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Canada

Let's Talk

VOLUME 25, NO. 1



Happy 25th Anniversary, *Let's Talk!*

Elder Abuse
Would you Recognize the Signs?

Aboriginal Corrections Conference

Intensive Intervention Strategy for Women Offenders

Correctional Service Canada
Service correctionnel Canada
Canada

Let's Talk

Let's **Talk** is published by the Communications and Consultation Sector of the Correctional Service of Canada.

Opinions expressed in the following articles do not necessarily reflect the views of the Commissioner.

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Let's Talk

2000 VOL. 25, NO. 1

FEATURES

COMMISSIONER'S EDITORIAL 1

HAPPY ANNIVERSARY LET'S TALK! 2

CORRESPONDENCE
LET'S TALK ABOUT THE BUG AGAIN FOR A MINUTE! 4

CRIMINAL JUSTICE ISSUES
CONFERENCES ATTRACT HUNDREDS OF DELEGATES 4

FEATURED FACTS 7

ELDER ABUSE
WOULD YOU RECOGNIZE THE SIGNS? 8

ABORIGINAL CORRECTIONS CONFERENCE
A LOOK AT THE PAST TO PLAN THE FUTURE 9

THE INTENSIVE INTERVENTION STRATEGY FOR WOMEN OFFENDERS 11

GET IT ON THE NET 11

THE SENIOR MANAGEMENT MEETING
SHAPING OUR FUTURE:
CSC AT THE DAWN OF THE MILLENNIUM 13

ANNUAL CONFERENCE OF THE INTERNATIONAL
ASSOCIATION OF JUSTICE VOLUNTEERISM 14

TAKING CHARGE FROM THE INSIDE OUT
UPDATE ON WOMEN'S CONFERENCE 15

THE COLLABORATIVE JUSTICE PROJECT 16

INTERNATIONAL LITERACY CONFERENCE
LITERACY 2000:TOWARDS REINTEGRATION 18

NATIONAL WORKSHOP ON ADULT AND JUVENILE FEMALE OFFENDERS
EMBRACING REALITY: THE JOURNEY BEYOND PERCEPTION 19

PAROLE IN CANADA • THE FIRST HUNDRED YEARS 20

OUR CONTRIBUTION TO THE WORLD-WIDE CELEBRATION OF SENIORS 21

ARTICLES

SECTOR REPORTS

Persons with Disabilities
National Advisory Committee Holds
Annual Meeting 22

What it Means to be a Team Leader 23

Citizen Engagement Workshop 24

Working with Women Offenders
National Mental Health Meeting 25

A Valued Partnership
Working Together to Promote
Safer Communities 26

The Emergence of Environmental Ethics 27

Long-term Supervision Order 28

Recognizing the Value of Values
The Values Initiative 29

Building A Future 30

The Correctional Training Program 31

REGIONAL NEWS

Atlantic Region

Setting High Standards in Recycling 32

Citizens' Advisory Committees get
a Fresh Perspective 33

Atlantic Region Contributes to Charitable
Workplace Campaign 34

Acknowledging Excellence 35

Promotion of Aboriginal Businesses 35

Atlantic Police and Correctional Officer
Memorial Service 35

Parolees Participate in North America's
Oldest Regatta 36

New Warden at Atlantic Institution 36

Quebec Region

The Tres Marias Islands in Mexico
A Unique Project 37

Maison d'Arrêt - Time Out Program 39

Senior Deputy Commissioner
Visits District Parole Office 39

A One-of-a-Kind Training Program 40

Ontario Region

Working with Offenders
Volunteers Recognized 41

Communicating in Personal Relationships 41

Ontario Federal Council Leadership Awards 42

Graduation Ceremony held at
Collins Bay Institution 43

Prairie Regional Women's Conference 43

Prairie Region

Mystery Visit to Pê Sâkâstêw Centre 44

Bermuda Officers Tour Prairie Region 45

K-9 Cody Excels Again! 45

The Dave Shier Memorial Award 46

Pacific Region

Dancing the Shxwoy-Xway 47

Annual Restorative Justice Workshop 48

Restorative Justice
Alternatives to Suspending Parole 49

Retirement Certificate Awarded 50

Community Award Presented to
Work Release Program 50

Surprise Performance at National
Public Service Week 51

Let's Talk

Celebrating Twenty-five Years of Excellence!

For twenty-five years now, *Let's Talk* has been sharing knowledge, experience and best practices in the field of corrections. Few other federal publications can claim such an achievement. Our magazine has changed over the past quarter century, but its objective has always been to link Correctional Service of Canada staff wherever they work in Canada and provide them with stories and information about what's happening in the Service.

Although the magazine had humble beginnings as an internal newsletter, over the years it has evolved into an attractive and professional magazine which reaches more than ten thousand people. Last year, its quality was recognized by the International Association of Business Communicators and *Let's Talk* continues to attract positive reviews and feedback.

When we consult earlier issues of *Let's Talk*, it is interesting to see how we can track the development of effective correctional practices, or see how they have been implemented at different institutions. *Let's Talk* is not an extended gossip column; it is a reference work which is even in demand abroad. It records our achievements in a professional manner and reflects our aim of being the best correctional service in the world.

I take this opportunity to extend an invitation to each and every one of you to make a contribution to *Let's Talk*. Let your colleagues know about your ideas and initiatives. Together, we can make a difference, by sharing what we know among ourselves, as well as with Canadians. Without your excellent work, we would not have a magazine of such high quality because it is, after all, a record of your achievements.

Congratulations to all who have contributed. Let us keep up the good work for another twenty-five years!

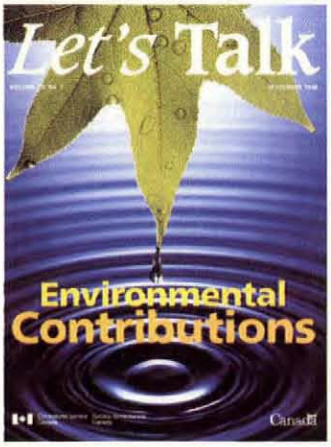


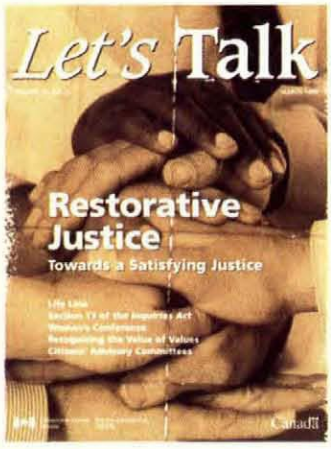
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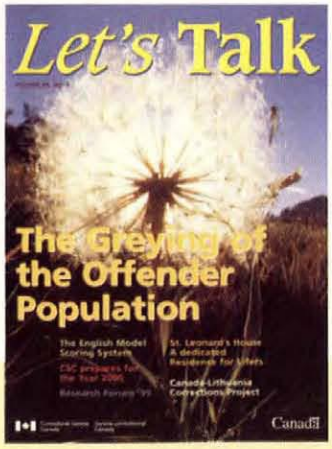
Ole Ingstrup
Commissioner
Correctional Service Canada

Happy Anniversary *Let's Talk!*

By Julie Renaud, Communications Officer, Communications and Consultation Sector







This year, *Let's Talk* celebrates its silver anniversary. It's been 25 years of constant change as the Service streamlined and automated its operations. We merged the penitentiary and parole systems, opened and closed institutions and changed our name from the Canadian Penitentiary Service to the Correctional Service of Canada (CSC). We've watched our staff grow more professional through rigorous recruitment and better training, and women correctional officers have taken their place in what was once a male-dominated occupation. We created a Mission Document that contains five core values and guiding principles to help us become a world leader in the field of corrections, and this Mission has stood the test of time, having been signed and endorsed by six Solicitors General.

Here are examples of the people, events or places that made the news in *Let's Talk* in the quarter century of its existence. It is a short list, too short to truly reflect our evolution over the years, but it will give you a sense of how CSC has always been committed to acting on contemporary issues and has made significant progress in improving the quality of life for both staff and offenders.

Volume 1 No. 9 October 1976
Two staffers had a very personal view of the 1976 Olympics. Dr. Roy Brown from the Ontario Region carried the Olympic torch from Gananoque to Kingston. Jim O'Sullivan, director of Saskatchewan Penitentiary participated in the Montreal Olympics as Coordinator of Referees and Judges in the Judo event.

Volume 2 No. 6 July/August 1977
We honour the first inmate in the Correctional Education Program to receive a university degree.

Volume 3 No. 3 June 30, 1978
In May 1978, the first female correctional officers to be employed in a male penitentiary graduate from the Staff College in Edmonton, Alberta.

Volume 3 No. 10 October 31, 1978
In September 1978, a crowd of 2,000 people stands at attention on Parliament Hill to observe the first national memorial day to honour peace officers killed in the line of duty.

Volume 3 No. 12 November 30, 1978
The first prisoner exchange resulting from a treaty signed by the United States and Canada in March 1977 takes place October 12, 1978. Forty Americans serving time in Canada and 29 Canadian inmates serving time in the States were returned to their respective countries.

Volume 4 No. 14 August 1979
The badge CSC currently uses was introduced in 1979. It is comprised of symbols representing various aspects of the Service. It identifies the Correctional Service and symbolizes its major responsibilities within the criminal justice system. The key represents custodial responsibilities and the torch, training, education and parole. The Latin motto, in a rehabilitation context, may be translated by the phrase "to grasp the future".

Volume 5 No. 12 June 30, 1980
Mary Dawson is appointed warden of Warkworth Institution. She is the first woman ever to head a major federal penitentiary for male inmates.

Volume 6 No. 2 January 30, 1981
On December 22, 1980, the first outside visitor arrives at Millhaven Institution to spend forty-three hours with her husband in a mobile home, officially launching the Family Visiting Program.

Volume 8 No. 2 January 30, 1983
Eighteen Archambault Institution correctional officers receive Commissioner's Citations for their courage, determination and exemplary behaviour during events at Archambault on July 25, 1982.

Volume 9 No. 17 September 15, 1984
CSC's film *Beyond the Walls* wins top honours in the American Correctional Association's annual award presentation.

Volume 10 No. 4 February 28, 1985
CSC has an official prayer to be used at official gatherings. Special care was taken to select a prayer that would be acceptable to all faiths.

25 Years

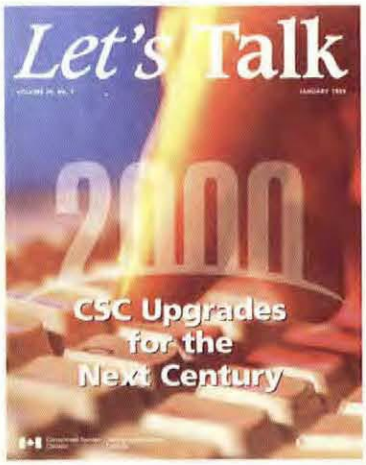
Volume 10 No. 7 April 15, 1985
The first of a six-part series dealing with the history of crime and punishment – the development of the penitentiary, the nature of imprisonment in the early days, what it was like to work in a penitentiary 100 years ago and how the penitentiary has evolved in relation to the community.

Volume 11 No. 9 July 1, 1986
For the fourth consecutive year, *Let's Talk* wins an award from the International Association of Business Communicators for "outstanding achievement in the pursuit of excellence in business communications".

Volume 11 No. 12 October 1986
On July 24, 1986, the House of Commons passed bills C-67 and C-68. Basically, this legislation ensures that potentially violent offenders are kept off the streets as long as possible, while speeding up the return to the community of non-violent offenders who are good candidates for parole.

Volume 12 No. 3 April 1987
The Solicitor General announces the Adult Basic Education program. The goal is to achieve a level of literacy for inmates comparable to that of the Canadian population in general.

Volume 13 No. 8 September 1988
The Commissioner gives his approval for "national implementation of Unit Management using standards based on CSC's Principles of Correctional Operations".



Volume 14 No. 19 October 1988
The buffalo are back at Saskatchewan Penitentiary Farm and, for the first time in a century, there was a very special event. A buffalo calf was born on the prison grounds August 10, 1988.

Volume 15 No. 2 February 1990
The Elbow Lake Institution fire fighters have become so skilled that the B.C. Forest Service allows them to train and certify inmates in general fire fighting procedures.

Volume 16 No. 6 June 1990
The report of the Task Force on Federally Sentenced Women, released on April 20, 1990 by the Commissioner, advocates a comprehensive approach to federally sentenced women, in order to address their unique needs and rectify their disadvantaged situation.

Volume 16 No. 8 August 1991
A first for CSC, a drug dog detection program at Edmonton Institution.

Volume 18 No. 5 Oct./Nov. 1993
Based on his fifteen years of experience as a parole officer on the streets of Vancouver, Dennis Bolen writes a critically acclaimed novel entitled *Stupid Crimes.*

Volume 19 No. 2 April/May 1994
The *Native Pre-treatment Substance Abuse Program: Opening the Door to Recovery* is the first national program which has been wholly developed by Aboriginal people for Aboriginal people.

Volume 20 No. 1 March 1995
CSC introduces a new Multiculturalism Award. It recognizes the efforts made by employees or others associated with the Service to improve cross-cultural understanding and contribute to the elimination of racial discrimination within the Correctional Service of Canada.

Volume 21 No. 2 Summer 1996
On March 19, 1996, CSC went live on the Internet. As of April 9, 1996, more than 13,000 visits had been made to our site and more than 2,000 of these visitors downloaded information.

Volume 22 No. 3 June 1997
Kingston Penitentiary, Canada's first penitentiary, was officially recognized by the Historic Sites and Monuments Board of Canada on April 30, in a ceremony to commemorate its national historic and architectural significance.

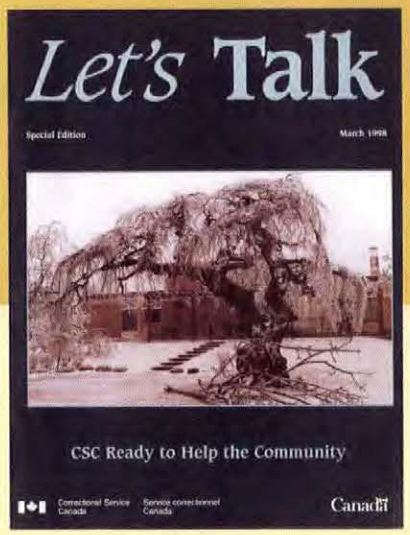
Special Editions of *Let's Talk*

Volume 5 No. 9 May 3, 1980
Closing of the 102 year-old British Columbia Penitentiary

Volume 6 No. 5 March 15, 1981
A tribute to the Service's correctional officers

Volume 6 No. 13 July 15, 1981
Progress and changes in the Service in the last 20 years

Volume 7 No. 7 April 15, 1982
Parole–Past and Present



Volume 7 No. 14 August 15, 1982
Private Sector in Corrections

Volume 8 No. 15 August 30, 1983
Health Care

Volume 9 No. 20 October 30, 1984
Inmate Suicide

Volume 10 No. 6 March 30, 1985
Community Service by Offenders

Volume 10 No. 10 May 30, 1985
Challenge and Change

Volume 14 No. 4 June 1989
Closing of the Laval Penitentiary

Volume 17 No. 5 May 1992
Aboriginal People

March 1998
CSC Ready to Help the Community (Ice storms, floods and forest fires)

November 1998
Human Rights and the CSC ◆

Correspondence

Let's Talk about the Bug again for a Minute!

By Guy Pisapia, Acting Chief, Regional Informatics Services, Quebec Region

The Bug–what a stinking word! At this time, somehow it makes us think of what we sound like when we have a cold. No wonder it's been identified as a virus! Well, it came, we saw it, and we conquered it, but it was just as if some fireworks had been rained on. We defused the bomb, so to speak. Of course, there will always be some people who get excited about pending catastrophes or who will complain that it was all a huge hoax. These people will never really understand or be interested in the enormous amount of work it took to neutralize what could have been a disaster. Actually, it may still prove to be a minor one down the road.

I won't go into the details of this operation, but I would just like to share my great pride in belonging to a team of real professionals, those who work in the Regional Informatics Services in Quebec. Over the last two years, they have all worked like dogs to overcome this problem, along with their colleagues in the operational units, in other regions and at national headquarters. We will all be able to boast to future generations of computer whizzes that we were there and, because of our hard work, in the end nothing happened at all.

And just think, no one else will be able to duplicate our feat. Such an opportunity will never ever recur.

As a master's student of criminology, and a volunteer prison chaplaincy worker, I am asking you to send me *Let's Talk* free of charge.

I enjoy your magazine, and I especially liked the issue on restorative justice. My master's thesis deals with mediation in criminal cases.

Th. De Villette
Montreal

FEATURES

Criminal Justice Issues

Conferences attract Hundreds of Delegates

By Louisa Coates, Communications Officer, Communications and Consultation Sector

In September 1999, the Canadian Criminal Justice Association held its 27th biennial meeting in Edmonton, Alberta and the Canadian Institute for the Administration of Justice met for its 25th biennial event in Saskatoon, Saskatchewan. Each conference attracted hundreds of delegates and provided an opportunity for Canadian and international professionals to meet and discuss what is new in the field of criminal justice.

The Canadian Criminal Justice Association

Values and Vision for the 21st Century

September 23-25, 1999

The Canadian Criminal Justice Association (CCJA) and the Alberta Criminal Justice Association hosted a conference in Edmonton with the goals of exchanging information on both new and familiar topics and drawing up blueprints for future work between criminal justice partners. Funding for the conference was provided by the Department of the Solicitor General, the Correctional Service of Canada (CSC), the Department of Justice, provincial departments and corporate sponsors.

Approximately 600 conference attendees came from federal and provincial departments involved in criminal justice, police departments and non-governmental organizations such as the John Howard Society, the Canadian Association of Elizabeth Fry Societies, the Salvation Army and youth and lifer organizations. Major conference themes included partnerships between service providers and the community, restorative justice initiatives, victims' involvement in criminal justice and managing risk among offenders.

Participants found that the plenary and workshop sessions of the conference provided valuable information for their work. "What I found most interesting is the bringing together of so many criminal justice partners for meaningful discussions; too often we are isolated from each other and don't get to hear the views of others. It was very informative to hear from municipal police, Citizens' Advisory Committee members, victims and others," said Barbara Cook, Acting Director of CSC's Federal-Provincial/Territorial Relations.

PARTNERSHIPS BETWEEN POLICE AND COMMUNITY

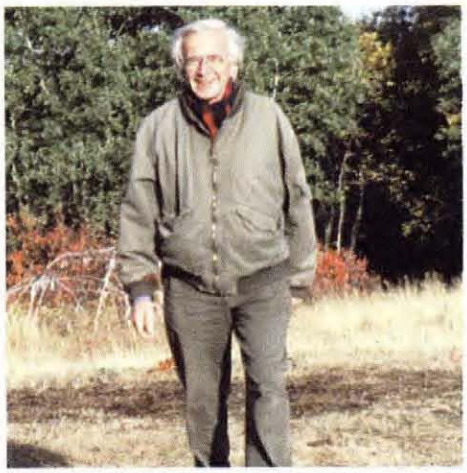
Sergeant Randy Wickins of the Edmonton Police Service and president of the Alberta Criminal Justice Association joined with Edmonton Mayor Bill Smith in speaking of



Delegates tour Okimaw Ohci Healing Lodge in Maple Creek, Saskatchewan with offenders. From left to right: Tim Quigley; Kent Roach; Michelle Hadwin, offender; Yvonne Johnson, offender; David Cayley; Nils Christie; Neressa Quewezance, offender; Patricia Lockhart; John Braithwaite and Shereen Benzvy Miller

the need for both police and community groups to work together. Mayor Smith said that, while the police comfort the victims and bear much of the responsibility at the scene of a crime, other criminal justice professionals must be involved. He cited Edmonton's "Safer Cities" as a program that has successfully created a network of local initiatives and information sharing that resulted in a dramatic decrease in crime.

Prevention is key to the program's success and this is done by keeping issues and strategies in the public eye, said Alberta Family and Social Services' Deputy Minister Maria David-Evans, one of the program's founders. To do this, organizers presented community merit awards, published community newsletters to discuss current issues, created a logo to raise awareness and held news conferences to report good news.



Dr. Nils Christie at Okimaw Ohci Healing Lodge

PRISONS DON'T WORK

The internationally renowned Norwegian criminologist, Dr. Nils Christie, asked delegates to ponder the "monster phenomenon" he has seen growing in Canada and the U.S., as reflected by their high incarceration rates. Dr. Christie said restorative justice initiatives have the power to change this trend, giving the resolution of problems back to the community.

"Dangerous people are seen as people who are out of control. In the U.S., they abolished slavery and then put them all in prison," he said.

In an ensuing discussion, National Parole Board Chair Willie Gibbs asked if it was worth sending offenders to jail for three to six months. Dr. Christie replied that short sentences are detrimental to youth and suggested alternative sentences, with incarceration for dangerous offenders only.

YOUTH

Alberta Minister Dave Hancock said current laws do not deal with chronic young offenders and communities need more incentives to get involved. He described the Fixing Broken Windows project in New York City, which brought citizens together under the philosophy that the community belonged to them.

More repressive measures against youth are wrong, believes Cécile Toutant, president of the CCJA and head of the adolescent unit at Montreal's Institut Philippe-Pinel. She told a workshop group that young offenders know they have made a mistake and can change, but only with support and encouragement. "Their characteristics are typically aggressive, impatient and seeking attention. But, in time, they trust us and often help to prepare their own treatment program," she said.

VICTIMS

Probably the most emotional moments of the conference came during moving testimonies by speakers Martin Hattersley and Sandra Atkin. Dr. Hattersley, whose daughter was murdered, is a lawyer, ordained minister and volunteer chairperson of Edmonton Institution's Citizens' Advisory Committee. Ms. Atkin is the victim of a murder attempt that left her partially blind. Both speakers described how victims need to be heard and included in the criminal justice process.

RISK ASSESSMENT

Professors James Ogloff of Simon Fraser University and Chris Webster of the University of Toronto delivered workshops on predicting and managing risk. Dr. Webster pointed out that prediction research helps to assess treatment and create appropriate offender supervision strategies for the community. "The courts want information on assessment, but it is more difficult to carry out," he said.

WOMEN

University of Calgary Professor Kathleen Mahoney told delegates that one in 10 women in Canada is sexually assaulted, but 62 per cent of these cases go unreported and 90 per cent are by individuals known to the victim. "A woman's dress or being in a man's home are not reasons for sexual assault, her femaleness is," she said, arguing against a judge who ruled that a woman's outfit had provoked a man's assault on her.

CENTENARY OF CONDITIONAL RELEASE IN CANADA

Member of Parliament Paul de Villers, Chair of the Sub-Committee on *Corrections and Conditional Release Act* of the Standing Committee on Justice and Human Rights, said politicians have a public relations job to do to convince Canadians that serving a sentence under community supervision promotes public safety. "There is still a lot of scepticism about parole," he said.

Frank Miller, former executive director of the National Parole Board, said that, while there may be misperceptions about statutory release, delegates should remember this is a legal application developed after consultation with experts and professionals around the world, and marks a vast improvement over the system that once existed in Canada.

Community Forum

On September 24, 1999, the Citizens' Advisory Committee of Edmonton Institution, Grierson Centre and North Alberta District Parole held a community forum. The forum coincided with the Canadian Criminal Justice Association's annual conference, which was held in Edmonton during the same time period.

The title of the forum was "What's Out There? From Release to the Integration". The goal of the forum was to give an overview of the different services available to inmates once released, particularly to those engaged in various types of community social services affecting discharged inmates.

Presentations were made by representatives of the Citizens' Advisory Committee, Alberta Family and Social Services, the John Howard Society, the Salvation Army, The Family Centre, the North Alberta District Parole and the Alternatives to Violence Project.

The forum was well-attended and resulted in some positive coverage by the local media.

Canadian Institute for the Administration of Justice

Changing Punishment at the Turn of the Century

September 24-26, 1999

In conjunction with CSC's Prairie Region and the University of Saskatchewan School of Law, the Canadian Institute for the Administration of Justice (CIAJ) hosted a conference for judges and correctional and criminal justice experts which dealt with the question of whether punishment works in reducing crime or has failed and should be replaced by other approaches such as the increasingly recognized restorative justice initiatives.

The CIAJ is an umbrella organization for individuals and organizations working in the administration of justice. Its 30 board members come from backgrounds in law, enforcement, academia, social services and the media and represent 1,000 members.

"One of our goals for the future is to help bring together members of the criminal justice community and other actors in the administration of justice, including policy makers," said Pauline Mang, legal assistant to CIAJ's executive director, Christine Robertson.

The conference, which attracted over 100 delegates, was held to mark two important anniversaries in Canada: 100 years of a formal system of parole and 30 years since the release of "Towards Unity: the Report of the Canadian Committee on Corrections". Both events mark an era characterized by a belief that offenders can be rehabilitated, said Ms. Mang.

ALTERNATIVES TO PRISON

The conference's agenda illustrated that many individuals in the field are concerned by the emergence of tough-on-crime attitudes among members of the public and lawmakers, despite two decades of research which show punishment does not change behaviour and that alternatives to prison offer the best way to "restore justice", promote healing and protect society.

"Punishment does not work, and research results have proven this," said Mary Campbell, Director of the Corrections Policy Division at the Department of the Solicitor General. "There was an effort to invite not only the converted, but people with different perspectives, but it seems most shared our concerns and agreed that different approaches to punishment are needed and make sense," she said.

Denis Couillard, a portfolio manager in CSC's Strategic Planning Division, agreed. "The conference topics were diverse so that we had a chance to discuss our concerns, including high incarceration rates, the overrepresentation of Aboriginal offenders and how to best reintegrate inmates into society," he said.

Conference participants came from the legal field, including Supreme Court and provincial judges, crown attorneys and defence lawyers and also included advocates for offenders' rights, provincial and federal politicians and leaders from the Aboriginal community involved in justice review boards and committees.

NOTABLE SPEAKERS

Two highly renowned leaders in the field of criminal justice, Professor John Braithwaite of Australia and Dr. Nils Christie of the University of Oslo, spoke at the conference. Professor Braithwaite spoke about the role of shame in the reintegration of offenders, while Dr. Christie questioned contemporary understandings of the functions of punishment and the purposes of penal justice. As he had said earlier at the CCJA Conference in Edmonton, the restorative justice initiatives used by Aboriginal people offer the best hope for dealing successfully with crime.

Discussions focused on a range of current issues, including how lawmakers can avoid singling out disenfranchised members of society for incarceration, the limits on the nature of punishment society approves, whether historical landmarks – the "Corrections Law Review" by the Department of the Solicitor General in the 1980s, the *Corrections and Conditional Release Act* (CCRA) in 1992 and the sentencing reforms in 1996 – succeeded in uniting legislation and policy, whether attempts to reduce the number of Aboriginal inmates are succeeding and if risk assessment and treatment programs are effective ways to return offenders safely to society.

Speakers called for an in-depth review of imprisonment and questioned whether it

"Connections" Play

A play called "Connections", developed by the John Howard Society of Manitoba and sponsored by the Correctional Service of Canada and the Department of the Solicitor General, was performed at the Citadel Theatre in Edmonton and the Broadway Theatre in Saskatoon. The story, written after consulting with victims' groups, offenders and the community, and performed by a cast of inmates, parolees and volunteers is about an easily avoided crime that lands a young man in prison. He later meets his victims' families in an emotional and powerful restorative justice mediation session. The play suggests both a sense of regret for the past and a hope that the offender and the victim may one day have "restored" to them what has been lost through the crime. The visibly moved audience gave actors a standing ovation at the play's end.



Left to right: John Braithwaite, and four actors/play administrators.

is incumbent on society to change the penitentiary, or drastically reduce its use, as we move into the next century. CSC's Assistant Commissioner of Corporate Development Michel Roy said that, while correctional institutions will not immediately disappear, correctional staff play a role in supporting offenders to prepare for and return to society. "CSC contributes to their safe reintegration in many ways, such as ensuring that the most advanced or sophisticated programs and other support mechanisms are available to support the offender, " he said.



John Braithwaite, Australian National University

In the discussion on parole, offenders rights advocates argued parole is not working effectively to assist offenders in returning safely to the community or in preventing recidivism. CSC's efforts to manage the risk of criminal recidivism, the National Parole Board's decision-making, the media and tough-on-crime supporters of "real time" (where offenders serve their full sentence under incarceration) were discussed.

Other conference highlights included a performance of the inmate-produced play "Connections" and tours of CSC's Saskatchewan Penitentiary in Prince Albert and its Regional Psychiatric Centre in Saskatoon.

INFORMAL NETWORKING

Another benefit of the conference was the opportunity for informal networking between experts from a range of backgrounds and jurisdictions. The conference allowed some members of the parliamentary sub-committee reviewing the CCRA to gain a deeper understanding of the criminal justice system. They held informal discussions with various national and international delegates, including CSC representatives. As a result of these conversations, the sub-committee held another CCRA review hearing with stakeholders, non-government organizations and agency heads from the Department of the Solicitor General, the National Parole Board and the Correctional Service of Canada, which may positively affect revisions to the Act.

"I think that the MPs gained a better understanding of the complexities involved in corrections and parole following the conference. Normally, we don't have the luxury of informal encounters, and this was a real chance to provide information and for them to challenge us with their thoughts and concerns," said Denis Couillard.

Lawyer Shereen Benzvy Miller, Director of the Correctional Service of Canada's International Affairs Division and author of several articles on the subject of punishment and sentencing, felt that this conference was important for CSC because staff were invited to dialogue with counterparts and the real decision-makers in the field of sentencing and that similar opportunities should be encouraged.



Michael Jackson

"This meeting brought together people working in criminal justice to see which direction we are taking and to avoid the pattern being set by the U.S. We wanted to talk about restorative justice and how it fits into sentencing. Within this discussion, the concepts of restorative justice or restorative governance, as it might be called, played a large role," said Ms. Benzvy Miller.

"In Saskatoon, law and policy makers had the chance to speak informally with defendants' and victims' advocates, and those on the front lines in corrections. The conference provided a breathing space for professionals to talk out the issues, with positive results," concluded Ms. Mang. ◆

Featured Facts

Some facts and quotes from articles contained in this issue

"Let us take note of the teachings of our respected Elders. Tomorrow is the most important thing in life. It comes to us at midnight, very clean and perfect. The Creator put it in our hands in the hope that we learned something from yesterday."

–Aboriginal Corrections Conference
A Look at the Past to Plan the Future

"More than 4,000 people, including victims, journalists and police officers have attended parole hearings in the last five years.

–Parole in Canada
The First Hundred Years

"... research conducted by CSC shows that sixty-five per cent of federal offenders have literacy problems compared with 20 to 30 per cent of the general population."

–International Literacy Conference
Literacy 2000: Towards Reintegration

Elder Abuse

Would you Recognize the Signs?

By Dan Erickson, Director of Corrections, Native Counselling Services of Alberta

Elder abuse is not a new phenomenon, but it is becoming a more common occurrence. This type of abuse often goes undetected and unreported. In many circumstances the abuse is not clear to the victim or abuser. Any elderly person may become a victim of abuse. Gender, marital status, ethnicity, and income level of victims of elder abuse do not differ significantly from those of elders who are not victims. Shame, embarrassment and the unwillingness to risk rejection from loved ones are some reasons why abuse is not reported. Victims are usually reluctant to admit abuse is taking place and often refuse assistance.

The abuser profile may include a caregiver or an individual who has regular contact with the victim. Those entrusted to care for the elderly do not always have the necessary resources, such as family assistance and support, time, money, desire, space, or knowledge. The elderly are also targets of fraud artists who prey on their trust and empathy.

Elder abuse is any deliberate action, or lack of action, which causes harm to an elderly person. Abuse can take many forms, including:

- Physical abuse. It also includes deliberate exposure to severe weather and inappropriate use of medication and unnecessary physical restraint.
- Sexual abuse.
- Psychological abuse. Humiliation, social isolation, threats, inappropriate control of social activities and social isolation are some examples of this type of abuse. Removing control of decision-making powers when the person is still competent is considered psychological abuse.
- Financial abuse. The misuse of an elderly person's assets.
- Neglect. Any action required to meet the needs of an elderly person that is not acted upon is a form of neglect. This includes shelter, food, clothing, personal care and social companionship. Neglect can be passive–the unintentional failure to fulfill an obligation, or active–the intentional failure to fulfill care giving obligations.

Indicators of abuse are:

- Malnutrition and inadequate physical care.
- Physical injuries such as slap marks, choke marks, burn marks, welts, restraint marks on the wrists or ankles, bald spots where hair has been pulled out, broken bones, punctures, repeated falls, internal injuries, finger and thumb prints on the arm and face, none of which can be explained.
- Withdrawn, apathetic or fearful behaviour, particularly when in the company of certain persons.
- Medical need ignored.
- Discrepancies between a person's standard of living and his/her financial assets, without adequate explanation.

Elder abuse can be linked to financial problems, emotional problems and lack of knowledge. Many factors contribute to abuse and each case has its own unique set of factors. Family members who are subject to stress have too few resources, are unfamiliar with the ageing process, or have substance abuse problems, contribute to the dynamics of elder abuse. Institutional factors are also identified possible causes of abuse. Lack of properly trained staff, lack of knowledge of the ageing process and negative attitudes towards the elderly can contribute to conflicts.

"Elder abuse... requires input and involvement from the community. Awareness, education and proactive prevention are the first steps that we can take to address this issue."

There is legislation and sections of the Criminal Code to protect the elderly. *The Mental Health Act* allows for the removal of a person for psychiatric assessment. The procedures under the *Mental Incompetency Act* allow for a person who is named committee of an estate to override the person acting as attorney for the estate where there is evidence of financial abuse. The *Protection of Persons in Care Act* came into law in January 1998. One section of this act stipulates the reporting and investigation of abuse in institutions.

There is a great deal of information available through public sector agencies, government organizations, seniors groups and the Internet. Elder abuse is an issue that must be addressed. There are many suggestions from the various agencies that deal with this problem, including:

- Incorporate education on the ageing process and elder abuse into the curricula of educational and law enforcement agencies.
- Establish counselling services and self-help groups to assist elders with problems and promote seniors' independence.
- Set up advocacy programs in which an agent looks after legal and other interests on behalf of the elderly person.

Elder abuse is just one of the many issues facing the criminal justice system that requires input and involvement from the community. Awareness, education and proactive prevention are the first steps that we can take to address this issue. After all, we are not getting any younger. ◆

Aboriginal Corrections Conference

A Look at the Past to Plan the Future

By Jody Brian, Communications Advisor, Communications and Consultation Sector

The statistics are frightening and present a revealing story of Aboriginal corrections in this country. Aboriginal peoples are overrepresented in the correctional system, they are less likely to be granted any form of conditional release than their non-Aboriginal counterparts and they are often caught up in a cycle of crime and punishment that sees them returning to prison over and over again.

Is the situation hopeless? Are Aboriginal offenders destined to a never-ending cycle of crime and punishment? Are Aboriginal communities and the government prepared to sit back and let this epidemic continue?

The answer to all of these questions is a resounding "no".

THE FUTURE IS BASED ON THE PAST

The 1999 Aboriginal Corrections Conference was held in Edmonton, Alberta, September 20-22, 1999. Aboriginal and non-Aboriginal, government and community-based, young and old–all came to share lessons learned from the past and discuss steps towards healing for the future. The conference was sponsored by the Correctional Service of Canada (CSC) and hosted by the Native Counselling Services of Alberta (NCSA).

"Aboriginal and non-Aboriginal, government and community-based, young and old–all came to share lessons learned from the past and discuss steps towards healing for the future."



Commissioner Ole Ingstrup greets conference delegates.



Hugo Foss outlines his long-term offender healing program.

Photos by Jody Brian

The conference opened with a Cree prayer followed by speeches from NCSA and CSC officials. CSC Commissioner Ole Ingstrup spoke of the challenges that the government and Aboriginal communities confront when looking to permanently decrease the number of Aboriginal offenders in federal institutions. He shared some thoughts on the need for a partnership between CSC and Aboriginal leaders in forging a new direction for Aboriginal corrections.

"We are the pathfinders and we have to help each other," he said. "But I do suggest that in working together–and increasingly working together in harmony–we should be confident that the direction in which we are walking is the right one."

GETTING DOWN TO BUSINESS

Following the formal speeches, Mr. Ingstrup and Gina Wilson, Director General of Aboriginal Issues, participated in a ceremony to honour the institutional elders and liaison workers. Performer Winston Wuttunee shared a moving drum song. Workshops that followed focused on CSC's role in Aboriginal corrections, the concept of healing and Fetal Alcohol Syndrome/ Fetal Alcohol Effects.

The next morning's opening prayers were followed by a number of workshops. Topics ranged from Aboriginal offender assessment to dealing with sex offenders; from Aboriginal program development to agreements based on Section 84 of the *Corrections and Conditional Release Act* (CCRA); and from Aboriginal employment to Aboriginal women offenders.

The day closed with a fascinating plenary session on Aboriginal gangs, offered from the perspectives of an Aboriginal police officer, a CSC psychologist and an inmate from Stony Mountain Institution.

ABORIGINAL GANGS

Susan Swan, a Manitoba Ojibway and police officer in Winnipeg, spoke first, outlining the emerging problem with Aboriginal gangs in Winnipeg and throughout the Prairie region. She spoke of her personal experience with gangs, both on the reserves and in the cities, and talked about some of the reasons young people get involved with gangs. Constable Swan also discussed some of the

pervasive myths about youths and gang activity. For example, the public believes that over 70 per cent of Aboriginal youth are involved in gangs, when the actual figure is closer to three per cent.

Hugo Foss, a psychologist at Stony Mountain Institution, spoke about the intervention program he runs, which is designed to heal long-term offenders. After explaining to the audience the stages an offender goes through in this program, he introduced Richard.

Richard is an inmate from Stony Mountain Institution who comes from the same reserve as Constable Swan. He is also an associate of an Aboriginal gang. He spoke of the importance of Elders who made him realize that there was more to life than doing time, even though he has spent so much time in prison that he's more comfortable in jail than at home on his reserve.

