior skills in interviewing, assessing, diagnosing, and recommending.

Among those skills, interviewing is probably one of the most difficult aspects of the parole officer's job, because it entails skills not easily learned through the normal academic process. A good interviewer is one who is fully aware of all the elements of the team activity — emotional, intellectual (not always apparent) — that takes place when people are being interrogated, knowing the information they submit will, in some way, help determine whether a human being is to be set free.

First, the interviewer must be aware of the fears and concerns of the inmate, whose participation in the interview is so often guided by his impassioned desire to place before the interviewer the positive side of his personality, so that the interview will end in a recommendation for parole. It is difficult to ask the right questions, to react to certain answers, and still give the inmate the impression that he is being part of a process that must reveal honest, complete data which will become part of the case presented to the National Parole Board.

We hear of cases where the interviewer, because of a deep concern for human freedom, allows himself to be swayed by the manner in which the inmate answers questions and provides information. The same basic reactions hold true for others who are being interviewed as part of the preparation process.

Members of the law enforcement agencies, the judiciary, the community, and more particularly, members of the inmate's family, have a vested interest in what happens to the individual. So the interviewer must have highly developed skills to discern, to extract,

factual information for an objective assessment.

After the inmate's data is accumulated, the interviewer (parole officer) is required to assess that part of the information which is to become the official report to the National Parole Board.

Now we must look at the elements which determine the effect the information gathered by the parole officer has on the parole board. Often, not always, presenting the information is as important as the information itself. The manner in which it is presented is relevant to the way it will be received by the parole board.

So obviously the information must be presented in a way to strengthen the parole officer's recommendation for or against parole. These diagnostic skills, plus a writing ability, are difficult to learn and implement, but are an integral part of the parole process. The parole officer must achieve deep concentration to put his thoughts in writing, so that his message is understood and clearly presents the rationale for the recommendation.

Having followed the principles outlined, the parole officer might face situations where the recommendation is refused or



Lloyd Pisapio — Canadian Government

modified by the parole board. In these cases, they must recognize and accept that they are part of the process of having to make decisions based on information obtained, and that the parole board is required to reach judgment based on information it has received; including an interview with the inmate if seen at a panel hearing by the Board.

Where the parole officer has recommended release and the Board has denied parole, despite the parole officer's recommendation, the officer must not be dismayed because of the refusal to accept his recommendation, but recognize there must be a sound reason for the difference of opinion, and review his approach to the problem. Sometimes the parole officer feels strongly enough to discuss with the Board the rationale and merits of his recommendation.

In the current environment of NPS there can be a healthy difference of opinion. Members of the National Parole Board are always ready to discuss with NPS staff reasons for reaching a decision which differs from the recommendations made by NPS.

However, once this process is exhausted and the parole board has decided not to

deviate from its original decision, the parole officer must accept the decision without further discussion, and work with his colleagues in the Canadian Penitentiary Service, and with the inmate, to better prepare his case for the next hearing.

It is also important to recognize that some inmates will never reach the readiness stage for release. All of us in parole work must recognize and accept that we cannot be held accountable for the release of all inmates who are incarcerated.

Parole officers, depending upon academic training and particular disciplines, may see themselves as therapists, clinicians, counsellors, or being capable of changing a parolee's behavior and attitudes. Others adopt the hard-nose, surveillance-type supervision to satisfy their responsibility for behavior control of their parolees.

In my view, because of the prevailing climate in our society, the role of the parole officer, insofar as parole supervision is concerned, must be a balance between the so-called therapeutic approach and rigid control.

Parole officers have the legal responsibility to ensure parolees on their caseloads adhere to the conditions set by the National Parole Board for each paroled inmate. In the course of supervision, parole officers must exercise all their skills to help the parolee develop the will and motivation to decide in favor of changing his behavior and attitude enough to reject the life of crime that brought him to prison. All this is not new to those who work in parole, but it is our responsibility to better manage the parole process.

Let us look at some of the administrative responsibilities which fall on the shoulders of parole officers and managers in a parole organization. Because we insist on a professional approach to handling parole caseloads, it becomes imperative to look at ways and means of testing procedures. An important move is to keep records of what we are doing, and make all inmate assessments essential to the creation, or modification, of policies and procedures necessary for any parole service to work.

For this reason, we are introducing a management-information system and a quality-control process to enable parole officers and managers to work closely together. The parole service intends to obtain sufficient administrative support staff to relieve the parole officers of many of the administrative duties that now take up much of their time, and detract from the important responsibility of inmate case preparation and parole supervision.

But, it is impossible to completely relieve the parole officer of all administrative duties. Sometimes he is more efficient and effective when he accepts the responsibility for what he does and the manner in which he does it.

We hope that as we develop an efficient management information system and an effec-

tive quality-control procedure, parole officers will be able to make individual decisions that will enable them to achieve greater success in their work, and see their efforts fully appreciated.

Disciplines practised by parole officers are those in the social and behavioral sciences. We should bear in mind the imperfections that still exist in the practice of these sciences.

NPS has been criticized by researchers, law enforcement agencies, the judiciary, politicians, the news media, and the public for its lack of success in dealing with people placed in its care. If we are to be professionals, we must be willing to accept that we are going to make bad judgments. We must also remember that a bad judgment is not because of lack of training or goodwill, but because of the non-existence of absolute predictive devices to enable us and NPB to arrive, infallibly, at the correct decision.

We are pioneers in a very real sense, and as we improve our skills and techniques, as we develop better means of measuring what it is we are

doing, we must not fear criticism. On the contrary, we should be the first to document our success or failure; we should be prepared to present the rationale that will explain why we did not succeed in as many parole cases as we would like to.

Staff are encouraged to continue presenting their views to management at every level, and managers must consider carefully the views presented by staff. In this way we will achieve the ultimate: success in reality, by reintegrating into society all offenders against the law, who are placed in our care.

NPS management will continue to maintain a working environment that encourages staff, that makes them feel partners with other members of the Service, dedicated to achieving our goal — less parolees returning to prison. I would caution my fellow workers though — we must remain realistic and pragmatic in accepting the brutal fact, there are some human beings for whom we do not have an answer to their acceptable return to society *Let's Talk*



Editor: I read the two letters published in the column, *Point-of-View*, February issue, and was surprised that your tabloid would print material of such an inflammatory nature. Before I express my feelings on the letters, I would like to state that it is the opinion of myself and many of my colleagues that this tabloid is primarily a management publication. In spite of editorial statements to the contrary, we find it hard to believe that the Ministry of the Solicitor General would not have some say regarding responsibility for content. The funds for this venture do originate from the Ministry, don't they?

At this time of coalition of the NPS and the CPS it is hard to fathom why the editors would choose to print letters that could only serve to create a feeling of animosity between the members of the PSAC and the Association of Prairie Parole Officers.