On the final day, the National Parole Board made a presentation on the concept and process of parole. Rémi Gobeil, Deputy Commissioner of the Prairie Region, offered thoughts on the future of Aboriginal corrections in his region; Allen Benson, Chief Executive Officer of NCSA, talked about what the next steps would be; and finally, Elder John Stonechild gave a presentation on Native spirituality. He spoke of the four races, the four directions, the four teachings and the four symbols which Elders teach to help people mend their lives.

To close the conference, Dale Le Clair, Manager, Aboriginal Community Relations, called upon Keith Purves, former manager of NCSA.

HELP ONE ANOTHER

Mr. Purves talked about the challenges of managing the transition from where we are now to where we want to be. He spoke of the necessity to work in partnership to accomplish goals, and having the determination and perseverance to get things done. He underlined the need to respect one another, based on the understanding of our differences. And he closed with enlightening words on embracing the future of Aboriginal corrections.

"I urge you to accept the challenges the speakers of this conference have proposed, and that we work together," he said. "Common goals and a common cause mean greater success."

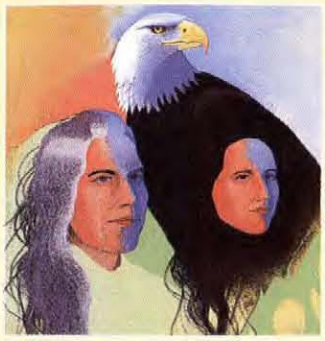
"Let us take note of the teachings of our respected Elders. Tomorrow is the most important thing in life. It comes to us at midnight, very clean and perfect. The Creator put it in our hands in the hope that we learned something from yesterday." ◆

Pre-conference Pipe Ceremony

Sweet-smelling smoke and the low chants of an Elder filled the air at the Stan Daniels Healing Centre in Edmonton on September 19, 1999, as Solicitor General Lawrence MacAulay and Correctional Service of Canada (CSC) Commissioner Ole Ingstrup participated in a pipe ceremony to commemorate the signing of a Section 81 agreement.

When they arrived, the Minister and the Commissioner toured the facility, which is operated by the Native Counselling Services of Alberta (NCSA). In accordance with Section 81 of the *Corrections and Conditional Release Act* (CCRA), Aboriginal offenders who are released to the Stan Daniels Healing Centre, under various forms of conditional release, are supervised by NCSA staff members, are provided with comprehensive programs and are required to work or receive on-the-job training in the community. Programs and services are developed using a combination of proven correctional methods and traditional Aboriginal healing approaches.

Native Counselling Services of Alberta has been involved in the delivery of federal correctional programs for 25 years and has enjoyed a long and successful partnership with the CSC. NCSA is widely recognized as an Aboriginal justice leader not only in Alberta, but also in all of Canada. ◆





Native Counselling Services of Alberta staff pose in front of the ceremonial tee-pee at the Stan Daniels Healing Centre.



Photos by Jody Brian

Left to right
Cree Elders Joe Couture and Joe Cardinal; The Honourable Lawrence MacAulay, Solicitor General of Canada; Allen Benson, Chief Executive Officer, Native Counselling Services of Alberta; Ole Ingstrup, Commissioner, Correctional Service of Canada; and Rémi Gobeil, Deputy Commissioner, Prairie Region

The Intensive Intervention Strategy for Women Offenders

By Lisa Watson, Senior Project Officer, Women Offender Sector

Creating Choices and the subsequent Operational Plan (1992) rightly focused on the majority of women whose needs were many and whose risks to themselves and to others were fairly minimal. The needs and risks of the small number of women (usually classified as maximum security) were not addressed in detail. Though maximum security women do not require the level of static security found in men's maximum security institutions, they do pose different risks and have different needs from women classified at lower security levels. They also tend to experience difficulty managing themselves in the community-based living environment of the regional institutions and the Okimaw Ohci Healing Lodge. Though *Creating Choices* hoped that a temporary stay in the Enhanced Units and ongoing support of staff would provide the time the women would need to move on to the community houses, history and experience has shown that this is not always the case.

Currently there are between 25-30 women classified as maximum security (between 7 and 9 per cent depending on population fluctuation) of the women's incarcerated population. Experience and recent research, including interviews with the women to determine their view of why they saw themselves as maximum security offenders and what could be done to help them cascade to lower security, has helped us to better understand the needs and risks of this population.

Women with mental health problems or cognitive difficulties is the other population requiring more intensive support. These problems have often precluded their functioning in the community living houses. To help these women cope better, the Correctional Service of Canada (CSC) has opened two Intensive Healing Units: one at the Regional Psychiatric Centre in the Prairie Region and the other at Prison for Women in the Ontario Region.

Since 1996, when the Service opted to house maximum security women in the co-located units in the men's institutions, we have been grappling with various strategies to best manage all women so that they can return to the regional institutions. On September 3, 1999, Solicitor General Lawrence MacAulay announced the *Intensive Intervention Strategy* on the steps of Prison for Women. It is hoped this Strategy is the last piece of the puzzle that will result in the long awaited closure of the Prison for Women.

THE INTENSIVE INTERVENTION STRATEGY

The Intensive Intervention Strategy is the next consistent step in the *Creating Choices* approach and it will allow for the repatriation of all women to the regional facilities. The balance of static and dynamic security reflected in the Strategy also responds to the risk presented by this population.

The Service is also committed to respecting community standards in dealing with women with special needs and/or mental health problems. Dr. Alan Warner, a respected mental health professional, proposed the Structured Living Environment, following an analysis of the behavioural challenges that CSC faces (his report *Implementing Choices at the Regional Facilities* is on the CSC web site). It is consistent with our legislation, accepted community standards and our obligations under the *Charter of Rights and Freedoms.*

There are three parts to the Strategy:

1. The Enhanced Units at the regional institutions will be renovated in order to create Secure Units for women classified as maximum security. These units will have cell space, common living areas, a kitchen, programming space, multi-purpose rooms, office space for staff and a secure yard.

The planned number of beds is as follows: Nova Institution for Women – 5; Joliette Institution – 6; Grand Valley Institution for Women – 15; and Edmonton Institution for Women – 13 (the Strategy does not apply to the Okimaw Ohci Healing

Get it on the Net

Information about corrections and correctional issues available on the Internet

Juvenile Justice Center

www.abanet.org/crimjust/juvjus/

The Juvenile Justice Center works in partnership with other American Bar Association groups to monitor juvenile justice policy and practice. It sponsors an annual three-day Juvenile Defender Leadership Summit each fall and provides assistance in improving access to counsel and quality of representation for children. It currently carries a Juvenile Death Penalty Alert for several offenders in the United States to be executed for crimes committed when they were minors.

Crime and Justice International

www.acsp.uic.edu/oicj/pubs/

A page from the site of the Office of International Criminal Justice at the University of Chicago, it contains information on international prison issues, such as child victimization, a women's prison in Egypt and random drug testing for offenders in the United Kingdom. It also contains information about events and conferences around the world, such as tours of China and transcripts of its annual Conference on Criminal Justice Futures.

Boards of Visitors

www.homeoffice.gov.uk/bov/

A site to inform and welcome people to the Boards of Visitors, groups existing at every penal institution in England and Wales whose members are responsible for safeguarding the well-being and rights of the inmates and speaking out on their behalf. The site describes how people can join a Board of Visitors and the positive changes those individuals can make. ◆

Lodge). Based on population trends of the last few years, this total of 39 beds is a significant reduction of the 93 beds currently available for maximum security women.

Because of the level of dynamic security that will be used within the unit, no changes will be made to the perimeter security of the institutions themselves.

2. Eight-bed Structured Living Environment houses (tentatively called the Healing House) will be built on the grounds of each of the four regional institutions to accommodate minimum and medium security women who require more intensive support for mental health and/or daily living problems. The houses will be similar to the other houses, but will be larger because there will be program and office space and therapeutic quiet rooms (the original houses are not staffed, nor do they have 24-hour staff presence).

3. The foundation of the Intensive Intervention Strategy is dynamic security. Multi-disciplinary teams will staff both units on a full-time basis. This will include mental health professionals, security and program staff. The women in the Healing House will participate in all activities (unless they are unable to do so) and will be fully integrated into the routine of the institution. Some of their programming may be delivered in the house while others will also participate in the regular programming offered in the institution.



Left to right: Richard Moore, Communications and Consultation Sector, NHQ; Fred Tobin, Prison for Women and Programs, NHQ; Karen Kaschube, Strategic Planning and Policy, NHQ; Stew Harris, Security, NHQ; Linda McLaren, Institutional Reintegration and Operations, NHQ; Heather Thompson, Regional Psychiatric Centre, Prairie Region; and Lyn Lowe, Edmonton Institution for Women

The women in the Secure Unit will be integrated where possible and kept separate from the rest of the population, where necessary. Space in the institution, such as the gymnasium, the library and the visiting room, will be shared, but the maximum security women will go on a different time schedule and will be accompanied by staff. It is also conceivable that some women, at certain times, will be unable to leave the Secure Unit. During those times, services and programs will be offered in the unit. By making the unit part of the regional institutions, staff will have the flexibility to develop "halfway out" reintegration plans with the women.

CONSTRUCTION

The overall capital cost of the project is $17M ($12M for the Secure Units and $5M for the Healing House) and will come from CSC's existing budget. The operating costs of the new units (when fully implemented) is expected to be $9.3M annually. This amount is less than our current operating costs of the co-located units and the Prison for Women. Designs and plans are now being developed for the construction and renovations at the regional facilities. Depending on the weather, ground-breaking is likely to begin this spring.

STAFFING

The implementation of the Strategy will result in the creation of 138 new positions across the four institutions. Affected indeterminate staff in the co-located units are guaranteed employment within the Service.

NATIONAL IMPLEMENTATION WORKING GROUP

In October 1999, the National Implementation Working Group for the Intensive Intervention Strategy met in Ottawa for the first time and have continued to meet since. Nancy Stableforth, the Deputy Commissioner for Women and the Senior Deputy Commissioner, chairs the group. Representatives from each region (both the regional institutions and the co-located units, the Prison for Women and the Burnaby Correctional Centre for Women) as well as representatives from the various functional areas of national headquarters make up the working group. Sub-committees have been created and are looking at all aspects of the implementation of the new units, including mental health programs and services, programming, program evaluation, staffing, staff selection and recruitment, staff training, policies and procedures and the operational plans.

Our target date for full implementation at all institutions is September 2001. This is yet another exciting and challenging chapter in the area of women's corrections and, in order to implement this new Strategy, we will once again be tapping into the creative and innovative minds of CSC staff. ◆



Left to right: John Pastorek, Burnaby Correctional Centre for Women (provincial partner in the Pacific Region); Brinda Wilson-Demuth, Saskatchewan Penitentiary, Prairie Region; Nicole Chartrand, Regional Reception Centre, Quebec Region; Christina Guest, Chaplaincy, NHQ; Penny Drury, Okimaw Ohci Healing Lodge; Melanie Achtenberg, Aboriginal Issues, NHQ; and Daniel Mérineau, Joliette Institution



Left to right: Heather Thompson, Regional Psychiatric Centre, Prairie Region; Lyn Lowe, Edmonton Institution for Women; Donna McDonagh, Health Services, NHQ; Lori MacDonald, Prison for Women; Leslie Hardy, Legal Services, NHQ; and Maureen Blackler, Grand Valley Institution for Women

The Senior Management Meeting

Shaping Our Future: CSC at the Dawn of the Millennium

By Louisa Coates, Communications Officer, Communications and Consultation Sector

From October 18 to 20, 1999, the Senior Management Meeting (SMM) of the Correctional Service of Canada (CSC) took place in Aylmer, Quebec. The theme for this SMM was *"Shaping Our Future: CSC at the Dawn of the Millennium"*.

COMMISSIONER PRAISES WORK OF VOLUNTEERS AND STAFF

In his opening remarks, Commissioner Ole Ingstrup made special mention of the National Executive of the Citizens' Advisory Committees, which represents the 500 or so volunteers who work in federal institutions and explain correctional issues to the community. "We couldn't survive without you," he said.

The Commissioner praised the work of CSC's National Task Force on Security, including its partnership with provincial governments to share information. He welcomed international visitor Audrey Park of the Scottish Prison Service who is spending three months at Kingston Penitentiary studying the successful ethics and respect program used to recruit and manage employees.

STATE-OF-THE-ART SECURITY FRAMEWORK

CSC's Director General of Security Helgi Eyjolfsson gave an overview of the Task Force on Security, set up in January 1999, whose mandate was "to develop a state-of-the-art security framework that optimizes staff/offender interaction while promoting safe reintegration".



Helgi Eyjolfsson gives a presentation on the Task Force on Security.

"I have always believed that good security formed the base, the foundation for all that we do on a day-to-day basis," Mr. Eyjolfsson told CSC's senior managers.

He pointed out that the Task Force on Security wanted to do two things. It wanted to ensure that offenders continue to be treated humanely and to have access to opportunities such as programs, education and work, in order to effect positive changes in their lives. It also wanted to improve the feeling of safety and organizational support which staff need to work effectively with offenders.



Commissioner Ingstrup praises work of both volunteers and staff.

Selected members of the Task Force travelled throughout Canada and internationally to visit penitentiaries and parole offices. They met with CSC experts in the areas of training and research and with professionals in other public and private sectors, including provincial departments of corrections, universities, hospitals, conflict mediation centres and security consulting offices. The draft report of their findings was then submitted to an accreditation panel, made up mostly of these external experts, and ideas from the group were incorporated into the final report.

The Correctional Service of Canada's "Task Force on Security: Safety, Respect, Learning, Leadership" was released in late November 1999.

OPEN SPACE WORKSHOPS

An exciting part of the three-day SMM occurred in the very structure of the meeting's second day. At that point, delegates were given control of the meeting and allowed to "shape" its agenda according to their own interests. Termed the "Open Space Technology" day, managers chose their own topics of discussion, attended workshops of their choice and offered solutions in areas that interested them most. Normally, SMMs have been composed entirely of plenary sessions and pre-arranged workshops.

The "Open Space Technology" workshop method was organized by CSC's new Associate Director General of Chaplaincy, Terry Richardson. He told managers that, although the open workshop concept seemed new, it has been used by traditional cultures all over the world. He said it always works, whether in a group of five or 5,000.

In an "Open Space Technology" workshop, delegates choose the workshop topics and sit in a circle to explore each topic – all of which promote discussion. The benefits to participants, it is said, are a feeling of being in control of what they choose to study, that discussions are high energy because only those interested attend and everyone gets an equal chance to be heard.

"Raise the anchors and enjoy the sailing" the Commissioner encouraged delegates the morning the workshops began and, according to many, that was just what they did. Pierre Simard, Director of Multimedia Services in CSC's Communications and Consultation Sector, extolled the idea and the way it worked in practise. "I got so much out of this day, it was fantastic!" he said.

Topics chosen for the workshops included corporate culture, drug-free units, CSC's response to victims, self care, overtime management, the public's view of CSC and volunteers as leaders.

On the third day of the conference, a "marketplace" of ideas took place. This

involved informing the entire group about the findings of each of the workshops. As one participant said, "This process helped tap into the tremendous pool of talent and knowledge that exists here."

Did You Know...

Senior Management Meetings for federal correctional staff have been held since the 1950s. Then, the Commissioner of the Canadian Penitentiary Service held annual meetings for all wardens and senior managers. In 1977, the National Parole Service was amalgamated with the Canadian Penitentiary Service to become the Correctional Service of Canada. Since then, district parole directors have been invited along with wardens and senior managers. Today, about 250 senior managers attend the three-day meetings, which occur every six months.

Task Force Members

The Task Force Members were: Co-chair Jack Linklater, Special Advisor to the Deputy Commissioner of the Prairie Region; Co-chair Helgi Eyjolfsson, Director General of Security; Michel Gilbert, Director of Community Operations at Quebec Area Parole; Thérèse LeBlanc, Warden, Prison for Women; Gina Wilson, Director General of Aboriginal Issues; Fraser McVie, Director General, Strategic Planning and Policy; Marena McLaughlin, Warden, Westmorland Institution; Bruce Anderson, Regional Administrator of Security in the Pacific Region; Kimberly Vink, Security Analyst; Ray Labelle, Project Analyst, Correctional Operations and Programs; and Robert Gillies, a professional mediator from outside CSC.

MEMORANDUM OF UNDERSTANDING

During the SMM, Commissioner Ingstrup signed a Memorandum of Understanding with Correctional Investigator Ron Stewart, an agreement that establishes a working relationship between CSC and the watchdog organization mandated to ensure offender problems are resolved quickly and efficiently.



Ron Stewart and Ole Ingstrup sign Memorandum of Understanding.

THE PUBLIC SERVICE IS CHANGING

Peter Harder, the Secretary of the Treasury Board of Canada, presented senior managers with a fascinating history and up-to-the-minute look at how the federal government workplace has changed since World War II. Before 1978, the Public Service was a hot marketplace of jobs, with funds available for vast projects, he said. However, he told the group, that has changed and the public service is in the process of defining the values it needs to be of importance to Canadians.

The federal government is now serving a public that is being affected by technology. Today, the federal workforce requires employees who are focused on career development, teamwork and moving in levels that are fluid versus rigid and fixed – hence, the creation of a universal classification system (UCS) for jobs. As well, Mr. Harder points out that 70 per cent of federal employees will retire in six years and few young people are in the ranks to replace them.

The challenge is to create an environment that attracts young employees, rewards them in a variety of meaningful ways and is focused on lasting and relevant values.

"MOST SUCCESSFUL SMM EVER"

When the conference evaluations were reviewed, delegates rated this Senior Management Meeting as the most successful ever, with over 90 per cent saying the meeting was "very good" or "excellent."

The next Senior Management Meeting is scheduled for May 16-18, 2000. ◆

Annual Conference of the International Association of Justice Volunteerism

Denver, Colorado October 15-17, 1999

By Sean Taylor, Regional Chair, Citizens' Advisory Committees, Prairie Region

The 29th Annual Conference of the International Association of Justice Volunteerism (IAJV) was held October 15-17,1999, for volunteers from Canada and the United States of America. The IAJV is for people who are interested in justice volunteerism. They serve as advocates for citizen volunteers; they develop relationships with organizations that share similar goals; they praise the efforts of local programs across the United States and Canada; they sponsor an annual International Forum; they publish a quarterly newsletter; and lend technical assistance when requested.

One of the main objectives in the workshops involved the recruitment and retention strategies of volunteers in existing programs in correctional facilities and in the community. Emphasis was placed on the recognition of the efforts of volunteers, giving them a sense of belonging and allowing them to take ownership of their work. By hosting Volunteer Appreciation nights, the institution formally recognizes the importance of the role the

"Emphasis was placed on the recognition of the efforts of volunteers, giving them a sense of belonging and allowing them to take ownership of their work."

volunteers and their families play in the correctional process and hopes to retain their services.

There were also sessions on the reintegration of offenders into the community from a spiritual approach coupled with evaluation and treatment strategies. Another topic that was discussed was the use of volunteers in the community who contribute to the reintegration process by acting as escorts to various community contacts and programs in order to provide the offenders with hands-on experience prior to their release.

The conference concluded with an awards banquet to recognize three people identified by the membership as being worthy recipients of the Justice Volunteer of the Year, Outstanding Contributor to Justice Volunteerism and Creative Justice Volunteer Program awards. All three awards were presented to Canadians.

Justice Volunteer of the Year was presented to Mrs. Eileen Henderson for her work in supporting the wives and families of inmates, addressing the spiritual needs of incarcerated women and working behind the scenes to support volunteers. Her ability to deal with women at risk has made her a valued counsellor in the Ontario Region.

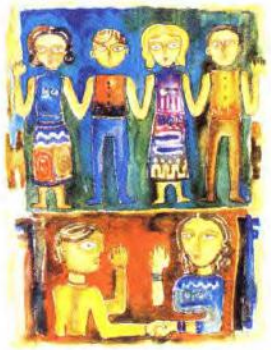
Mr. Harry Nigh was the winner of the Outstanding Contributor to Justice Volunteerism for his work in the Prison Visitation program in Ontario. He has also been active in restorative justice and community ministry with offenders and their families as well as victims for over 25 years. Mr. Nigh was a founding visionary behind the work of Circles of Support with high risk offenders.

Mr Bill Robb, a Citizens' Advisory Committee member from Kingston, Ontario, was the recipient of the Creative Justice Volunteer Program award for his continued efforts in mentoring and facilitating offenders in his various volunteer projects such as the Barriefield Rock Garden, the Talking Sticks, and the Kingston Mural projects. Mr Robb is currently working with CSC and the City of Kingston to access the services of offenders from various local institutions to paint historic murals on local landmarks and buildings.

Congratulations to all who attended and especially to those who received well-deserved recognition of their vision of volunteerism in the correctional process. ◆

Taking Charge from the Inside Out

Update on Women's Conference



By Faith McIntyre, National Coordinator, Occupational Safety and Health and Return to Work Programs, Personnel and Training Sector

It has been more than a year since the second CSC's Women's Conference in Saint-Sauveur-des-Monts. The conference, held in November 1998, brought together 150 women and men representing every region and occupational group within CSC. The theme of the conference was "Taking Charge from the Inside Out", which illustrated the need for action and the need to take charge of one's life and career. The conference provided a forum for discussion on various issues and presented several recommendations for action. A National Strategy was one of the major recommendations to come from the conference with seven areas of action, including networking, harmony in the workplace, career opportunities, corporate commitment, balancing commitments, personal safety and corporate recognition of pregnant workers.

The National Strategy was tabled at the September 1999 Executive Committee Meeting (EXCOM), in St. John's, Newfoundland, for approval. Participants supported the need for senior management to address the action areas. EXCOM supported the approval of action plans for the items most strongly supported by participants commensurate with resource requirements. Further consultations on the remaining issues would take place and a progress report and further resourcing requirements would be presented at the later EXCOM meeting (fiscal year 2000-2001). EXCOM further agreed that Nancy Stableforth would be appointed Champion, overseeing the implementation of the approved recommendations.

Items to be supported include:

- the development of a mentoring program, not restricted to women;
- the promotion of a national peer-friendly mechanism and training;
- the increase in career development opportunities for women through succession planning, assignments and professional development, and assistance in career advancement, especially visible minority women, Aboriginal staff and employees with special needs;
- new uniforms for women employees;
- personal safety training for all employees working in institutional and community settings;
- creation of a harassment-free environment for all CSC employees;
- a feature article in *Let's Talk* (CSC's corporate magazine);
- support for a third Women's Conference in 2001.

Regional committees are actively working on specific action plans for issues stemming from the Women's Conference and the EXCOM meeting. CSC employees are taking charge and putting in place the necessary steps to work together in achieving common objectives.

As CSC Commissioner Ole Ingstrup said in the Report from the 1998 Women's Conference, "One of the key aspects of our organization is to ensure that both men and women are able to contribute to the Service to the full range of their abilities."..."Hence the importance of assisting and understanding each other to deal with the reality that affects our ability to fully contribute to our work environment without losing sight of one's own person."..."Let's explore equal opportunities and the creation of a productive and enriching environment and harmony in the workplace." ◆

The Collaborative Justice Project

By Louisa Coates, Communications Officer, Communications and Consultation Sector

The Correctional Service of Canada (CSC) is actively developing restorative processes to encourage the reform of the criminal justice system, the safe reintegration of offenders into the community and victim reparation. Since September 1998, its Restorative Justice and Dispute Resolution Unit and Community Corrections Division have co-sponsored the Collaborative Justice Project, a ground-breaking restorative justice program based in Ottawa.

In a meeting room in the Ottawa courthouse in October 1999, a group of eight people – from the Correctional Service of Canada, the Department of the Solicitor General and the Church Council on Justice and Corrections – gathered to review a new restorative justice project to humanize the criminal justice process.

Called the "Collaborative Justice Project" – collaborative referring to the involvement in the process of all of the parties affected by a crime – the year-old Ottawa-based pilot project was designed for victims and offenders of serious crime, such as armed robbery, assault, impaired driving causing bodily harm and dangerous driving causing death. This initiative is unique because alternative programs for offenders normally focus on first-time offences and non-violent crime. The project is based on a "restorative approach" to justice where victims, offenders and community members are offered support, information and opportunities to talk about measures to take to repair the harm caused.



James Scott

"This project grew out of a conviction that both offenders and their victims could benefit from a chance to participate in the resolution of their cases, an opportunity not afforded in the current system; we believe that the process of healing begins with responsibility and information sharing," said one of its founders, James Scott.

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THE PROJECT'S ORIGINS

The Collaborative Justice Project was conceived in 1997 by Andrejs Berzins, a local Crown Attorney, Lorraine Berzins of the Church Council on Justice and Corrections, James Scott, consultant and mediator, Collaborative Justice Project and Sheila Arthurs of the Department of Justice. Renate Mohr, a Law Professor at the University of Ottawa, later joined the group and together they developed a plan, sought funding and then began implementation in September 1998.

The members were convinced that the current justice system – which focuses on proving the guilt of the accused and meting out punishment – fails to address the needs of all the parties affected by the crime, particularly those of the victims. They advocate an approach whereby the parties address their respective needs for accountability, safety and healing.

"The Collaborative Justice Project really is a restorative justice initiative and possesses methods for encouraging dialogue and bringing closure to otherwise unresolved and painful cases," said Jane Miller-Ashton, CSC's Director of the Restorative Justice and Dispute Resolution Unit.

Funding for the project was secured from a number of interested sources, including the Trillium Foundation – a Province of Ontario funding source for community group projects – the Correctional Service of Canada, the Department of Justice, the Department of the Solicitor General and the National Crime Prevention Council. The Ottawa Crown Attorney's office provides non-monetary support through the use of office space, telephones and administrative services.

FOCUS ON HEALING

The Collaborative Justice Project is based in the Ottawa courthouse and is staffed full-time by James Scott and part-time by mediators Jonathan Chaplan and Marilou Reeve and administrator Kimberly Mann. The Project differs from the courthouse's Dispute Resolution Centre because it attempts to provide a comprehensive range of individual support and conflict resolution resources to those affected by serious crime, while the Centre focuses primarily on mediation. In its first year of operation, the staff prepared and distributed information brochures to Crown and defence attorneys as well as to judges.

The Project's process is as follows: cases are referred to the project by a judge, defence lawyers or by the Crown Attorney's office. The referral may occur at any point in the criminal justice process, but usually is made after charges are laid and before a plea is entered. Occasionally, a case may be referred after a plea is made, but before a sentence is handed down. Cases usually take between three to six months to work

through the process. Individuals themselves determine the pace and the direction of the work. The experience is intended to be collaborative, inclusive and empowering as well as healing.

Initially, a staff member meets with the accused to establish that he or she is willing to accept responsibility for the harm that has been done and to work towards reparation. Cases are only accepted if the accused takes responsibility for the crime perpetrated. "The process is about healing, and this can only happen if offenders choose to take responsibility for their part in the crime," said Scott. This means that a guilty plea is entered early in the process and sentencing is adjourned to provide time for the parties to get fully involved. "It isn't always easy to find cases. This is a new concept for many people and often offenders don't want to face the victim and the community," said Scott. In the past year, 14 cases referred to the Project were turned away because the accused was not prepared to take responsibility for his/her criminal behaviour.

THE VICTIM AND THE ACCUSED

Once the case has been accepted, a staff member meets with the victim and other affected community members to assist him/her to identify ways to address their needs. The initial meetings focus on the harm done and the needs that arise from the situation. Victims often want information about the criminal justice process and answers to personal questions such as: Why me? How does the offender feel about what he has done? Has he done this before? They need to know that someone is taking responsibility for the crime. They may also need access to community resources that can help them deal with the trauma they have suffered.

"We help them get in touch with appropriate community services," says Scott. For example, a victim may need grief counselling or a support group. Community members may want to know why it happened and what can be done to prevent it from happening again.

Staff work regularly with the accused. They also need information and support. The accused often requests information about the impact of the harm on the victim, or about the process and options for reparation.

Staff also explore with the participants whether they wish to meet. In 75 per cent of cases to date, offenders and victims have chosen to meet face-to-face, usually in a "circle conference", where they discuss the impact of the crime and talk about what needs to be done to repair the damage. The circle usually includes two facilitators, the victim with support people, the accused with support people, a probation officer or investigating officer and community volunteers.

"Individuals themselves determine the pace and the direction of the work. The experience is intended to be collaborative, inclusive and empowering as well as healing."

A RESOLUTION PLAN

The circle provides the opportunity to express feelings of anger and hurt which can have a profound healing effect. This often leads to a resolution plan, developed and agreed to by all parties. "Through this collaborative approach, the parties are empowered to resolve their own problems and the result is more satisfying for everyone," said James Scott.

Resolution plans can include counselling or educational programs for the offender, or an agreement that the accused pay compensation to the victim. The plans usually involve practical action where the offender commits to do work for the victim or undertake community service work.

When all parties have agreed to a resolution proposal, it is submitted to the court for consideration at the time of sentencing. The judge is not bound by the proposal, but considers it seriously as an option which contains input from those most directly affected. To date, judges have imposed resolution proposals as sentences in most cases, although they may add other conditions. Many of the resolution plans involve conditional sentences.

Collaborative resolution plans not only enhance the victim's experience of justice, they often produce more relevant and meaningful sentences for the offender. This may involve less custodial time than has been the case, but emphasizes the reparation for the damage caused to both the victim and the community.

MEDIA: MYTH PERPETUATORS

No other field stirs such emotion in the public arena and presents such challenges to communicators as does criminal justice. The media focus on bad news stories or sensationalize them because "this stuff sells; if it bleeds, it leads", states an Angus Reid report on the media's importance for public information on crime. Canadians surveyed said they felt crime was on the rise because they hear so much about re-offending parolees and violent and high profile cases.

Recently, a case was referred to the Project in which the accused was charged with dangerous driving causing death. After six months of support work with the people involved, a circle conference was held. It resulted in a compassionate and healing resolution proposal that was supported by all the participants. However, a local newspaper reporting on the sentencing headlined the front-page article: "Family Makes Deal With Killer!"

THE PROJECT'S SUCCESS

From September 1998 to October 1999, the Collaborative Justice Project completed 12 cases and another 15 are in progress. In nine cases, offender, victim and community agreed upon a resolution proposal to submit to the court. Each resolution agreement contained elements addressing the root causes of the offender's behaviour as well as provisions for the offender to make reparation to the victim and the community.

One of these success stories involved a man who drove through a red light killing a mother of two. While the victim's husband did not want to meet the accused, he did want information and a voice in the outcome. Jonathan Chaplan acted as an intermediary between the husband and the accused as both parties participated in the development of a resolution proposal. The offender was sentenced to a four-year license suspension and 400 hours of community work with young people. "In this case, the victim's husband did not think the offender should go to jail, but he felt he should give something back to the community. While it cannot make up for the woman's death, both parties wanted something good to come out of that tragedy, and through Collaborative Justice, they had that chance," concluded James Scott. ◆

International Literacy Conference

Literacy 2000: Towards Reintegration

By Louisa Coates, Communications Officer, Communications and Consultation Sector

The Correctional Service of Canada (CSC) hosted the world at an international conference on offender literacy from April 30 to May 3, 2000, in Ottawa.

The conference, called *Literacy 2000: Towards Reintegration*, was sponsored by the Department of the Solicitor General and the Correctional Service of Canada's Offender Programs and Reintegration Branch, with assistance from the U.S. Federal Bureau of Prisons and the U.S. Correctional Education Association.

The four-day event was developed in partnership with international organizations, including the United Nations Educational, Scientific and Cultural Organization (UNESCO), the European Prison Education Association (EPEA) and the Correctional Education Association (CEA).

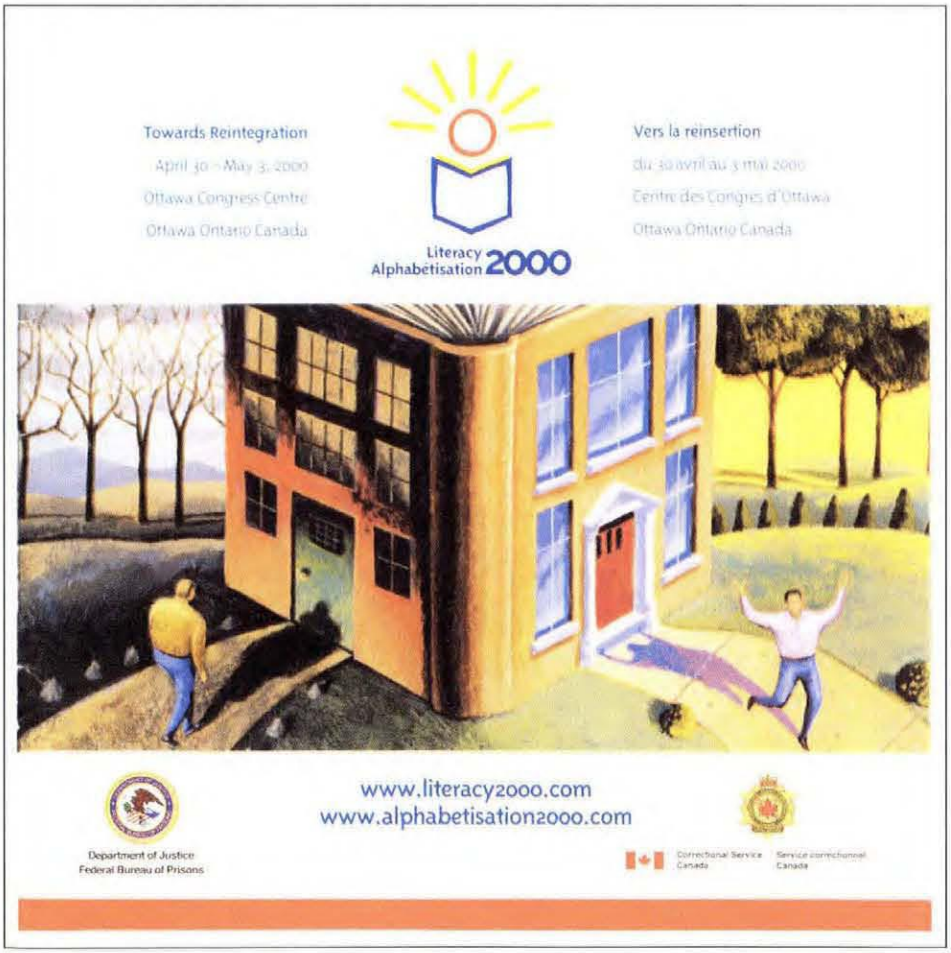
Literacy 2000: Towards Reintegration marked the 10th anniversary and builds on the success of CSC's offender literacy conference, *Freedom to Read*, which was held in Ottawa in 1990. A second event, International Literacy Day, to be held September 8, 2000, will also raise public awareness regarding the literacy issue.

Literacy among offenders is an important issue: research conducted by CSC shows that 65 per cent of federal offenders have literacy problems compared with 20 to 30 per cent of the general population. The *Literacy 2000* conference attracted over 600 participants interested in offender education, from CSC and outside organizations.

The conference was organized to give CSC staff the opportunity to showcase the excellence of its educational programs, to share views and best practices with international experts and to raise participants' awareness of the importance of literacy and education in correctional facilities.

Conference highlights included awards to winners of the International Offender Literacy Poster Contest, training sessions for educators, workshops to share international best practices and the promotion of an international network for correctional education. The highlights were based on the four cornerstones of correctional education: literacy, special learning needs, teaching for independent learning, and technology and career development.

For more information on the conference, consult the Literacy Conference web site at www.literacy2000.com or Gilles Lacasse, Conference Manager, Literacy 2000, at (613) 943-3054 or call the International Literacy Conference info. line at (613) 996-2014. ◆



"...give CSC staff the opportunity to showcase the excellence of its educational programs, to share views and best practices with international experts and to raise participants' awareness of the importance of literacy and education in correctional facilities."

National Workshop on Adult and Juvenile Female Offenders

Embracing Reality: The Journey Beyond Perception

September 12-15, 1999

By Danielle Boisvert, Deputy Warden, Edmonton Institution for Women

The purpose of this workshop was to build on the success of previous workshops in providing practitioners and policy makers with a better understanding of the issues relating to adult and juvenile female offenders. This year, the goal was to inform participants about gender-appropriate programs and services for women and female youth in the criminal justice system.

Participants from the U.S. included practitioners from correctional institutions and from areas such as parole, probation, community services, education and health care. Canadian representatives from each of the federal women's facilities and the Women Offender Sector at national headquarters of the Correctional Service of Canada attended the event.

COMMONALITY OF ISSUES

The conference provided numerous opportunities for participants to interact, share information and experiences. Many said they felt they shared similar concerns and are struggling to improve services to female offenders. There was a consensus among the participants that female offenders cannot use the male correctional models and that different approaches are needed. The American and Canadian experiences do not differ significantly, except that there are more inmates in the U.S. and some states do not have separate facilities for female offenders.

A LEADER IN THE FIELD OF CORRECTIONS

Canada can be proud of the advances made in the field of women's corrections. Although this pride should not be interpreted as having achieved our goal of excellence, it certainly reflects our progress in developing and implementing approaches and principles that are consistent with the current literature and research driving the international community with respect to the issue of women in corrections.

The themes of the workshops were generally consistent with what practitioners in Canada would expect at a conference on female offenders. The primary difference was that, while we have already subscribed to the approaches described in the workshops, most of these concepts were in the developmental phase for many of the American departments of corrections.

Overall, the conference emphasized that, to be effective in our attempts to effect change in the behaviour of female offenders, all levels of the criminal justice system need to recognize the differences between men and women. Although there are some similarities, especially in terms of security needs, the differences far outweigh them. Senior managers and politicians need to recognize these differences when developing policies and drafting legislation that will impact on women. For example, policies and practices relating to the war on drugs have had a significant impact on the population growth of female offenders, even though the intent of the legislation may not have been to target them specifically. As another example, policy makers are not necessarily aware that security policies relating to things such as strip searches and use of restraints can re-victimize and create trauma for female offenders who have experienced physical and sexual abuse. If we are to achieve our goal of reducing recidivism, we must recognize and respect the differences and work in partnership to understand the impact that our policies have on female offenders versus male offenders.