It is unfortunate that Mr. Howland was not present at the Triennial Convention. There he would have had the opportunity, along with the other delegates from NPS, to vote as he saw fit. As it stands the delegates from NPS aided in making the vote against the hiring of ex-offenders in CPS unanimous. Perhaps the best thing that could happen to the Alliance, the certified bargaining agent for employees of both CPS and NPS, would be to have Mr. Howland seek nomination to our next convention. His skills of expression may bring about the changes he pursues so ardently in his letter.

The least that could happen is that his vote could change the situation to something less than unanimous. I don't believe he can hope for much success at changing the attitudes of the Solicitor General Component of the Alliance by establishing a small group of disenchanted former members. It's too much like sticking his head in the sand.

G. David Boyd
Joyceville Institution, Ontario

Editor's note: This letter replies to *You Asked?* a question on parole in the February 1976 issue of *Let's Talk*.

In reviewing the response to the question of "What is the job of a parole officer" in Vol. 1 No. 3 of *Let's Talk*, the Regional Directors and A/Co-ordinators of Operations, National Parole Service, Prairie and Ontario Regions, would like to take issue with many of the functions outlined, and as well, with the noted absence of functions being performed.

Frustrating? We disagree! The definitions of frustrate are all negative. Frustrating implies meanings such as disappointing, nullifying, defeating, etc. Challenging — yes. A parole officer has many functions to perform, none of which is exclusive from the other. Time is of the essence, and in a field such as corrections, we might never have as much time as we would like to dedicate to the clients we serve. Our clients are the public, the offenders, and the Parole Board, and our service is the fulfillment of what need is expressed by our clients, whether as a group or as an individual. One might interpret then that parole officers are reactive oriented. True — parole officers are, but are also proactive in that they are required if they are to serve their clients to assist in recognizing their needs — that can be society in general, the specific client, or whatever. Yes, there is need for



Across the regions

Life skills course

Fourteen staff from institutions in the Quebec and Ontario regions have completed a six-week course in life skills at the Correctional Staff College in Kingston. All are coaches for the program, representing inmate programs, the living unit, social development, classification, and psychology.

Expansion of the program has been slow according to an official. It started in Warkworth Institution, Ontario, three years ago, and has gone into a few other medium security institutions, and recently the Prison for Women. Despite the slow start it is anticipated the program will be extended further in the Quebec and Ontario regions.

Viewed positively by staff and inmates, it emphasizes the relationship of oneself in family, on-the-job, leisure, and community situations. It is considered an ideal pre-release program.

CPS sharp shooter

Gordon Healy, a health care officer at Saskatchewan Penitentiary, earned three awards at the .22 calibre rifle shoot held recently in Prince Albert. Gord had the best score with 553 including 16 bullseyes. He won the prone position for shooting with a score of 197, and the kneeling position with a 291 score. Gord and three other pen employees placed third in the team competition. Other team members were Larry Guger, clerk in finance; Louis Kurytnik, custodial officer; and Terry Oleniuk, classification officer. Team scores were 2,052 for first; 2,014 second, and 1,939 for third.

Judo anyone?

Children of staff at Saskatchewan Penitentiary, Prince Albert, are active in numerous sports but it appears many of them enjoy judo. Director Jim O'Sullivan, who is one of the instructors at the Prince Albert Club, has four of his five children in the martial art. The youngest is only a year old and has trouble with the hip toss. Her father says she will wait a few more years before taking the sport seriously. Mr. O'Sullivan was elected president of the Saskatchewan Kodokan Black Belt Association during the annual meeting in Regina recently.

Other Saskatchewan Penitentiary employees whose children are judo combatants are Roy Boucher of visiting and correspondence, Bill Koski, inmate training, and engineer Morris Sackney. Tony Frank, NPS, also has two boys taking judo.

Inmates honor employee

Vince McLeod, who recently retired from Saskatchewan Penitentiary, Prince Albert, after 35 years service, was honored by inmates when they named their Toastmasters' International Club after him. The ceremony took place inside the penitentiary. Vince was instrumental in organizing the Gavel Club in the institution in 1961, the first of its type in a Canadian penitentiary. It was known then as the *Per Se Gavel Club* but is now the *Vince McLeod Toastmasters Club*. Vince started work in custody and retired as financial administrator. He spent his entire career in CPS at the Prairies only maximum security institution.

In honoring Vince, the president of the new club, Don Horrocks, said it was the foresight and concern of Vince for inmates that made the evening possible. Vince won the *bone award*, a weekly presentation to the person who receives the most votes for either acts of kindness or pulling the worst boner.

The *bone award* is more complimentary than the *Ah award*, won by director, Jim O'Sullivan. That award, the hind portion of a horse, is given to the person who says *ah* more times during a two minute speech than anyone else. When he praised the inmates and sponsors for their efforts and cooperation, director O'Sullivan said the inmates will pay club dues from their own pockets, institutional money will not be used.

American visitors jailed overnight

The Oberlin Friends Repertory Company, a theatrical group of students from Oberlin College, Ohio, visited Warkworth Institution last January. Their visit was part of a winter-term project which faculty and staff of Oberlin College and the community of Oberlin, Ohio, had taken on. Travelling to prisons, old age centres, drug rehabilitation centres, hospitals and local community centres, to perform the musical production *The Apple Tree* was part of their task.

Warkworth Institution was the only international stop in their cross-country tour, and staff and inmates didn't want them to forget — they were given beds in the reception centre. Each had a separate cell.

A tour of the institution, and an explanation of programs included talks with staff and inmates, and unexpected sights, such as the airplane manufacturing department and television studio. Afterward they enjoyed the efforts of the

kitchen crew. Their two hours evening performance was well received. And the crowd applauded, whistled, and laughed at the skits and songs.

The group were impressed with the easy style of living in the institution, where they could freely talk with inmates and staff. They also referred to the hospitality and enthusiastic audience response, and agreed Warkworth was the high point in their tour.

As a reminder they were really in Canada, they left for home in a snowstorm.

A canoe trip to remember

by Rev. Arno Bablitz, Drumheller Institution

September 8 to 10 last year were three special days for eight inmates and the Chaplain of Drumheller Institution, Alberta. With tents, sleeping bags, and five canoes, borrowed from local church families, the group put into the Red Deer River at the Toleman Bridge about 45 miles upstream from Drumheller. They left the institution early Monday morning and returned late Wednesday evening, tired but happy to have taken part in the first canoe retreat from Drumheller Institution. The men were members of the Chapel program.

Food supplies for the three days were provided by the food services supervisor, Garry Nargang. Compact, prepared for limited cooking facilities, the food did not require refrigeration, and was easily packed.

Responsibility for meals and other camp duties was shared by all, including cleaning dishes and striking camp. Blessed with exceptional fall weather, except for one rainy afternoon on the last day, the needs of the group were minimal. The last evening was so warm the men slept under the stars minus the tents.

The Red Deer River winds through the Drumheller Badlands. Here the men could see the geographic uniqueness of the area by abandoning the river in search of petrified wood and dinosaur bones. These are in abundance in an area not easily accessible. The hike up to the petrified oyster beds proved most humbling. This area dates from at least 85 million if not 350 million years ago, when marine seas covered the area.

The remains of Indian buffalo hunting grounds were also identified. Animal skulls can still be located, evidence of the hunts. Abandoned building sites of pioneers are also accessible only by canoe. Perhaps this is why they are better preserved than many others.

Under the warm autumn sun, the retreat was an excellent way to experience nature, something to be appreciated and to learn from rather than to ravish, subdue, and exploit. This was accented by an abundance of Canada geese along the way, whose haunting call has touched the souls of men throughout the ages.

Evening devotions, led by myself and Rev. Garnet Leach, pastor of Hope Lutheran Church, Drumheller, were quiet times. The men had an opportunity to see their lives in a broader perspective than they could within the confines of an institution. All agreed the three days had been a time of recreation — a time to look forward.

Eugene Chester says farewell

A 30 year veteran of the Canadian Penitentiary Service retired at the end of March in the Prairie Region. Eugene (Gene) Chester started as a guard at Saskatchewan Penitentiary, Prince Albert, in 1946 and stayed there for 20 years until he became a staff training officer. Gene was assistant director organization and administration at Stony Mountain, Manitoba, for five years until transferred to Millhaven Institution, Ontario, where he was assistant director (security).

After a two year special assignment in Ottawa where he was responsible for the Weapons Training Manual, he returned to where his career started, Saskatchewan. At Prairie Regional Headquarters, Gene was co-ordinator of special programs for security.

One memorable incident was the riot at Saskatchewan Penitentiary in the evening of July 12, 1955. He had just been promoted to a keeper and when the exercise period was over (6:30 pm) 40 inmates took seven hostages and control of the main dome. Fortunately, said Gene, no one was injured, but more than \$125,000 damage was done. This included the carpentry and paint shops, which were destroyed by fire. "The complaints of inmates then were the same as today, poor food and inadequate medical treatment," he said.

Out of that incident 14 men were convicted of damaging government property, some received additional sentences for assaulting a penitentiary officer. As far as Gene could recollect, it was the first time penitentiary staff volunteered to testify in court, which brought about the convictions. Gene and his wife do not have specific plans for retirement, except to have a good time and enjoy themselves.



WHAT THEY DO...

... Problems in teaching inmates

Motivating inmate students to upgrade their education is a job staff in Related Training at Collins Bay Institution, Ontario, take seriously. As part of occupational development, related training endeavors to establish confidence in the inmate. Helmut Bauer, an instructor in related training, explains his views on the subject.

A definition of motivation, according to P. A. Friesen is, "the propensity of an individual to expend energy in a given direction." Extending this to the Canadian Penitentiary Service, the aim and objective of Related Training, Occupational Development, at Collins Bay Institution, Ontario, is to provide an environment conducive to learning in a specially equipped multi-media instruction and learning centre to attain standards set by the Ontario Ministry of Colleges and Universities. Occupational trades-training in CPS comes under these standards. Mathematics, algebra and trigonometry, plane and solid geometry, bookkeeping, science, blueprint reading, drafting, English and social skills are included. Advanced studies at the technician level are available as electives.

Most inmate trainees have a marked dislike for school (average grade eight for occupational courses) and consequently a low confidence level (failure syndrome). Common problems, such as lack of education and social skills, long periods of unemployment or frequent job changes, ineffective interpersonal relationships, marital instability, alcoholism, drug abuse, low frustration level, undisciplined self-conflict, and emotional instability need to be changed.

At Collins Bay continuous training at different trainee academic levels, make the lecture method (teacher instruction) difficult to deal effectively and successfully with the occupational training program. The number of students changes weekly, and in this abnormal teaching situation, where inmates attend outside court, are on sick leave, temporary absence, dissociation, and have personal problems, the structured lecture method and rigid timetable do not help to achieve of cohesion.

The flow of knowledge cannot be adjusted to meet these aspects of learning; therefore, our teaching problem points to a flexible program, where teaching methods are regulated to the peculiarities of lecturing in an institution.

POINT-OF-VIEW

improvement both from a reactive and proactive point-of-view, and therein lies the challenge of each parole officer and the Parole Service.

Part of a parole officer's job is working with individuals released from prison, whether that be parolees or those under mandatory supervision. In order to describe what one does in this facet of the job, a very lengthy description would be required. It can be summarized by the following statement — "You do what is needed." This can range from counselling, to referrals, and even to the extent of suspending the individual's release by attempting to maintain an equilibrium of service to all clients including the public. Prospective parolees and perhaps more realistically at least in the federal system, prospective clients come from all levels of security. We do and we must work with individuals as early as possible in their sentence.

Paperwork? Yes, all parole officers write reports, and yes, probably most would prefer to spend more time serving offenders, developing their communities, etc., and be able to make independent decisions without having to record the how's and why's of their decisions. One of our clients is the Parole Board. The members are the decision-makers of the total system. They cannot make decisions without information. Information provision is a major responsibility of a parole officer and must remain as such. Duplication of roles between, for example, an institutional classification officer and a parole officer in the provision of information is a problem, a real problem, a recognized problem. Is that not one of the reasons we are talking integration and down the road a Federal Corrections Agency? We believe so! Of course that doesn't answer the problem of duplication today. That is why we see the term "refer to" in case summaries. We need not be repetitive, we need only ensure that the Board has all information at hand to make decisions, no matter the source of information. Statistics, community assessments for temporary absences, written case supervision reports, letters, etc., are all a part of our service. Notably, a fact not mentioned in your article, NPS has recently implemented new supervision recording and reporting procedures which dramatically reduce and systematize the paperwork associated with "case supervision." Without the paperwork we would not be doing our job.

We find a rather disturbing contradiction in the "garbage pail" philosophy of penitentiaries and the observation that correctional and classification officers have a better picture of inmates regarding parole prospects than do parole officers. We doubt that anyone would pride themselves in the achievements of penitentiaries. There are many failures inherent in the system of incarcerating people. That is not the issue here, but we would simply like to submit that classification officers and correctional officers are in no better a position to predict parole prospects than our parole officers. Good inmates (by whatever definition you might want to use) are not necessarily good parole prospects. We would however like to emphasize, that no one independently is better equipped than another to paint a picture of the future. The parole officer must rely upon the opinions and convey the opinions of the classification and correctional officers, the teacher, the shop-instructor, the family, the police, the community — everyone — to the decision-making body (Parole Board). He too requires the same information of those to be released on mandatory supervision. What we are saying is, all information, all inputs, all occurrences are vital to both decision-making and supervision. In supervision this determines action to be taken (and that can be almost anything). No one person can be everything to all people. We need a system, we've got a system, let us use it and recognize no one individual is more vital than the other and no one is better equipped regarding the "picture" than the other. Together we paint the best picture. The parole officer simply gets everyone working to the same end — as comprehensive a picture as possible. No opinion should carry more weight than another. In our view it doesn't.