Staff training is another issue that requires some serious consideration. It is essential that staff who work with women be specifically trained to deal with them. Considering the investment made in training our staff, it is imperative that we provide them with the skills and abilities known to work most effectively with women. Although Canada recognizes the need for woman-centred training, it may be time for us to review our current training policies and practices and assess whether we are addressing the needs of our staff.

It is generally recognized that, by providing appropriate services to female offenders, the need for mediation and management intervention is significantly reduced within prisons. As such, it does not seem appropriate to train staff destined for female institutions to provide services which were designed to address the needs of male offenders. Generally speaking, this is exactly what happens. We have yet to develop core training specifically designed to deal with female offenders even when we have accepted that a different approach to corrections is necessary.

"Canada can be proud of the advances made in the field of women's corrections. Although this pride should not be interpreted as having achieved our goal of excellence, it certainly reflects our progress in developing and implementing approaches and principles ... with respect to the issue of women in corrections."

Other areas discussed during the workshops were related to the special needs of women, including employment, addiction, health care and mental health. There are programs currently being developed and implemented by different states that address these specific issues using a holistic philosophy. The Alaska Department of Corrections has established a mental health unit for female inmates, which is achieving significant success. Their program recognizes the important differences between men and women and utilizes tools specifically designed to address the needs of female offenders. The Correctional Services of the state of Maine has had significant success with the "First Step" program, which addresses the substance abuse issues specific to women. The program includes a period of detoxification and treatment that addresses substance abuse education, relapse prevention, parenting and interpersonal skills training. They include an aftercare discharge planning component that is critical for women to succeed upon release.

ADDRESSING THE NEEDS OF FEMALE OFFENDERS

The conference provided an excellent opportunity to evaluate the current trends in corrections in Canada and to affirm our belief that we are on the right track in terms of improving our services to female offenders. The concepts of empowerment, respect and dignity, partnerships and environment were always present regardless of the topic being discussed. It was very gratifying to note that other correctional departments and practitioners value the same principles and are striving to implement this philosophy.

Leading the battle is a very well respected and influential woman, Stephanie S. Covington, Ph.D. Dr. Covington is a clinician, author and lecturer, recognized for her work on women's issues and specializing in programs on addiction, sexuality, families and relationships. Her work focuses on systems change and the development of caring, compassionate and empowering environments. She has worked closely with heads of correctional departments as a consultant in the development of policies and programs addressing the needs of female offenders. Her newest publication is a comprehensive treatment program entitled "Helping Women Recover", with a special edition for the Criminal Justice System.

As a facilitator, Dr. Covington emphasized the need to understand the origins of female offenders as representative of the history of women in general. She stated that women in the criminal justice system are women whose lives represent all women's issues, only magnified. She compared the progress made in acknowledging the needs of women in prisons with the progress made in recognizing the status of women in society in general. She recognizes that the need for change rests with all levels of the criminal justice system and, through her collaboration with various departments and her public education, she witnesses first-hand that change is slowly but undeniably taking place.

Based on her experience in working with women, she has developed a comprehensive, integrated and developmental model for gender-specific treatment of substance abuse for women. The program integrates three theories: a theory of addiction, a theory of women and girls' psychological development and a theory of trauma. The focus of the program is on issues of self, relationships, sexuality, spirituality and the therapeutic techniques for dealing with these issues. A program guide and workbook are for sale.

NEXT STEPS

The need to develop significant partnerships continues to be an important objective for CSC and, in particular, for practitioners in the field of women's corrections. Research and advancements in the development of theories in the area of treatment of female offenders need to be shared with major stakeholders to improve services to the women. In keeping with our corporate objectives, it is important that the Correctional Service of Canada be recognized, on an international level, for its valuable contributions in the field of women's corrections. Every effort must be made to ensure that CSC shares our findings and experience with the international community. Receiving an invitation to provide panelists or facilitators for the next National Workshop on Adult and Juvenile Female Offenders is considered a strong indication that we are achieving our objectives and our goal of excellence. ◆

Parole in Canada

The First Hundred Years

By John Vandoremalen, Director of Communications, National Parole Board

At the dawn of a new millennium, every person has the chance to make a fresh start, but we should not dismiss the lessons we have learned. We must learn from the past in order to make this world a safer place in which to live.

The same premise can be said of the parole system. We must look at how the parole system has evolved in the last century in order to chart its course for the future.

One hundred years ago, on August 11, 1899, the Government of Canada passed into law an "*Act to provide for the Conditional Liberation of Penitentiary Convicts;*" otherwise known as the *Ticket of Leave Act.* It was Canada's first parole legislation.

Under the *Ticket of Leave Act*, only the Governor General, on the recommendation of the Minister of Justice, could "grant to any convict under sentence of imprisonment in a penitentiary a license to be at large in Canada". He could also impose any conditions he deemed fit. Not many licenses were granted and there was no supervision by parole officers. Offenders were required only to report to the police.



The first inmate to be granted a Ticket of Leave on November 24, 1899 was Henry Clermont who was released from St. Vincent de Paul Penitentiary, Quebec, where he had been serving a sentence for stealing a letter. He was the first of 145 inmates who were released in the first year.

The first dominion parole officer, Brigadier W.P. Archibald, of the Salvation Army, was not hired until 1905. He worked alone for eight years, crisscrossing the country, interviewing and supervising offenders. By that time (1905), 1,082 offenders had been granted tickets of leave, 100 of which had been forfeited: 24 for new offences and 76 for a breach of conditions.

Archibald did not get any help until 1913, when the Remissions Branch was created in the Department of Justice. Until that time there were no parole officers like those we have today. During its first three decades, the *Ticket of Leave Act* was administered mostly by the Royal Canadian Mounted Police and local police forces as well as the Salvation Army.

The *Ticket of Leave Act* remained in effect for sixty years. It was replaced by the *Parole Act*, which was proclaimed into law on February 15, 1959, creating, for the first time, an independent parole decision-making body. Then, in November 1992, the *Parole Act* was replaced by the *Corrections and Conditional Release Act*.

During the past 40 years, the National Parole Board has undergone significant change. Today's parole system differs dramatically from its early beginnings.

- In 1960, there were only five members located in Ottawa. Today, there are nearly 100 Board members located in five regions across the country.
- At first, the Parole Board only conducted file reviews of parole cases. Today, it conducts face-to-face hearings.
- During the first three decades, parole hearings were held behind closed doors. Today, people may attend hearings as observers. More than 4,000 people, including victims, journalists and police officers have attended parole hearings in the past five years.
- Parole decisions today are available to the public on request. There have been over 4,000 requests for 10,000 parole decisions in the past five years.

"...parole is an effective strategy for public safety through a gradual and controlled reintegration of offenders into the community."

- Victims today are given a greater role in the parole decision-making process and are entitled to more information about offenders. Since 1992, there have been more than 36,000 contacts with victims.
- A new selection process ensures that only the most experienced and qualified people are appointed to the National Parole Board.
- The performance of Board members is evaluated and they are guided by a code of professional conduct.

Throughout the years, there have been frequent changes to legislation in response to concerns about public safety, or to improve the reintegration of offenders, but the fundamental principles have remained in tact for a century.

The fact that parole has endured for a hundred years, is a tribute to:

- the pioneering efforts of enlightened reformers and private citizens in the late XIXth century;
- many legislators and parliamentarians who recognized the value of conditional release to the reintegration of the offender and its contribution to the protection of society;
- the countless thousands of professional men and women who work with offenders and believe that offenders can and do change;
- close working relations with other components of the criminal justice system, including law enforcement agencies, crown attorneys, judges, provincial corrections jurisdictions, non-governmental organizations as well as thousands of volunteers and private citizens;
- countless thousands of offenders who did change and became law-abiding citizens, demonstrating that parole is an effective strategy for public safety through a gradual and controlled reintegration of offenders into the community.

Offenders on all types of parole release do well in the community. The majority of parolees complete their sentences successfully without re-offending (9 out of 10).

Rates of re-offending are low. One in 100 is revoked for an offence of violence.

Over the past five years, the annual number of violent incidents involving parolees has declined by 70 per cent.

For further information, contact John Vandoremalen, National Parole Board, (613) 954-6547. ◆

Our Contribution to the World-wide Celebration of Seniors

By David Snowdon, Senior Project Manager, Correctional Operations and Programs Sector

On October 1, people all over the world took part in special activities and events marking the International Day of Older Persons. The celebration was extra special because it took place during the 1999 International Year of Older Persons (IYOP).

The United Nations General Assembly declared the International Year of Older Persons to recognize that the world's population is ageing and that such a change in demographics holds a special social, economic and spiritual significance. Acting on the theme "Towards a society for all ages", the United Nations fostered international awareness of the importance of the role which seniors play in society and the need for intergenerational respect and support.

With its rapidly ageing population, Canada has an important stake in the International Year of Older Persons. Our senior population, which today makes up 12 per cent of Canada's total population, will account for close to 25 per cent of all Canadians by the year 2041. This demographic shift to an older society will impact significantly on families and communities and alter the economic, social and cultural fabric of the country.

A number of federal government departments organized activities to commemorate the Year. The Correctional Service of Canada (CSC) recognized the significance of such an important social issue and undertook many activities, including:

- the release of a research report entitled "Managing Older Offenders: Where Do We Stand" in May 1998;

- the creation of a multidisciplinary national working group to study ageing in prison;
- the development of the Personal Care Attendant program at the Sumas Centre in Abbottsford, B.C.;
- the facilitation of offender seniors groups nationally;
- the publication of an article in *Let's Talk* (Volume 23, No. 3) on ageing;
- representation on the International Year of Older Persons Interdepartmental Working Group;
- the release of six research papers on the issue of ageing;
- the distribution of pins (on October 1) in recognition of IYOP and the International Day of Older Persons;
- the creation of an " Older Offender Division lead by Marie-Andrée Drouin.

The federal government's IYOP role was coordinated by Health Canada's Division of Ageing and Seniors. Throughout 1999, the Division's IYOP Secretariat worked closely with other government departments, public and private sector organizations, community groups and others to increase awareness of seniors' contributions to society and to involve as many Canadians as possible in dialogue and discussions on issues related to ageing. The Department of the Solicitor General supported the IYOP Canada Coordinating Committee in its efforts to enhance understanding and mutual support across the generations and to increase recognition of seniors' contributions to their families, their communities and their country in 1999.

To learn more about the International Year of Older Persons, call 1-800-355-4955 or visit the IYOP Web site at http://iyop-aipa.ic.gc.ca. For information on United Nations events and activities that have taken place, visit the UN IYOP web site at http:// www. un. org/esa/socdev/iyop/index.html. ◆



Persons with Disabilities

National Advisory Committee Holds Annual Meeting

By Gordon Hamilton, Project Officer, Personnel and Training Sector

The National Advisory Committee on Persons with Disabilities held its annual meeting August 23-24,1999. During two full days of meetings, members heard from presenters on a variety of topics and issues of interest to persons with disabilities.

In his opening remarks, Pierre Allard, Acting Assistant Commissioner, Correctional Operations and Programs, told of his experiences as a student in the United States caring for blind youth. He said that the experience enriched his life and made him focus on ability not disability.

Jacques Pelletier, Assistant Commissioner, Personnel and Training, asked committee members to take stock of where we are and then focus on achievable goals and carry them out. He said that the recruitment of 1,000 correctional officers offers a real opportunity to make progress on our Employment Equity (EE) goals. He noted that attaining our goal of a diverse workforce would require a profound change in culture.

Following the opening remarks, Brenda Bates was elected Chairperson for the upcoming year.

Nicole Blondin-Roy briefed participants on the Canadian Human Rights Commission Employment Equity audit. She noted that the Commissioner had signed a Memorandum of Understanding that the Correctional Service of Canada (CSC) would be in compliance by November 30, 1999.



Photo by Stéphane Bachand

Left to right
Front row: Bob Locke, Parole Officer, Victoria Parole Office; Michelle Bertrand, Human Resources Administrative Officer PeopleSoft, NHQ; Kent Hehr, President, National Educational Association of Disabled Students; Helen Friel, Portfolio Manager, Legislation, NHQ; Brenda Bates, Chair, National Advisory Committee on Persons with Disabilities and Finance Technician, Ferndale Institution; and Paul Jamieson, Parole Officer, Halifax Parole Office.

Back row: Dan Ferguson, Director, EE Programs, NHQ; Nicole Blondin-Roy, National Coordinator, Corporate EE, NHQ; Shirley Spurgeon, Administrative Assistant, Operations, Regional Headquarters, Prairie Region; Peter Hecht, Design Coordinator, Facilities, NHQ; Faith McIntyre, National Coordinator Occupational Safety and Health and Return to Work Programs, NHQ; Gérald Daigle, Parole Officer, Grand-Sault Parole Office, Atlantic Region; Gordon Hamilton, National Advisory Committee on Persons with Disabilities, Secretariat; Marie-Claude de Lottinville, EE Coordinator, Quebec Region; Jocelyne Roy, Administrative Officer, Regional Headquarters, Quebec; and Michael McCreery, Policy Analyst, Strategic Planning and Policy, NHQ.

As a part of the compliance process, CSC has begun an Employment Systems Review. This review is a systematic study of real and potential barriers to the hiring, promotion and retention of members of the four designated groups. The Review was completed at the end of November.

In January1999, CSC, in conjunction with the Canadian Association of Independent Living Centres, initiated a pilot project on the use of the independent living model to assist ex-offenders with disabilities to reintegrate into the community.

Paul Jamieson, a long-time member of the committee, has been working closely with project staff at the Metro Regional Centre for Independent Living in Halifax, N.S. He and Jim Murphy, Project Officer, Community Operations, updated participants on the project.

Frank Dalton, CSC's Treasury Board EE Portfolio Manager and his colleague, Attilio Barcados, Project Officer, EE Division, provided more details on the Employment Equity Positive Measures Program. The program is a joint initiative between the Treasury Board and the Public Service Commission, which seeks to provide additional support, including tools, services and funding to assist departments in meeting their EE goals and objectives.

Mr. Barcados noted that the project sought to provide effective accommodation to allow persons with disabilities to fully participate in the federal workforce.

Terry Byrne, Acting Regional Director and Director EE Recruitment, explained how special provisions of the *Public Service Employment Act* and its Regulations could be used to increase representation of designated group members, including persons with disabilities.

Kerry Anderson, Senior Policy and Research Officer at Human Resources Development Canada's Office of Disability Issues, explained the key elements of the new federal disabilities strategy. She described the strategy as an evolving incremental approach with the long-term objective of ensuring full participation and inclusion of persons with disabilities. In order to attain this goal, the federal government must work in partnership with provincial and territorial governments. ◆

What it Means to be a Team Leader

By Lisa Watson, Senior Project Manager, Women Offender Sector, with the assistance of Nikki Smith, Grand Valley Institution for Women, Daniel Cournoyer, Joliette Institution, Penny Drury, Okimaw Ohci Healing Lodge and Anne-Marie McDonald, Nova Institution for Women

The designation of Team Leader was first introduced in the 1992 Operational Plan which was developed based on the recommendations of *Creating Choices*, the 1990 Task Force report on women offenders. As the approach to women's corrections began to change so did the titles. In order to fully implement the new philosophy, it was important to get away from the traditional security/casework division of tasks, not just through the physical design of women's institutions, but also through the categorization of staff. The new approach to women's corrections focused less on hierarchy and more on a holistic way of managing and intervening with women offenders. Staff involvement was and continues to be a big part of this approach.

A Team Leader or *Kikawisinaw* (which is Cree for Aunt) at the Okimaw Ohci Healing Lodge is similar to a Unit Manager in a men's institution, with the same designation and pay level. In 1995, when the facilities began to open, the initial organization charts were very flat (warden, deputy warden, team leaders and primary workers). As such, the Team Leader position included many of the duties performed by the Unit Manager, Correctional Supervisor and Case Management Officer.

"The new approach to women's corrections focused less on hierarchy and more on a holistic way of managing and intervening with women offenders. Staff involvement was and continues to be a big part of this approach."

"The role of the Team Leader is extremely challenging, requiring decisiveness, creativity, flexiblility, adaptation skills and professionalism."

With time and experience, the women's institutions have now introduced Correctional Supervisors and Parole Officers, but the Team Leader maintains the overall coordination role for security, case management and programs. Team leaders also act as duty officer and represent the institution on various regional and national committees. The four regional institutions and the healing lodge have divided the functional roles of the team leaders such as Operations, Programs, Health Services, Case Management and the Reintegration Manager in different ways. Each Team Leader is also assigned overall responsibility for a caseload of women. They often chair institutional boards and assume responsibility for the deputy warden and warden in their absence.

When the regional women's institutions were newly opened, many of the primary workers were new to corrections. The team leaders played a pivotal role in coaching and mentoring them, which helped to create a special atmosphere within the institutions. The team leaders contributed a great deal of correctional experience that they adapted to comply with the *Creating Choices* philosophy.

The Team Leader has an important cross-functional role in the women's institutions. It is an extremely challenging job, requiring decisiveness, creativity, flexibility, adaptation skills and professionalism. ◆

Citizen Engagement Workshop

By Rowena Pinto, Consultation Officer, Public Participation and Consultation Branch

On October 7, 1999, the Communications and Consultation Sector of the Correctional Service of Canada (CSC), in collaboration with the Institute on Governance (IOG), hosted a one-day workshop on citizen engagement. The workshop brought together over 26 participants, representing CSC, other partners in the Ministry, central agencies, other government departments, national voluntary organizations as well as a representative of CSC's Citizens' Advisory Committees. CSC representatives included Tim Farr, Assistant Commissioner, Communications and Consultation and Jim Davidson, Director General, Public Participation and Consultation Branch; Michel Roy, Assistant Commissioner, Corporate Development; Dru Allen, A/Director General, Strategic Planning; as well as several representatives from the regions, such as Dale Cross, Atlantic Region and Chris Stafford, Ontario Region. Other participants included Ron Warder, National Chairperson of the Citizens' Advisory Committees, Kim Pate, Executive Director of the Canadian Association of Elizabeth Fry Societies, Elizabeth White, Executive Director of the St. Leonard's Society and Graham Stewart, Executive Director of the John Howard Society.

"Citizen engagement is a term used to describe the renewed relationship Canadians wish to have with government. The term's scope extends beyond the traditional notions of consultation, to encompass any activity that draws the public into a closer relationship with government."

The workshop had three main objectives:

- to develop a working definition of citizen engagement for CSC;
- to outline the elements of a strategy for the Service;
- to identify practical actions leading to visible results.

WHAT IS CITIZEN ENGAGEMENT?

Citizen engagement is a term used to describe the renewed relationship Canadians wish to have with government. The term's scope extends beyond the traditional notions of consultation, to encompass any activity that draws the public into a closer relationship with government. In the past decade, a number of polls and surveys have shown that Canadian citizens are dissatisfied with the institutions that represent them. There was a time when Canadians could express their opinions solely at election time; however, times have changed and this is no longer the case. Citizens want to be more involved and the citizen engagement workshop was geared towards developing a strategy to enable the Service to respond more effectively to this need.

THE SIGNIFICANCE OF CITIZEN ENGAGEMENT

The need to increase citizen engagement is particularly important in the area of community corrections. For CSC, citizen engagement offers the opportunity to dispel myths, build bridges into the community, expand community resources and enhance its credibility with the public, all practices that contribute to the safe reintegration of offenders.

CSC is involved in several citizen engagement activities, including the Citizens' Advisory Committees, the Commissioner's forums and the Community Corrections Council. During the workshop, other areas where CSC could improve its relationship with the public were identified.

THE WORKSHOP

In preparation for the workshop, the IOG interviewed more than 30 people both within and outside CSC. The goal was to collect perceptions and views of what CSC was already doing in the area of citizen engagement and what improvements could be made in this area.

Albeit a small sample, the interviews provided a good snapshot of CSC's citizen engagement activities. The results of the interviews formed the basis for the discussion at the workshop.

The workshop's agenda was designed to produce results. The day began with a review of the findings from the interviews and an opportunity to comment on them. Then the group discussed some of the elements that should be included in a working definition of citizen engagement for CSC. Next, representatives from Health Canada, Agri-food and Agriculture Canada and the Privy Council Office gave presentations on some of the more interesting government initiatives underway in this area. The remaining hours were spent brainstorming on practical ideas for increasing citizen involvement in corrections. During this session, more than 50 concrete suggestions were made.

ELEMENTS REQUIRED TO DEVELOP A STRATEGY

From the workshop discussions, the Institute identified five elements which should form the basis of any strategy to engage citizens for CSC.

- *Define citizen engagement:* A definition of citizen engagement that is adopted by CSC must reflect the organization's mission, mandate and reflect the values underlying citizen engagement: respect, openness, integrity, inclusiveness and responsibility.

- *Promote a culture of excellence committed to engage citizens:* This refers to creating a vision for CSC in the area of citizen engagement. This means engaging in dialogue within the organization, ensuring that staff are informed about public participation, recognizing excellence and sharing best

practices, listening to the needs of the community and soliciting commitment of the senior staff.

• *Put the proper processes in place.* This would require a strategic plan which focuses on implementation. It would also require CSC to evaluate some of the citizen engagement processes and programs that are already in place. Finally, CSC needs to empower managers at the local level, thus enabling them to reach out to their local communities.

• *Create user-friendly tools*: CSC must create some simple tools that can be used in public outreach activities at the community level. The Service has already developed a number of public education tools such as the Speaker's Kit, the video "A Test of Justice", publications such as "Myths and Realities" and the new Internet site, but further tools are required.

• *Become a more proactive organization:* This will be one of the most challenging to address. CSC must make additional efforts to be proactive, to reach out and make the organization more accessible to the public, which will result in a better relationship.

NEXT STEPS

On November 30, 1999, Tim Farr briefed provincial/territorial Heads of Corrections on the Citizen Engagement Workshop. Both he and Tim Plumptre of the Institute on Governance also gave a presentation to the Correctional Service of Canada's Executive Committee Management Meeting in December 1999, in order to review some of the findings of the workshop. *Let's Talk* will continue to provide updates on citizen engagement activities in future issues. ◆

"...citizen engagement offers the opportunity to dispel myths, build bridges into the community, expand community resources and enhance its credibility with the public, all practices that contribute to the safe reintegration of offenders."

SECTOR REPORTS

Correctional Operations and Programs Sector

Working with Women Offenders

National Mental Health Meeting

By Donna McDonagh, Ph.D., Senior Project Officer, Mental Health, Health Services Branch

The third National Meeting for Psychologists or other Mental Health Professionals Working with Women Offenders was held in Halifax, N.S. in October 1999. Representatives from each of the 10 institutions housing Correctional Service of Canada (CSC) women offenders attended the meeting.

These meetings have been held every six months since September 1998 to maintain the implementation of the Mental Health Strategy for Women Offenders (Laishes, 1997).[1] This Strategy, created in 1997, aims to develop and ensure continuous care, structured support and remediation programs which promote mental well-being and a decrease in criminal recidivism through social and cognitive skill development. The meetings also provide an opportunity to receive training and to share successful or "best practices" among staff. Meeting locations are close to a CSC women's facility, which includes a general tour and a discussion of the offender programs it offers. The September meeting was organized by the Mental Health staff of the Health Services Branch at the Correctional Service of Canada's national headquarters. Funding for one meeting per year is provided by the Women Offender Sector while funding for the second meeting is provided by each representative's institution.

Guest speakers for the Halifax meeting included Dr. Steve Porter, Chair of Forensic Psychology at Dalhousie University, who spoke to the group about its forensic program and outlined some of the research literature on risk factors for women offenders. Ms. Della Maguire, Assistant Director, Mik'maq Native Friendship Centre delivered a workshop on Fetal Alcohol Syndrome/Fetal Alcohol Effects (FAS/FAE). Ms. Maguire tailored her presentation to address the effects of FAS/FAE on both adult offenders and their children. She explained that the effects of FAS/FAE include attention deficit, memory deficit, hyperactivity, impulsivity, poor problem solving skills and difficulty with abstract concepts. Ms. Maguire also brainstormed with the group about possible interventions within their institutions.



Left to right
Back row: Donna MacLean, Daniel Cournoyer, Jane Barker, Ineke MacDougall, Karen Eamon, Jennifer MacDonald, Penny Drury, Silvia Frausin, Frona Allen, Fred Tobin
Front row: Cindy Pressé, Gail Levesque, Jane Laishes, Vanessa Kyle, Catherine Mahoney, Linda Fumerton, Donna McDonagh
Missing: Ruth Simmons, Brinda Wilson-Demuth

The group travelled to Truro, Nova Scotia to visit Nova Institution for Women. Warden Mary Ennis welcomed the group which toured the facility, held a discussion on offender programs and listened to a presentation by an inmate who has been actively involved in the facility's "Pawsitive Directions Canine Program". The presentation, supported by 'Briggs', the dog trained by the offender, showed the program's value to both the community and the women offenders.

"The Mental Health Strategy... aims to develop and ensure continuous care, structured support and remediation programs which promote mental well-being and a decrease in criminal recidivism through social and cognitive skill development."

Presentations were also made on the newly begun Intensive Intervention Strategy, which repatriates maximum security women offenders back to correctional facilities in their own region (where family or friends live). One presentation summarized the results from the Needs Analysis Project, undertaken in 1998 by CSC's Health Services Branch, Research Branch and Women Offender Sector. This analysis was done in order to provide a comprehensive national picture of the nature of the difficulties experienced by these women offenders and the staff who work with them, with emphasis on information required to support the development of mental health services and program options. Most of the attendees participated in the collection of data for this analysis.

Dr. Cindy Pressé, a psychologist at the Regional Psychiatric Centre (Prairies), described research she completed with an Honours Psychology student in the spring of 1999 called "Parole Revocation in Federally Sentenced Women". The findings were similar to other research on regarding both male and female offenders, namely that parole revokees are more likely to be chronic offenders with substance abuse problems.

The next meeting will take place in the spring, near Okimaw Ohci Healing Lodge, in Saskatchewan. ◆

[1] Laishes, J. (1997). *Mental Health Strategy for Women Offenders.* Ottawa: Correctional Service of Canada.

A Valued Partnership

Working Together to Promote Safer Communities

By Troy Demers, Project Officer, Public Participation and Consultation Branch

In an effort to improve consultation with key stakeholders in the criminal justice system, the Correctional Service of Canada (CSC) and the National Parole Board (NPB) forged a relationship with the Federation of Canadian Municipalities (FCM) in 1993. The FCM/CSC/NPB Joint Committee on Community Corrections is the expression of this partnership, which is committed to building safer communities in Canada while ensuring a common understanding of key challenges and issues.

There are two primary objectives of the FCM/CSC/NPB Joint Committee:

- to promote understanding of the Mission and operation of CSC;
- to facilitate a consultative process on corrections issues of importance to the community.

Important issues, motions and recommendations that arise from the FCM/CSC/NPB Joint Committee are subsequently tabled at the FCM's Standing Committee on Community Safety and Crime Prevention and its National Board of Directors.

John Schmal, Alderman, City of Calgary, and Jim Davidson, Director General, Public Participation and Consultation Branch, co-chair the FCM/CSC/NPB Joint Committee. It is comprised of municipal elected officials, CSC officials and one NPB member.

Some examples of this successful partnership include:

RESTORATIVE JUSTICE

The FCM encouraged each of its member municipalities to proclaim the week of November 14 - 21, 1999, as Restorative Justice Week, in concert with CSC. Moreover, Andrew McWhinnie, Restorative Justice Coordinator, Vancouver Island Parole, presented members with the Circle of Support and Accountability model. It is operated by volunteers in Victoria, British Columbia, and working in partnership with CSC, offers assistance to sex offenders prior to their release date to provide aftercare and reintegration support. In recognition of the model's success, the FCM proposed to promote this effective program for managing high risk offenders through their Internet sites and other communication mediums.



Councillor Don Bellamy receives a Certificate of Appreciation from Jim Davidson, in Summerside, P.E.I. during the FCM/CSC/NPB Joint Committee meeting.

CORCAN

In March 1998, the Joint Committee recommended that municipal governments, as well as provincial and territorial governments, consider CORCAN when purchasing furniture for municipal purposes for up to three per cent of their furniture requirements. The cities of Vancouver and Calgary adopted this recommendation, while other cities indicated they would consider implementing it. The municipal purchase of CORCAN furniture contributes to the safe and effective reintegration of offenders

because it helps rehabilitate offenders by providing them with employment skills that they can use upon release.

EMPLOYMENT APPLICATION FORMS

In March 1999, the Joint Committee recommended that the wording on some employment application forms regarding past criminal behaviour be changed to respect the *Criminal Records Act*. Employment application forms often contain the question, "Have you ever been convicted of a criminal offence?" This does not acknowledge individuals who have been granted pardons for their past criminal behaviour. In May 1999, the FCM wrote the Honourable Claudette Bradshaw, Minister of Labour, encouraging the department to work with provincial/territorial counterparts to harmonize the wording on employment applications to distinguish between criminal records and criminal convictions in order not to discriminate against offenders who have been granted a pardon.

"...committed to building safer communities in Canada while ensuring a common understanding of key challenges and issues."

Throughout the year, the Joint Committee also contributed to a variety of other research and policy initiatives, including mental health issues in corrections, drugs/contraband in institutions and crime statistics.

CSC organizes regular facility tours to expand Joint Committee members' knowledge of corrections. During the last year, members had an opportunity to tour:

- Grand Valley Institution for Women, in Kitchener, Ontario;
- the Special Handling Unit (SHU) at the Regional Reception Centre, in Sainte-Anne-des-Plaines, Quebec;
- Prince Edward Island Community Justice Resource Centre, in Charlottetown, P.E.I.

These tours help to improve understanding of federal corrections, while demonstrating the Service's commitment to openness, integrity and accountability. ◆

SECTOR REPORTS

Corporate Services Sector

The Emergence of Environmental Ethics

By Paul Provost, Senior Environmental Adviser

Does environmental management have a future? The articles focusing on this particular topic are proof of the efforts the Correctional Service of Canada (CSC) has been making to preserve the environment. Today, I would like to share with you some thoughts about the future of environmental management.

For the optimists among us, the promises that the year 2000 appeared to hold stood as our ideals. We could see potential in every aspiration, for both individuals and society, whether it was in technological innovations, economic growth, social equity, environmental quality, or some other area. However, an objective appreciation of the situation today shows us that past expectations have not been met. On the contrary, the economy is more volatile than ever, the inequalities and the conflicts that exist between nations have not abated, the world's population growth is becoming ever more untenable, and the biosphere is increasingly endangered by pollution.

We must admit that in the last couple of decades we have acquired a tremendous ability for processing information, communicating among ourselves and extending the scope of commercial markets. The barriers that kept nations apart have fallen, and technological developments have accumulated at a frantic pace. In all this, however, we have forgotten that the planet constitutes a closed system, with limited resources. Even as we built more effective means of communication, we lost sight of our main common denominator, which is the ability of the Earth to support life in all its forms.

PROMISING FACTS

The 1990s paved the way for our institutions' new environmental vision. The beginning of the 2000s will certainly transform our ways of thinking and acting in this new era. How will these cultural changes be translated to our daily lives?

The CSC, like many other public and private agencies, can already provide numerous examples. Among them are the development of a corporate environmental policy; the Sustainable Development Strategy of 1997; the implementation of the environmental management systems (EMS); the creation of regional and national environmental officer positions; the assignment of roles and responsibilities for greening our operations to staff and so on. On the whole, these recent organizational developments have contributed to laying the foundations of true environmental ethics, through which the CSC, as others too have done, has renewed its professional ideals. With a broader definition of respect for the environment, environmental management will henceforth affect most of our areas of activity and will be part of our duties. Over time, this collective consciousness raising will foster a healthy climate to ensure that the quality of the environment is preserved for future generations.



Futura Recipere

Insofar as our motto expresses our confidence in the future, from now on we must see to it that sustainable development principles are rigorously integrated into all our business decisions. From now on, we must consider not only economic criteria and the social impacts attributable to our corporate programs and projects, but also the environmental consequences. This endeavour applies to all CSC operations and to activities taking place in our respective communities. The CSC's Mission already invites us to protect the environment. Our challenge for posterity will be to accomplish this Mission with even greater ecological fervour. After all, if we believe in the promising future that the dawn of the next century holds for us, isn't it high time to make our humble peace with the planet and appreciate with respect all the resources it offers us? ◆

Long-term Supervision Order

By Lucille Matte, Project Manager, Community Reintegration Operations and Louise Lépine, Communications Advisor, Communications and Consultation Sector

In January 1995, a federal-provincial/territorial Task Force on High Risk Violent Offenders recommended the creation of a new category of offender, which would be subject to long-term community supervision. Modifications to the Criminal Code and the *Corrections and Conditional Release Act* were made to include a new "long-term offender" designation.

The Service is responsible for supervising these offenders for a period not exceeding 10 years, which commences upon completion of their sentence (i.e. Warrant Expiry Date.

Lucille Matte, from Community Reintegration Operations, answered our questions concerning the long-term supervision order (LTSO).

Q. This new section (753.1) of the Criminal Code deals with what type of offenders?

The long-term offender designation applies to offenders sentenced to two years or more for offences where there has been "serious conduct of a sexual nature".

Q. When can the court decide to designate someone a long-term offender?

When the court is satisfied that there is a reasonable possibility of eventually controlling the risk in the community.

Q. How does this sentence work?

It combines a determinate custodial period that allows for traditional forms of conditional release and a determinate post-Warrant Expiry Date (WED) period of supervision.

Q. Is it different from a conditional release?

Yes, this is a new form of community supervision that is mandated by the court and commences post- WED.

Q. What are the conditions for LTSO?

Every offender who is required to be supervised by a LTSO is subject to the conditions prescribed by subsection (161)(1) of the Corrections and Conditional Release Regulations.

The National Parole Board (NPB) may establish conditions for the long-term supervision of the offender which it considers reasonable and necessary in order to protect society and to facilitate successful reintegration. Such conditions are valid for the period specified by the NPB and may be removed or varied on the authority of the NPB.

Q. When a suspension of LTSO occurs, what are the responsibilities of each intervening party?

When a parole officer suspends an offender under a LTSO, a decision to cancel or refer the case to the NPB must be made within 30 days. The NPB has an additional 60 days to consider cancellation or recommend that the Correctional Service of Canada (CSC) pursue laying an information to charge the offender with an offence under Section 753.3 of the Criminal Code.

After ninety days, since the offender under a LTSO is not under a warrant of committal, he/she must be returned to the community, unless he/she is charged with an offence under section 753.3 of the Criminal Code (fails or refuses to comply with an order).

The recommendation to have an information laid (within the 90 days of the offender's commitment) must be submitted to the Attorney General. The Attorney General, and not the NPB or the CSC, has the jurisdiction to charge the offender with an offence under section 753.3 of the Criminal Code. This can only be done when there has been a breach and cannot be used to prevent a breach.

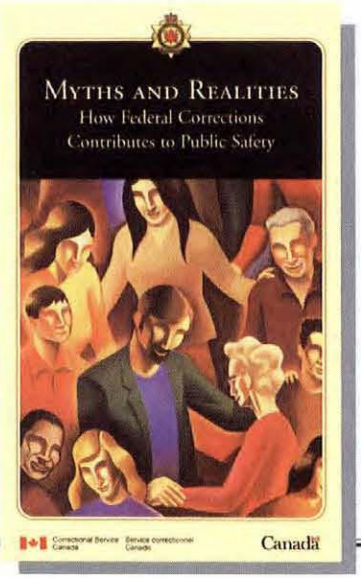
Q. Who can apply for reduction in the period of Long-term Supervision (section 753.2(3) of the Criminal Code)?

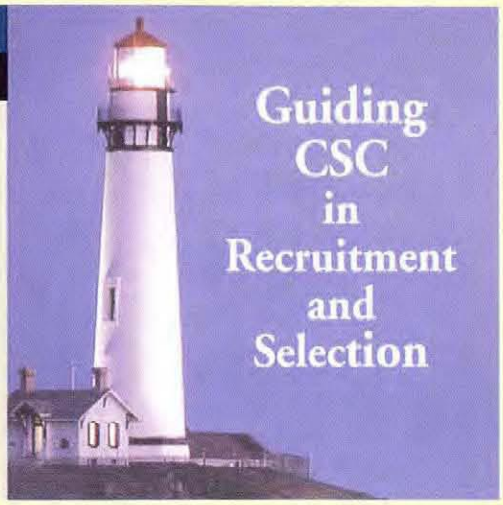
An offender under a LTSO, a member of the NPB or, on approval of the Board, the parole supervisor of the offender may apply to a higher court of criminal jurisdiction for an order reducing the period of long-term supervision or terminating it on the grounds that the offender no longer presents a substantial risk of reoffending and, therefore, is no longer a danger to the community.

Q. How many offenders in Canada have received a LTSO?

Thirty nine, as of December 1999. ◆

In its effort to challenge myths, reduce public misconceptions and promote greater understanding about how good corrections contributes to public safety, CSC's Communications and Consultation Sector has produced a new publication. To obtain a copy of *Myths and Realities*, please contact us by telephone at (613) 995-5364 or visit our Internet site at www.csc-scc.gc.ca





Recognizing the Value of Values

The Values Initiative

By Holly Flowers, Project Manager, and Lynn Leduc, Recruitment and Career Management Assistant, Personnel and Training Sector

Over the last four issues of *Let's Talk*, we've examined the introduction, implementation and impact that the Values Initiative has had on the various correctional officer (CX) and Welfare Programs (WP) positions it applies to. This article is the fifth and final article in the treatise examining the Values Initiative. The five values against which candidates are assessed are the values that are highlighted in the Mission.

In summary the five values are:

Respect transcends all of the other value elements and is the most critical of the five value areas. It encompasses the ability to abide by rules and to acknowledge and accept corporate norms and boundaries. It endorses the rule of law and supports the right of others. Treating all individuals, regardless of status, race, religion, sex or other difference, with respect is the most fundamental element of not only the Service, but of Canada.

Desire to learn and change will give insight as to whether or not a candidate can achieve to the fullest of his/her potential within the CSC. By demonstrating this value, a candidate indicates a willingness and motivation to learn, thereby increasing his/her worth, potential and effectiveness within the organization.

Integrity means honouring and standing up for your value system in the face of opposition and peer pressure.