Parole officers' community activities are important and parole officers do all those things mentioned in the column You Asked? We, however, think it is a generalization to say parole officers prefer this activity over others. It is important, it is challenging, but it is not exclusive to other functions, some of which are related above, including paperwork. (We wonder what patchwork therapy is.)

Our "clients," used in the universal term suggested earlier, necessarily implies service to those not paroled. Yes, remission and mandatory supervision may be contradictory. Hopefully that will change in the next few months. However, would we be fulfilling our responsibility to the public if we took the best potential of offenders and let the rest function with little or no assistance on the street?

We would like to submit that a parole officer's job is one link in the total criminal justice system. It is near the end of a system and relies totally on the links that precede his involvement. The parole officer's clients can and do demand and require services. These services are action oriented and include any function within the purview of reducing criminality. We must be brokers of services, community developers, public educators, counsellors, coordinators, investigators, advisors, writers, supervisors. The job of the parole officer is extremely complex and demanding, often fraught with healthy daily setbacks, some disillusionment and cynicism and other accompanying human emotions not to be discounted in the least, but viewed as the total perspective of a job requiring well-trained, highly-motivated, and committed individuals.

Bob Gillies
Gord Pinder

Art Majkut
Dennis Kerr

Let's Talk

WHAT THEY DO...

Through individualized instruction, as practised at Collins Bay, the student learns to identify and develop strength and self-determination. The progress is from cognitive (knowing, comprehension) to affective (feeling, attitude, value), to psychomotor (acting) skills, with development of problem-solving capabilities. Change is measured in behavioral terms, the student will be able to do, solve, define, identify, and apply what he learned.

Before a course in programmed instruction (PI) begins, all students write a pre-test to determine if and what part of the programmed instruction book they have to study. Because our students' mean average score is 47 per cent (my criteria is 90 per cent), the need to study the PI books is soon seen. After successful completion of a book, a post-test, different from the pre-test is written. Invariably the students double their score and pass their examinations with a mean average of 92 per cent. Only 70 per cent is required for a pass according to the standards of the Ontario Ministry of Colleges and Universities.

Self instruction has become a new, meaningful learning experience at Collins Bay. This is only possible, and achieved, if every PI book has clear defined objectives from problem analysis, task analysis, terminal objectives to evaluation and validation.

A strong case can be made for motivation through individualized instruction based on empirical results plus instruction from the six programmed instruction books I have written: Geometry; Pythagorean Theorem; Elementary Algebra and Trigonometry; Radian Measurement; English and Social Skills (books I and II); and Semi-Conductor Diode.

Students can enter the instruction period at any time, progress at their own learning speed, acquire subject material when needed, not wait for an opportunity and/or catch up with the ongoing process of learning. Individualized instruction is based on three educational principles and strong motivation is an inherent part of self or programmed learning.

- People learn best from what they do themselves, i.e., PI is doing; is active, dynamic involvement
- People learn best from what they do successfully; PI goes from small to larger success; progress is at own speed, step-by-step
- People learn best when they find out quickly whether what they do is right or wrong. PI has the feedback, answers are provided to preceding questions before going on.

The instructor acts as a resource and guidance counsellor with personal and creative interaction based on the unstructured free-school concept, for example, a challenge suited to the interest, needs and

abilities of the students which elicits a change of attitude and positive response. The progress from the short-intermediate goal and success to the long-range goal, takes place if a clear understanding of the objective is established.

A slow learner also experiences personal success. There is no evidence that a slow learner learns any less well than a fast learner; it only takes him longer to achieve his objective. Success therefore can be predicted and guaranteed since realized visions are nothing new to mankind, they are the fruits of effort, of motivation toward a goal.

... Call and find out ...

The official Languages Program (OLP) in CPS/NPS, Ottawa, isn't a well-known service. Perhaps meeting staff in the (OPL) through *Let's Talk*, a brighter light might shine on what the division is doing.

Bob Cooper has been with the program since 1975. As assistant to director Bernard Martin he is responsible for the Official Languages Administrative System (OLAS). He identifies and designates bilingual positions, and makes sure staff take language courses for the required length of time. He also administers the Language Knowledge Examination, well-known to staff before they go off to language training.

Mrs. Desneiges Unterhoffer is responsible for co-ordinating information for the Official Languages Information System computer. She checks forms for errors. If you want to check your own data on the official languages, get in touch with Desneiges — she will find the answer.

Working with Desneiges are Francine Desjardins, Ginette Guindon, and John Bond. All are data clerks, and code information on the official languages supplied by Ottawa headquarters and the regions.

Jacques Cloutier administers the Language Knowledge Examinations in Ottawa. He also co-ordinates requests for language training and placement tests. Jacques can help you if you have a question about language training.

Louise Edith Valle has been in charge of the linguistic and cultural development section since last year. She organizes a program enabling graduates of the language school to improve their skills in spoken and written French. Other services provided by her section include writing and revision, terminology research, and audio-visual equipment, and books loaned as teaching aids. Her team includes Bernadette Larrue, Evelyne Millette, and Ginette Martineau.

Bernadette is easily recognized — she has enough energy to fire an atomic bomb. She has taught physical education and French as a second language at the Toronto French School and York University, Toronto. Last year she was a communication officer for Information Canada. She is now a linguistic

and cultural development officer, in the Official Languages Program. Bernadette is also responsible for terminology research.

When she lived in *gay Paree*, Evelyne Millette was a teacher of philosophy and literature. Her first job in Ottawa was teaching French — first at Berlitz, then at Centre Farès. In the federal government she has worked in two departments — Indian Affairs and Northern Development as a documentation officer, and Industry, Trade and Commerce, where she gave lessons in administrative writing and revised texts written in French. Like Bernadette, Evelyne teaches language upgrading classes and coordinates the writing and revision service.

Ginette Martineau is clerk, secretary, receptionist, librarian, and everything else in OPL — the section couldn't operate without her. Like all staff services in CPS/NPS, the Official Languages Program is geared to answer questions — call 996-9421, Ottawa, you will get an answer

Let's Talk



Frank (Dick) Graves



The sudden death of Dick Graves after a brief retirement and a long career with the Canadian Penitentiary Service occurred May 13.

Mr. Graves was visiting his family in Kingston, Ontario, where he had joined the Service in 1938 as a guard at Collins Bay Institution.

He held CPS posts in various parts of Canada before his retirement as director of British Columbia Penitentiary two years ago

Let's Talk

February

Watching for It

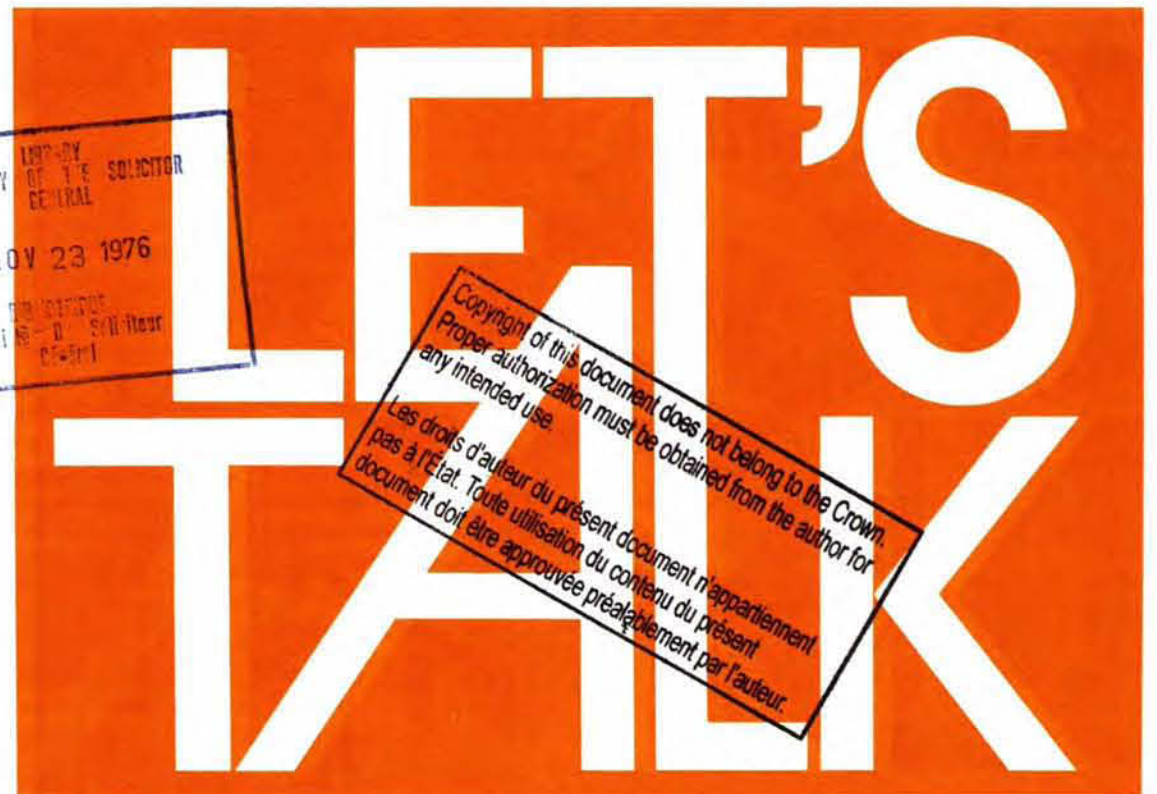
Hello out there in the regions, and closer by at HQ Ottawa! I haven't heard from you lately. The old chestnut, "No news is good news" doesn't apply to a newspaper — it's the stuff that fills the pages.

Nothing has happened worthy of publishing? Hogwash! CPS/NPS is hide bound with news. Come on folks, let's talk.

Regions — correspondents send in your stories to Regional HQ, the information officer there will gladly follow-up and mail to Ottawa. Correspondents at **HQ Ottawa**, please let a little sunshine into the editor's life — send in an overflowing mail bag filled with your stories to:

Editor, Let's Talk
Public Affairs Division
340 Laurier Avenue

As is often said by editors of staff publications — your newspaper is only as good as your contributions. So what about it? **Editor**



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OCTOBER 1976

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Solicitor General says Thank you

Editor's note: Statements released to the press by Solicitor General Francis Fox express appreciation of staff loyalty and work during recent incidents at two maximum institutions: Laval in Quebec and British Columbia outside Vancouver, B.C. The following was the latest statement as LET'S TALK went to press.



British Columbia Penitentiary who worked with management and the Citizens Advisory Committee in the successful talks."

Memorandum of Agreement

The basis on which the management of the British Columbia Penitentiary, the Inmate Committee and the Citizens' Advisory Committee of the penitentiary, have agreed to end the current (October) situation at the penitentiary is:

1: Wayne Culbert, who is being held in the kitchen of the penitentiary, will be released unharmed immediately.

2: (a) The inmates with Mr. Culbert will return themselves over to the RCMP who will have complete responsibility for their safe removal to an RCMP lock-up and transferred to another federal penitentiary

(b) The RCMP will take complete responsibility for the safe removal of men from the damaged area of the penitentiary. In performing this role the RCMP will be observed by members of the Citizens' Advisory Committee and the Inmate Committee.

(c) The RCMP will take total responsibility for the transfer of inmates being transferred from British Columbia Penitentiary to other federal penitentiaries.

(d) The RCMP will remain within the penitentiary for two weeks. After the first week will meet with management, the Inmate Committee, and the Citizens' Advisory Committee to discuss further need for their presence.

Transfers

3: (a) All inmates in uninhabitable areas of the penitentiary will immediately be removed to habitable areas in the institution and receive necessary medical attention.

(b) Every case where an inmate requests voluntary transfer from the penitentiary will be referred for decision to a committee composed of the Regional Transfer Board and the Citizens' Advisory Committee.

(c) All transfers will be to equivalent security in the institution to which the transfer is made, for example a man in the general population will be transferred to the general population.

Reprisals

4: (a) There will be no physical punishment of any inmate involved in the incident.

(b) There will be no internal disciplinary charges laid until after consideration of the report of the public inquiry.

(c) No double jeopardy if criminal charges are laid arising from the disturbances, no in-

ternal charges will be laid.

Possessions

5: All inmates when transferred will be permitted to take with them personal effects, intact.

Super maximum units

6: Members of the Inmate Committee will be permitted to meet any inmate held in the super maximum units whom they request to see or who requested to see a member of the Inmate Committee. The meetings will take place either by the inmates from the super maximum units being brought to an office, or a member of the Inmate Committee being taken to the super maximum unit.

Public inquiry

7: The Citizens' Advisory Committee recommends that the inquiry be full and open with broad terms of reference,

to inquire into the particular and general causes of the disturbances at the British Columbia Penitentiary, resolution of demands made by the inmates, and implementation of the settlement and the future role of the penitentiary in the prison system. The inquiry to be in public and conducted by an impartial person with the report of the inquiry released to the public.

8: It has been agreed, that further meetings between the management of the penitentiary, the Inmate Committee, and the Citizens' Advisory Committee of the penitentiary, will continue to discuss outstanding matters.

9: The Inmate Committee, as presently constituted, will stay in existence until another Inmate Committee is elected.

—Let's Talk



Entering the Prairie regional headquarters in Saskatoon is like entering a comfortable home — the symbols of modern decor are apparent — carpets, plants, color-coordinated offices. The long, one-storey building is the new home for the Canadian Penitentiary and National Parole Services, operating in Alberta, Saskatchewan, Manitoba, and North-Western Ontario.