Results orientation focuses on the actual achievement of goals and objectives and the behaviours that help us accomplish them.

Teamwork is critical to the achievement of the goals and objectives of the Service and the success of an employee's career within the organization. It is a shared effort to attain those goals.

It is essential that an organization have a value system. But an organization value system isn't an absolute handed to us by our employer so that we can all conform to it like robots. When we talk about values, we're talking about human values and must recognize that the personal value system of each staff member has been built over a lifetime, and is going to have an impact on the organizational value system we're paid to uphold.

"It's not the conflict, the frustration or the temptation which is the problem here. The real issue is how someone resolves that conflict. To work successfully in CSC, each person must be able to resolve the conflict in a way that is consistent with the CSC Mission."

Everyone faces conflicts in dealing with value systems. The fact that someone feels conflict is not a problem. It wouldn't be human not to feel upset or frustrated at confronting a difficult situation. It wouldn't be human not to think of simply slipping away.

It's not the conflict, the frustration or the temptation which is the problem here. The real issue is how someone resolves that conflict. To work successfully in CSC, each person must be able to resolve the conflict in a way that is consistent with the CSC Mission.

For some people, the conflict between their own value systems and the CSC Mission may be too pronounced to reconcile and the CSC value system is bad for both the institution and the individual. People who cannot reconcile their personal value systems to the CSC mission should not seek, or remain in, careers in corrections.

Assessing the relationship between your personal value system and the CSC Mission requires more introspection and analysis.

Document your personal value system. Sit down when you have time and quiet–you may need a number of sessions. Think about the things that are most important to you, the beliefs or principles which describe how you see the world and your relationship to it. Be totally honest. This exercise is only for you. Don't say the things you think are expected of you; give serious thought instead to what you really believe, and the actions and decisions with which you are comfortable.

Then, compare your personal value system to the CSC. Can you find CSC values which match, or mirror your own? Or do you find significant dissonance between the two? Give serious thought to whether or not you are comfortable with the relationship between your personal value system and the CSC Mission you've pledged to uphold.

If the degree of consistency is high, this should reassure you that your work can and should be meaningful and rewarding. If the degree of dissonance is high, you should think seriously about the implications: can you re-adjust some of your personal values? Are you likely to be fulfilled and satisfied with your career?

For more information, visit our Recruitment and Career Management Infonet site. ◆

Building A Future

By Ellen Henderson, Manager, Corporate Marketing, CORCAN

The St. Leonard's Society extension project is now complete. The project provided multiple benefits: a much needed facility, work experience that helped inmates upon discharge and an opportunity for cooperation among several agencies. Moreover, the Commissioner's directive to decrease the population inside the fence and increase community involvement is being applied.

The project involved building an extension to an existing St. Leonard's halfway house property in Brampton, Ontario. The extension is comprised of five apartments, 14 individual rooms and two dormitories for the homeless, a training centre and a workshop.

CORCAN PROFESSIONALISM

St. Leonard's contracted with CORCAN Construction, which managed the project. They held bi-weekly meetings with St. Leonard's representatives, the architect, and other stakeholders who participate from time to time. Says Don Van Delft, Project Manager, "It's the same as if they were building for Public Works." He and Nick Vander Schoor, Regional Construction Manager, did the bulk of the preliminary work in November 1998, but the actual work started in February 1999.

Don Van Delft has been with CORCAN for more than three years and is seeing results of the overall community involvement program already. For instance, his carpenter-foreman is on parole after obtaining his papers and license while incarcerated. He has returned to the community and earns his living as a carpenter.

Another worker on the site is an apprentice electrician who hoped to take his test prior to his release.

There were very few problems, said Don. "Even on hot summer days, the project ran smoothly and workers were glad to be out working in the community." He acknowledged the help and cooperation received from the warden and Correctional Service of Canada (CSC) staff at Beaver Creek Institution.

BOTH PARTIES BENEFIT

This was the biggest job undertaken, excluding institutional work. It was a $1.2 million job which came in on time and within the forecasted budget, said Don. Other work release projects included restoration of both the Bethune House in Gravenhurst, the John Howard Society in Peterborough and three smaller renovation projects with the Hamilton Community Correctional Centre, all in Ontario. A project involving the demolition of several buildings in the Peterborough area was also undertaken for Parks Canada.

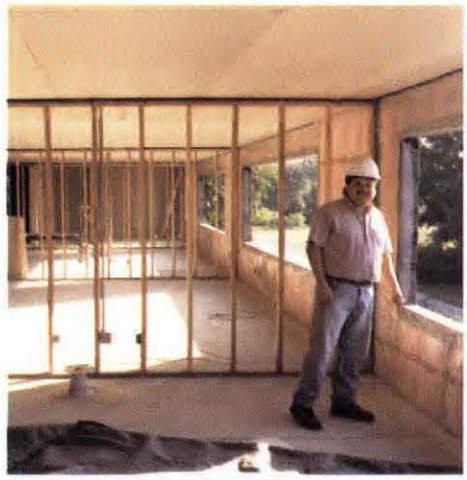
Skills learned on such projects are very marketable in the community and can go a long way towards encouraging offenders to become self-sufficient upon release. Undoubtedly, the support from Beaver Creek Institution was crucial. The community benefits in many ways and areas of cooperation between departments and public and private agencies are always being sought.

When asked about what he thought of CORCAN's work, Rick Brown, Director of St. Leonard's replied, "We were extremely pleased to give the opportunity to CORCAN, particularly when the employment provided fits in with our own philosophical approach. The inmates here are helping to build their future and could even become future residents. Our architect has been satisfied with the performance, and we found CORCAN personnel pleasant and cooperative." ◆

«Skills learned on such projects are very marketable in the community and can go a long way towards encouraging offenders to become self-sufficient upon release.»



On the left, part of the existing St. Leonard's Society building; at the back, the new residential section; and connected to the training centre and workshop, on the right.



Don Van Delft in the "rooms" area



Two carpenters

The Correctional Training Program

By Kris Burton, Acting Senior Advisor, Learning Programs and Dennis Bally, Acting Project Manager, Curriculum Design

The Correctional Service of Canada's (CSC) Training Program, called "CTP 2000", is an 11-week program that was set up in 1998 to train new employees of the CSC.

All new correctional employees must enroll in the first three weeks of the course at the very least, which deal with knowledge, necessary skills, the Correctional Service of Canada's Mission, its operating principles and respecting the law in carrying out their duties. The remaining eight weeks of CTP 2000 prepare candidates, who will be assigned to Correctional Officer I or Primary Worker positions, with security-related knowledge and skills needed to perform their duties.

CTP 2000 is based on a holistic approach to learning. Every session includes information on communication, interpersonal skills, teamwork and professionalism as well as correctional skills and correctional knowledge.

The course design is based on problem solving. Realistic situations that portray a cross-section of real life scenarios within federal institutions, including women's institutions and Aboriginal facilities, have been created for participants. Trainees determine how they will respond to these problems and, in doing so, acquire practical skills and knowledge.

Another unique feature of CTP 2000 is its strong learner-centred approach. Participants are encouraged to take responsibility for their own learning and development. Students acquire general knowledge by completing reading and self-directed learning assignments. Then, that knowledge is tested by working in teams to discuss and analyze specific situations or problems. Course facilitators and instructors want to avoid the traditional "lecture style" of learning and promote a learner-centred environment.

CTP is divided into five topic modules.

Module One

Welcome to CSC

- Introduction to the CAPRA Problem Solving Model
- Acquiring & Analyzing Information & Effective Listening Skills
- Applying CAPRA & Effective Communication Skills
- The Mission of CSC
- Charter of Rights & Freedoms
- The Charter & the CCRA
- The Duty to Act Fairly
- The Law on Search & Seizure
- The Law on Use of Force & Peace Officer Status
- Problem-based Learning & CAPRA
- Emergency Situations
- Working in Diversity
- Crisis Intervention & Conflict Management
- Harassment Awareness
- Cultural Awareness
- Suicide Prevention
- Family Violence
- Infectious Diseases
- Hostage Taking & Forcible Confinement
- Workplace Hazards & WHMIS
- Inside an Institution: Divisions & Departments, Routines & Procedures

Module Two

The Offender's World

- An Introduction to the Case Management Process
- The Prison Subculture
- Case Management & Reintegration Planning
- Responding to Manipulative Behaviours

Module Three

The Everyday Job: To Assist and Control

- Information Gathering & Report Writing
- Controlling Offender Movement Within the Institution
- Routine Person Searches & Report Writing
- Inmate Counts
- Routine Area Searches & Report Writing
- Non-routine Searches of Persons and Areas & Report Writing
- Problem Solving & Report Writing
- Perimeter Security Post
- First Officer on the Scene & Preservation of Evidence
- Offender Discipline & Inside Court
- Principal Entrance & Main Vehicle Entrance Posts
- Armed Tower Post
- Internal Armed Post
- Defusing Crisis Situations
- Case Management: Part I
- Internal Escorts & Restraint Equipment
- Segregation Post
- Conducting Outside Escorts & Restraint Equipment
- Case Management: Part II
- Self Injurious Behaviours

Module Four

Putting It All Together

- Mace & Oleoresin Capsicum (OC)
- Practical Skills Test: Observation and Reporting Skills
- Skills for Presenting Oral Testimony
- Sudden in-custody Death Syndrome
- Practical Skills Test: Restraint Equipment
- Practical Skills Test: Searches, Radio & Loudhailer
- Practical Skills Test: Gas Mask & Mace Projector Test + Exposure to CN While Wearing a Gas Mask
- Practical Skills: Responding to Situations
- Stress, CISD & EAP

Module Five

Specialized Skills

- Self-defence Skills & Testing
- Arrest & Control Skills & Testing
- Baton Skills & Testing
- Firearms Skills & Testing
- Fire Training Skills & Testing

The goal of the program is for trainees' knowledge and skills to develop and expand as problems and situations become increasingly complex. At the end of the course, graduates will have learned how to assess situations, problem solve, work with team members and partners and make professional and effective decisions. ◆

Setting High Standards in Recycling

By Bill Mabey, Freelance Writer

Dedication, attention to detail and hard work has put the Westmorland Institution in Dorchester, New Brunswick at the forefront of waste recycling in Atlantic Canada. "We have been lucky to have three staff members who are interested in the recycling process and through their self-motivation they are making the operation work," says Maurice LeBlanc, Assistant Warden, Management Services.

The Westmorland Institution recycling program actively began in the fall of 1998. Westmorland Institution is not only setting high standards for itself, but these standards could serve as a benchmark for other Correctional Service of Canada (CSC) facilities to follow, as well as a model for operations in the private or municipal government sectors.

The science is basic, LeBlanc points out, but the variable factors affecting the process are numerous and unpredictable. "In spite of the variables, we are told our test results on the end product of compost are very good." The front-line employees who manage the day-to-day activities of the composting are Donald Estabrooks and Earl Beal, with the support and assistance of their supervisor, Mike Colwell. They take a very serious and personal interest in their work.

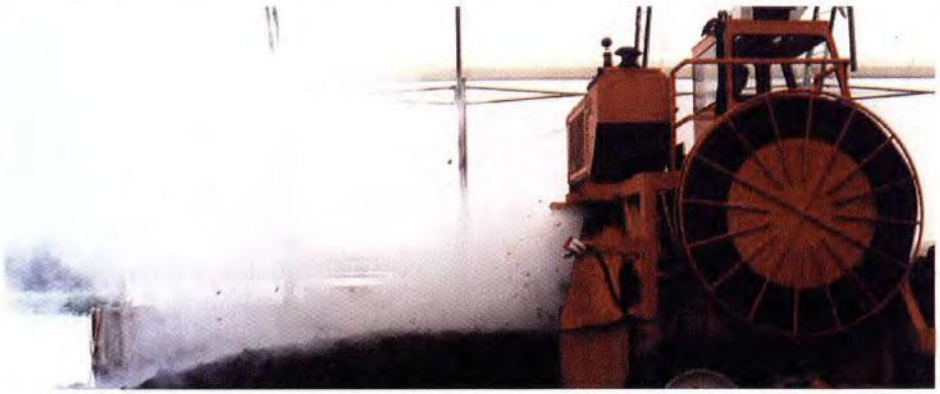
Prior to the composting program set-up, Estabrooks studied at the University of Maine's Cooperative Services Composting School for his basic training on compost methods and, in addition, has received substantial advice and assistance from people within the industry. Beal attended a Biocycle Composting Seminar in Portland. However, both men credit their on-the-job experience as the key to their combined education and success. "Education is the key factor to success and this process will never stop," says Beal. "It affects everything we do from the moment we receive raw product at the Materials Recycling Facility." "We keep a close eye on the educational aspect of recycling because this helps the entire process to run smoothly and efficiently," Estabrooks emphasizes.

With a continually changing institution population, all members are aware of the ongoing education of staff and offenders regarding the proper separation procedures of recyclables from what is simply garbage. With a human population of about 900 staff and offenders at both Westmorland Institution and Dorchester Penitentiary, and an animal population of approximately 900 beef and dairy cattle, about 1,000 swine and 2,500 poultry birds, the waste production averages around one tonne per day. "Making sure that amount of waste is properly separated into biodegradables suitable for composting means we always have to be very alert to what the staff and the institution population are doing with each type of waste," Beal noted. "We have to be alert all the time."

AN UNPREDICTABLE 'SCIENCE'

Don Estabrooks and Earl Beal are the dedicated duo who run the daily tests, oversee the sorting of biodegradables from the garbage, assemble the ingredients for the windrows, do the outside pickups, record data, test variables and correct any troublesome rows that try to impose their individual characteristics on the composting 'science'. "The basic science is simple enough," Estabrooks says, but he continues to explain how each windrow can have its own set of peculiarities that make each new row a challenge. Every row is put together exactly the same way, but one may become more active or inactive, more dry, more moist, have a higher oxygen content, stay cooler, become too hot, or any number of combinations of surprises to be controlled or manipulated so you get a good end product, he explained.

"There is no one recipe or set of theories for the whole year; things change all the time. Sometimes you are flying by the seat of your pants." The raw materials are received once a day at the Materials Handling Facility where Estabrooks and Beal oversee eight inmates who assist with the sorting of recyclables and biodegradables. Paper products and other recyclables



Earl Beal stirs the mix of the windrow for aeration of the compost materials.



Photos by Misc'l Prosper

Donald Estabrooks (inside the front-end loader) and Earl Beal screen the finished compost for any remaining debris prior to approving it for use in the fields.

are loaded for delivery to a buyer while the bio-matter is stored in one of three open-ended, Quonset-style barns.

Raw materials for the compost heap break down to about 250 pounds of food waste and roughly 35 per cent of the garbage waste. The carbon source for the mixture comes from sawdust and ground up wooden pallets and construction materials. "Sometimes we trade paper, cardboard and other products for the carbon materials we require," Beal said. "We have a local recycler who we deal with as the need arises." When the storage pad has enough material, a windrow 54.86m long x 3.96m wide x 2.13m high is built mixing all the basic ingredients with water. "If all goes well, in the peak season (May to October), from the composting barn to the finished product and screening takes about 54 days," explained Beal. He noted the average from start to finish is about three months, including curing time.

Estabrooks cautioned that the process is delicate; it requires constant monitoring and is dependent on many variables including humidity and temperature. "Winter lengthens composting so the process takes more like 70-90 days to complete."

THE PROFIT IS IN COST REDUCTIONS

Property management supervisor Mike Colwell said the ultimate goal is to reduce input costs, improve waste reduction and create lower garbage disposal costs. "We are still in the growing stages of the composting project, but what we produce we are re-applying to test plots on-site." The compost tests are running at approximately Triple 2-fertilizer value (nitrogen-phosphorus-potassium) which is considered very good for compost, he said. The return in soil improvements generally takes about 1 to 2 years, so the staff at Westmorland are anticipating good results in soil tests.

"We are aiming to reduce fertilizer input costs, if not completely, then by more than 50 per cent," said AWMS LeBlanc. The Westmorland staff also indicated they would be happy to pass on any knowledge they have gained to any institution wanting to begin its own composting program. They would also be pleased to hear from anyone who is operating a similar program now. "We look forward to any exchange of ideas, information or experiences that would be mutually beneficial," LeBlanc stated. As an indication of the future of Westmorland Institution's composting program, staff noted that plans are being made to upgrade the equipment to increase efficiency and capacity. All in all, it appears they are working in very fertile directions. ◆



Donald Estabrooks (left) records data relayed to him by Earl Beal, who places test probes and temperature gauges into the windrows.

Citizens' Advisory Committees get a Fresh Perspective

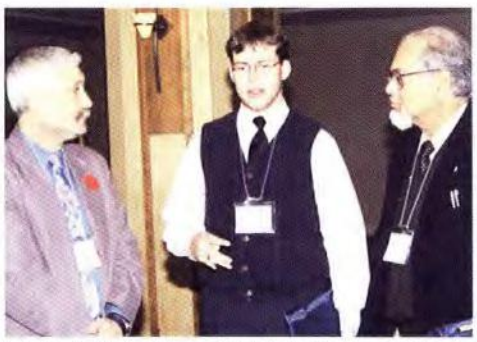
By Bernard Belliveau, À Propos Marketing Communications

One of the most important objectives of Citizens' Advisory Committees (CAC) is to represent an accurate cross-section of the community. As the eyes and ears of Canadian society, the Committees' success depends on recruiting members from every segment of society.

RECRUITING YOUNG PEOPLE

Recruiting young people is a particularly crucial task. In addition to providing a different perspective, they are the leaders of tomorrow. "The more young people we get involved, the more we can break down the barriers," says Sylvio Belliveau, a 23 year-old student at the Université de Moncton and a CAC volunteer. "Eventually, we are the ones who will be responsible for the correctional system, so it's important that we be involved now, to understand how it works and to help shape it."

Belliveau joined the Dorchester Institution CAC last summer. He already had experience working with offenders through volunteer efforts with his church. He became interested in the community involvement aspect of the correctional system after speaking with Luc Doucet, Regional CAC Chairperson for Atlantic Canada and a member of the Dorchester CAC. Doucet explained the important role of the committees and the need for people like Belliveau to make the system run smoothly. Belliveau recognized the CAC experience as an opportunity to act on his interests in rehabilitation and human rights. "I think the most unfair punishment for anyone is to be considered a number in the system."



Left to right: Luc Doucet, Sylvio Belliveau and Naren Srivastava, CAC member, Westmorland Institution

He points to the developing language around the system as a reflection of the direction with which he agrees. "As the name says, this is where we correct people – not punish them," he says. Currently in his final year of a multidisciplinary degree in religious studies and psychology, Belliveau hopes that, as a CAC member, he can improve relations in the correctional system so that they are based on respect among fellow people.

So far, he has been inspired and energized by the impact and influence of the CACs. He expects to study in a different city next year, but plans to continue to work with a CAC in that community. Reflecting on what a range of age groups can contribute to the committee, he concludes, "We have a lot to learn from the older generation, but they can learn from us, too." ◆

Atlantic Region Contributes to Workplace Charitable Campaign

By Gerard Peters, Communications Officer

The Correctional Service of Canada's Atlantic Region successfully coordinated the Government of Canada Workplace Charitable Campaign (GCWCC), also known as the United Way campaign, for the 31 government departments and agencies in Southeastern New Brunswick for 1999. The region raised a grand total of $168,733.51, thus exceeding its goal by five per cent. Lorraine Casey, Regional Administrator, Policy and Planning and her team, Janice Richard, Administrative Assistant, Policy and Planning, Jim Currier, Regional Chief, Budgets and Financial Analysis and Tina Leger, casual employee, organized the regional activities on behalf of the Correctional Service of Canada (CSC) in support of this worthy cause.

"I really believe in this cause. If I was going to do this, I was going to go all the way. There are others who simply don't have enough; we, the more fortunate, have a responsibility to help."

Marc Bélanger

The GCWCC raises funds for the United Way/HealthPartners and many other registered Canadian charities. Gifts are distributed via regional HealthPartners organizations and local United Way/Centraide chapters. The United Way funds specific local programs provided by social service and community agencies, such as crisis intervention and programs for children and seniors.



Alphonse Cormier, Deputy Commissioner, Atlantic, presents a Certificate of Appreciation to Lorraine Casey, for coordinating the GCWCC for all federal departments and agencies in Southeastern New Brunswick.



Alphonse Cormier presents a Certificate of Appreciation to Marc Bélanger for coordinating the GCWCC at Regional Headquarters.

ATLANTIC REGIONAL HEADQUARTERS CAMPAIGN

Marc Bélanger, Regional Environmental Programs and Services Officer, spearheaded an incredibly successful campaign at the Atlantic Regional Headquarters, earning the Shopper's Drug Mart Gold Medal Participation Award. This award recognizes individuals who achieved or exceeded their campaign target. Marc worked as part of a highly motivated team which included Linda Drisdelle, Administrative Assistant, Technical Services, Administration and Informatics, Nancy Cormier, Finance Technician, and Charline Gaudet, Staff Training Officer.

Participation among regional headquarters employees was an outstanding 94 per cent and the final tally for contributions was $13,600.86. This represented 155 per cent of the targeted goal of $8,600, which was itself a 20 per cent increase over the previous year. "In order to be successful," explained Marc, "you must be a pest!" Towards the end of the campaign, Marc started to get the feeling that maybe people dreaded meeting him in the halls; however, he felt that it was all worthwhile. "I really believe in this cause. If I was going to do this, I was going to go all the way. There are others who simply don't have enough; we, the more fortunate, have a responsibility to help."

OTHER SUCCESS STORIES

Other regional success stories include Gisèle LeBlanc, Office Manager and Gloria LeBlanc, Secretary to the District Director, who worked on the New Brunswick East – P.E.I. campaign and won a Silver Award from the Government of Canada Workplace Charitable Campaign. David Niles, Unit Manager at Dorchester Penitentiary and Diane Bélanger, Acting Financial Control Officer at Westmorland Institution, also won participation awards. Once again, CSC employees have shown their generosity in making significant contributions to this worthy cause! ◆

Acknowledging Excellence

By Shannon Oickle, Staff Training Officer, Springhill Institution

On September 10, 1999, staff at Springhill Institution were honoured for their role in saving Officer Jack Calder's life. Officer Calder was seriously injured on July 10, 1998, during an altercation with an inmate. Steven Boss, Mike Carroll, Larry Clayton and Suzanne Somers received Service Commendation Awards. Officer Larry Clayton was also presented the Correctional Service of Canada's highest award, the Award of Bravery, for risking his own life to save that of a fellow officer.

Deputy Commissioner Alphonse Cormier told staff that the first of the Service's nine corporate objectives addresses the issue of ensuring a safe, secure environment and the officers involved in this incident achieved excellence during their performance on July 10, 1998. The ceremony was very moving, especially when Officer Calder read the inscription and presented Officer Clayton with the award for saving his life. ◆



Jack Calder (left) and Larry Clayton



Left to right
Front row: Jack Calder, Larry Clayton and Terry Hatcher, Warden, Springhill Institution
Back row: Mike Carroll, Suzanne Somers and Steve Boss

Promotion of Aboriginal Businesses

By Diane Béchard, Contract Administrator, Regional headquarters

On October 28, 1999, staff from the Correctional Service of Canada (CSC) Atlantic Region participated in an Aboriginal Reverse Trade Show in Halifax, Nova Scotia. This was a Public Works and Government Services Canada initiative which brought together 23 government departments. The trade show was held to inform Aboriginal communities about the goods and services purchased by the Government of Canada in order to increase purchasing from Aboriginal businesses.

CSC representatives included Bud Morrison, Atlantic Regional Headquarters, Supplies; Diane Béchard, Contract Administrator, Atlantic Regional Headquarters; and Ted Baker, Regional Coordinator, Aboriginal Issues. ◆



Photo: Stéphane Bachand

Left to right: Ted Baker, Diane Béchard and Bud Morrison

Atlantic Canada Police and Correctional Officer Memorial Service

By Mike Doiron, Correctional Officer, Atlantic Institution

Correctional officers participated in the 19th annual Atlantic Canada Police and Correctional Officer Memorial Service, September 26, 1999, in Tignish, P.E.I. Various law enforcement agencies from Atlantic Canada participated in the parade. Approximately 100 officers marched from the Tignish Legion to the St. Simon/St. Jude Church where a ceremony was held, which included prayers, hymns, and the reading of an honour roll.

This year, the service was dedicated to the memory of Officer George Bernard Mullally, Constable, University of P.E.I. Security Police, who died in the line of duty on November 15, 1973, at the age of 22.

Let us never forget the officers who paid the ultimate price to ensure our safety and security, whether in the community or in an institutional setting. ◆



Left to right: Ray Austin, Correctional Officer, Dorchester Penitentiary; Mike J. Doiron, Correctional Officer, Atlantic Institution; Vernon Crosthwaite, Correctional Officer, Dorchester Penitentiary; Allen Tooker, Correctional Officer, Atlantic Institution; and Brent Johnstone, Correctional Officer, Atlantic Institution

Parolees Participate in North America's Oldest Regatta

By Dan McGettigan, Parole Officer, St. John's Area Office

On August 4, 1999, offenders and ex-offenders from Newfoundland, sponsored by the John Howard Society of Newfoundland and the Correctional Service of Canada, participated in the 152nd Royal St. John's (fixed seat) Regatta for the first time. Parole Officer Dan McGettigan, who organized this event, rowed with the team and Randy Ring, Assistant Community Chaplain, St. John's Metro Community Chaplaincy, was the coxswain. The crew practised for three months prior to the event and rowed in both the Harbour Grace and Placentia regattas. The crew participated in a marathon on Quidi Vidi Lake in St. John's, in September, to raise money for the Terry Fox Cancer Campaign. Terry Carlson, Director of the John Howard Society and Clara Rendell, District Director of the Newfoundland/Labrador District, were extremely supportive of this event. ◆



Left to right: Brian Glasco, Randy Ring, Solomon Semigak, Dan McGettigan, Jamie Jenkins, Robert Conway, Jonas Semigak
Kneeling: Carmel Osborne Missing: Norm Morrison

New Warden at Atlantic Institution

By Bernard Belliveau, À Propos Marketing Communications

"If you would have told me in 1980 that in 20 years I would be a warden, I never would have believed you." For Simonne Poirier, nothing better demonstrates the positive changes that the corrections system has gone through than the opportunities that have been presented to people like her. "In the early 80s, there were no women "guards" in correctional facilities. "There have been so many positive changes in the way in which we have provided opportunities for advancement in the past two decades. As well, we have made a significant improvement in the way we deal with inmates. The results speak for themselves. Our incarcerated population has decreased significantly. I'm very proud to have played a role in helping us better understand and manage the process."



Alphonse Cormier, Deputy Commissioner, Atlantic Region, congratulates Simonne Poirier.

On January 31, 2000, she was sworn in as the first female maximum warden at Atlantic Institution in Renous, New Brunswick. It has been a long road from her start in the system in 1976, working as a clerk at the Regional Training Facility in Memramcook, New Brunswick, to managing the region's highest security correctional facility.

BUILDING A 20-YEAR CAREER STEP BY STEP

Over the years, Simonne Poirier has had her share of assignments. "I think having worked in a variety of departments has allowed me to get a better understanding of the overall process. It allowed me to better understand situations as they arise," she says. After spending the latter part of the 1970s at Memramcook, she moved on to administrative duties at Dorchester Penitentiary until 1985. Then, under the Affirmative Action program, she was given an opportunity to attend university. The support of Gene Niles, warden at the time, made this possible. Poirier pursued a Bachelor of Business Administration at nearby Université de Moncton.

Graduating in 1989, Poirier went to the regional headquarters to work in the Human Resources Division, where she held positions such as Staffing Officer, Official Languages Coordinator, Employment Equity Coordinator as well as Awards and Honours Coordinator. In 1995, she became a Unit Manager at Springhill Institution, where she supervised the rehabilitation of 134 inmates.

In September 1996, she faced her most challenging, but rewarding assignment. Coordinating the transfer of maximum security female inmates from the Nova Institution for Women, in Truro, Nova Scotia, to Springhill Institution provided Poirier with a whole new perspective of corrections. "Generally, women inmates have more emotional needs than their male counterparts," she says. "Not better or worse, just different and numerous. It was a bit of a logistical challenge since our mandate was very clear that both male and female offenders in proximity to each other should not cross paths. With strong planning, our team was able to successfully integrate the 12 inmates into their new home. This project was particularly gratifying because I was involved in all aspects, from planning to construction to program development and to eventually work with them to reintegrate and successfully return to Nova Institution. "In December 1997, I had the opportunity to work as Assistant Deputy Warden at

Nova Institution. This brief assignment enhanced my existing knowledge and dealings with women offenders.

When I returned from my assignment at Nova Institution, I had the opportunity to work as Acting Assistant Warden, Correctional Programs at Springhill Institution for a period of six months. It was most challenging, since Springhill is the Regional Reception Centre for the Atlantic Region, which required constant consultation and communications between two distinct yet integral components. We were beginning the timeline process and it was very challenging and interesting to be part of it and see the individuals' timelines unfold until their first possible eligibility dates. The reintegration of offenders, as we know it today, starts with the reception process."

Then, on September 14, 1998, Poirier assumed the role of Deputy Warden at Atlantic Institution in Renous.

BEING A ROLE MODEL

When asked if she feels she is a role model for younger women entering the public sector, she replies: "I have been very fortunate for the encouragement I have received from the supervisors I have worked for during my career. Sure, I feel a bit like a role model, but not only to women, to young people in general." Poirier notes that several other women across the Service have been very successful in similar positions. Poirier does not hesitate in passing on some of the lessons she has learned. "Take the initiative and be open-minded and open to change," she says. "Don't be afraid to set goals for yourself, but understand that you will need to make sacrifices at one point in order to make them come true." For example, Poirier remembers her years studying full time at university with three children in school while her husband, a truck driver, had a demanding schedule of his own.

Spending close to half her days dealing with people ranging from staff, municipal representatives, inmates, union representatives and media, Poirier emphasizes the need for good listening and communication skills. Poirier also believes in teamwork. "When you include the players in the decision-making, and all of them participate in arriving at the best solution possible to either a change or a new initiative, then the task gets simpler to implement," she says.

Now, she is looking forward to the future. "We've become much more effective at helping people readjust. The rehabilitation programs developed within the Correctional Service of Canada have helped us better understand human behaviour. Inmate demographics are changing, so we need to adapt to their needs, and we are," she says. "My objectives are to help make Atlantic Institution a safe and productive environment for both staff and inmates and, at the same time, ensure our inmates are reintegrated at the earliest time possible, while ensuring we provide a safe and secure society." Building partnerships in the community and talking about our Mission and mandate to different organizations will also increase society's level of confidence in the way we do business and that we are cognizant of their concerns and do take them seriously. ◆

REGIONAL NEWS — *Quebec Region*

The Tres Marias Islands in Mexico
A Unique Project

By Jean-Guy Tremblay, Chaplain, Montée St-François Institution

From September 11 to 17, 1999, I participated in the Tenth International Conference on Catholic Chaplaincy in Prisons, in Mexico. The theme was "Mercy in a Merciless Society." Almost 150 participants – priests, deacons, religious and lay persons – from 55 countries shared their concerns, experiences and research results.

The Mexican government invited five participants, including myself, to visit the Tres Marias. You may well ask, what are the Tres Marias? A Club Med, fancy hotels? Not at all. Tourists do not have access to these islands, which serve as a penal colony for approximately 1,800 residents – and some families – live and work.

THE TRES MARIAS ISLANDS

The Marias archipelago lies in the Mexican sector of the Pacific Ocean, 90 nautical miles from the coasts of Nayarit and Jalisco, northwest of the Puerto Vallarta resort. Apart from the smaller San Juanito Island, the Spanish named three of the islands Maria Madre, Maria Magdalena and Maria Cleofas, in memory of the three Marias at the foot of the Cross.

In 1905, President Porfirio Diaz decreed that Maria Madre Island would become a penal colony. The actual changeover did not take place until 1908, under the direction of General Francisco J. Mujica, a well-known figure of the Mexican Revolution. At the time, the colony held Mexico's most dangerous offenders, who were forced to do hard labour. The islands were considered to be the "Mexican Alcatraz," and just the mention of their names would send shivers up one's spine. It was said that people went to the Marias to die.



View of old prison on the Marias.

CHANGE OF COURSE

In the 1980s, the Mexican government chose a new approach. In order to establish a system that focused on genuine rehabilitation of offenders, a unique concept was adopted: grant freedom to obtain freedom.

To this end, the government sent minimum and medium security offenders to the Marias archipelago. The community was intended to be productive and self-sufficient. This bold program was based on five basic principles: therapy through work, therapy through education, behaviour assessment, conditional release and family life.

Once an offender was sentenced, he could be transferred to this colony if he:

- was between 20 and 50 years of age;
- was physically and mentally healthy;
- was not considered extremely dangerous;
- did not have any affiliation with organized crime;
- faced a minimum treatment period of two years from the date of the transfer;
- was economically disadvantaged.

All offenders who had committed crimes against the State, such as terrorism, sexual offences, and a few others, were excluded.

LIFE ON THE ISLAND

Upon arrival, an intern (term used to refer to an inmate) is seen by medical staff to ascertain his state of health and detect infectious or other diseases that might prevent him from remaining in the colony. Then comes a transfer to the "Morelos" camp, for observation and classification and a personality assessment. Once the assessment is complete, individualized treatment begins.

Interns are placed in 11 camps throughout the island and may move freely from one camp to another. The distance between the archipelago and the mainland and the shark-infested waters make it hard to escape. The Mexican military marine provides security. In the various camps, a cafeteria is open for single interns. Those who have their family living with them have the use of a small house, receive a monthly allowance and cook their own meals. Spouses and children may live with them for the length of the sentence. If an intern displays good conduct and participates in community work, he is entitled to have visitors three months following his arrival. There is a weekly boat service that provides transportation for visitors from the mainland to the archipelago.

Education is a basic component of reintegration. The colony offers a literacy program and elementary and secondary schooling. There is a school for the children



The colony today, showing inmate housing.



Conference Participants
Left to right: Gérard de Wit, Holland; Nicolas Vial Saavedra, Chile; René-Marie Ehouzou, Benin; Jean-Guy Tremblay, Canada; and Hubert Vigneau, France

of both the interns and employees. All the children study and play together. Likewise, the adults live near to each other and even visit one another's homes.

Work is mandatory for all interns. It is intended to improve their physical and mental skills. Tasks are assigned on the basis of individual abilities and preferences. The residents work to be self-sufficient. Programs include cattle, swine, sheep and poultry farming, beekeeping, etc. Interns must work three hours each day for the colony; during the remaining hours they can work for themselves. They have gardens, small businesses and craft shops. Sports, cultural and recreational activities fill up the rest of the time and reinforce family integration, moral values and community support.

The health of the interns and their families is a major concern for the administration. They do not have to pay money for services, but they are responsible for keeping their dwellings clean, eating balanced meals and other obligations, under the supervision of the social workers and volunteers.

PROFILE OF A PENAL COLONY

Male interns	1,754
Spouses	439
Female interns	59
Sons	285
Daughters	295
Teenagers	48
Adult family members	10
Health workers	31
Teachers	21
Support staff	8
Marine infantry	98
Employees, spouses and children	135
Chaplains (two priests, one male religious, three nuns)	6
Floating population (visitors)	300
TOTAL	**3,489**

CONCLUSION

Although the visit was memorable in many ways, one must not think that all was perfect. There are conflicts between interns. To be deprived of one's freedom is to a certain extent a sentence. The most beautiful island may become boring after a few years.

Nonetheless, this project deserves worldwide attention. It appears to me that their approaches are quite different from ours, which are similar to those of the American system, focusing on greater security rather than on the inmates. The friendly relations between interns and staff were particularly striking. Both groups are volunteers in this system. Those who choose to participate must be motivated and must truly believe that rehabilitation is possible. The director of the colony boasts an 85 per cent success rate.

While the Marias Islands colony could not be copied as such, it can certainly serve to inspire everyone looking for alternatives to punitive justice, especially in Canada, where the idea of restorative justice is for many a central concern.

Thinking about this visit on the flight home, we could indeed say there are islands of mercy in this world. ◆

Maison d'Arrêt – Time Out Program

By Réjean Arsenault, Director, Laval Area Parole Office

The Maison d'Arrêt–Time Out Program–was launched May 19, 1995, to meet the need for an alternative to reincarceration for offenders whose parole has been revoked. The program's objective is to provide in a secure environment, within a short period, refresher sessions on substance abuse, violence, emotional dependence and life in the community, so that offenders can reinforce the skills required for a successful reintegration.

This program is unique in its structure, its holistic approach, and its method of operation. It requires the participation of the Federal Training Centre, the Laval Area Parole Office, and partners in the private sector. The daily cost of the program is $18.12 per person. From April 1, 1998 to March 31, 1999, the average stay was 41 days.



Left to right: Normand Granger, Director, East-West District; employees of Laval Area Parole Office: Réjean Arsenault, Pierrette Soucy, Clinic Manager, Claude Hubert, Parole Officer and Jacques Beauchamp, Parole Officer; Richard Watkins, Deputy Commissioner, Quebec Region.

STATISTICS

May 1995 to March 1999

- 457 offenders admitted to Maison d'Arrêt program;
- 302 released;
- 94 per cent did not reoffend. Of those who reoffended, 2.3 per cent committed violent crimes and 3.6 per cent committed property crimes.

Fiscal year 1998-1999

- 152 cases referred to Maison d'Arrêt program;
- 20 cases not admitted because of impossibility of assigning minimum security classification or because of lack of motivation;
- On March 31, 1999, of 132 cases admitted during the course of the year, 83 had completed the program and were released. At the end of the fiscal year, 19 cases were in treatment.

PROGRAM RECOGNITION

The Maison d'Arrêt program has now been in existence for four years and the success (non-reoffending) rate is 94 per cent, a figure which attests to its relevance and usefulness. In fact, the Maison d'Arrêt received a certificate of excellence for "Best Practices" from the American Correctional Association in 1998. We have good reason to be proud of the work we have done! ◆

Senior Deputy Commissioner Visits District Parole Office

By Gilles Thibault, Director, Montréal Métropolitain District Parole Office

On July 15, 1999, former Senior Deputy Commissioner Lucie McClung, and Jacques Pelletier, Assistant Commissioner, Personnel and Training, national headquarters, met with staff of the Montréal Métropolitain District Parole Office. Gilles Thibault took this opportunity to invite representatives of the community, the Citizens' Advisory Committee, the Employee Assistance Program and the union to come and discuss their concerns.