Deputy Commissioner of Security, W.E. (Bill) Westlake, opened shop for the region in 1974 in his home; he was the first Prairie Regional Director. From there the staff found new quarters a short distance away from Mr. Westlake's home, until the new offices were located.

Staffing the regional headquarters has brought together CPS/NPS personnel from across Canada. Jim Phelps is new Regional Director, succeeding Bill Westlake when he became Commissioner of Security in Ottawa.

"We are all relieved and pleased at the release of the hostage, custodial officer Wayne Culbert early this morning" (October 1) Solicitor General Francis Fox said. "This young officer's safety was our greatest concern."

"I would like to express my special thanks to the staff at British Columbia Penitentiary who worked relentlessly through this ordeal to bring it to a safe conclusion. I am concerned that all the public seems to hear about is the inmate demands. Too little mention is made of the staff and the indispensable role they play in public safety.

"I would like to see greater recognition of penitentiary staff, not only at the Laval and British Columbia Penitentiaries, who distinguished themselves to protect society in the past week, but recognition of staff across the country who labor daily in a difficult milieu.

"My sincere thanks also goes to the Citizens' Advisory Committee and negotiators, a group who worked long hours with our staff under trying conditions, to the RCMP and the Canadian Forces, whose constant support is so obviously invaluable to us.

"I also appreciate the efforts of the Inmate Committee at

Women in CPS/NPS - EOW is marching!

Martha McCarthy transferred recently from the RCMP, to become the first Coordinator, Equal Opportunity for Women (EOW), for Canadian Penitentiary and National Parole Services, reporting to the Chief, Manpower Planning, Ottawa.

Her duties are manifold, including looking at the present employment situation for women and recommending policy guidelines for the EOW program in CPS/NPS. Martha's gimlet eye will also scan staffing, training, and development policies to identify inequalities as they affect the EOW. She will also want to know what women think of their jobs, and how they relate to the objectives of EOW. And, after chatting with women staffers she hopes to

enlist their support with management in getting the EOW program underway.

Assisting women in realizing their career potential is essential for this job. Information on career planning and development is high on Martha's list of assignments, and will be available to staff at any time.

Martha is now on language training. Her replacement is Jan Mayes, Manpower Planning, CPS Ottawa; telephone 992-3760. Jan will be happy to answer enquiries from male and female employees about this new post, and to give female employees more information on services offered.

Editor's note: See also *Inmate Editor Probes Staff Views* *Let's Talk*

Staff contribute to Olympics



Two CPS staffers had a very personal view of the 1976 Olympics. Dr. Roy Brown (above) of the Ontario Region Psychiatric Centre, carried the Olympic Torch for what he describes as a difficult kilometre during its journey from Gananoque to Kingston for the sailing events. In addition, he was COJO's assistant medical director, and spent many hours out on Lake Ontario, coping with mild cases of seasickness, and an assortment of broken legs, sprains and bruises.



From the Prairies Region, Jim O'Sullivan, director Saskatchewan Penitentiary, went to Montreal to be involved in his favourite sport judo. He was named Coordinator of Referees and Judges. Apart from winning several championships over the years, when Jim retired from active participation in judo he took up officiating and is a recognized National Referee for the Pan American Judo Union. Jim is shown with Lynne Anderson, the new assistant in Public Affairs, Saskatoon.

RIOT and GAS course author unknown

Seven came from Bowden
And eight from P.A. too
To take baton and self defense
Until all were black and blue.

We climbed the stairs in double time
And ran the gym at length
We crawled the mats from end to end
And fought with all our strength.

Kevin George our "loud instructor"
Could give a real fine show
And as the days at college passed
We felt his mighty blow.

He taught us how to handcuff
And how to make them fall
He said you'll have to be much better
If you expect to live at all.

Editor's note: Edmonton Staff College employees might recognize the perpetrator of this ditty, and other staff colleges will probably hail its contents.

Al Ulrich taught the weapons
Wayne Gannon gave us gas
And to coliseum hockey night
The college gave a three hour pass.

Today is graduation day
For the smart and first fifteen
Now back to the institutions
To meet problems unforeseen.

I'm sure we don't know everything
But what we gained was good
To teach our brother officers
If the service feels we should.

Farewell to all the great new friends,
We met at this fine school
And to all who helped along the way
Our thanks we give in full.

Inmate editor probes staff views

Susan Fearn was a Classification Officer at Springhill Institution, Nova Scotia for nearly three years. When she left CPS she was acting head, Living Unit Program.

The managing editor of Springhill Institution inmate magazine *The Communicator* interviewed her. With his permission here are extracts from an interesting interview. They touch on Susan's views in two areas — her job and on women working in prison. Susan's views, though expressed months ago, are the type that interest Martha McCarthy, the new coordinator of Equal Opportunities for Women (See *Women in CPS/NPS — EOW is marching!*).

Question — Can you give a description of the role of the classification officer plays within the LU program?

Susan — Under the old system I gather a classification officer did what LUs are doing now. The main change was that COs removed themselves from direct involvement with inmates. I saw my main role as helping LUs to become better counsellors. I definitely saw part of my role as getting new things going. The difference between LUs and COs is that LUs have much more direct involvement with inmates.

Question — Are classification and LU involved in parole process?

Susan — Yes, I would say definitely. At the start contact with outside agencies would be handled by a CO rather than a LU. The reason was that if several LUs were to be the main liaison with Parole, it would be difficult for National Parole Service to know who was involved. When I was in the Living Unit program, I would be in contact with the parole service. But I think LUs are becoming more and more involved.

Question — Do you feel the parole service and parole board take recommendations from COs and LUs into serious consideration?

Susan — Yes, I would say they do. There were some difficulties when they opened up in the Atlantic Region. There was a feeling the parole board did not take into ac-

count what institutions had to say. But they came to realize it is important.

Question — Have there been obstacles or problems that keep you from realizing the objective of your position?

Susan — Well, the main barrier is that there is too much work for one person. It just entails too much, there's not enough time to establish new directions. If we want guidelines, we are the people that are going to have to develop them.



Susan Fearn at Springhill Institution, Nova Scotia, before leaving CPS.

Question — What is your personal view of CPS. Do you think it is functioning the way it should be?

Susan — That's a pretty big question. I can't comment in general, because I don't really have any experience except at Springhill Institution. I think Springhill is certainly in the forefront (with programs). At least this is the impression I get talking to people who have been on courses in other parts of Canada. I think LU staff should have more training made available. More opportunity to move ahead. Right now, it's a deadend street — after a while it begins to affect morale. I think we are on the right track. I think the LU program is the way. Staff training is the key to move ahead with the program.

Question — As a woman, do you think you are up against any special odds in such a male dominated setting? (Springhill is a male institution).

Susan — No, I don't think so. It may have worked the other way round. Eric (Fielder) had mentioned that CPS wanted to involve more women.

Question — As classification officer were there any special problems related to the fact that you are a woman?