Ms. McClung described briefly CSC's main objectives and listened closely to the participants' questions. She appeared interested in encouraging current partnerships with the various resources in both the public and private sectors and to foster a nurturing environment which focuses on reintegration.



Left to right: Gilles Thibault; Réal Boyer, Executive Director, Carrefour Nouveau-Monde Foundation; Diane Nantel, Manager, Lafontaine Area Parole Office; Sylvie Paquette, Assistant to District Director; Lucie McClung; Michel Trépanier, Program Coordinator; Robert Woodrough, Director, Essor Community Residential Centre; Gaétan Cloutier, Director, L'Étape and La Traverse Community Residential Centres; Johanne Vallée, president of Quebec's rehabilitation services association; Michel Gagnon, Director, St-Léonard CRC and Jacques Pelletier.

The participants realized that they all had a common goal and many offered several solutions for improving the Correctional Service of Canada's current results in terms of reintegration. Ms. McClung attempted to respond to most of the participants' suggestions. ◆

A One-of-a-kind Training Program

By Claude Duchesneau, Teacher, Cowansville Institution

On October 4, 1999, Cowansville Institution celebrated twenty years of accomplishment of its industrial design and college graduates together with the Val des Cerfs school board and the Marie-Victorin College.

On this occasion, the institution's warden, Marc-Arthur Hyppolite, unveiled plaques in recognition of the students' achievements. Since 1979, 61 inmates have obtained college level diplomas in human sciences, pure science or electronics.

In the industrial design sector, 22 diplomas have been granted since 1992. The program allows the students to work in computer-assisted design, a field in which there is currently a great demand.

These programs reflect the emphasis Cowansville Institution places on success in education and on reintegration by learning a trade that is marketable.

COOPERATION IS PROFITABLE

When the plaques were unveiled, Mr. Hyppolite emphasized the remarkable success of the industrial design program and its impact on the life of the institution.

Students participated in the development of many institutional projects. Thanks to the close collaboration of Corcan Industries, they were able to see their industrial designs brought to life. Items that were built included a fire-fighting vehicle, a food wagon for daily food transportation to the detention block, weightlifting equipment, multimedia furniture for the Inmate Committee and command consoles for control posts.

Collaboration with Corcan enables industrial design students to complete their courses with a training session in a workshop. Following this session, they can attend another one at the Federal Training Centre to complete their course or work at the Corcan prototype plant. As well, an inmate may be hired as a designer at Corcan Engineering in Laval for a period of one year.

The institution's warden is proud of this excellent collaboration encompassing professional training, Cowansville's education sector and the Federal Training Centre.

"I plan to encourage the industrial design sector to expand and to form an even greater part of our institution's training program, in order to be accessible to as many people as possible. From what I have seen and from what I've heard from the students, this program and the Corcan/CSC partnership deserve all the support and encouragement we can give them. This is an effective correctional approach." ◆



Left to right: Claude Duchesneau, Michael Mymryk, graduate, Élise Desgranges and Marc-Arthur Hyppolite.



Left to right: Claude Duchesneau; Michael Mymryk, graduate; Jacques Gauthier, Corcan; Marc-Arthur Hyppolite, André Cadorette, firefighter; and students Tom Carter and Michel Gingras, in the midst of various local productions.

"In the industrial design sector, 22 diplomas have been granted since 1992. The program allows the students to work in computer-assisted design, a field in which there is currently a great demand."

Working with Offenders

Volunteers Recognized

By Fiona Jordan, Assistant Warden, Management Services, Bath Institution

The senior management of the Ontario Region recognized Earl and Gertrude Stratton at a luncheon in their honour on April 23, 1999. Acting Deputy Commissioner Ross Toller noted: "The significant contribution that Earl and Gertie made to offenders over the years is immeasurable. Thank you for your dedication and commitment for the past twenty-two years." Mr. Toller presented the couple with a plaque of appreciation on behalf of the Ontario Region.

Mr. and Mrs. Stratton have been performing volunteer work with groups of offenders inside area prisons for over 22 years. Earl worked directly with offenders seeking help with substance abuse, while Gertie focused on providing support to the families. Earl and Gertie are not Kingston natives. Although their home is in Corbyville, Ontario, the distance did not discourage the two from volunteering locally. In one year alone, the Strattons made over 275 trips to Kingston area institutions and conducted between five and six group sessions with offenders every week. Their contribution to the well-being of offenders did not only take place inside the walls. Mr. and Mrs. Stratton frequently accompanied offenders on escorted temporary absences and welcomed some of them into their home. In the latter years, they built an addition to their home to house female offenders in need of assistance upon release to the community. The impact they had on the lives of many offenders is evidenced by the number of letters they continue to receive from former offenders from all over Canada.

Earl and Gertie enjoy their retirement in their home in Corbyville, where they tinker with antiques and run a yard sale on occasion. Both admit they still miss their volunteer work. And, in the words of the Acting Deputy Commissioner, the Correctional Service of Canada will miss Earl and Gertie Stratton. ◆

Communicating in Personal Relationships

By Tracy Fenton, Cognitive Skills Trainer, Bath Institution

The insight and experience of a professional is sometimes needed to guide one through the tricky waters of intimate relationships, particularly when stresses of the workplace have an impact on an individual.



Tracy Fenton

Dr. Gertie Witte is a psychologist currently working with the Correctional Service of Canada (CSC) and has been professionally involved with corrections since 1991. In her practice, she has seen how the job environment can place stresses on one's personal relationships and she has examined some of the key factors that contribute to healthy, effective communication between partners.

HOW MEN AND WOMEN MANAGE THEIR WORK SITUATION

In working with CSC staff members, Dr. Witte has noticed some patterns emerge in the ways in which women and men manage their work situation. She believes that women and men are often forced to put on a "front" or "mask" at work. The necessity for this altered behaviour means that women are not able to be as genuine as they might like to be and are less able to offer the gifts that they might otherwise bring to situations, such as facilitation or nurturing skills. She believes that for men, on the other hand, a hierarchical institutional setting often reinforces the social training that they have already received: to be strong, competitive, and to suppress feelings.

It would be ideal to go to work and be one's self. However, in the highly structured and stressful nature of much of the work at CSC, one cannot interact as freely as one would in other situations. Some caution and awareness have to be developed in the workplace that may alter the nature of a person's relationships in his or her outside life. Some people naturally put on and take off this work mask. However, if a person isn't conscious of putting it on at the beginning of the work day, chances are he or she is not entirely removing it at the end of the day either. When we carry these masks from work to our personal lives, problems in communication can arise.

BACK TO REALITY

According to Dr. Witte, we need to make the transition from work to home a conscious one, in order to bring our complete selves to our families. We need to dismantle the barriers that we erect to do our daily jobs. How does one do this? One can make



Taking time to unwind in a positive way is essential to maintaining healthy relationships.

the transition by talking about his or her day to someone. One may make the transition by doing something physical, such as sports, going to the gym, playing with one's children or even one's pets. There is a need to do something that puts one back in touch with one's own sense of reality. Numbing activities such as drinking alcohol daily to "unwind" will compound problems because it is an escape from reality rather than a return to it.

TALKING IS THERAPEUTIC

Dr. Witte suggests that when a person has a stressful or negative experience during the day, somehow that experience must be processed. People need to vent lingering effects of their stress. They need to chat, to talk about and describe their experience and they need to be listened to attentively. When one partner is unable to find an outlet for these experiences, the resulting stress build-up can cause communication problems between partners as well as resentment.

If someone suspects that work-related stress might be causing problems at home, there are many effective ways to address the situation, including open discussion with one's partner, seeking the guidance of a counsellor or reading a self-help book on the subject. It is important to understand what is adversely affecting you and to assess what impact the environment is having on you.

Once the source of the stress and the impact on the individual are identified, the individual can ask him or herself "What do I need?" and "What should I be doing to try and get that?" It is important to address the needs within a relationship as well as within the workplace. Dr. Witte remarks that, in her practice, many couples experience problems because they aren't conscious of their own needs.

Figuring out what you need and communicating that clearly and effectively to your partner is one of the keys to a healthy relationship. Communication with your partner and your family is partially science, partially art and mostly commitment, common sense and consideration. If one approaches stress and its causes consciously, one is much less likely to notice work stress leaking into the home environment.

Resources available to CSC staff concerning these issues include the services of many skilled Employee Assistance Program (EAP) clinicians whose names are available from staff EAP representatives. ◆

Ontario Region

Ontario Federal Council Leadership Awards

By Chris Stafford, Regional Communications Manager

The Ontario Federal Council Leadership Award is a new annual award that recognizes the achievement of public servants who have made a significant contribution to the goals of the Council:

- supporting the revitalization of the federal public service;
- expanding partnerships with other levels of government;
- exploring new and better ways to deliver our services;
- strengthening cooperation and collaboration.

During National Public Service Week, held in June 1999, this award was presented to a number of public servants, including two from the Ontario Region of the Correctional Service of Canada (CSC).

Lynne Boynton of the Peterborough Parole Office, a member of the Public Service of Peterborough Working Together Team, was a Leadership Award recipient. The Working Together Team is comprised of staff from Canada Customs and Revenue Agency, Human Resources Development Canada, Veterans Affairs Canada and CSC in the Peterborough area who were recognized for their success in creating a strong sense of community among federal public servants in Peterborough. On their own initiative, the Team met to consider what possibilities working together might create. They discovered that there were enriched opportunities for employee development and learning and to explore ways to enhance service delivery. Already, the Working Together Team has witnessed increased momentum with the emergence of a committee of training coordinators and a social committee. As well, the Team has coordinated seminars on a variety of topics, including learning styles and dealing with an ageing population. By establishing alliances across departmental boundaries, the Working Together Team succeeded in creating a strong sense of community among federal public servants in Peterborough.

Bob Fisher, Project Officer, Career Management and member of the Middle Manager Working Group, also received a Leadership Award. The Middle Manager Working Group, with members from eight federal departments, focused on the key Ontario Federal Council priority, the revitalization of the federal public service. For more than a year, the Middle Manager Working Group has collectively strengthened the level of cooperation and collaboration among middle managers across departments, across the province. Results-focused and action-oriented, the Middle Manager Working Group successfully organized three interdepartmental learning events, in Kingston, Toronto and London. The group continues to focus on leadership, learning and development and networking.

Congratulations to both Lynne and Bob. To find out more about the groups and projects that they have been working on, contact either or both individuals. ◆



Bob Fisher, back row, far left



Lynne Boynton, back row, second from left

Graduation Ceremony held at Collins Bay Institution

By Ron Smith, Teacher, Collins Bay Institution

On September 15, 1999, many students were recognized for their accomplishments, both academic and technical, in the school at Collins Bay Institution.

Peter Pain, Principal of the school, acted as both host and Master of Ceremonies for the occasion. He welcomed special guests and presenters, including Alan Stevenson, Warden; June Blackburn, Assistant Warden, Correctional Programs; Brian Caughey, Regional Administrator, Correctional Programs; Adrian Lamoureux, Supervisory Officer from the Algonquin Lakeshore District Catholic School Board; Robin Quantick, Chief Executive Officer of Excalibur Learning Resource Centre; Paul Ropp, Director, Program Services, Excalibur Learning Resource Centre and David McColl of the Citizens' Advisory Committee.



June Blackburn, Assistant Warden, Correctional Programs, presents secondary school diploma to Kareem Biscombe.

The real pay off was the granting and presentation of the diplomas and awards. A total of 12 Ontario Secondary School Diplomas were awarded and 16 Certificates of Education were granted. These men are to be commended for their efforts; most of them did not succeed in school as young people and to go back was a tremendous challenge.

Sixty-four certificates of recognition and credit were awarded for work done by the students in areas such as Adult Basic Education I, English as a Second Language, grades nine and ten credits in all subjects, senior high school credits, technical areas and computer technology and repair.

The joy of accomplishment and the high level of optimism were noted and commented upon by senior staff.

The day finished with cake and coffee and a good feeling.

Special thanks to the school staff, Food Services, Supervisor, Institutional Services, Personal Development and Human Resources for their support. ◆



Warden Alan Stevenson addresses graduates and guests.

Thanks to the attendance of more than 100 guests from within the institution, the event was a resounding success. Parole officers, program delivery officers, program and pay coordinators and other staff saw inmates with whom they deal with on a daily basis in a different and positive way.

The students themselves were the real heroes and winners. This was the first time the graduation was held in the school area. The advantage of holding the event in the school was the opportunity for the students to show off their work. Special projects lined the walls for everyone to see. The students' special efforts created an atmosphere conducive to positive learning and was greatly appreciated by the school staff.

The staff are proud of and not surprised by the quality and quantity of work exhibited. One senior staff member summed it up by saying, "This is like a real school."

2000 & Beyond

The Best That We Can Be

Prairie Regional Women's Conference

By Shandy-Lynn Briggs, Parole Supervisor, Downtown Toronto Parole Office

As the Co-chair of the Ontario Regional Women's Committee, I was fortunate to represent the Ontario Region at the Prairie Region's Women's Conference in Edmonton, Alberta, June 1-3, 1999. This conference was an excellent follow-up to the National Women's Conference, held in November 1998 in Quebec, and was organized and run with professionalism and camaraderie.

The agenda included the importance of maintaining a healthy lifestyle and provided high-energy aerobics, Tai Bo



Left to right
Back row: Sue Coatham, Marlene Lavoie, Carla Sipos, Sharon Schaffer, Chris Scott, Arlene Barnes and Lucie McClung
Front row: Jan Fox, Rose Kubin, Melissa Schilf, Sharon Nowak, Heather Bergen
Missing: Pam Gahir

and relaxation classes for all participants. After a supportive opening by the Prairie Regional Deputy Commissioner Rémi Gobeil, the first day of the conference introduced Brenda Robinson, the highly respected cornerstone to the conference. Brenda facilitated a number of workshops and exercises throughout the 3-day gathering and brought with her a natural sense of humour that permeated the room. Skilled and experienced facilitators delivered workshops on personal safety, gender relations, peer mediation, balancing work and family, stress management, women supporting women and career development interviewing skills.

The conference was one of interaction and teamwork and provided the opportunity for networking. On the second day, participants enjoyed a fishbowl session where six successful women from within and outside of the Correctional Service of Canada (CSC) shared their success stories and tips for us on developing our careers and maintaining personal happiness. The day concluded with a dinner awards ceremony where women were recognized and honoured for their contributions to the organization. The closing of the conference was highlighted with the presence of Lucie McClung, former Senior Deputy Commissioner, who shared some personal experiences and offered suggestions on how to take charge of our own careers by creating developmental opportunities for ourselves. Ms. McClung expressed her support for these types of conferences and Women's Committee endeavours and encouraged each of us to continue contributing to the betterment of our workplace and our own career paths.

I would like to thank all the participants and organizers for including me in this event and for making me feel so welcome. The 2000 & Beyond Prairie Region's Women's Conference was a pleasure to be a part of and the spirit of the men and women involved certainly left me feeling energized and motivated to be "The Best that I can Be". ◆

Mystery Visit to Pê Sâkâstêw Centre

By Eva Hubscher, Program Coordinator, Leduc Foundation Senior and Community Housing



Leonard Janvier (right) and Bob Turningrope (sitting) explain the significance of the murals.

The following is a first person account of a visit to Pê Sâkâstêw by a local senior citizens' group.

On August 16, 1999, Jeanette McPhee, the coordinator of Planeview Manor in Leduc, south of Edmonton, invited the residents of the Cloverleaf Manor in Warburg, a small town 55 km west of Leduc, on a mystery tour.

We arrived in Hobbema at what appeared to be a Native cultural centre. We were seated by gentlemen and all the residents were made very welcome with handshakes all around to our 20 seniors.

Upon hearing that Olive Halladay, one of our residents, would be 99 on August 22, a birthday song was sung in Cree by some of the Native gentlemen.

Native leaders delivered several speeches and a Cree grandfather said a prayer. It was only after a Native gentleman spoke about his teaching career and was now working with the Centre that we realized that this was the destination of our mystery visit.

Following our picnic lunch, an Elvis Presley impersonator entertained us and we listened to some gospel songs and one in Cree, which was interpreted by four men seated around a large drum who played while they sang.

We left this large round room and were given a tour of the facility. Then, we were escorted to another round room with beautiful murals. Leonard Janvier, the artist, a resident at the Pê Sâkâstêw Centre, explained his paintings, including the use of moose, eagles, bear, buffalo and scenery.

Leonard has painted many murals. He enjoys painting and offered his services to any non-profit organization, free of charge, provided the paint is supplied by the organization.

Executive Director Arthur Ding, our guide, explained that great care was taken by the staff to identify the individual talents or gifts of each person and who encourage each to make use of them.

He also explained that there is a weekly worship service and we were invited to join them anytime. A few of our residents later commented that they would like to attend. Also, open invitations were made to anyone wishing to participate in some of the cultural events and talent shows that are held on weekends.

In the centre of this sunken round room stood a stove where braided sweetgrass was burned and used as a smudge which would be passed all around. A gentleman named Bob Turningrope was asked to explain what this "healing place" was all about. He said that it was here that dreams, hopes, past failures and ideas were shared and, in turn, healing could take place.

We were then escorted to a huge greenhouse, the pride of many of the residents. The Pê Sâkâstêw Centre is a federal correctional institution of the Correctional Service of Canada, which promotes a culturally-based healing process that will benefit a safe, effective reintegration of the First Nations offenders.

Our visit was much too short to ask all of our questions and to understand everything, but our residents were truly delighted at the respectful care and attention they had received. They said that this was one of the best day trips they had been on! ◆

Bermuda Officers Tour Prairie Region

By Tim Krause, Regional Communications Officer

In September 1999, three correctional officers from Her Majesty's Prisons in Bermuda left their island for a whirlwind tour of various correctional facilities in the Prairie Region. On September 12, Tim Krause met officers Troy Richardson and Delyght Thomas at the airport. Mr. Krause served as host, travel guide and driver throughout the visit. Thus began a busy two weeks that included visits at Drumheller Institution, Okimaw Ohci Healing Lodge, Prairie Regional Headquarters, the Regional Psychiatric Centre, Riverbend Institution, Saskatchewan Penitentiary, Edmonton Institution, Edmonton Institution for Women, Grierson Complex, Pê Sâkâstêw Centre and Bowden Institution.

Keeva Mae Joell-Benjamin joined her two colleagues for the Edmonton portion of the tour. Ms. Joell-Benjamin remained in Canada to participate in a three-week training assignment at Bowden Institution and spent an additional two weeks in Edmonton facilities.

Despite the gruelling schedule, all three officers were happy with their tour and remarked that there are more similarities than differences between Bermudan and Canadian corrections.

"I am amazed at the remarkably consistent approach towards corrections in place at all the facilities we visited. Successful, safe reintegration really is the main focus of your work," said Mr. Richardson.

The visit was coordinated through Paul Oleniuk, former Assistant Deputy Commissioner, Prairie Region, who has acted as special advisor in Bermuda for two years and who returned to Canada last November to begin his official retirement from CSC.

The sun was shining and the weather was ideal throughout the entire time Mr. Richardson and Ms. Thomas were in Prairie Region.

"Looks like the good weather has followed us all the way from Bermuda. Maybe we should visit more often," said Ms. Thomas.

Mr. Krause agreed. "Come back in January and we'll see what weather you bring then." ◆



Left to right: Troy Richardson, Jodi McIsaac, Parole Officer and tour guide from Stan Daniels Healing Centre; Delyght Thomas, Keeva Mae Joell-Benjamin and Bill Green, District Director, Northern Alberta/Northwest Territories Parole District.

K-9 Cody Excels Again!

By Dale Gavel, Assistant Warden, Correctional Programs, Drumheller Institution

Drumheller Institution's drug dog Cody proved his worth once again! While attending a Tracking and Cadaver Seminar in Florida in November 1999, Cody and the other dogs in the seminar were called upon to assist in the search for a missing person. The person had been boating on an ocean inlet near Mobile, Alabama, when the boat capsized and the person was believed drowned. Police searchers had been unable to find the body and solicited the assistance of the dogs in training.

The dogs were taken by boat out on the inlet and driven around the area for a period of time. Suddenly, all the dogs started to react, but Cody was the only one to pick up a scent and follow it to the rear of the boat where he "hit" on the spot by clawing at the bottom of the boat. He repeated the action a second



Terry Yemen and Cody proudly display their first place trophy.

time and, while the authorities were sceptical, believing the body was in a totally different location, they agreed to note the location using satellite positioning. The next day, and two tides later, they sent divers down to investigate and the missing person was found on the ocean floor in about forty feet of water, less than a hundred yards from where Cody had responded!

This was only Cody's second time at locating a cadaver and certainly the first occasion outside of training. Texas Master Trainer, Billy Smith, was so impressed with Cody's performance that he awarded him a trophy as the first place graduate! Cody's feat was also covered in the local media.

"Texas Master Trainer, Billy Smith, was so impressed with Cody's performance that he awarded him a trophy as the first place graduate!"

Cody, and his handler Terry Yemen, Coordinator, Correctional Operations, Drumheller Institution, were in Florida as part of an ongoing program in which Terry is working to improve his dog trainer qualifications. In September, Drumheller Institution hosted an international dog training seminar that was attended by dogs and trainers from across Canada and the United States. At that seminar, Terry was the only Canadian to receive the Law Enforcement Training Specialist (LETS) certification as a drug detection trainer. With further training in land and water tracking and cadaver detection, Terry will qualify for Master Trainer certification and will be the LETS Master Trainer for Canada and Northwestern United States.

Some readers may recall that Terry and his dog Cody first received international recognition at the Police and Fireman's Games, held in Calgary in 1997, when they won gold medals in drug detection. ◆

The Dave Shier Memorial Award

By Leon Durette and Albert Boucher, IERT instructors

As a result of the sudden passing of Dave Shier in January 1999, the Dave Shier Memorial Award was created by the Staff College in the Prairie Region.

Dave was a correctional officer at Bowden Institution and was also an Institutional Emergency Response Team (IERT) instructor. He was well liked and respected by his colleagues and supervisors as well as the inmates. He was always known to be a shining example of professionalism and had a positive effect on new staff, especially those he trained to be IERT members.

The Dave Shier Memorial Award is presented to a candidate who, upon receiving the initial IERT training and through the performance of his regular duties:

- demonstrates an above average level of dress, deportment and professionalism;
- demonstrates an above average sense of teamwork, duty and motivation;
- demonstrates a high level of support and respect for peers and instructors;
- demonstrates a high skill and knowledge level; and
- demonstrates values consistent with the Mission of the Correctional Service of Canada.

Regional IERT instructors, in consultation with colleagues, unit managers and correctional supervisors at institutions, choose recipients.

On October 29, 1999, the inaugural award was presented to Michael Wawrzonek, a correctional officer at Edmonton Institution. On hand to make the presentation were Mary Anne Shier, Dave's wife and their four daughters, who travelled from Innisfail to Edmonton for this special occasion. ◆

"Dave Shier was always known to be a shining example of professionalism and had a positive effect on new staff, especially those he trained to be IERT members."



Left to right: Albert Boucher, IERT instructor; Mike Wawrzonek; Mary Anne Shier; and Leon Durette, IERT instructor.

Dancing of the Shxwoy-Xway

By Sara Shadbolt, Reintegration Manager

The sprinklers on the hot tin roof made a noise like a tropical storm, drowning out the speakers inside the longhouse. Reluctantly, someone turned them off. Inside the huge wooden structure with an earthen floor, 300-350 friends and family members of the Chehalis Band and members of the family of the Correctional Service of Canada (CSC) congregated to celebrate the highest honour the Sto:lo can bestow upon a person – the blanketing of Chief Alexander Paul. It was a blistering hot July 27, 1999, as we gathered to witness the dancing of the sacred Shxwoy-Xway spirit masks, blessing the Siyam (the Respected One) Chief Paul.

But first there was a feast, the traditional lure to attract as many guests from as far away as possible to witness the work performed at the ceremony, thus ensuring the continuation of oral tradition and history. As people took their seats on the broad wooden bleachers that lined the walls of the longhouse, a table song was sung and the men of the Charlie family carried in four huge dining tables laden with salmon, meat stew, potatoes, rice, vegetables, salad and bread. A fifth table-board was weighed down with baked goods and a gigantic bowl of fresh fruit salad that measured 30 inches or more in diameter.

When everyone had eaten their fill and a table song of thanks had been sung, the work of the day began. Chehalis Band Councillor Willie Charlie and Elbow Lake Parole Officer Jill Hummerstone acted as spokespeople for the families of Chehalis and CSC, co-hosting the proceedings, explaining each action and its significance as the day progressed. Opening remarks were made by Commissioner Ole Ingstrup, who emphasized the importance CSC places on the restoration of the Aboriginal healing process within the correctional system.

First order of the day, the calling of witnesses. Among the main witnesses were Judy Croft (CSC), Ken Peterson (CSC), Chief Gibby Jacob of the Squamish Nation, and Chief Frank Malloway of the Sto:lo Nation. However, rotating always counter-clockwise in the Sto:lo tradition, Willie and Jill named additional people in the bleachers who were respected members of the groups or areas from whence they came. As each was called, two floor helpers approached them to greet them and pay them the ceremonial fee for service.

(All those who contributed in some way to the ceremony are paid. Nowadays, the ceremonial fee consists of two quarters and can be given by any number of people, but in days gone by the fee was voluntary and could amount to substantial sums by the day's end.)

After this, the preparing of the floor – a task traditionally performed by women – was carried out by Elder Shannon John and Brenda Marshall, Warden at Kent Institution. They carefully covered a special area about 3' x 10' with cedar boughs. The cedar tree in all its uses is sacred to the Aboriginal people of the Fraser Valley.

THE BLANKET COVERING

Everyone who speaks or sings or performs a service is first acknowledged with a folded blanket pinned over one shoulder and a headband placed round their brow. Today, kerchiefs are often substituted for plaited cedar, although several honoured guests, such as Mr. Ingstrup and Mr. de Vink, received the traditional cedar band, with added marks of respect in the form of tufts of wild goats' wool and buttons.

The highest tribute that can be paid to a person is to be blanketed with an open blanket, placed around the shoulders. This signifies great respect, and claims the recipient, bestowing not only honour, but also responsibility. Chief Alex Paul was so blanketed to signify his acceptance to join the Council of Elders at Elbow Lake Institution. He joins National Parole Board member Kathy Louis and the late Ron Wiebe, Warden at Elbow Lake and Ferndale institutions, who were honoured in a similar fashion last March. It was also done as a general sign of the respect that Chief Paul has earned from the Chehalis Band for his progressive leadership and wise decisions.

As he stood on the sacred floor, Siyam Alex Paul was blessed and honoured by eight spirit dancers wearing the carved and painted masks of the Shxwoy-Xway. Circling the longhouse, brought to life by the songs of the women singers, shaking their scallop-shell rattles, they were indeed a memorable sight. Long feathered plumes arched back from the tops of the winged masks. Tunics festooned with feathers, ornate moccasins and leggings and capes all combined to enhance the enchantment. Seven masks with dual bird heads and bulbous eyes represented the powerful spirits of birds and animals – salmon, eagle, raven, bear – and one much less ornate unpainted mask, worn by a smaller dancer with less elaborate costume, portrayed a human. In and out of the centre of the circle, back and forth towards the Chief, the spirits danced, followed by their human helpers, until finally it came time for all of us in the bleachers to descend and show our appreciation with ceremonial gifts of quarters pressed into hot hands as they danced by. One by one the Shxwoy-Xway approached and blessed the door four times before finally exiting the longhouse. Four is a number with great significance – for example, the four seasons, the four directions.

"The highest tribute that can be paid to a person is to be blanketed with an open blanket, placed around the shoulders."

Shxwoy-Xway masks are very sacred. They are never commercialized or shown to strangers. They are not put on public display, and only a member of family born with the right to do so may have them danced. Chief Alex Paul comes from such a family. The spirits inhabiting the masks may dance at ceremonies such as weddings, blessings, celebrations, or get-well gatherings. No audio-visual recording devices of any kind are allowed. CSC has been greatly honoured by having "family" members permitted to attend at and witness such a ceremony.

Kathy Louis spoke with passion about the task upon which we have all embarked, so deeply encouraged by Ron's example, of working in partnership with Native people everywhere to heal the wounds of Aboriginal offenders and enable them to connect with their history and take their places as contributing members of their communities.

Following Kathy, Deputy Commissioner Pieter de Vink introduced the new Acting Warden of Ferndale and Elbow Lake, Dianne Brown. Both emphasized CSC's commitment to Aboriginal cultural healing ways, and to our desire to reduce the number of Aboriginal men and women who come into the system, and the length of time they stay in it.

CSC paid tribute with gifts to several members of the Chehalis Band, including the office staff, the Charlie family (for allowing the use of their longhouse), and Elder Angie Hansen. In the Aboriginal custom of recognizing guests who come an especially long way, tribute was also paid to Helle Lokdam from Denmark.

The afternoon closed with the speeches of witnesses, during which Elder Ginny Peters acknowledged the teenaged girls of the band, who had graciously given up one day of their four-day camp so that the longhouse could be used for this ceremony. It is greatly encouraging that so many girls and young women were taking part in a traditional rite of passage and learning native ways, while the young men were out at "warriors' camp".

A traditional giveaway completed the day and no one left empty-handed. ◆

Note
Portions of this article were reprinted from Community Corrections publication.

Annual Restorative Justice Workshop

By Ken Marshall, Co-chair, Restorative Justice Workshop

On November 16, 1999, Ferndale Institution hosted its fourth Annual Restorative Justice Workshop. This event is held at the facility every year to promote restorative justice and educate community members, staff and inmates on the various aspects and principles of restorative justice.

The theme of the conference was "The Spiritual Roots of Restorative Justice," which focused on the Christian and Aboriginal foundations of this model of justice. More than 275 people attended, a significant increase from the 60 individuals who participated in the first Restorative Justice Workshop in 1996.

Pierre Allard, Assistant Commissioner of Correctional Operations and Programs at the Correctional Service of Canada (CSC) and former director of Chaplaincy, delivered the keynote speech. His dynamic and humorous speech was accented by his extensive knowledge of the biblical roots of restorative justice and was complemented by his humanistic perspective. His career within corrections has allowed him to experience the world of the offender, while the murder of his brother forced him to experience the world of the victim. Mr. Allard challenged the audience to discover the potential that restorative justice has to "return both victims and offenders to their places in the community." He stressed the importance of Christians embracing this 'healing justice', and moving away from the punitive, vindictive and retributive style of corrections.



Left to right: Lorraine Berzins, Ole Ingstrup, Rick Prashaw and Shirley Wiebe (Ron's wife)



Dianne Brown, Ferndale and Elbow Lake institutions



The Brown family accepts the award on behalf of Eleanor
Left to right: George Brown, husband; Susan Pitt, daughter; Carol Hayes, daughter; Laura Pitt, granddaughter; Shirley Wiebe and Ole Ingstrup

PRESENTATION OF THE RON WIEBE AWARD

The day also featured the first presentation of the Ron Wiebe Award. This award honours the pioneering work of Ron Wiebe in the field of restorative justice. Mr. Wiebe was the Warden at Elbow Lake and Ferndale institutions, who died after a brief but intense battle with cancer on July 28, 1999. In honouring his legacy of dedication to restorative justice, the Church Council on Justice and Corrections and Mrs. Eleanor Brown were presented with awards, for their work in restorative justice. CSC Commissioner Ole Ingstrup presented the award stating that "Ron's commitment could be seen in literally everything he did. He believed that restorative justice would be the cornerstone of corrections."

The event also featured forums where the participants could engage in discussion and dialogue about restorative justice with the keynote speakers and with each other. This 'grassroots' approach to disseminating the message of restorative justice to others typifies the goals and purpose of the Restorative Justice Workshop. The participants were challenged to implement the enthusiasm generated at the conference in their communities and lives. ◆

Restorative Justice: Alternatives to Suspending Parole

By Andrew McWhinnie, Restorative Justice Coordinator, Vancouver Island Parole

CSC is struggling to find creative and innovative ways to respond to offenders who have difficulty adjusting to community release. CSC's Victoria Parole District has developed a new "Restorative Justice Options to Parole Suspension" project to address this issue. It uses an adaptation of the Family Group Conferencing (FGC) model conceptualized in New Zealand as an alternative to the "tail 'em, nail 'em and jail 'em" practice of traditional justice systems. To date, Victoria Parole Office has conducted four family group conferences.

The "Restorative Justice Options to Parole Suspension" project requires a subtle but radical shift in focus for both correctional workers and offenders and offers an incredible opportunity to be involved in this new way of integrating with the community. The shift comes in sharing the correctional focus on offending behaviour with victims and survivors of crime, the community and offenders. Justice is accomplished subtly, but powerfully in returning the "stolen" conflict to its rightful owner, the community.

COMMUNITY INVOLVEMENT

A family group conference is arranged through a coordinator who is retained on contract. The coordinator is a trained "community-focused" individual who is familiar with the legislative and bureaucratic demands of the correctional system and the practical, at times emotional, needs of the community. In many ways, the inclusion of reasonably autonomous "community-focused" representatives in the process of corrections is the most challenging condition of any truly restorative justice model.

This is especially true of one that hopes to work within the parameters of a system presently based on a hierarchical power structure of control and limit-setting and of risk managing. The "restorative" part of including a community-based coordinator comes in ownership of the conflict to the community. Fear is lessened because a community is provided an opportunity to accept responsibility for its own, which includes the offender who is returning on conditional release.

REFERRALS

The coordinator receives referrals from the parole officer, ideally, when the officer becomes aware that the conditionally released offender is beginning to struggle and may even, in fact, have reverted to his or her crime cycle. The coordinator also receives referrals from other sources, including the offender, his or her spouse, family or friends. Residential facility staff may also contact the coordinator with a referral. However, whatever the source of the referral, the parole officer remains integral to the process.

SUITABILITY FOR INCLUSION

Suitability for inclusion involves rating offenders against the Psychopathy Checklist: the offenders' willingness to participate; their desire to live a pro-social life and to take at least some responsibility for their actions and feel some degree of remorse; the existence of support for the offender (this is ideally family and friends, but other community support can be considered, such as a drug counsellor); and the victim or victim representative's agreement to participate. If offenders have abused substances, there should be evidence of some commitment to remain "clean".

Confronted with an opportunity to speak honestly, to be held accountable, to confront those most affected by their behaviour and a chance to begin restoration and healing, some offenders find the idea of conferencing overwhelming. "This is huge!" uttered one offender. Another used heroin again almost immediately.

Some staff have looked at the process of conferencing with scepticism. Correctional practice today has, in many instances, moved away from the simple practice of people sitting down in a room together to talk about a crime. The tendency is to view interventions according to what effect they will have on the offender. Often lost is a consideration of what the ultimate effect is on the family, friends, survivors and the community who are the rightful beneficiaries of this "process" we call justice. Through their inclusion in the process of Community Group Conferencing, all parties involved are afforded a sense of ownership, of belonging, of being cared for and a very real opportunity to enhance their sense of safety as a community.

The coordinator contacts all those who wish to be included in the conference. The offender has a great deal of input in the establishment of the list of participants and has the right to veto the conference. It is the coordinator's responsibility to contact community representatives, victims groups, the police and community and citizen representatives.

The inclusion of "victims" or survivors of criminal behaviour, where appropriate, is integral to a restorative justice approach. If a crime is understood as a violation of human relationships and if our attempts are to restore and strengthen those relationships, then a keen appreciation of the meaning of the word "victim" is essential. In cases of parole suspension, the "victim" includes the offender's family, friends and others who have trust in him or her and have had that trust betrayed. As the mother of a long-time offender remarked, "This is the first time anyone has ever asked me what I think should happen to my son. No one, until now, has cared to ask me what I've been

"The inclusion of "victims" or survivors of criminal behaviour, where appropriate, is integral to a restorative justice approach."

through for the past twenty years. Even [my son] doesn't know."

The inclusion of the "victim's voice" is essential for a successful conference, and it should be noted that a great deal of advance preparation in the way of public speaking has proven invaluable to the process of including these groups from the community.

WHAT GOES ON DURING THE CONFERENCE

The conference itself is convened at a location away from the formal "halls of justice", where possible. The work of the circle is to impress upon the offender that his behaviour was not done in isolation and has an impact on others, and that people want to know what he intends to do about it, and how they can be involved from a holistic perspective. An action plan is worked out, which becomes part of the normal case plan preparation a parole officer prepares in the course of his or her duties. Once the plan has been specified, a break is scheduled so that the plan may be drafted. Far from being a trivial moment, the break and the informal conversation are a critical part of the conference. At this stage in the conference, where the promise of any judicial reward is absent, the possible and hoped for healing moments occur: a mother hugs her son, a brother offers his hand in peace and partnership, an offender bows his head and says he is sorry.

Everyone who attends the conference is asked to sign the freshly developed plan. It is a living document that can be revised by any participant, including the offender, simply by contacting the coordinator and reconvening the conference. In any case, the parole officer has the final word on the acceptability of any plan that is developed, thus ensuring that the whole process is ultimately anchored in the paramount concern of community protection.

GAUGING THE SUCCESS OF THE CONFERENCE

Measures of recidivism and successful integration will undoubtedly gauge the success of this process. However, less systematized measures should also be considered. A father who reverses his opinion that all is lost in terms of ever salvaging his son's life should never be discounted. A survivor of criminal behaviour who is included, heard, cared for, safer and empowered by the community may be one of the best criteria for success. Or as Judge F.W.M. McElrea of New Zealand observes from the bench that this approach is the first truly restorative system institutionalized within a western legal system is yet another. ◆

Retirement Certificate Awarded

Gerwyn Mills, the Director of the Regional Health Centre (Pacific) retired last summer, following a 33-year career with the Correctional Service of Canada. He began his work in corrections as a hospital officer at the Regional Psychiatric Centre and then held various positions in the years that followed. He also worked in the Ontario Region in 1988 and 1989.

One of Mr. Mills' interests is the theatre and he is considered a fine thespian among his friends and colleagues. He was a child actor who appeared on stage with Yul Brynner in the London production of *The King and I.*



Pieter de Vink, Deputy Commissioner, presented Mr. Mills (left) with his retirement certificate at the Pacific Regional Management Committee meeting in September 1999.

Community Award Presented to Work Release Program

By Sandy Baldwin, Unit Manager, William Head Institution

The District of Metchosin recognized the positive presence and contribution of the William Head Work Release program by presenting us with their Volunteer Group of the Year award for 1999 at the annual Metchosin Days festivities in September 1999. Work Release inmates have been involved in numerous community service projects within the district, including painting and maintaining a riding ring, setting up and dismantling Metchosin Fair grounds, dismantling, reconstructing and renovating a district building, painting the Metchosin Seniors' Centre, painting and grounds clean-up for the Heritage Park preschool, general building maintenance for the Metchosin Cricket Club and building two riding trails that included bridge replacements. These and other projects within Metchosin resulted more than 2,000 volunteer person-hours provided by the inmates. They also provided volunteer maintenance services to the Metchosin Volunteer Fire Department throughout the year.

Aside from Metchosin, other districts have also embraced our efforts to form community partnerships and to provide a venue for inmates to contribute to the well-being of the community. We are involved in ongoing work and community service projects throughout the greater Victoria area and beyond. Participating inmates and the work supervisors are commended for their efforts and being the recipient of this award says a lot about the positive impact of the Work Release program.

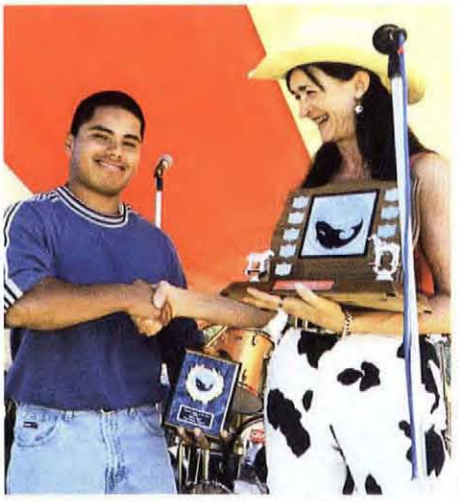


Photo: Jo Mitchell

Natexa Verbrugge, Councilperson for the Metchosin District, presents the Volunteer of the Year Award to Manfred Jaimes of the William Head Work Release program.

Surprise Performance at National Public Service Week

By Heidi Smith, Staff Training Instructor, Regional Correctional Staff College

There was serious "Girl Power" happening at the Regional Headquarters Branch Challenge during National Public Service Week in June 1999. Each department was asked to give a presentation on their role and function in CSC. The Regional Correctional Staff College was represented by none other than the Spice Girls! They performed their hit single, I'll Tell You What We Do (What We Really Really Do!), to the crowd of screaming fans. The stars graciously provided *Let's Talk* with the lyrics for the readers' enjoyment. Thanks to Jackie ("Baby" Spice) Beirness, Ingrid ("Posh" Spice) Woelke, Anita ("Scary" Spice) Vanginkel and Heidi ("Sporty" Spice) Smith for their stunning performance.



Left to right: Ingrid ("Posh" Spice) Woelke, Anita ("Scary" Spice) Vanginkel, Jackie ("Baby" Spice) Beirness and Heidi ("Sporty" Spice) Smith

I'll Tell You What We Do (What We Really Really Do!)

Yo! Tell me what you do, what you really really do.
I'll tell you what we do what we really really do.

A future with Corrections?
You gotta get with the plan.
Courses at the College
Will help you understand.

CTP* will start you
On your life's career.
And, with frontline training,
You'll NEVER bring up the rear!

Chorus

Yo! Tell me what you do, what you really really do.
I'll tell you what we do what we really really do.

Self defence and firearms
You'll think you're really hot.
We know that with our training
You'll be a darn good shot.

You could be a P.O.*
Chasing after crooks.
Looking after inmates
That give you dirty looks!

Chorus

Yo! Tell me what you do, what you really really do.
I'll tell you what we do what we really really do.

OMS*, Word and PowerPoint
We teach you all these skills.
Spend a day in our classroom
It'll always be a thrill.

Here at the College
Our staff are so well trained.
Anytime you need us
Feel free to pick our brains.

Chorus

Yo! Tell me what you do, what you really really do.
I'll tell you what we do what we really really do.

When you come to see us
We treat you to a lunch.
People love to come here
We're such a lovely bunch.

We can guarantee that
The time with us you spend
Learning is like friendship
It will never end.

So, that's what we do, what we really really do!

*CTP: Correctional Training Program
*P.O.: Parole Officer
*OMS: Offender Management System

FORUM

on Corrections Research

January 2000, Volume 12, Number 1

We are also on the Web at http://www.csc-scc.gc.ca

FORUM

Recherche sur l'actualité correctionnelle

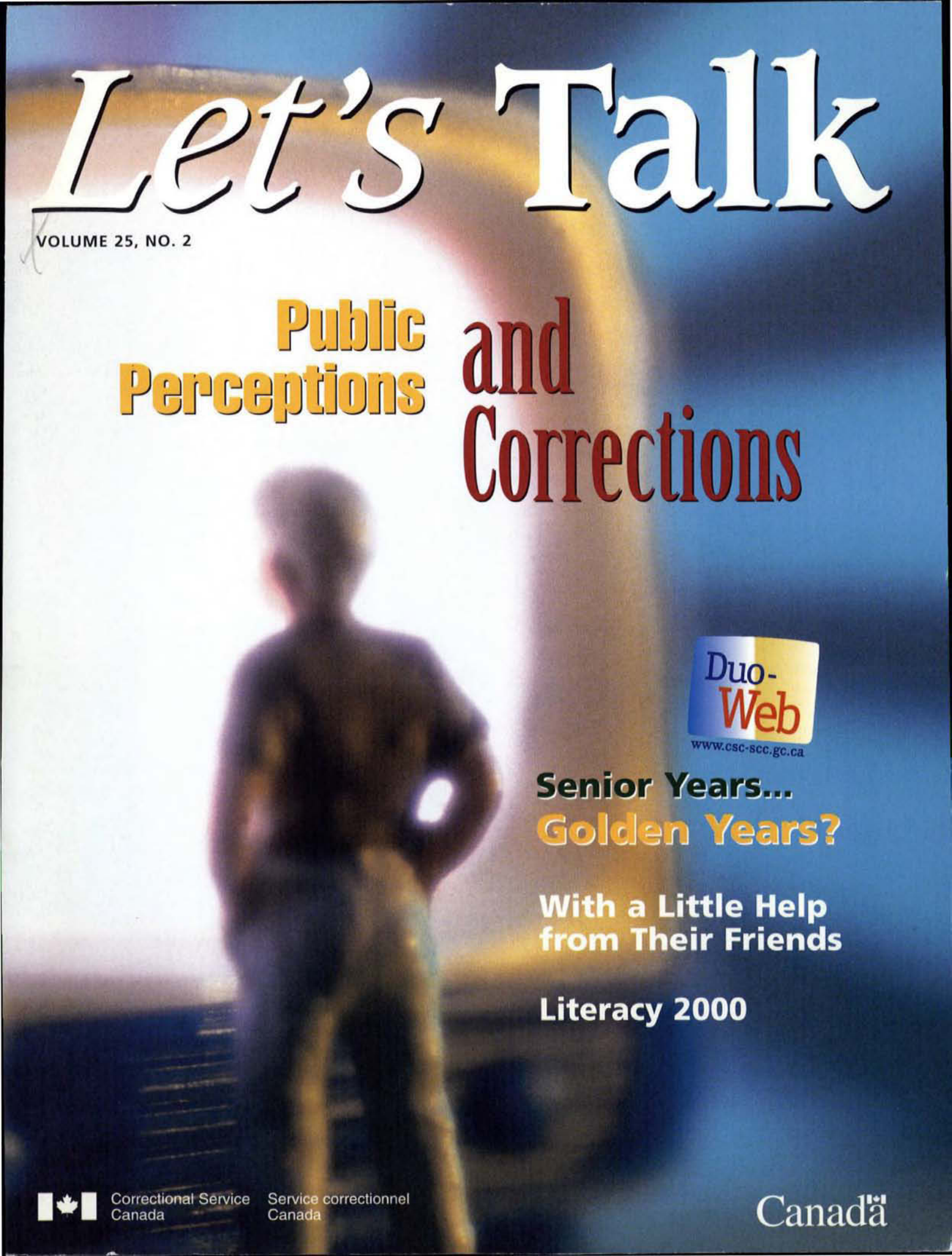
Volume 12, numéro 1, janvier 2000

Nous sommes aussi sur le site Web : http://www.csc-scc.gc.ca

Let's Talk

VOLUME 25, NO. 2

Public Perceptions and Corrections



Duo-Web
www.csc-scc.gc.ca

Senior Years... Golden Years?

With a Little Help from Their Friends

Literacy 2000

Correctional Service Canada
Service correctionnel Canada
Canada

Let's Talk

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FEATURES

COMMISSIONER'S EDITORIAL 1

PUBLIC PERCEPTIONS AND CORRECTIONS 2

ARE THE SENIOR YEARS REALLY THE GOLDEN YEARS FOR OLDER OFFENDERS? 4

ELDERLY OFFENDERS
GETTING BY WITH A LITTLE HELP FROM THEIR FRIENDS 5

A CAREER AT PRISON FOR WOMEN
A PERSONAL VIEW 7

LITERACY 2000
TOWARDS REINTEGRATION 9

CORPORAL ANDRÉ BIGRAS
HELPING PEOPLE WITH DIFFICULT LIVES 12

A PIONEER IN CANADIAN CORRECTIONS 13

FEATURED FACTS 14

HEAD-SHAVING FUNDRAISER AT NATIONAL HEADQUARTERS
CANCER CAN BE BEATEN! 14

GET IT ON THE NET 15

ARTICLES

SECTOR REPORTS

The Community Forum Program
Engaging the Public on Correctional Issues . . 16

Victim Sensitivity Training 17

Protecting the Ozone Layer
An Invisible Challenge 18

The Cognitive Skills - Building
and Reintegration Program 19

Former Offender Joins CORCAN Team 21

Program Accreditation:
Conclusive Results 22

REGIONAL NEWS

Atlantic Region

New Programs for African-Canadian Offenders
Helping Black Parolees
Reintegrate into Society 23

Literacy Program Works for Community
and Offenders 24

The Canada/New Brunswick Corrections
Initiative Reaches the Two-Year Mark 25

Quebec Region

The Social Adjustment Program 26

Offender Reintegration:
Managers' Seminar 26

Caseworker Symposium
Working Together Towards Safe Offender
Reintegration 28

Community Agency Awareness Day 30

Clinical Career Development
Workshop 31

Ontario Region

Building Futures in Bath Institution 32

Prairie Region

Successful Reintegration
Leonard Janvier – A Pê Sâkâstêw Centre
Success Story 33

Sisters of Hope
A New Resident at the
Okimaw Ohci Healing Lodge 34

Pacific Region

Talent Show at the
Regional Health Centre 35

Ron Wiebe Boardroom 36

Certificate of Appreciation 36

Proud Graduates 36

Reaching Out To Help One Another

Just as Canada's population is growing older, so too is CSC's inmate population. Older offenders currently make up 17 percent of the total offender population, and that number continues to grow.

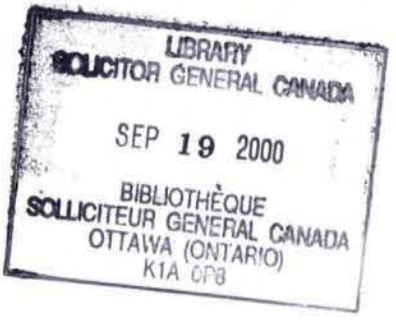
CSC is responding to this issue, with the establishment of an Older Offender Division in the Correctional Operations and Programs Sector, under the leadership of Marie-Andrée Drouin. This group will become a focal point in our efforts to provide adequate care for people who are growing old in our institutions. But what is most encouraging is that inmates themselves are getting organized to help themselves, and have shown that they too are willing and able to help take care of their aging comrades.

Earlier in June, Joey Ellis, a Correctional Supervisor at Mountain Institution, was honoured with the Public Service's Award of Excellence 2000, for her outstanding contribution to CSC and her exceptional performance as a federal public servant. Joey has been the Champion of the Palliative Caregivers Program over the past three years, which has graduated more than 45 offenders who are trained to provide support and comfort to those in need. This program recognizes that our institutions are like small communities, and it is inmates themselves who are the families and support system for each other.

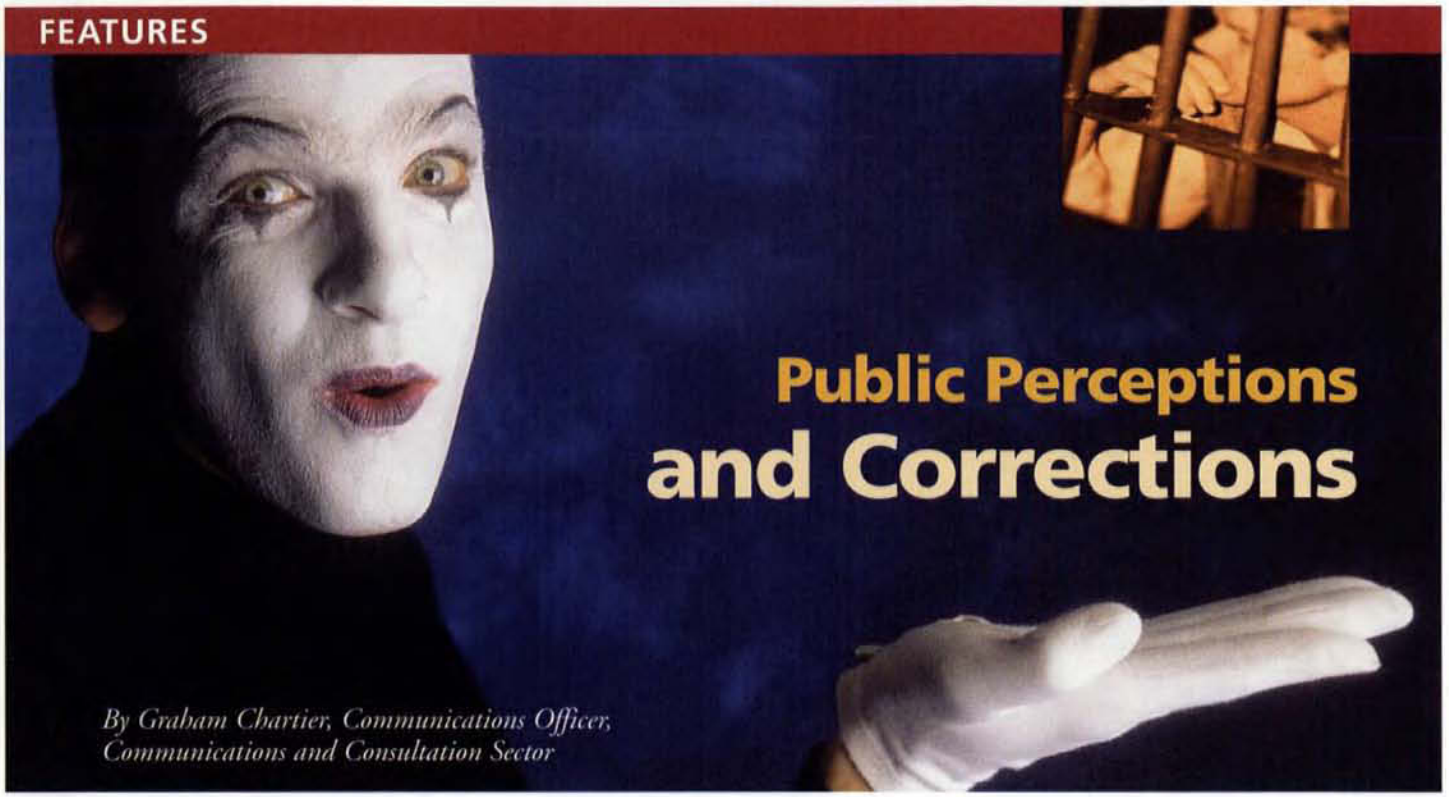
In this edition of Let's Talk, you will have an opportunity to read about this innovative program, through the first "Duo Web" article to be published. This means that the story on older offenders is complemented by much more information posted on CSC's Internet site, so that you can pursue your interest through the magic of electronic publishing. Duo Web articles will become a regular edition of future editions of the magazine, so your comments and feedback are welcome.

I believe that the way in which CSC's deals with older offenders will help to foster greater understanding among Canadians for our work. The image of an elderly inmate does not correspond to the public stereotype of inmates, nor does the compassionate offender who has been trained as a care-giver. If in the future, some of these offenders return to the community and use their skills to help others who are ill, I have no doubt that it will further break down barriers to safe and successful reintegration.





Ole Ingstrup
Commissioner
Correctional Service Canada



Public Perceptions and Corrections

By Graham Chartier, Communications Officer, Communications and Consultation Sector

One of the greatest sources of frustration for corrections professionals is how little Canadians know about our business. Public opinion research has demonstrated again and again that most Canadians have little or no knowledge of corrections and conditional release. Instead, public attitudes are based on myths and misperceptions. And these perceptions can often be attributed to the media.

The electronic and print media, whether news or entertainment, provide Canadians with most of the information they receive on corrections. Often, the old newsroom adage "If it bleeds, it leads" governs what Canadians see. The popular perceptions created by the daily blizzard of this type of information make it harder for the Correctional Service of Canada (CSC) to gain public understanding of its work and threaten many of the policies and practices which contribute to good corrections. In addition, media coverage has served to increase Canadians' fear of crime and has contributed to a decline of confidence in the criminal justice system.

LEVELS OF CREDIBILITY

According to a 1998 Environics survey, the police and victims' groups enjoy the highest credibility (67 per cent and 61 per cent respectively) among Canadians, followed by academics (57 per cent) and the media (43 per cent). Government officials – whether federal or provincial – are only trusted by approximately one out of three Canadians and only 12 per cent believe that the judiciary is a credible source of information.

Despite the media's credibility problems, however, its various forms constitute one of the most powerful institutions in society. The constant bombardment of sensational media reports on crime and violence has clearly had an impact on Canadian opinion. Unfortunately, there is little public suspicion that media coverage exaggerates the extent of these problems.



SEEING IS BELIEVING

In the book *Visualizing Deviance: A Study of News Organizations,* Richard Ericson and others examine how the media, and in particular the news media, play an important role in defining and shaping the public's notion of behaviour that has strayed from the normal or, as they term it, deviance. In their examination of the role of news organizations, the authors claim that knowledge created by the media "is a social and public mechanism for ordering the world, and thus is an instrument for social control and a condition for social order."

"The primary goal of knowledge production is control of the environment and those who people it. It is to render them knowable, to make them more predictable."

Each night on television, documentary-styled shows, such as "Cops," not only straddle the line between news reporting and entertainment but also help create the impression that crime is rampant in our society. These shows are typically broadcast in time slots similar to game shows and news from the entertainment industry, and they contain video footage of police chasing and apprehending people suspected of a crime. Disclaimers carried on these shows

High-profile offenders are always a magnet for the media. But those who are more typical of our population, and who represent the majority of those we deal with, do not attract similar media attention.

stating that no one is guilty until so found in a court of law seem incongruous when suspects are depicted doing all they can to avoid police officers.

Ericson et al. report that an examination of print news reports revealed that, when compared to crime statistics, crimes of sex and violence were 14 to 20 times over-represented. While such serious crimes deserve the media's and thereby the public's attention, their over-representation helps perpetuate the perception that these kinds of crimes are more prevalent than they actually are.

In examining television content other than news, the authors note that shows featuring crime and law enforcement have historically averaged between one quarter and one third of all dramatic programming.

These images also show the public that crime is rampant in our society. The popularity of all these programs may be part of the explanation as to why 77 per cent of Canadians view crime as increasing even though crime rates have been decreasing since 1991.

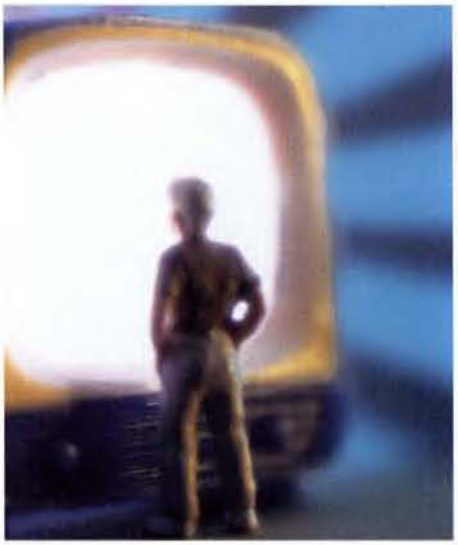
MEDIA ATTENTION PAID TO CORRECTIONS

Despite all the attention paid to crime and the sentences offenders receive, there is comparatively little attention paid to the correctional process that begins after sentencing and certainly even less coverage that is accurate.

Since the early part of the 20th century, the entertainment media have produced many films with a prison setting such as "The Birdman of Alcatraz," "Le Party," "Cool Hand Luke," "The Shawshank Redemption," "Con Air" and many more. In general, these have used prisons and penitentiary settings as a metaphor of unjust and cruel punishment rather than as a platform to provoke discussions of actual correctional issues. It is extremely difficult to identify films which have offered a balanced perspective about the correctional system, similar to what "Dead Man Walking" tried to achieve in its exploration of the death penalty.

In most instances, these films portray correctional officers and wardens as corrupt and sadistic, prison populations as constantly preying on each other and correctional programs as either non-existent or totally ineffective. Rare indeed are films that show correctional institutions as places of justice or personal reform.

While television has seldom portrayed life in a penitentiary, the current American series "Oz," while awash in violence, has at least portrayed staff as committed professionals trying to get offenders into effective programs. It also shows the inmates as being motivated by human feelings, including caring for one's family.



The news media do not inform the public how every day some 13,000 offenders in federal penitentiaries and another 9,000 in the community are safely managed by CSC with little if any risk to the general public. If the police apprehend a high-profile murder suspect, it attracts a great deal of attention and results in much praise for law enforcement officials. However, CSC's efforts to safely manage thousands of offenders in institutions or under supervision in the community attract virtually no attention because those on their way to becoming law-abiding members of the community are not considered newsworthy. Instead, the media focus is on disturbances at institutions, an assault on another inmate or staff, or a sensational crime committed by an offender while on conditional release. High-profile offenders are always magnets for the media. But those who are more typical of our population, and who represent the majority of those we deal with, do not attract similar media attention.

WHAT KIND OF CRIMINAL JUSTICE SYSTEM DO CANADIANS WANT?

While polls may show that Canadians rank crime and justice issues well down the list of national priorities, these issues are very important at the community level. But surprisingly, Canadians are much more tolerant than either politicians or the media would have us believe.

For example, there is strong public support for governments to deal with the root causes of crime through social development programs. Ekos reported that Canadians prefer investing in crime prevention over law enforcement by a margin of more than two to one. A 1998 survey found that 58 per cent of Canadians believe that the primary purpose of corrections should be rehabilitation as opposed to punishment. And 85 per cent of Canadians – according to Angus Reid – favour alternatives to incarceration for low-risk, non-violent offenders.

WHAT IS BEING DONE TO CORRECT MISPERCEPTIONS?

Plainly, the images presented in the entertainment and news media present a strong challenge if CSC is going to change some of the public perceptions of the criminal justice system in general and the Canadian correctional system in particular.

Given the public's lack of knowledge and the myths and misinformation which shape its attitudes, there is a critical need to provide Canadians with straightforward, factual information. Not only can it serve to raise public awareness about these issues, but it will allow Canadians to participate in a more informed public debate. However, it is not easy to change public attitudes without a sustained, long-term commitment. Similarly, changing public attitudes does not come cheaply, so the criminal justice system must be prepared to invest sufficient resources to make inroads in Canadian public opinion.

CSC is now devoting more effort to reach Canadians without having to rely on the news and entertainment media. Products like "Inside Out – A Teacher's Guide to Corrections and Conditional Release" (now available in 2,300 Canadian high schools) will never warrant any media attention, but they are having a positive impact on perceptions and attitudes. CSC's challenge is to continue to find ways to deliver information directly to the "grassroots."

Every CSC employee can play a role in this effort because, in the final analysis, we are the best ambassadors of the correctional system. Anyone wishing to play a greater role should visit the Public Education section of CSC's new Internet site, to obtain communications tools and ideas. ◆

New Feature!

The "Duo-Web" article

A "**Duo-Web**" article is a condensed version in *Let's Talk* of an article about a topic, problem or initiative that appears in its full electronic version on the CSC's website. Publishing the article in digest form in the magazine saves us printing costs while giving you the benefit of more details and illustrations on the Web.

"**Duo-Web**" is a flexible service that lets you showcase your work for your fellow CSC members and for the international community as well.

Of course, we are counting on you, our readers, to share your comments with us after you've read the first Duo-Web article.

Are the Senior Years Really the Golden Years for Older Offenders?

By Pierre Simard, Editor-in-Chief, Let's Talk and Director, Multimedia Services

It's not easy to grow old in prison. While many people refer to old age as "the golden years," older inmates must have thought of it more as the Stone Age until recently. Thanks to the work of pioneers such as Pacific Region's Joey Ellis and Jack Stewart, the system is changing. It's a long way from British Colombia to Ottawa, yet these two people have made their voices heard while starting a process of change that gives older offenders their own voice.

Until recently, the aging of the inmate population was considered a minor concern. However, it is a reality that is increasingly difficult to ignore. Statistics tell us that the population in general is aging, and our institutional population has not escaped the trend. These older offenders are seeking supportive care in the areas of health and nutrition, exercise, recreational activities and the quality of their living environment.



Photo: Pierre Simard

Joey Ellis, Correctional Supervisor, Mountain Institution



Photo: Pierre Simard

Randy Simpson, Caregiver

INNOVATION AT MOUNTAIN INSTITUTION

With the help of her colleagues, management and volunteers, Joey Ellis, a Correctional Supervisor at Mountain Institution, has trained fifty-two peer caregivers to take care of other, older inmates in poor health.

Today, a handful of peer caregivers proudly display their graduation certificates on their cell walls and deliver physical and emotional support to aging inmates under the supervision of the institution's medical staff.

Jack Stewart, Senior Parole Officer in the Fraser Valley, has used the caregivers' services to help seniors residing at the Sumas Community Correctional Centre (CCC). The experiment was a success. The caregivers like working in a CCC because it gets them out into the community and gives them hope. The program also contributes to the reintegration of offenders who have the capacity to contribute to society. Furthermore, elderly offenders receive extra care and comfort.

IMPROVING CONDITIONS FOR OLDER OFFENDERS EVERYWHERE

The CSC recently created an Older Offenders Division under the directorship of Marie-Andrée Drouin. The Division is mandated to develop a correctional strategy that will improve conditions for our aging clientele. Marie-Andrée set out on a tour of the regions to gather information from elderly offenders, staff members and volunteers.

YOU CAN HELP

Visit the CSC site (http://www.csc-scc.gc.ca) to learn more about how the CSC, younger and older offenders, and our community partners are joining together to improve the quality of life for all long-term offenders. Read what inmates themselves have to say – both those who will probably serve the remainder of their lives in prison, and others who are learning to give back to the community by caring for their aging peers.

Share the experience of the Correctional Service of Canada pioneers who are determined to support older offenders who want to improve the quality of their lives. We hope these "Duo-Web" articles will promote and support new, similar initiatives elsewhere in Canada.

Happy surfing! ◆



Photo: Pierre Simard

Left to right:
Brenda Lamm, A/Area Director, Fraser Valley District Parole Office; Susan Larson, Community Parole Officer; David Shacter, Caregiver, Sumas CCC; Jack Stewart, Senior Parole Officer, Fraser Valley; Marie-Andrée Drouin; Nancy Janzen, Chief, Health Services, Mountain Institution

Elderly Offenders

Getting By With a Little Help from Their Friends

By Dennis Finlay, Regional Communications Manager, Pacific Region

In Abbotsford, B.C., a Handi-Dart bus pulls up to the front entrance of a building. An elderly man emerges in his wheelchair and the driver gingerly helps him board the small bus adapted to provide transportation for people who are physically challenged.

It is a typical, commonplace scene in the community, but one now being enacted daily in an unusual place – the Sumas Community Correctional Centre (SCCC).

The number of elderly offenders in Canada's correctional institutions is growing and the Pacific Region has initiated a project to address the problem of providing a humane system of caring for the senior citizens among its inmate population.

The Handi-Dart bus is now a regular sight at the facility. It's cheaper than a taxi and easier on the offenders' tight budgets.

Three housing units at the Sumas CCC have been dedicated to accommodate elderly and infirm offenders. Many of them have serious difficulty in properly caring for themselves. They are weak and often suffer from a variety of debilitating illnesses. Most of them are serving long sentences. Some will die here.

FACTS ABOUT AGING OFFENDERS

The number of older offenders held in custody by the Correctional Service of Canada is growing at a much faster rate than that of younger offenders.

Inmates who are 50 years of age and older now comprise 12 per cent (1,600) of the institutional population. Thirty-eight per cent of the lifers group will be 55 or older before they become eligible for parole.

The older inmate category includes people incarcerated for long periods of time who have grown old in prison; repeat offenders (chronic recidivists) who have been incarcerated numerous times; and others serving their first sentence. The number of older offenders has increased by 500 over the past four years.

Interestingly, this greying of inmates is not confined to Canada. The number of elderly inmates in the United States has ballooned by 750 per cent over the past 20 years. Nearly 50,000 prisoners in U.S. state and federal prisons are 55 years of age or older.

Geriatric offenders are estimated to cost up to three times more to maintain in a regular institution and their health costs cannot be shared with, or offset by, provincial government health plans.

THE RELIEF PROGRAM

The Sumas CCC project is called the RELIEF program. RELIEF stands for *Reintegration Effort for Long-term Infirm and Elderly Federal Offenders.*

"This is something we had to do," said Jack Stewart, Senior Parole Officer at the CCC and the person responsible for operating the RELIEF program.

The program is unique in Canada not only because of the concentration of elderly offenders at one facility, but also because the infirm offenders are being cared for by

other, younger offenders who received caregiver training at the medium security Mountain Institution.

There are four infirm offenders, one caregiver and a caregiver's aide in each of the dedicated units.

The caregivers were trained initially at the medium security Mountain Institution to provide basic assistance such as wheelchair pushing, helping inmates remember to come for their treatments at the institution's Health Clinic, housekeeping and hygiene.

The caregivers who were involved with the program soon recognized the requirement for further training in order to meet the needs of their peers.

Mountain Institution implemented a program of care for long-term offenders. This program consisted of training peer counsellors in basic living skills, as well as chronic and infectious diseases. The caregivers have been trained to provide housekeeping services to the disabled and assist the more vulnerable inmates in maintaining a healthy lifestyle while incarcerated.

The offenders' training consists of CPR, St. John's Ambulance, AIDS-101, Healing Your Spirit and Dealing with Grief and Bereavement. This program has been highly successful among Aboriginal groups and ethnic groups, and spiritual leaders of all denominations have provided sessions on grief, bereavement and dying.

"We don't consider them our patients, they're our friends. We just try to give these guys a comfortable day. We make sure they're warm, well fed and rested."

Caregiver Randy



Caregiver Randy, left, goes over the day's schedule with wheelchair-bound offender/patient Les, at the Sumas CCC.

All offenders in the program demonstrate and use the knowledge and skills they gained from core programs, i.e., Cognitive Living Skills and Anger Management. The caregiver group meets weekly with Health Services and Security to discuss any issues concerning client care.

Caregivers are taught to look after offenders with AIDS. They are supportive and encourage the offenders not to isolate themselves. They strive to help them find meaningful employment and stay motivated in life. Offenders who have taken the caregiver program are well respected within the population and always in demand. They have been carefully screened and recommended by their Case Management Team as suitable program participants.

Through this program, offenders learn to care about others and be a friend to persons in need. They are part of the caring community and provide a valuable service to the prison population. Mountain Institution currently has ten inmate caregivers.

Mr. Stewart mentioned proposals to expand the project to include 14 infirm offenders and 10 caregivers. However, getting the caregivers released from the medium security Mountain Institution is an obstacle to the RELIEF program, he says, and caregivers must be trained at other facilities.

"We know there are enough guys at Mountain Institution who have been trained to participate in the program," Mr. Stewart said, "but they are having trouble for a number of reasons getting released to the CCC."

Developing more caregivers is essential because "this is the future of Sumas," Mr. Stewart added. He said the plan is to turn the CCC into "a village" for infirm and elderly offenders. "The concept of a village…is still evolving," he added.

The first group in the program was introduced at Sumas on January 16, 1999. It consisted of five elderly offenders and two caregivers.

The facility's capacity is 80, with double-bunking. Today, its count stands around 55.

Sumas Director Ken Mattinson said CSC needs this type of facility, considering the growing needs of its greying population. "This hasn't been done anywhere in Canada before…with federal offenders," he added.

The program has led to increased links with medical doctors, hospitals and a wide variety of agencies and organizations that can assist the work.

THE CAREGIVER'S TASK

Caregivers currently take a three-month course on all aspects of providing comfort and care for the infirm and elderly.

Randy is a serious man who looks as if he would fit very well in a lumber camp. His gruff appearance belies the compassion and tenderness he displays in caring for one of his elderly charges at the CCC.

"We don't consider them our patients, they're our friends," he pointed out. "We just try to give these guys a comfortable day. We make sure they're warm, well fed and rested."

His chores include ensuring that his friends take their medication, helping them shower, making their beds, getting them in and out of their wheelchairs and moving around, and lending a hand to keep their rooms clean.

He said he enjoys his work with these offenders, but felt shaken up when one of the patients died of cancer. He said it was his task to help the man die with dignity. "That's what we do – we help each other."

Randy was busy helping an offender named Les who has been at Sumas CCC since the caregiver program began. He is confined to a wheelchair.

Les was playing hockey 30 months ago, Randy said. But today his body is weakening, as he suffers from cerebral atrophy with progressive deterioration.

Still, Les is able to groom the cats in the ARK Program, a joint Sumas CCC/SPCA venture to care for and house cats. Les said

this work is excellent therapy for him. He added that there was nothing for him to do at his previous institution.

He also described the Sumas CCC as much "more accommodating" to him as a challenged person than his previous institution.

He related how helpful Randy is to him, and mentioned that Randy even helped him plan his garden.

He added that he is "honoured to be here."

Another caregiver, James, explained that the three units for the elderly and infirm differ by the level of care required by the offenders in each house.

One house has offenders with high needs and is equipped primarily to accommodate seriously challenged or handicapped people. "This is an intensive care home," said James who has an impressive array of health care certificates. "Other houses are for guys who are semi-independent."

Randy and James keep detailed logs on each patient/friend.

"If they can't speak, we speak for them."

The log keeps track of the patients' likes and dislikes, their allergies and other relevant information.

Randy and James often provide more than physical nurturing. As Les pointed out, "I can take Randy and James aside. I can talk with them one on one."

The program has been judged a success to date.

PLANS FOR EXPANSION

A proposal has been submitted to expand the RELIEF program "to assume a larger and more structured role in the reintegration of elderly and infirm offenders in the Pacific Region." It will entail four self-contained, six-bedroom houses.

One house would accommodate up to six high needs residents who require 24-hour caregiver availability due to the severity of their medical conditions, disabilities and mobility problems.

Six caregivers would provide constant care to this house on a rotating basis. The other houses would be for low and medium needs offenders, with one for the caregivers working in the intensive care house.

The Sumas CCC is also proposing to expand the partnership with the SPCA under the ARK Program which now shelters up to 50 cats and includes kennels for up to 50 dogs. ◆

A Career at Prison for Women
A Personal View

By Louisa Coates, Communications Officer, Communications and Consultation Sector



Photo: Louisa Coates

Jeannine Petit retired this year, after 27 years as a correctional officer at Prison for Women.

Kingston's Prison for Women closed its doors forever to inmates this past July. Moving the offenders closer to families and friends is in line with the Mission of the Correctional Service of Canada (CSC), which believes in helping find support for the women, in order to assist their safe reintegration into society. Although the closure of Prison for Women was planned for some time, one long-time staff member would have been willing to keep working at the 66 year-old institution.

Jeannine Petit is the Correctional Service of Canada's longest-serving female correctional officer and retired when the facility closed. She worked at Prison for Women for 27 years. Last year, staff organized a party for her birthday, but also to celebrate her long service at Canada's first all-female prison.

To talk to Madame Petit, as she was known by staff and offenders alike, was to learn about the history of one of the system's most interesting institutions and to understand the satisfaction derived from working with offenders. "I liked them all, there was never an offender I didn't like," she told the *Let's Talk* reporter one afternoon this past spring. "I loved my job and only wish I had discovered this kind of work earlier in my life."

Tall and slender, with immaculately styled white hair, gold-rimmed glasses and a no-nonsense and dignified manner, Jeannine Petit grew up near Quebec City. Her mother died when she was young and her father enrolled her in a Catholic girls' school in Ottawa. She says those years at

Jeannine Petit is the Correctional Service of Canada's longest-serving female Correctional Officer and retired when the facility closed. She worked at Prison for Women for 27 years.

Les Soeurs de la Sagesse Convent were happy ones. She married at 21 and had five children.

In 1973, when her children were mostly grown, Madame Petit decided to find a job "doing something useful." She was living in Kingston and applied to be a steward in the kitchen of one of CSC's facilities, but missed out to another CSC employee. "But you could begin tomorrow if you would like to become a correctional officer," said the recruiting officer. Today, she says she owes her career direction to the persistence of this man. The next week, she walked up the steps of Prison for Women and began her new work as a correctional officer.

Located downtown, a half-block away from Kingston Penitentiary, the recently closed maximum security Prison for Women looks like many other heritage buildings in Kingston: its thick grey limestone walls reach three stories, its windows, now covered in wire mesh, have decorative lintels and a wall encloses the large property to the rear. A stone footpath leads to the front door.