Susan — There were a lot of people in the institution with reservations about a woman

working in a prison, but I can't say I ran into any real problems in terms of people preventing me from doing my work, or giving me a hard time. I felt that I was accepted by them . . . there are still a lot of people who have the opinion women shouldn't be in a prison, but it never affected my ability to do my job.

Question — Do you know the rationale behind the thinking that it is inappropriate for women to work in a men's prison?

Susan — I don't really know. Because no one has ever said to me "What are you doing working in a place like this?" I would guess that it has to do with "this is a man's environment and its no place for a woman to work."

Question — What about the inmate population. Were there any incidents that could be attributed to the presence of a female officer?

Susan — Nothing. I have never been afraid of walking around unescorted. The only time I can remember it sort of hitting me was when the woman (classification officer) was killed in B.C., and it crossed my mind it could happen anywhere. Sometimes people shouted obscene things at me — but that's something you have to expect — male or female — if you work in a prison. I don't know what it would have been like if I was a man coming in. I have nothing to compare with, but I often felt I had an advantage being a woman. Because I am a woman it might have been easier for guys to open up with me.

Question — What do you see as women's future role in CPS? Do you see that expanding? Do you think there is need for more women in the system?

Susan — Yes, I could see that. I think it would be a good thing to have more women around, because then its more like the outside. I really get hung up on this man and woman thing. I think the staff that come to work should be qualified. That is the most important thing. We should be trying to get people who are really concerned about helping inmates. If I were on a board (employment) that would be my main concern — whether man or woman *Let's Talk*

Across the regions

PRAIRIES: Contact Ken Williams,
Regional Public Affairs Administrator

SASKATCHEWAN AND THE PEOPLE IT GROWS

by Peter Kahan

A few days ago, I had the pleasure of sitting in on a meeting with a number of my fellow inmates, several staff members, and a group of people from Ottawa associated with the Penitentiary Service.

Much of what they said revolved around their amazement at how well this particular maximum-security institution functions. In fact, it was described as the best maximum-security prison in the nation insofar as our ability to serve our time with the least amount of trouble, our relationship with staff, and our over-all attitude.

If you look at Ontario, hostages are being taken. In British Columbia and other places, blood has been spilled. All across North America, there is prison unrest, yet here at Prince Albert we function well. Of course, we too have our occasional isolated incident, but the over-all picture is one of harmony and well-being.

Why?

Is it because we are more docile? Is it because prisoners in Ontario, British Columbia, and other places are more primitive or animal-like than the rest of us? Of course not.

You can see the reason here in this room tonight. We can call what's going on in this room a banquet. We can call it a meeting. We can call it anything we like, but the glue that holds it together, can only be called one thing and one thing alone: Love. Love of our fellow man. Without that glue, the affair you see here tonight could never be. Like the leaf without the tree, it would dry up and blow away.

It would seem then, that the reason we have people from Ottawa winging their way to Saskatchewan to see why a houseful of dangerous Dan McGrews are all sitting here tonight, smiling, telling jokes, making silly and sensible speeches, toasting the ladies, getting caught in grammatical errors, blushing at our unexpected capture in table topics, feeling glad and proud for receiving our charter, and a hundred other *positive* things taking place here tonight, is simply because of love and understanding.

Prisoners are basically the same everywhere. They respond to love as well as anyone. And I can assure you, that if enough love spills into Ontario, British Columbia, and all the other

dark places of the world, you will see the same reaction there, as you see here tonight.

Perhaps what everyone needs, then, is a Saskatchewan, and the people it grows.

Editor's note: the writer of *Saskatchewan and the People it Grows*, is an inmate in Saskatchewan Penitentiary. During a Toastmaker's contest in the penitentiary Mr. Kahan told of prison experiences — differently *Let's Talk*

Gib McLean retires, says - SMILE

by R.H. Duff

G.D. (Gib) McLean retired after 28 years in the Canadian Penitentiary Service. Gib was a guard at Kingston Penitentiary for nine years, assistant storekeeper for 5 years, transferred to Joyceville Institution as storekeeper in 1963, and until his retirement was purchasing agent at regional stores (Ont.).

During his service, Gib McLean always displayed an unusual amount of dedication to his work. His honest, courteous and gentlemanly approach impressed staff and inmates. Gib has enjoyed good health over the years as indicated by the 435 days sick leave credits he



had accumulated, having been off sick only four days in 28 years service.

His hobbies are maintaining his vintage Studebaker, watching the stockmarket, and telling stories of his experiences in the

Air Force Fairy Command during the war, and of mining for Dome Mines in South Porcupine, Ontario.

Gib and wife, Ann, are shown in the picture here taken at a party in his honor at the Correctional Staff College, Kingston.

Being a product of his era, Gib retired in the traditional manner — with pride in a job well done and memories of a penitentiary service that had many changes during his career. His farewell speech offered advice to those he was leaving — we should inject some humor in our daily lives, to help relieve our tensions and to enjoy our work.

Let's Talk

Employees are the public too

Editor's note: Adapted from *Communications & Management*, published by Towers, Perrin, Forster & Crosby (NYC and Toronto), consultants to management. Also published in *PR — tips & tactics*. Are there comments from staff?

A lot of people are coming around to the idea that employees are more than an audience for purely job-related communications — that they are, in fact, a "public." Increasing attention is being given to employees by public relations firms and commercial communications media — both traditionally geared to mass external audiences.

Employees are multi-dimensional people. They have always had more dimension than most communications with them have taken into account. Certainly there has been an awareness that employees come from different environments, have varying educations, and different points of view. But in organizational communications, this awareness was often superseded by the belief that a single common denominator, the employer, made employees a homogeneous group. Employees were viewed, and generally viewed themselves, as owing gratitude and unquestioning loyalty simply because the firm provided them with a place to work and "took care" of them. The business of the employer was really the only thing that mattered. Motivation was easy to

come by, and sufficient communication was whatever management said it was. The primary communications vehicle was the organization's "house organ."

Since 1950, we've seen a rapid expansion in the technology and availability of mass media, with attendant influence on people's perceptions. Over-all levels of education and income generally, have risen, while the median age has decreased. Individual expression, including dissent, has become more acceptable. The realization that business has responsibilities to society beyond the making of profit is becoming part of the organizational ethic, and to accommodate such change, new styles of management have evolved, operating on the belief there is an active relationship between open communication and improved efforts toward organizational goals, and that the quality of communications to employees can make or break an organization.

The achievement of shared goals is what organizational communication is ultimately all about. Why, then, should employees be considered a "public?"

Employees are pluralistic. They spend 40 hours each week (more or less) working for an organization, and the other 128 hours doing something else — much of it involving passing judgment. Yet, whatever face they're wearing at a given moment, all their other roles continue to influence their per-

ceptions and activities. The voter is seldom completely separated from the employee, or the consumer from the advocate, or the citizen from the investor. This constant interplay of faces means that people must be reached from many angles, and that organizational communications must be able to compete successfully with the other demands on an employee's time and attention.