Madame Petit cared deeply for the offenders. "I like the feeling I am making a difference in their lives."

Inside, visitors faced a large metal door, guarded round-the-clock by security staff. Beyond the door, in the main foyer, the walls are pale yellow and there is a musty smell of radiator-heated air, giving the impression of an old building that has seen many people pass through its hallways.

This past spring, a variety of staff were on hand to care for the few offenders still remaining in the prison. Warden Thérèse LeBlanc and Deputy Warden Lori MacDonald agreed there was a lot involved in maintaining the manually-operated facility, which often requires staff to use Folger Adams keys – oversized, metal keys that cannot be duplicated – to open doors. "There was no electronic system here, everything was a big deal to operate," says MacDonald.

The remaining offenders at Prison for Women were classified as maximum security or required intensive mental health treatment services.

At present, new units are being completed within the five regional facilities for women to provide accommodation for these maximum security women offenders and those with mental health and other special needs.

It comes as no surprise that Jeannine Petit would remain at Prison for Women until it closed. Some offenders lived at the facility for their entire sentence and called it home. Madame Petit provided stability for the women, as well as the discipline and order that have become her trademark, in addition to her charm. She was committed to staying with them until they left.

"Some of these women told me, 'Madame Petit, this is my home, I don't want to go.' They were nervous when they were admitted and then they are jittery when they left. I tried to help them gain a little confidence in themselves.

"I was accepted by the offenders, even though I am very strict. But they knew that when I said no, I meant no, and they didn't ask me a second time. I raised my children that way, too. Eventually, the staff accepted me and now I guess they respect me because I have been around for so long."

"She is like the matriarch of the family and she is so gracious, so genuine," said Deputy Warden Lori MacDonald.

Madame Petit worked for most of her career directly with the inmates, but after an illness three years ago, she returned to a new position as Admissions and Discharge Officer. While other officers wear uniforms, she wore her own clothes in her last few years at work. "I liked wearing a uniform, it was less expensive. But I always wore a skirt, I never wore slacks," she said.

Although she has dedicated herself completely to her work, at the end of the day, she went home and never mentioned what went on. "I have been very happy here. Sometimes you have bad situations and you have to work very hard during the crisis, but when it is over, you must maintain your balance and be able to get over it," she said.

In conversation, Madame Petit finds something positive to say about each of the offenders for whom she has cared. One inmate was known for her temper and fits of rage, but Madame Petit says she is one of the few who admitted her crime and expressed remorse. Madame Petit's sense of fairness and a firm hand have earned her respect among the inmates. A few years ago, she accompanied a woman being transferred from Kingston to the Pacific Region. As she walked across the prison yard in Vancouver, kilometres from home, she heard her name called out, "Madame Petit! How are you?" and turned to see an offender she had looked after years ago in Kingston. "Yes, it feels good to have been remembered, after all those years," she said.

Jeannine Petit has many stories about the 150 offenders for whom she has cared. There were the seven inmates who refused all food except hot water with honey and garlic and yet one still had the strength and rage of a lion when they tried to pick her up. Then there were the two women who were too strong for her to control, or the ones who have kept in touch by sending her cards.

How does a woman who has devoted her life to assisting often confused and violent women view the changes that have taken place within the system? Madame Petit speaks from the heart. "I think the biggest change was with unit management," she says. Until the early 1980s, the warden and "guards" had traditionally run the prison, but that changed and offenders are now managed in groups or "units" by correctional officers who have direct, daily contact with them and try to help them change. Madame Petit cares deeply for the offenders. "I like the feeling I am making a difference in their lives." But she also believes in a more traditional approach to dealing with them. "They broke society's rules, so I don't think they should expect special treatment."◆

"She is like the matriarch of the family and she is so gracious, so genuine."

Lori MacDonald
Deputy Warden

CSC's International Literacy Conference

Literacy 2000 Towards Reintegration

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Photos: Ron Devries

Literacy is a key issue for offenders in Canada and elsewhere in the world. Research by the Correctional Service of Canada (CSC) shows that 62 per cent of offenders entering penitentiaries test at a level lower than Grade 8, and 82 per cent lower than Grade 10. Offenders released into society with poor reading or writing skills stand a greater chance of re-offending and returning to prison. The reverse is also true: offenders with at least Grade 8 literacy skills show a marked reduction in recidivism.

This past May, the Correctional Service of Canada hosted "Literacy 2000 – Towards Reintegration," an international conference held in Ottawa to give international educators a forum for discussing what works, what's new and current issues in the field of correctional education. Sponsored by the Correctional Service of Canada, with assistance from the American Federal Bureau of Prisons, the conference attracted more than 750 delegates, most of them from Canada and the U.S., but also from Europe, Africa and Asia.

"This conference represented an excellent opportunity for our own staff to learn from people around the world who are immersed in prison education, and who have a tremendous body of knowledge, experience and insight into the area of literacy," said Marc Brideau, Director of Reintegration Programs at CSC.

The conference was the first ever of its kind in correctional education, and attracted 175 presenters from 21 countries. "This was a really unique event. Correctional staff from around the world came to share ideas that will, I believe, play a strong role in helping offenders reintegrate safely back into society," said Gilles Lacasse, Conference Manager and Assistant Warden of Correctional Programs at Cowansville Institution.

The conference aimed to publicly recognize correctional teachers, emphasize the role of correctional education in reintegrating offenders into society, create an international network of experts and share successful educational practices.



Reverend Pierre Allard and Commissioner Ole Ingstrup present Correctional Education Recognition Award to CSC educator Margaret Meyer



Dr. Kathleen Sawyer, Federal Bureau of Prisons



Bea Fisher, Senior Education Project Manager, Prairie Region, CSC

"Literacy skills are considered a fundamental part of Canadian federal offenders' correctional plans," Denis Barbe, Manager of CSC's Correctional Education and Employment Programs, told the group in his welcoming remarks on the first day.

CONFERENCE PLENARY SESSIONS

High-profile guests at the conference included CSC Commissioner Ole Ingstrup, Dr. Kathleen Sawyer of the Federal Bureau of Prisons, Judith Heumann of the United States Department of Education and J. Duprey of the European Prison Education Association.

The conference featured plenary sessions over the three days. They focused on the four cornerstones of correctional education: literacy, special learning needs, technology and career development and teaching for independent learning.

INTERNATIONAL SYMPOSIUM BEFORE CONFERENCE

Bea Fisher, a Senior Education Project Manager at Saskatchewan Penitentiary, and Randall Wright, an educator at Edmonton Institution, told delegates about the international symposium think-tank she co-chaired prior to the conference. Forty international participants met in small focus groups to create an international framework for education in prisons based on UNESCO's four pillars of education: developing learning skills to use throughout life, acquiring productive skills to earn a living, developing the capacity to work with others and developing the human mind and body.

CANADIAN WORKSHOP PRESENTERS

During workshops, several unique programs for offender students were described by the Canadian educators who developed them.

Gary Sears, an educator at Edmonton Institution, described the "Values-Based Program" he developed for use in a maximum-security facility. Sears and his colleagues create an educational plan together with each offender. Once the plan begins,

Education Programs

The Correctional Service of Canada (CSC) offers educational programs at each of its minimum, medium and maximum security institutions.

Offenders are tested when they arrive at an institution, and if their results are below Grade 12, they are encouraged to attend education programs. Each institution has a school, and there are a total of 90 staff teachers and 190 contract teachers across CSC. Education programs include Adult Basic Education (Grades 1 to 8), secondary education (to Grade 12) and vocational trades. Education programs account for 40 per cent of CSC's program budget; other programs address sex offenders, violence prevention and substance abuse.

"We believe that a Grade 12 education and math and computer skills are basic requirements to finding a job today."

Gilles Lacasse
Assisant Warden, Correctional Programs, Cowansville Institution



Julie Ostiguy, Remedial Teacher, Quebec Region, CSC



Randall Wright, Senior Vice-President, Excalibur Educator, Prairie Region, CSC



Stacey Shields, Gary Sears, Phyllis Fleck, Educators, Prairie Region, CSC

they teach grades 1 to 12 Adult Basic Education material using a number of well-researched approaches that assist the learning process.

"If there is success at school, a feeling of competence spills over into other areas of the offender's life," said Mr. Sears.

"Seamless education" is built into the teaching methods used at CSC. Studying fractions can be linked "seamlessly" to social studies, for example, by studying the number of emigrants leaving 19th century Ireland (math) while learning about the Irish famine (social studies).

"Correctional educators incorporate content, thinking skills and values throughout the education program," said Edmonton Institution's Phyllis Fleck, who presented her "best practices" English-as-a-Second Language teaching strategy and lesson plans handbook at the conference. "I have been an educator for most of my career, but working with offenders has been the most rewarding experience of all," she said.

Other approaches used by CSC educators include Cognet, a thinking skills program which was adapted for the Service by Bea Fisher. It encourages offenders to stop and think throughout the learning process (instead of simply reacting to situations). Offenders are encouraged to ask rational questions during the process: Why would this occur? What would I do? How does that person feel?

Randall Wright, whose doctoral thesis focuses on the knowledge of correctional educators, said learning disabilities are a major issue for offenders. "We deal with alcohol syndrome and attention deficit disorder; learning disabilities can range from 20 to 80 per cent of offenders," he said. He and staff from Excalibur, which supplies contract educators to CSC, use non-traditional teaching methods, such as focusing on one area of learning at a time, reading scripted plays in small groups to encourage pro-social behaviour and analyze characters, peer tutoring and so on.

Julie Ostiguy of Cowansville Institution in Quebec described a program she uses with offenders with learning disabilities. Research shows many of these students have a higher than average intelligence. The Learning Strategies program she teaches focuses on how a student thinks and learns; the offender is seen as the key player in his own learning. "This course is the first of its

"One of the major challenges faced by teachers is preparing offenders for a world that offers fewer jobs in manual labour and more jobs that demand knowledge-based and computer skills."

Bea Fisher



Mary Stephenson, Writers in Prison Network, England receives an Offender Literacy Poster Contest Award from Dr. Lena Green, Educational Psychologist, University of Cape Town, South Africa



From left to right: Monique Bérubé, *Marty Maltby, Doreen Sterling, Suzanne St-Jacques, *Diane Charron, Christine Charron, Winn Lambert-Meek, Lise Charron, Chin Yeung, Valerie Racine, *Heather Lockwood, *Gilles Lacasse, Mike Charron, Brian Ham and Marlène Roy. Missing Louisa Coates
(* conference organizers)

kind for adult offenders in Quebec and results have been positive: many offenders with learning disorders are now enrolled in other correctional programs, and feel more positive about learning," she said.

Robert Aitken, a curriculum consultant in Vancouver, B.C., presented provocative information about emotional intelligence. Howard Gardner of Harvard University said, "The question is not, 'How smart are you, but how are you smart,'" in other words, students have many kinds of intelligence and teachers can help them learn literacy skills by capitalizing on their particular strengths. "We need to help students develop their emotional intelligence – understanding others' feelings – as well as their literacy and vocational skills, if they are going to be employable and successful at work and in relationships," he said.

Mark Walker, a trainer and educator with CSC's CORCAN – which employs offenders in industry-related jobs – described the data entry program for offenders which develops computer skills as well as cooperation with others. "We put effort over ability every time," he said, referring to the importance of attitude to the offenders' eventual reintegration.

INTERNATIONAL PRESENTERS

Jewel Kesler and Steve Steurer of the Maryland Correctional Education Peer Tutoring Program presented a simulated activity to give the audience a sense of what it is like to be illiterate. Their peer tutoring relies on traditional language learning, phonetics, phonics and comprehension activities based on everyday life.



Denis Barbe, Manager, Correctional Education and Employment Programs, CSC



Roger Williams, Associate Director, Bendigo Regional Office, Australian Department of Training and Further Education



Mark Walker, Educator, CORCAN, CSC

"Although the purpose of the program is to assist poor readers, the peer tutoring program also creates a sense of community service within the institution. We use hundreds of inmate tutors on a daily basis, which contributes to educational advances among students and responsibility among tutors. It is has grown to be highly respected by staff and inmates," said Mr. Steurer.

Roger Williams, Associate Director of the Bendigo Regional Office in the Australian Department of Training and Further Education, told the group there is no national system of prisons in his country. He discussed the needs and challenges of Aboriginal offenders. "Australia is a modern and wealthy country with some best practice corrections education and training achievements, such as using an integrated approach that links vocational education and training practices, planning and research," he told delegates.

Mary Stephenson, an artist employed by the Writers in Prison Network in England, told the group about how she uses radio, music and poetry to motivate offenders into expressing their emotions and ideas without the fear of spelling mistakes or reading difficulties. She brought examples of their work on CD, audio cassette and in magazine format, and brainstormed with the audience on ways in which to address literacy through the arts.

Dr. Carol Comolli of the Community Correctional Centre in Juneau, Alaska talked about the two-year old pilot program she oversees that was developed for socially and culturally diverse offenders. She applies the theory of how people learn their first language to other areas of learning. She said that, for learning to be meaningful, it has to be tied to one's own environment or "context", and that material needs to focus on cultural elements that the person in question can relate to – and the rest should be dropped. "It's a method that has teeth in it, it really works," she said. ◆

Corporal André Bigras

Helping People with Difficult Lives

By Louisa Coates, Communications Officer, Communications and Consultation Sector

André Bigras has worked with the Royal Canadian Mounted Police (RCMP) for 25 years and could retire at any time, but he is not ready: he's too busy! His career has included different positions of responsibility, but all with the goal of helping people with difficult lives.

As well as working with the RCMP, Corporal Bigras joined the board of directors of Inner City Ministries, an organization that helps the needy in Ottawa, became an ordained minister and wants to be increasingly involved with offenders. He spends as many as three nights a week as a street counsellor helping homeless people. "I love what I do and I think that a lot of people have not had a fair chance and simply fall into a life of crime," Bigras said from his office in the Drug Enforcement Wing of the RCMP, overlooking the Rideau River in Ottawa.

GETTING INVOLVED

Corporal Bigras is the RCMP's Drug Awareness Service Coordinator. As an educator, he speaks to correctional officers, educators, schools, health professionals and even parents of home schooling groups about drugs. In addition, Bigras recently became a volunteer with the Correctional Service of Canada (CSC) and often serves as an offender escort at Kingston's Pittsburgh Institution. He has been nominated to sit on the board of the International Association of Justice Volunteerism (IAJV), of which CSC is a member. He made his first contact with CSC through Policy Advisor and IAJV member Helen Friel, who heard of André through his street counselling. Helen was so impressed by his work with disadvantaged people that she invited him to be a guest speaker at the 1998 annual meeting of the IAJV.

"There is a lot that we can learn from Andy, and a lot that he can offer offenders. Andy is non-judgmental, caring and helpful. Being a police officer, he has a great respect for the law, but his kind of justice is tempered by his understanding of human weakness and his desire to help," said Ms. Friel.



Corporal André Bigras

Peter Harper, Community Service Officer at Kingston's Pittsburgh Institution, invited Corporal Bigras to talk to inmates and give an address at the December 1998 annual Community Service Awards evening. While Bigras admitted that most offenders would be turned off by the sight of an officer in uniform, his reputation preceded him. An offender approached him and asked, "Are you the cop who talks to cons?" After conversing, the men realized they had grown up a few blocks from each other in Pembroke. One chose a career in law enforcement; the other fell into a life of crime. Both had become Christians and, that day, they reflected on how their entirely different paths had brought them back together.

"Christianity has led me so many places, to do worthwhile and satisfying things I never would have predicted," Bigras says.

GIVING TO OTHERS

Bigras had his own childhood problems, one of which was a club foot. This was corrected thanks to his family and additional help from the Kiwanis Club. Recently, he returned to Pembroke to formally thank the Club, dressed in RCMP red serge. The Pittsburgh Institution offender, on the other hand, lived a childhood of abuse. But today, both are actively giving to others: the ex-offender visits other offenders to offer support and encouragement.

Bigras says his involvement with CSC satisfies his desire to bridge the gap between law enforcers and offenders.

"It's kind of unusual for a cop to be helping the person he helped convict. But there needs to be support for these guys when they are released, because if there is no support for them, they can easily return. None of these guys wanted to end up this way," he said. Bigras added that, based on his experience, most crime is drug-related and is often a result of physical or emotional abuse in earlier life.

In the evenings, as president and volunteer with Inner City Ministries, Bigras helps run the health clinic, delivers food and clothing to the homeless and, like everyone in the group, is committed to helping street people "from the cradle to the grave."

"We held our Christmas dinner in January this year, and 320 people showed up. There were more women than last year," he recounts. "We meet them where they are, on their own terms. If a guy is on the street and doesn't want to come to a shelter for the night, we give him food and a sleeping bag."

FIRST-HAND INFORMATION

Bigras has been conducting an informal survey at the health centre, for his own information. He wants to understand what is really going on at the street level. He asks visitors about their drug habits: what their home life was like, when did they start, what is their drug of choice, would they try a used needle? He says the drug statistics he reads are often prepared by researchers who aren't fully involved, so he is collecting his own first-hand information.

Corporal André Bigras says his goal now is clear: he wants to build bridges between the community, the prison and the police. ◆

A Pioneer in Canadian Corrections

By John Vandoremalen, Director of Communications, National Parole Board

On February 8, 2000, Frank Patrick Miller passed away peacefully at the age of 88.

Frank Miller was a remarkable man. He was a man of faith, a man of passion, a man of honour and integrity. His was a lifetime of devotion to the improvement and betterment of Canadian society and the human condition. He was a pioneer in Canadian corrections who laid the foundation for the building blocks we continue to build upon today.

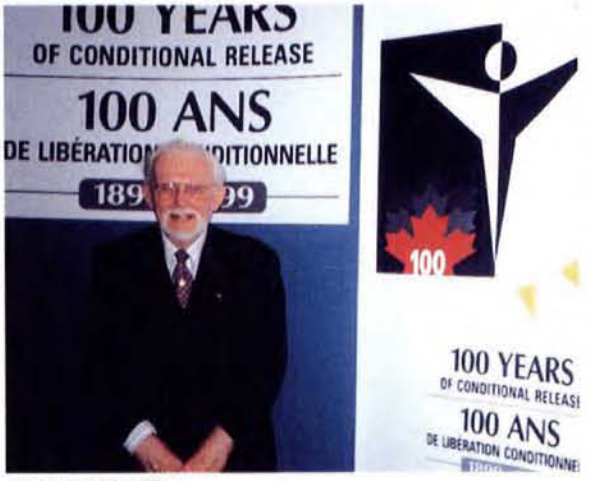
ONE OF THE FIRSTS

His career in corrections was marked by a number of "firsts." He was one of the first classification officers in the Canadian penitentiary system, the first at Kingston Penitentiary. He was one of the first Parole Board members and one of the first executive directors of the National Parole Service.

Frank was a United Church minister's son from British Columbia who graduated in history and sociology from the University of British Columbia. As an army captain during WW II, he worked as a personnel selection officer and senior rehabilitation officer.

He was one of the first classification officers in the Canadian penitentiary system, starting his career at Kingston Penitentiary (KP) on September 15, 1947. A classification officer was the forerunner of today's institutional parole officers. As Frank said,

Frank has been a dedicated and passionate advocate for corrections and criminal justice reform, both in Canada and around the world.



Frank Patrick Miller

"'Nobody at the time really knew what a classification officer was supposed to do. There were no job descriptions, no reports to fill out and no established procedures." But, according to Frank, this contributed to a very creative environment and morale was high.

In 1952, he left KP and moved to Ottawa where he became Assistant Director of the Remission Service which, at that time, was headed by Allan MacLeod, who later became Commissioner of Penitentiaries.

Allan MacLeod, Frank Miller and Benoit Godbout, another Assistant Director, were mandated to bring parole into the 20th century. This trio drafted the basis of the *Parole Act* of 1959 and brought about a series of major changes which we continue to see today. Frank recalled that "it was a period of excitement; we felt that we were doing something important. We weren't sure whether we were operating on a vision or on naïveté, but we were very successful."

When the *Parole Act* was passed in 1959, establishing the National Parole Board as an independent organization for parole decision-making, Frank was appointed one of its first members. He remained a Board member until 1965, when he replaced Benoit Godbout as Executive Director of the National Parole Service.

In 1972, Frank left the Parole Service and was appointed Canadian Coordinator to the Fifth United Nations Congress on the Prevention of Crime and the Treatment of Offenders. He retired from the Public Service in 1976.

SUSTAINED INVOLVEMENT

Even after his retirement, he remained active in corrections and criminal justice. He was a member of the Task Force on Community Involvement in Criminal Justice and was Secretary to the National Associations Active in Criminal Justice. He was a volunteer for the Church Council on Justice and Corrections and the Canadian Criminal Justice Association, and later became president of both organizations. He was a lecturer at the University of Ottawa and the author of numerous articles.

In August 1997, Frank returned to Kingston Penitentiary to commemorate the 50th anniversary of the date he had started work there as a classification officer. He was amazed by the transformation that had taken place. "There are such tremendous changes," he observed, "it's remarkable how they've converted the inside of KP to modernize it." The bricks and mortar may have changed and new technology may be have been added, but the legacy left to us by Frank and his colleagues has been much more enduring.

A DEDICATED MAN

Frank has been a dedicated and passionate advocate for corrections and criminal justice reform, both in Canada and around the world. He will long be remembered and admired as a man of conviction who dedicated a lifetime to the pursuit of a professional and humane correctional and parole system.

Frank balanced his professional career with a rich family, community and religious life. He was deeply devoted to his family and they to him. He is survived by his wife, Ruth, his children Jane, Lyn and Gordon and his grandchildren. Jane is currently Director of Restorative Justice and Dispute Resolution for the Correctional Service of Canada. ◆

Featured Facts

Facts and quotes from articles contained in this issue

Seventy-seven per cent of Canadians view crime as increasing even though crime rates have been decreasing since 1991.
– Public Perceptions and Corrections

The news media do not inform the public how every day some 13,000 offenders in federal penitentiaries and another 9,000 in the community are safely managed by CSC with little if any risk to the general public.
– Public Perceptions and Corrections

Through the RELIEF program, offenders learn to care about others and be a friend to persons in need. They are part of the caring community and provide a valuable service to the prison population.
– Getting By With a Little Help from Their Friends

Literacy 2000 Conference, Towards Reintegration

"Literacy skills are considered a fundamental part of Canadian federal offenders' correctional plan."
Denis Barbe, National Headquarters

"I have been an educator for most of my career, but working with offenders has been the most rewarding experience of all."
Phyllis Fleck, Edmonton Institution

"If there is success at school, a feeling of competence spills over into other areas of the offender's life."
Gary Sears, Edmonton Institution

Head-shaving Fundraiser at National Headquarters

Cancer Can be Beaten!

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Photos: Ron Devries

After many months of planning, a one-month blitz to raise money for cancer kicked off at National Headquarters on February 1 and culminated in a boisterous head-shaving session at noon on February 29, when staff gathered to cheer on 11 employees and one Correctional Service of Canada (CSC) volunteer.

"I want to congratulate the brave souls who have volunteered to do this, you should be very proud. There are few among us who have not been touched by cancer, and together we can make a difference in the fight against this disease," said Solicitor General Lawrence MacAulay as he and CSC Commissioner Ole Ingstrup prepared to shave the first two heads.

More than 200 staff and supporters packed the 340 Laurier Avenue lobby in Ottawa, while dozens more stood outside looking through the large picture window to watch the eight men and four women go through the "hair razing" adventure.

"I've had a hairy morning already, and I'm going to be a little light-headed in a minute," quipped Jim Murphy. "I am about to get dis-tressed," added Marc Brideau, while David Snowdon admitted that his locks were "hair today, gone tomorrow."

Emceed by Pierre Allard, Assistant Commissioner, Correctional Operations and Programs, and organized by campaign coordinators Bob Brown, Helen Friel and Jim Murphy, the two-hour event provoked thunderous applause as members of the "Dirty Dozen" lost their short, long, curly, straight, bottle-red, black or white hair and were transformed into symbols of hope and optimism for cancer research.

"This is a fantastic show of support today and I am proud to be part of CSC and its generosity," said Commissioner Ole Ingstrup, who kept spirits high with his witty comments while acting as barber. "If I stop now, will you add another $1,000 to the pot?" he joked, the electric razor poised in his hand over a final curly lock on Jim Murphy's forehead.



Volunteers and head-shavers
Standing, left to right: CSC Commissioner Ole Ingstrup and Solicitor General Lawrence MacAulay
Seated: Jim Murphy and Graham Chartier

"I want to congratulate the brave souls who have volunteered to do this, you should be very proud. There are few among us who have not been touched by cancer, and together we can make a difference in the fight against this disease."

Lawrence MacAulay, Solicitor General of Canada

The event surpassed its financial goal of $5,000 and raised $6,742 for ovarian, breast, lung and other cancers.

Institutions in many of CSC's regions have held head-shaving fundraisers, with both staff and inmates participating. Last fall, National Headquarters' staff decided they would try the regions' method of garnering campaign donations.

The 12 volunteers described their own reasons for getting involved in the fundraising campaign, as did canvassers and donors.

"My colleague and dear friend Dan Rowan had signed up to have his head shaved at this event, and he was the one who inspired me to do the same," said Graham Chartier. (Mr. Rowan died in a plane crash last November while travelling on a United Nations Mission to Kosovo). Volunteers commented: "I lost my father last year, and we were very close"; "I am a cancer survivor due to the support of my family and volunteers at the Cancer Society"; "I have a mother, wife and daughters who could be affected by breast cancer"; "Three people in my family have had it"; "My sister-in-law died last year. She was 51".

"I really believe we can beat this disease. I believe there is going to be a scientific breakthrough with all the research that is being done," said Connie Carr, Chris Carr's wife. ◆



Cancer campaign volunteers
Standing, left to right: Lise Fleury, Louisa Coates, Linda Elliot, Bob Brown, Connie Lamothe, Lyne Parks, Nicole Davidson
Front: Helen Friel, Maria Valenti, Suzanne Cuff, Suzanne St-Jacques
Not shown: Suzanne Blais, Suzanne Léger, Lynn Prudhomme, Francine Dallaire, Denise Gibbs, Linda McLaren, Bob Osterhout, Rhonda Kellett, Shereen Miller, Anna Grealy, Brian Acres, Christine Laflamme, Stéphane Bachand



The 12 head-shaving volunteers
Standing, left to right: Jim Murphy, Marc Brideau, Terry Richardson, Graham Chartier, David Snowdon, Scott Harris, Tara Mason, Bob Brown and Chris Carr
Front: Denise Dessureau, Tina Larocque and Pamela Yates

Get it on the Net

Information about corrections and correctional issues available on the Internet

The Penal Lexicon

www.penlex.org.uk

The *Penal Lexicon* contains information about prisons, criminal justice and penal affairs with a primary focus on prisons in England, Wales and Northern Ireland as well as some coverage of European and North American correctional systems. Its objective is to keep up with the flow of reports in these regions and to throw light on the "twilight world" of prisons and the treatment of prisoners. The site contains a bulletin board listing recent publications, a search engine and information on dozens of topics, including women prisoners, young offenders and others. Information on Canada includes the *Arbour Report* and facts about suicides.

The Farm: Life Inside a Women's Prison

www.igc.org/thefarm/links.htm

Site offering links to information about women in prison, including the Canadian Association of Elizabeth Fry Societies, incarcerated women and mental illness, the global community of HIV positive women, women in prison (UK) and the Women's Prison Book Project.

Network for Research on Crime and Justice

www.qsilver.queensu.ca/rcjnet/links.html

Links to sites on criminal justice in Canada, the United States and internationally.

Terminally Ill Prisoners: Change the Law

www.penlex.org.uk/pages/oip2.html

A document financed by the European Commission and produced by International Prison Watch calling for the treatment and early release of prisoners in the advanced stages of an incurable disease. ◆

The Community Forum Program

Engaging the Public on Correctional Issues

By Louisa Coates, Communications Officer, Communications and Consultation Sector

One of the best ways to build community support for the safe reintegration of offenders is by giving people an "insiders' view" of what community corrections is all about. The Community Forum program of the Correctional Service of Canada's (CSC) Communications and Consultation Sector is making an important contribution to citizen outreach and public education.

The typical community forum is a one-day event where expert guest speakers – such as the warden of a local penitentiary, politicians involved in criminal justice, an offender on parole, and members of social agencies – meet to discuss a topic with local citizens. While the audience normally includes people who work in the criminal justice system, a forum is really directed at an audience that doesn't know a lot about corrections but is interested in learning more. Often, the forum includes a question and answer period, and organizers may display an information exhibit or set up a tour of a correctional facility. Advertising is done through community newspapers, flyers and radio spots. Community forums normally attract 50 to 100 people.

Organizers feel that if local citizens can express their concerns and question people with expertise in the field, they gain a greater understanding that usually leads to more acceptance of community corrections.

The program's goal is to rectify public misconceptions and provide information on how federal corrections contribute to public safety. Often, forums help to forge stronger partnerships between CSC and community-based groups. Organizers feel that if local citizens can express their concerns and question people with expertise in the field, they gain a greater understanding that usually leads to more acceptance of community corrections.

Since the Community Forum program was first launched in 1997, a total of 29 forums have been held across Canada. More than half that total – 16 – were organized in the last fiscal year, and there is growing interest among national voluntary organizations to participate.

Forums are sponsored by CSC's Communications and Consultation Sector at the national level, and are organized at the local level by regional CSC staff, offender aftercare agencies such as the John Howard and St. Leonard's societies and increasingly, with non-governmental organizations such as the British Columbia Criminal Justice Association or l'Association des services de réhabilitation sociale du Québec. Citizens' Advisory Committees (CACs) also play an active role. CACs have organized 14 forums since 1997 and even if they do not host the event, they are frequently represented on local organizing committees.

Ole Ingstrup, Commissioner of CSC, is a strong believer in the Community Forum program. "I believe citizens must be involved in the federal correctional process if safe and effective solutions are to be created when offenders come back to our communities," he said, in an address to the 15th National Citizens' Advisory Committee Conference in Moncton, New-Brunswick last fall.

"Community forums may not be terribly newsworthy," said Tim Farr, Assistant Commissioner of CSC's Communications and Consultation Sector, "but we know that they work. We evaluate every forum through a survey given to participants and the results to date show that not only does the public come away knowing more about corrections, but we are also seeing a change in public attitudes." Mr. Farr noted that CSC's biggest challenge is to "sustain the message" because one bad story in the local newspaper can undo all the positive benefits of the forum.



Photo: Annie LeBlanc

Fernand Dubé, Mayor of Campbellton, New Brunswick addressing the April 20th Community Forum

HOW THE COMMUNITY FORUM PROGRAM WORKS

Each year, CSC's Communications and Consultation Sector solicits forum proposals from non-governmental and volunteer organizations involved in corrections. After further discussions with CSC regional staff and the sponsoring group, proposals are approved based on factors including geographic location, the capacity of the organization to host a forum, potential partners in the community and the proximity to a CSC facility. Because the number of proposals invariably exceeds the program's budget, CSC is often faced with tough choices. But the process usually results in a firm decision on next year's forum plan early in the new fiscal year.

Jim Davidson, Director General, Public Participation and Consultation Branch, says

Protecting the Ozone Layer
An Invisible Challenge

By Paul Provost, Senior Environmental Advisor

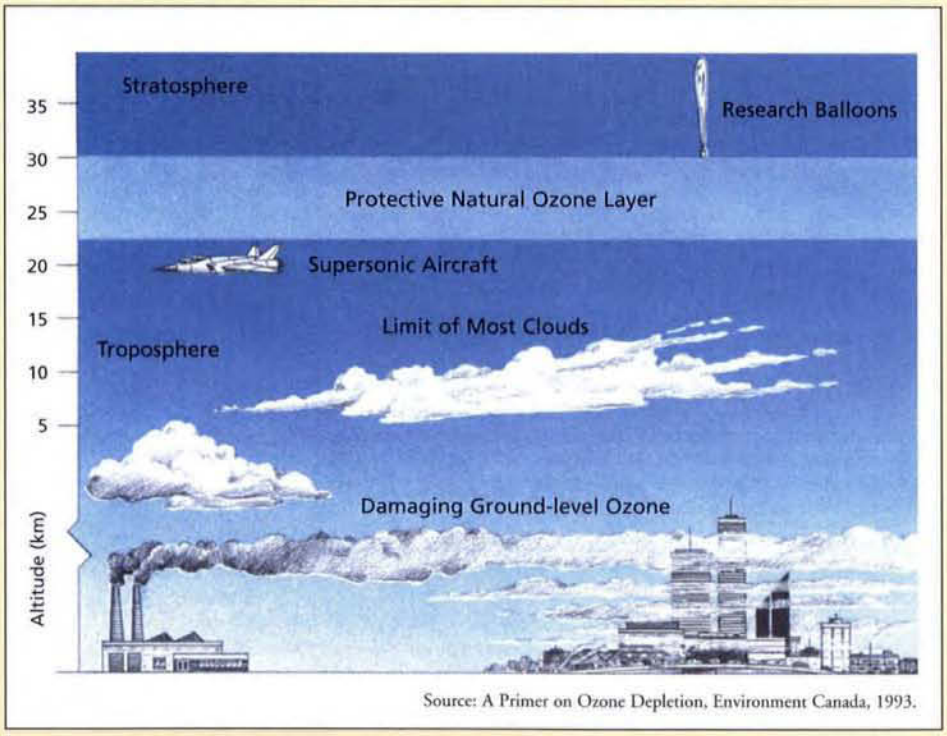
The use of halocarbons (CFCs, HBFCs, HCFCs and others) in a closed circuit, primarily found in refrigeration and air conditioning systems, is both safe and effective provided they do not escape into the atmosphere. Since the signing of the *Montreal Protocol* in 1987 – an international agreement aimed at protecting the ozone layer and hailed as the first truly international, cooperative effort in the field of environmental protection – the governments that signed this protocol have established strategies, policies and regulatory tools to address this genuinely global ecological challenge.

ECOLOGICAL IMPACT

Unlike ozone on the ground (harmful ozone, a poisonous gas responsible for urban smog), the stratospheric ozone layer or beneficial ozone forms a kind of natural shield that protects us against the harmful ultraviolet (UV) rays of the sun. Above the ozone layer, UV rays are so intense they could burn skin in a few seconds, sun lotion or no sun lotion. Consequently, an increase in the amount of UV rays reaching the earth's surface as a result of ozone layer depletion can have damaging effects on all living organisms, such as sunburn, skin cancer and cataracts.

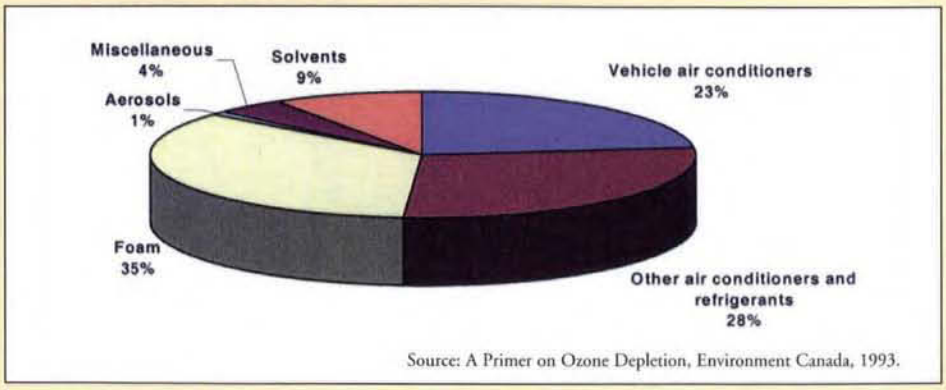
Discharges into the atmosphere of substances that can deplete the ozone layer, such as chlorofluorocarbons – commonly called CFCs – will continue to affect ozone levels in the atmosphere for many years to come. Scientific literature dealing with this subject reports that CFCs alone are responsible for about 80 per cent of the destruction of the stratospheric ozone layer. Widespread use of CFCs accounts for a good deal of this disastrous situation (see Figure 1). In fact, industrial halocarbons are major ozone destroyers for two reasons: one is that they are not reactive, which means that they stay in the atmosphere long enough to rise up to the stratosphere, and the other is that they foster natural reactions that destroy the ozone. Since halocarbons quite simply do not decompose in the lower atmosphere, they can stay in the atmosphere for 20 to 120 years or more. Therefore, even if all halocarbon emissions were eliminated right now, the consequences of previous CFC emissions will persist for decades to come. Call it our environmental debt.

Figure 1: Useful Stratospheric Ozone Versus Harmful Ground-level Ozone



Source: A Primer on Ozone Depletion, Environment Canada, 1993.

Figure 2: Use of CFCs in Canada



Source: A Primer on Ozone Depletion, Environment Canada, 1993.

CSC and the criminal justice community are increasingly interested in topics that focus on the public's needs and questions. "We want to avoid 'preaching to the converted' and hold community forums with groups that don't know much about offenders and the correctional system. What we hear from citizens is important to us and helps us to improve what we do," he said.

The John Howard Society has been a partner in the Community Forum program from its very beginning, and much of the program's success is based on lessons learned by its chapters. Twelve of the 29 forums held to date have been organized by the John Howard Society (JHS). "I think forums are the necessary way to go," said Graham Stewart, Executive Director of the John Howard Society of Canada. "We can't rely on the media to explain what good corrections is about in a 20-second news clip. People deserve the opportunity to ask questions and get the information they want." Mr. Stewart added that correctional staff benefit also, by hearing from the public and thus avoiding their own "bunker mentality." "The benefits are two-way," he said.

FORUMS HELP EDUCATE CITIZENS

The Citizens' Advisory Committee for Edmonton Institution organized a forum last September to discuss "Community Services Available to Help the Reintegration of Discharged Offenders," which attracted about 50 people. Guest speakers gave thought-provoking presentations and the participants later rated the forum as "highly worthwhile" on evaluation forms. That CAC is planning another forum this fall, on how parole contributes to safer communities. Organizers want to get the message across that most parolees are successful.