Regardless of the subject, the desire to know, to understand, and to appreciate, is innately human. The kinds of things that modern, multi-faceted people want to know about reflect an awareness that they and their jobs are parts of larger things. They want to know how their firm [division/department] is doing; [what is being done] about equal treatment for different age, sex, and racial groups; why improved productivity is important to them. . . .

If the information supplied by the organization is unsatisfactory in quality, amount, or timeliness, today's employees will find out what they want to know from other sources: the grapevine, the union, the mass media. . . . Many managers embrace a philosophy of open and candid communications when things are going well, then clam up when there's trouble. However, employees in their many roles remain inquisitive in good times and bad. In bad times, their need for communication increases as their dismay and confusion increase *Let's Talk*

COMING AND GOING



Guy Verreault

Guy Verreault, recently appointed Public Affairs Administrator for the Ontario Region. Guy has wide experience in public relations. He lists as his most interesting experiences, the time he spent with Quebec Hydro on the Manicouagan project, and his year with COJO for the 1976 Olympics. He will be working out of Regional Headquarters, Kingston, where you may call him and say "welcome/bienvenue."

ONTARIO REGION

Appointments	From	To
Clark, R.M.	Warkworth	Atlantic
Gomber, J.	Warkworth	HQ Ottawa
Latta, J.B.	Warkworth	NPS Toronto
Lowe, J.S.	Warkworth	Millhaven
O'Sullivan, T.J.	Warkworth	Leclerc

WARKWORTH

Retirements	Obituaries	
Carey, E.B.	Bellefontaine, J.D.	August 1976
Kelly, H.G.	Bernier, T.G.	June 1976
Peacock, A.J.	McKenzie, R.C.	June 1976
Vout, A.C.		
Young, E.V.		

PACIFIC REGION

Effective July, 26, 1976, Jim Murphy resumed duties of Regional Director, Pacific, and Doug McGregor, who had been acting regional director, assumed duties of deputy regional director inmate programs. Paul Jacks was named regional chief, living unit programs.

Millhaven Sports



Millhaven Mooses finished fourth over-all in the regular schedule, but were unbeatable in the playoffs. They won the Public Service Fastball League championship with their seventh straight win — a 5-0 decision over Millhaven Toros at Millhaven Penitentiary.

Mooses ousted Kingston Penitentiary Guards 3-0 in a best-of-five semi-final series before disposing of the Toros 4-0 in a best-of-seven final. "We came in through the back door, but we won it all," said one Moose supporter.

Harry Fowler pitched a shut-out, scattering five hits, while striking out six and walking none. He also helped the winners offensively by hitting a single and double, and scoring a run. Danny Cahill hit a single and double, and scored two runs for the winners. Other runs were scored by Dave MacDonald and Sam Sampson.

Let's Talk

Dear editor: This is one of the ways our classification officers spend their lunch hour at William Head Institution on Vancouver Island! Ellis Armstrong caught this 22lb salmon off the institution dock, had it canned for winter eating. Thought you might like to run the photo in LET'S TALK. *Ben Cantin.*
P.S. Ben has been transferred to Ottawa from his perch at William Head Institution to rejoin directives management as a special project officer — welcome back to Ottawa, Ben. *Editor*



Criminology Colloquium 1976-77

The University of Ottawa, department of Criminology, has announced seven lectures on *Treatment and Control of the Offender*. All will be held in room 146, MacDonald Hall, 375 Nicholas Street, Ottawa, starting at 7 pm. Staff of CPS/NPS are welcome to attend.

1976

Oct. 25, BEHAVIOUR MODIFICATION
 Dr. Robert R. Ross, Prof. of Criminology, U. of Ottawa

Nov. 22, PSYCHOSURGERY Dr. R.F. Heatherington
 Psychiatrist, Toronto

Dec. 13, RATIONAL AUTHORITY Dr. David Fogel
 Exec. Dir. Illinois Law Enforcement Commission

1977

Jan. 24, PLAY THERAPY Dr. Robert Groves
 Psychologist, Ottawa

Feb. 21, CHEMOTHERAPY Dr. Rhodes Chalke
 Vice-Dean, Faculty of Medicine, U. of Ottawa

Mar. 21, PSYCHOTHERAPY Dr. S.M. Smith
 Director, Forensic Pathology, Royal Ottawa Hospital

Apr. 4, SOCIAL & LEGAL IMPLICATIONS Prof. R.R. Price, Faculty of Law, Queen's University Kingston

CPS Annual Shoot Outdraws Olympics

by Eileen Léger

A wishful headline ... maybe. But the spirit was there at the St. Bruno Range, Quebec, from July 21 to 23.

A goodluck message from Commissioner André Therrien and a welcome speech from Bud Baril, director of Quebec Region Correctional Staff College, greeted the 20 competitors.

The four finalists from each region had competed at local and regional shoots to take part in the third CPS National Weapons Competition. Weapon handling is part of the job requirement for correctional staff. Introduction of competition at various levels throughout the regions has increased interest in the sport and sharpened job efficiency.

The handgun shoot — Practical Police Combat Course (PPC) is the brainchild of the Federal Bureau of Investigation, and used in North America for examination of weapon handling. The winner in the section security was Gerry Wolokoff, correctional officer at Matsqui Institution, British Columbia, with a score of 545. In the non-security class, last year's winner Virgil Smith, succeeded again with a 551.

Winner in the rifle section, using a Model 742 Remington, was correctional officer Ron McIlwain, also from Matsqui, with a top score of 362 in the security division. In the non-security division Jim Jackson, electrician, again from Matsqui, turned in a 373 card.

Members of the officers mess at St. Bruno invited all CPS competitors to attend the finals of the Olympic Shoot at L'Acadie — a much appreciated gesture.

Reg Shier, Staff Training, CPS headquarters Ottawa, says he was encouraged by the standard of this year's event. He cited the three-time winners

from the west coast at Matsqui Institution. "It is only in the last three years that CPS in B.C., have become involved at the club level, and already they are running off with many prizes. If we ask correctional staff to use weapons on the job," says Reg, "then we must be sure they have the training to give them confidence. The mandatory three days a year practice is not enough. Competitive shooting at the club level helps fill the gap."

National headquarters and the Quebec region still have difficulty fielding teams for national competition. But Reg hopes that before next year's event they will have overcome the problems which have held them back.

Plans for the 1977 event promises a better-than-ever shoot. The Prairie region will be host in Prince Albert, Sask. *Let's Talk*



Deputy Commissioner Security, Bill Westlake (right) with winner Gerry Wolokoff (Matsqui) in section security, handgun



Non security section/handgun winner Virgil Smith from Rockwood Institution (left) receives trophy from Laval Institution director Ben Marcoux



Security rifle trophy goes to Ron McIlwain, Matsqui Institution (left) presented by Paul Caouette, PSAC, Solicitor General Component



Matsqui Institution electrician, Jim Jackson (left) is handed his award for non-security rifle section by PSAC rep Lucien Gagné