In March, in Brampton, Ontario a community forum organized by St. Leonard's House, Peel, attracted 229 people to the open house and discussion. The St. Leonard's Society of Canada is a 40-year old organization whose mandate is "to provide a place of safety, belonging, dignity, nourishment and education for men in transition."

The event celebrated the opening of a new Independent Living Residence which provides 19 apartments for federal parolees and 10 beds for homeless men, and discussed how Brampton can increasingly become a "safe and caring community." Solicitor General Lawrence MacAulay attended the opening, and a discussion panel included Reverend Pierre Allard, CSC's Assistant Commissioner of Correctional Operations and Programs, and representatives of the National Parole Board, St. Leonard's Society and the homeless.

"We are really proud of that forum. It was a classic demonstration of a community coming together to deal with real life issues, and recognizing that the safest way to return offenders to society is through support and compassion," said St. Leonard House Executive Director Rick Brown. "The whole theme of the evening was compassion, faith and empowering people." Evaluations by participants described the evening as "upbeat" and "uplifting."

COMMUNITY FORUMS IN THEIR FOURTH YEAR

Now in its fourth year, CSC's Community Forum program has become increasingly well-attended, better organized and more effective at delivering information to the grass roots. The results of evaluations conducted in 1999 showed that 78 per cent of participants knew "nothing" to "a little" about the topic before attending, but 95 per cent came away having learned something about corrections. Even more encouraging, 66 per cent reported that their attitudes had changed as a result of attending the forum, especially in the areas of offender programs, reintegration and restorative justice.

Several products have been put together to help organize a forum. These include a *"Guide to the Community Forum Program"* that describes the program and how to get involved. Secondly, criteria for evaluating the forum have been listed, as well as reporting forms for organizers to record what worked and the lessons learned from each event. All of this material is available by contacting the Public Participation and Consultation Branch of CSC's Communications and Consultation Sector. ◆

SECTOR REPORTS

Corporate Development Sector

Victim Sensitivity Training

By the Restorative Justice and Dispute Resolution Unit Team

On January 21-22, 2000, the Correctional Service of Canada (CSC) held its first national Victim Sensitivity Training workshop for restorative justice and dispute resolution pilot project leaders, members of the CSC National Steering Committee on Restorative Justice and Dispute Resolution and some community partners. The training session attracted a total of 22 people from across Canada. The training was co-ordinated by the Restorative Justice Unit with financial support from the federal government Dispute Resolution Fund. Wilma Derksen, Executive Director, "Victims' Voice" and Michele Landry, Project Officer, Community Reintegration, Victims Services, CSC facilitated the training session. ◆



Front row: Jody Brian, David Hough, Andrew McWhinnie and Lisa Hill
Second row: Terry Hackett, Rev. Rod Carter, Mike Ryan, J.J. Beauchamp, Wilma Derksen, Michele Landry and Melanie Achtenberg
Back row: Henry Saulnier, Rev. David Shantz, Jim Wladyka and Ken Jackson
Not shown: Scott Harris, Chris Carr, Christina Guest, Kimberly Mann, Bram Deurloo, Jane Miller-Ashton and Carol-Anne Grenier

CSC COMMITMENTS

CSC's Sustainable Development Strategy (December 1997) established a variety of targets for halocarbon management. The main ones were: compliance with relevant provincial regulations, a moratorium on purchasing equipment containing CFCs, the use of accredited personnel (certified technicians) to maintain systems containing halocarbons, compliance with standardized practices for handling refrigerants (reuse, recycling, purification or return to supplier) and safe elimination of used halocarbons considered hazardous waste. Along similar lines, we would also report that the CSC's environmental goals have since July 1999 found support in the *Federal Halocarbon Regulations.*

HOPEFUL SIGNS

Since 1994, vehicle air conditioning systems manufactured in or imported into Canada no longer use CFC-12. They now work on HFC-134a, a hydrofluorocarbon that is not harmful to the ozone layer. On another positive note, new refrigeration and air conditioning systems, like old ones requiring maintenance or refurbishing, have been or will be gradually converted to run on HFCs, HCFCs or a mixture of both, rather than CFCs. These changes are harbingers of progress, since HCFCs' potential for harming the ozone layer is twenty times less that of CFCs. Clearly, the energy now being invested on the issue of halocarbons shows that governments can respond fairly quickly to global environmental challenges.

In short, we have gone beyond the environmental proposals of the not-so-distant past to the point where meticulous halocarbon management is now mandatory for all of Canada's federal departments. In the long term, our depleted ozone layer will fare all the better, not to mention our skin (for those of us with time for tanning!). ◆

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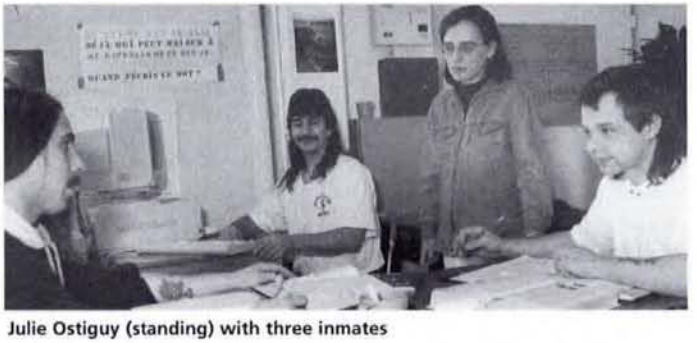
SECTOR REPORTS

Correctional Operations and Programs Sector

The Cognitive Skills-Building and Reintegration Program

By Julie Ostiguy, Remedial Teacher, Quebec Region

A number of studies since the mid-1970s have revealed that a high percentage of offenders have learning disabilities (Brier, 1989). According to Brier (1994,1989), Larson (1988) and Waldie & Spreen (1993), these disabilities are more frequent among inmates than among the general public. While 5-10 per cent of the general public have learning disabilities, the figure among inmates in federal institutions is 25 per cent (Fisher-Bloom, 1995).



Julie Ostiguy (standing) with three inmates

SOME CHARACTERISTICS OF PEOPLE WITH LEARNING DISABILITIES

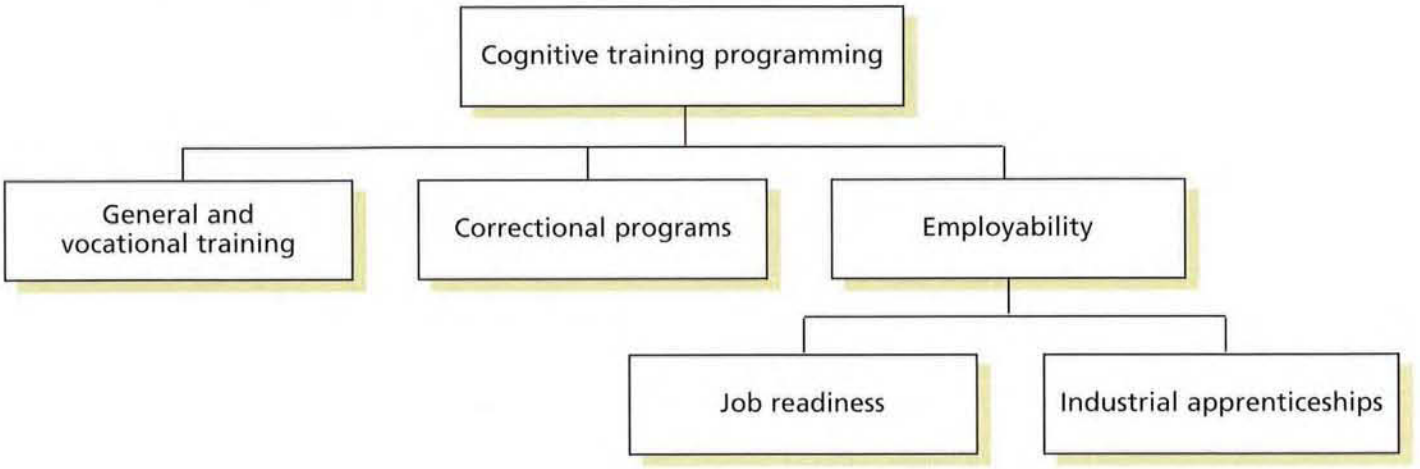
Learning disabilities hinder more than just academic achievement; they also create problems with the kinds of things most people learn automatically. Affected individuals have difficulty interpreting other people's actions and selecting responses appropriate to a given situation (Pearl & Bryan, 1994). They have certain characteristics that make them more likely to engage in criminal activities (Waldie & Spreen, 1993). They often exhibit many of the following traits: impulsive, hyperactive, unable to anticipate the consequences of their actions, irritable and rigid; they have poor social skills and problems interpreting social signs; they are always dissatisfied and tend to resort to anti-social behaviour. Also, they have difficulty generating and selecting appropriate solutions because they fail to properly control their impulses.

Take Michael as an example: a young man in his twenties who was arrested for armed robbery and aggravated assault. He gets a sentence of three years in a federal institution. Like many other federal inmates, he left school early to join the workforce. He was never very good at school and soon found himself in special education classes, labelled as having serious learning disabilities. Despite his clear intellectual potential, he never learned to read and write. At work, things were not any better. He was never able to hold a job for more than a few months, and he would always end up being fired. He had problems arriving at work on time, performing his duties in a satisfactory manner, and maintaining smooth relations with his workmates and his boss. His chances of a successful reintegration would appear compromised by his lack of education and employability. During his needs assessment, a variety of programs were written into his release plan, but they included cognitive content, and so his learning disabilities put him at a disadvantage because he could not understand.

LEARNING DISABILITIES AND REINTEGRATION

In 1993, the Correctional Service of Canada (CSC) undertook a study of how learning disabilities hinder offender reintegration. Starting from the premise that

Areas Affected by Learning Disabilities



every offender has the potential to live as a law-abiding citizen, it was determined that the treatment of learning disabilities might assist the reintegration process. In July 1995, the Assistant Deputy Commissioner consulted wardens and district directors, and it was decided that inmates identified as having learning disabilities should take cognitive training as a pre-requisite to participation in any correctional program that included formal instruction.

IMPACT

Learning disabilities do not affect academic achievement alone, they affect all activities that require some type of learning. Cognitive training programs have traditionally been connected to general education and general or vocational training. However, many studies initiated by the CSC have shown that cognitive training programs can also have a positive impact on correctional programs.

Still, Michael's needs are not limited to academic training and correctional programs. His most urgent need is to improve his chances of obtaining and keeping a good job. Once again, the skills he acquires in a cognitive training program will be a great help. Whether he takes an industrial apprenticeship or a job readiness course, he will constantly be called upon to learn, to acquire new knowledge, values, attitudes and behaviours.

The cognitive training program affects intellectual skills, but also self-esteem, self-awareness, and the ability to learn socially acceptable behaviour. That is why, over five years ago, Cowansville Institution initiated a learning strategies class to better equip inmates like Michael who have problems learning with cognitive tools.

LEARNING STRATEGIES CLASS

The learning strategies class is firmly grounded on the idea that intelligence is not rigid, that it can be developed and cultivated through suitable exercises. A variety of formal and informal tests are used to identify the source of the inmate's learning disability: defective cognitive or metacognitive skills, inappropriate behaviour, poor academic motivation, inadequate resource management strategies, and so on. Once the cause is identified, an individualized action plan is drawn up to help the inmate deal with his problems through appropriate exercises. The aim is to equip inmates with tools that will enable them to learn successfully by improving their ability to organize themselves and interpret information.

This initiative at Cowansville Institution has been repeated by other federal institutions in the Quebec Region. About 40 per cent of Quebec institutions that give training now have a learning strategies class, and other institutions have indicated that they wish to offer such a class in the near future. The main cause for delay appears to be budgetary constraints.

Note: This article has been submitted for publication in Education Canada, the journal of the Canadian Education Association.

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Former Offender Joins CORCAN Team

By Amanda Costen, Staigh and Green Communications

On March 13, 2000, Guy Ritchie moved in with his wife of seven years and their two daughters for the first time. After spending 17 years in all-male correctional institutions, living in a female household will take some getting used to. Then again, everything about life on the outside takes some getting used to.

"There's not much in prison that prepares you for being out of prison. It's sink or swim," says Guy, who is determined to swim. Guy is eagerly meeting the challenges of everyday life: paying rent, buying food, using transportation ... and holding down a full-time clerical job with CORCAN construction at National Headquarters.

SURPRISED? SO IS GUY

"I don't have the formal qualifications to do this job," he says, "and I wasn't looking for it. In fact, I had a lot of reservations about working at CORCAN headquarters because the people here never deal with offenders."

"I've been pleasantly surprised by my experience here," he says, in part because of the positive and helpful staff. His worries about whether CORCAN "walks the talk" when it comes to working alongside a released offender have been alleviated.

"When you are doing time, if you can fill some of the time by working, that's a bonus. If you get skills while working, that's another bonus, and if you get employment on the outside, even better."
Guy Ritchie

"Originally, I took the job just to get me going, but I've been given an opportunity here that I want to see through," says Guy, who was hired on contract through St. Leonard's Society in 1999 while on day parole.

"Guy was doing a good job for us in the Kingston office, and we didn't want to lose his skills when he moved to Ottawa," says Barry Mair, Business Manager, CORCAN Construction. Because security requirements prevented Guy from working at headquarters until he got full parole, Barry says CORCAN set up an office for him in the halfway house, and then in his home.

In addition to dealing with accounts receivable and payable, performance evaluations and assorted paperwork, Guy is laying the groundwork for a CORCAN industry-recognized certification program. It's a project he saw a need for first-hand, and one which he is instrumental in promoting.

"Guy brings enthusiasm to this project like I've never seen before. He's responsible for the idea catching fire in the institutions," says Barry. "Guy knows the downfalls of programs on the inside, and now he has a chance to have input at the ground stage."

"I thought the idea of certification would have to slide by, but people really respond to it," Guy says. He spent two months getting the necessary infrastructure in place to support certification. "Until we had a system for tracking the actual hours an offender works, we couldn't start to sell the idea. Now we've got Joyceville Institution on-line with the new database and we're doing a dry run with the working model."

Guy's push to get certification in place is driven by his own experience. Sentenced to life in prison for second-degree murder in 1981, Guy was a 21-year old with a Grade 10 education when he was incarcerated at Millhaven Institution. After seven years, he was transferred to Joyceville Institution, where he started work in the CORCAN metal shop. After that, he worked as a clerk in Frontenac Institution for CORCAN construction.

"Everyone looks at working at CORCAN at some point – it's got a lot of word of mouth. CORCAN isn't viewed as a program: it's work. That's its saving grace," Guy says. "When you are doing time, if you can fill some of the time by working, that's a bonus. If you get skills while working, that's another bonus, and if you get employment on the outside, even better."


Guy Ritchie

"I was surprised by the pride I took in the work," he says. "There's a co-worker relationship in the shops that creates a positive dynamic."

Despite the value of the CORCAN program – Guy describes it as "the only effective program because it teaches skills" – he knows that, without industry-recognized certification, offenders' chances of doing similar jobs in the private sector are slim. And he knows that offenders without jobs have a 70 per cent failure rate on parole.

"The way it is now, offenders don't want to show a prospective employer their letter from CORCAN because of the stigma attached to it," says Guy. "If offenders get out with industry-recognized certification, or they're on the road to certification, then they have skills to put on a resumé."

"If you keep someone in a cage too long, he'll lose the value of life and society," Guy says. "If you give him something to shoot for, he has a better chance of keeping afloat out here." ◆

Program Accreditation: Conclusive Results

By Arden Thurber, Director General, Program Accreditation

The Correctional Service of Canada's (CSC) Management Committee has approved the program accreditation design and implementation plans. The Committee ensures that the programs delivered by the Service meet the highest possible standards and are efficiently implemented.

In his latest report on the CSC, the Auditor General wrote that program accreditation has had a beneficial impact on our work with offenders.

Four panels of international experts have accredited the following programs for a five-year period:

- Cognitive Skills Program
- Anger and Emotions Management Program
- Offender Substance Abuse Pre-Release Program (OSAPP)
- CHOICES – Community-based relapse prevention program
- Clearwater Program for Sex Offenders
- Persistently Violent Offender Program

In his latest report on the CSC, the Auditor General wrote that program accreditation has had a beneficial impact on our work with offenders.

The review panel experts have also led consultations on various components of the Cognitive Skills Program; the content of a high-intensity substance abuse program; a national, moderate-intensity sex offender program; and a national, moderate-intensity violence prevention program. An international consultation was held to determine whether the accreditation process could be adapted to programs for women offenders.



Arden Thurber

As a first step, the National Accreditation Panel, chaired by Gerry Hooper, Assistant Commissioner, Performance Assurance of CSC, reviewed the results of an examination involving twenty-seven institutions that deliver programs. The following institutions have been accredited for a three-year period:

For the Cognitive Skills Program

Pittsburgh, Ferndale, William Head, Rockwood, Riverbend, Beaver Creek, Bath, Drumheller, Montée Saint-François, Frontenac, Dorchester, Westmorland

For the Anger and Emotions Management Program

Pittsburgh, Ferndale, William Head, Rockwood, Riverbend, Beaver Creek, Fenbrook, Drumheller, Frontenac, Dorchester, Westmorland

For the Offender Substance Abuse Pre-Release Program

Pittsburgh, Ferndale, William Head, Rockwood, Riverbend, Beaver Creek, Bath, Fenbrook, Drumheller, Frontenac, Dorchester, Westmorland

Meanwhile, CSC has continued to work with the two other correctional services that operate an accreditation program: Her Majesty's Prison Service of England and Wales, and the Prison Service of Scotland. We have also shared information with the corrections departments of several U.S. states and consulted with the International Community Corrections Association, the American Probation and Parole Association, the National Institute on Corrections, and the State of Iowa.

COMING EVENTS THIS YEAR

This year, we plan to compile the tangible changes achieved since we first implemented our accreditation process. We will learn the initial findings of a research project aimed at evaluating the differences between operational units accredited for program delivery and others that have not yet met the accreditation standards. In addition, we will continue our review of six other institutions and sixteen parole districts.

On the international front, other review panels will examine programs that address violence (June), sex offender programs (August), family violence programs (February 2001), and substance abuse programs (March 2001). Accreditation workshops will be among the activities at two international conferences for corrections professionals. And for the first time, in January 2001, French-speaking accreditation panels will review programs designed and delivered in French.

We have made progress towards attaining the objectives of our accreditation program and intend to move full steam ahead this year. Check our bulletins on InfoNet for news about the other programs, institutions and parole districts to be accredited. ◆

New Programs for African-Canadian Offenders

Helping Black Parolees Reintegrate into Society

By Louisa Coates, Communications Officer, Communications and Consultation Sector

It is a little-known fact that African-Canadians make up seven per cent of the Correctional Service of Canada's (CSC) inmate population in the Atlantic Region. Moreover, between March 1992 and March 1997, the Black inmate population increased by 62.1 per cent. In Halifax, almost 20 per cent of parolees are African-Canadians.

"This group of people is different from other minorities in the system because there is a misconception that its culture is no different than the majority white culture, since it shares the same language and religion. But Black people lost the African culture when they were enslaved, so their issues are identity – meaning, who am I? – and self empowerment," said Robert Safire, an Afro-Canadian parole officer with the Carleton Centre Annex in Halifax.



Organizers of the Solicitor General's Black History Week, Ottawa
Left to right: Philippe Beaulière, Monique Godin-Beers, Marcel Kabundi and Ritha Payen

PAST INITIATIVES FOR BLACK OFFENDERS

The Correctional Service of Canada addressed this situation following the 1989 Royal Commission on the Donald Marshall, Jr. Prosecution, which called for the creation of resources that would support ethnic offenders. The 1997 Parsons Inquiry (which investigated the circumstances of a crime committed by a parolee) recommended that risk assessment and case management incorporate the realities of African-Canadian offenders.

Following the release of these reports, Halifax parole staff joined with the Royal Canadian Mounted Police (RCMP) Community Policing Initiative to create the Cole Harbour Project. From it emerged the African-Canadian Offender Initiative, which recommended the creation of an African-Canadian Liaison Officer position "to investigate areas in which the reintegration efforts towards African-Canadian offenders can be advanced." It also urged that the cultural and ethnic needs of Black offenders be addressed as holistically as they are for other minority groups in the federal correctional system.

PROGRAMS UNDER DEVELOPMENT

The Correctional Service of Canada's Commissioner's Directive 767 states that ethnocultural programs must be created to help federal offenders reintegrate into society.

In response to this directive, CSC's Halifax District Parole Office has been studying local Afro-Canadian programs that are relevant to the needs of Black parolees. Programs that offer the chance for change and address key issues such as crime, cultural awareness, spirituality and employment may be funded in the near future. "It is not good enough that a community group wants to work with offenders. We are looking for programs that have been seen to effect lasting change, that deal with criminogenic aspects and offence cycles," said Marcel Kabundi, Manager of Ethnocultural Programs at CSC.

One program under consideration is COACH, which stands for Creating Opportunity for African-Canadian Heroes, delivered by Halifax's African Nova Scotian Training Centre. The Centre was established in 1995 to provide employment training for African-Canadians. Mr. Kabundi is working with the Centre's Director, Dr. Linda Carvery, to create a parolee component of the program. The new component would include computer training, counselling and cultural history for parolees.



Marcel Kabundi and Dr. Linda Carvery

"Offenders would learn with other students at a normal school, instead of being isolated in a special classroom. They would be welcomed by staff at the Centre, which helps them, since they fear the rejection that is so normal a part of release," said Mr. Kabundi. He says students would be selected from community residential centres (halfway houses), and links would be made with community employers and schools. Five to 10 parolees could enter the program at a time.

African-Canadians make up seven per cent of the Correctional Service of Canada's (CSC) inmate population in the Atlantic Region.

Another program that CSC may help create and fund is an "Empowerment and Occupation Enrichment" program, which would be delivered at the African-Canadian Employment Clinic. The Clinic, established in 1994, is funded locally by the province of Nova Scotia and the Black Community Workgroup. The 12-week program would stress support – such as teaching job skills and encouraging self development – and help build links with the community. "We are convinced there is a void in the criminal justice system in services specific to the reintegration needs of persons of African heritage," says Mr. Safire, who prepared the program proposal.

NATIONAL HEADQUARTERS' STAFF GETS A GLIMPSE OF AFRICAN-CANADIAN CULTURE

This past February, during Black History Month, Linda Carvery gave National Headquarters staff a singing and spoken lecture, called a "spiritual journey," that described the African-Canadian community. Dr. Carvery received an Honourary Doctor of Letters from St. Mary's University for her work with offenders.

She told the audience that the first group of African men and women arrived in Halifax in 1749. Others emigrated from the American colonies six years later (lured by the false promise of free land in Nova Scotia), from Jamaica in 1800, and then as part of the human cargo of slaves and free Blacks picked up by naval forces during the War of 1812. Finally, a large number arrived from the West Indies in the early 1900s.

Today, Nova Scotia's Black population includes some 30,000 people living in 30 communities across the province. Of these, 77 African-Canadians are incarcerated in the Atlantic Region of CSC, which represents six per cent of the region's entire inmate population, along with 49 on conditional release, or five per cent of the total. In other words, there are three times as many Blacks incarcerated as are represented in the community. Almost 93 per cent of Atlantic Region Black offenders are from Halifax.

"The COACH program is student-centred; it allows students to take control so they claim it as their own. We take the students to the subject, not the subject to the students. We try to offer them the encouragement and empowerment they have been lacking," said Dr. Carvery.

Mr. Safire says COACH and other programs show a positive effort by CSC and the community to address the needs of Black offenders. He says that the Cole Harbour Project pointed out a need for CSC resources to offer support specifically tailored to Black offenders. Liaison officers and parolee-based programs would address cultural needs and help them gain a stronger sense of identity. "We want to reduce their alarmingly high number in federal prisons," he said.

Oscar Miller, a Black parole officer with CSC Dartmouth, also confirms the need for programs designed specifically to meet the needs of Black offenders. "I don't think staff necessarily understand the issues and the feelings of this group. I spend a lot of time in the community, working with parolees and ordinary citizens, and that is one way of making inroads and helping the outside world understand their reality," he said. ◆

Literacy Program Works for Community and Offenders

By Gerard Peters, Communications Officer

The Correctional Service of Canada, through its Kentville Parole Office, is funding a unique literacy program. The *Turning Point Services Adult Literacy & Upgrading Program* is helping community members and parolees achieve their educational goals. Program participants can complete basic education levels one, two and three and prepare to write their General Education Diploma (GED) exam. Successfully completing this exam gives them the equivalent of a high school diploma and qualifies them to enter post-secondary college programs.

Indeed, many of the program graduates have done just that. Last fall, ten graduates were accepted into various programs at the Nova Scotia Community College.

The program is delivered at a Community Residential Facility and is open to members of the public as well as offenders. Courses are offered during the day as well as in the evening. With the help of qualified teachers, students complete assignments and work towards earning high school credits. The program works well for a variety of reasons and has had many positive spin-offs. The non-threatening environment has made learning easier for many participants. Those who might have been too intimidated to ask for help in upgrading their education now have a place to turn.

EXCELLENT RESULTS

So far, the results have been excellent. In the past year, 16 learners successfully completed their GEDs and 20 more are on their way to doing the same. Well over 100 others have improved their literacy and numeracy skills. Being able to read and do basic math opens doors and gives newfound freedom to those who had been previously unable to complete their education. People seeking to upgrade their education after they have been out the school system, for what might be many years, encounter unique challenges. It takes a lot of courage to return to school after a long absence. The environment at the *Turn Around Point Services Adult Literacy & Upgrading Program* eases the transition.

This program also helps those who spent time in the correctional system to reintegrate into the community. By associating with members of the community on a regular basis and by upgrading their education, the transition from a correctional institution to the community becomes easier. Experience has shown that offenders who participate in programs such as this and who return to society gradually are much more successful and much more likely to live crime free. ◆

The Canada/New Brunswick Corrections Initiative Reaches the Two-Year Mark

By Claudine Daigle, Regional Administrator, Communications and Executive Services

On April 15, 1998, the Solicitor General of Canada and the Solicitor General of New Brunswick signed an Exchange of Services Agreement which allowed for provincial offenders serving a sentence of one year or more, or sex offenders serving a six-month sentence, to be transferred to federal custody in New Brunswick in order to gain access to the Correctional Service of Canada's (CSC) programs.



Claire Boudreau, Parole Officer for the Moncton Area Office and Teresa Johnson, Program Supervisor and Mike Johnston, Superintendent, both at the Moncton Detention Centre

Two years later, more than 280 provincial offenders from New Brunswick have been processed through the Canada/New Brunswick Corrections Initiative. They are participating in programs such as cognitive living skills, community substance abuse programs, sex offender treatment and violence reduction programs.

The vision for the Canada/New Brunswick Corrections Initiative was to strengthen crime prevention and public safety by combining the contributions of the federal and provincial correctional systems. And two years later, there is tangible evidence of a more harmonized corrections system in New Brunswick.

New Brunswick offers a unique opportunity for this initiative because there are vacant beds in its federal penitentiaries. The cost of offenders in these available facilities is about one quarter of the normal cost.

Savings from provincial inmate transfers to the federal system are being used to develop programs and services within the community, including crime prevention initiatives, intensive rehabilitation programming for offenders on release back to the community, as well as diversion programs and programs that serve as alternatives to custody for low- and medium-risk offenders. To date, $700,000 has already been invested in community infrastructure to support the release of federal and provincial offenders.

And most importantly, transferring provincial offenders to the federal system where they receive specialized programs reduces their likelihood of re-entering the system at the federal level. We know that, traditionally, two-thirds of the offenders admitted to the federal system in the Atlantic Region had served previous provincial prison terms. If we can provide the required programs and community supervision for these offenders at an earlier stage, we can prevent their "graduation" to the federal system. After two years, the figures show promise. A formal assessment will be conducted at the five-year mark.

MAKING A DIFFERENCE IN PEOPLE'S LIVES

Ovilla LeBlanc has never felt better. "Today I can make my own decisions," says the parolee who participated in the Canada/New Brunswick Corrections Initiative by being transferred from the provincial to the federal system earlier this year. "The staff were really good. I started school and was able to go to Narcotics Anonymous and Alcoholics Anonymous meetings while I was there. I kept busy and it worked."

Two years after the agreement was signed in April 1998, it is succeeding in its goal of working together to put public safety and offender reintegration first. More than 280 provincial offenders have been transferred to the federal system. The primary purpose of these transfers is to participate in need-based programs such as sex offender programs, substance abuse, anger management and cognitive living skills. Research indicates that when offenders are appropriately assessed and participate in cognitive-based programs, recidivism rates drop.



Judy Lombard, Program delivery officer for the Moncton Area Parole Office

"New Brunswick offenders were not receiving programs that allowed them to be better prepared to integrate into society," says Ron Brooks, Coordinator of the New Brunswick Initiative project for the Correctional Service of Canada. "Not only is this cost-effective in eliminating duplication, but it provides real benefits for everyone."

The cost savings that have been achieved have resulted in additional funds that are being used to deliver and enhance community corrections programs. These have acted as a major support to the additional programs the offenders receive in the federal system.

"We are quite pleased with how the agreement is going," says Brian Mackin, Director of Operations, Community and Correctional Services New Brunswick, "especially because the vast majority of the clients appear to be satisfied as well. Both sides have worked very hard to make sure that the process moves along very quickly."

Ovilla LeBlanc would certainly agree with that assessment. He began working just days after his October 1999 release and credits the assistance he received with helping him keep to his goals. "Everybody was really helpful. Now I'm just taking things one day at a time." ◆

The Social Adjustment Program

By Michèle Fournier, Port-Cartier Institution

In the wake of the *Arbour Report*, the Correctional Service of Canada was obliged to examine its segregation procedures and find alternatives to long-term segregation. Because of its protective custody mandate, Port-Cartier Institution had a problem with long-term segregation. Local analysis of segregated offenders showed that, although many of them experienced chronic institutional adjustment problems, there are no programs available to respond to their special needs. Often, the offenders in this group are ostracized by other inmates because of their poor social skills, problems living independently and serious hygiene difficulties; they may be intellectually challenged or lack good communication skills. They are frequently unable to function outside a highly structured environment. For want of better alternatives, they often end up in segregation where they receive no clinical treatment and are later released into the community only to often fall prey to recidivism. The Social Adjustment program was created to break this vicious circle.



Left to right: Donna Walker, Michèle Fournier and Yves Audette

The program was created to address the special needs of these inmates by offering them a more supportive, "treatment community" type of structure. The six-month program incorporates fixed components that participants are required to complete each day, such as living skills training, education, crafts and sports, along with activities that vary by week and season. The objective is to create a social environment in the range that emphasizes accountability and effective interpersonal relationships. At the beginning of the program, the reasons for an offender's segregation are analyzed on a case-by-case basis and specific objectives are set to ease his return to the regular inmate population.

However, not all offenders who require long-term segregation need to complete the initial phases of the program. Consequently, the program team has created a second phase for segregated inmates. Together with their parole officer and the program officer, participants in this second phase explore the reasons for their segregation during private meetings. Corrective action is taken to help participants return to the regular population at the end of the program.

In view of the kinds of problems confronting these offenders, the type of structure they receive is key to our intervention with them. After a year of operation and fine tuning, we believe the program is a winner, for the organization and for offenders alike. ◆

Offender Reintegration: Managers' Seminar

By Réal Charbonneau, Montée St-François Institution

From October 26 to 28, 1999, in St-Sauveur, managers responsible for safe and risk-free offender reintegration in the Quebec Region held a seminar that focused on their particular area of concern. Their slogan, "Un pont à franchir ensemble," urged them to "cross the bridge together" through partnerships and team work to safely reach the other side of offender reintegration – the community and society in general. The meeting attracted about 240 participants who discussed the Correctional Service of Canada's (CSC) policy on offender reintegration in an effort to determine the best conditions for ensuring everyone's commitment to the Mission.

The main objectives were to:

- Strengthen our shared understanding of the goals for achieving safe reintegration and our commitment to these goals;
- Share best practices to ensure a fair distribution of the workload;
- Reaffirm the importance of the contribution made by correctional supervisors and unit managers in performing the tasks involved in safe reintegration; and
- Confirm the vital importance of the consulting role played by unit clinical coordinators and casework and other managers in achieving safe reintegration.

The meeting began with a skit by a player from IMPROCIBLE to warm up the audience. She was followed by the chairman of the Organizing Committee and the Warden of Montée St-François Institution, Réal Charbonneau, who went over the seminar's objectives and presented its schedule.

Regional Deputy Commissioner Richard Watkins then spoke to the participants, reiterating the basic components of the safe offender reintegration. He underscored that this seminar was not only a special opportunity to strengthen our beliefs, compare achievements and express concerns, but also to confirm our commitment and determination to work diligently in carrying out

Quebec Region



The Organizing Committee
Left to right: Richard Watkins, Jean Fuller, consultant, Réal Charbonneau, Ginette Grondin, Claude Morin, Clairette Cholette, Carole Plante, Nicole Rolland, Karol Prévost, Sylvie Patenaude, Chantal Lanthier, Martin van Ginhoven and Raymond Arpin of the IMPROCIBLE players



Panel Members
Left to right: Manon Bisson, Guy Villeneuve, Michèle Boutet and Armand Laurin
Second row, left to right: Réjean Arsenault, Pierre Bernier, Daniel Cournoyer, Richard Coutellier and Gilles Tétreault

"The values of CSC staff members generally correspond to the nature of their work, and they therefore displayed positive attitudes towards inmates and their reintegration into society."

Jacques Perron

our duties. Laval Marchand, Assistant Deputy Commissioner, Corporate Services, gave background on offender reintegration achievements and statistics in Quebec.

In the afternoon, Jacques Perron, a consulting psychologist from the Université de Montréal who had carried out an opinion survey among the participants earlier, spoke about the staff's values and attitudes. His findings showed that the values of CSC staff members generally correspond to the nature of their work, and that they therefore displayed positive attitudes towards inmates and their reintegration into society.

IMPROCIBLE's comedians ended the proceedings on a humorous note by mixing with the crowd and gathering suggestions for the next day's discussions.

On Day Two, IMPROCIBLE introduced the day's topic through a skit aimed at boosting team spirit and energizing the participants to foster lively workshop discussions. The first block of twelve workshops dealt solely with the contribution made by correctional supervisors and unit managers towards safe reintegration. The next two blocks covered the following subjects:

- daily activities in safe offender reintegration;
- succession planning for managers;
- time management and work organization for correctional supervisors;
- quality control, clinical support, casework support for parole officers and Correctional Officers II;
- enhanced pride in CSC work;
- effective team work to encourage safe offender reintegration;
- what does safe offender reintegration mean to me?
- transition plan for exchanging case management knowledge between unit clinical coordinators and correctional supervisors;
- potential contributions of correctional supervisors in a casework role;
- harmonization of safety and reintegration components in daily operations;
- correctional operations can support safe reintegration.



Participants from Leclerc and Montée St-François institutions

To wrap up the day, participants of similar responsibility levels met in workshops to discuss their own group's concerns and realities.

The last day began with an interactive forum led by IMPROCIBLE on the main topics of the seminar. Commissioner Ole Ingstrup gave the closing address, taking the opportunity to award certificates of merit to the regional trainers responsible for Operation Bypass. Mr. Watkins and one of the IMPROCIBLE comedians brought the seminar to a close on a lighthearted note.

A compilation of the evaluations completed by 181 respondents showed that participants were quite satisfied with the seminar, and many comments about the future of safe offender reintegration were very positive.

According to participants, the seminar helped demystify the concept of safe offender reintegration, clarify everyone's roles and underscore the importance of follow-up to ensure that the items discussed would be implemented.

As a forum for discussion and exchanges, this event shed light on the need to devote more time to the topic and to solicit increased community participation.

The seminar also reaffirmed the importance of the contribution made by correctional supervisors and unit managers in completing the tasks inherent in safe offender reintegration. Participants also emphasized the need for effective teamwork and immediate action.

Also recognized by all was the importance of the consulting role played by unit clinical coordinators (UCCs) and casework and reintegration managers. The UCCs did express some concern, however, about their future contribution. Participants also stressed the importance of achieving uniformity across all the institutions and including UCCs when implementing follow-up to the seminar.

All in all, participants deeply appreciated this symposium; they found it motivating and energizing. They would like to repeat the experience next year to follow up on discussions and developments in safe offender reintegration in Quebec. ◆

Caseworker Symposium

Working Together Towards Safe Offender Reintegration

By Mireille Boisvert, Federal Training Centre

Managers, caseworkers, teachers, instructors and program officers employed by the Quebec Region of the Correctional Service of Canada (CSC), along with representatives of school boards affiliated with the penitentiaries and CORCAN Industries, met at a regional symposium held from November 16 to 18, 1999, to agree on a common definition of offender reintegration, share views on their respective roles, establish personal relationships and learn new approaches to working with offenders.

ISSUES FOR THE CSC

In his opening address, Regional Deputy Commissioner Richard Watkins stressed the importance and quality of the contribution made by CSC employees and the personal commitment of one and all to promoting the CSC's Mission. He reiterated the importance of working together to ensure the continuity and effectiveness of interventions with offenders. He said that believing in reintegration implies investing in offenders by establishing close, direct contact with them. To achieve this, we must activate their potential and equip them with indispensable tools vital for reducing their criminogenic factors and strengthening their newly acquired skills.

When measuring performance indicators, Quebec Region stands out in several respects:

- larger number of offenders supervised in the community;
- significant decrease in the number of segregated offenders and of incidents in the community;
- lower rate of security incidents;
- higher number of placements in minimum security institutions;
- higher number of offenders successfully completing their period of supervision;
- higher number of Unescorted Temporary Absences;
- higher number of Escorted Temporary Absences;
- significant reduction in special conditions.



Left to right: Richard Watkins and Raymond Arpin of IMPROCIBLE

For Mr. Watkins, these results underscore the efforts of all managers and caseworkers in dealing with offenders. The CSC is internationally renowned for the quality of its correctional interventions. And all correctional programs operated in Canada undergo an accreditation process supervised by a panel of international experts to guarantee and maintain program integrity.

DEPARTMENTAL POLICY

Robert Bisaillon, Assistant Deputy Minister with responsibility for adult education in the Quebec Department of Education defined the role of education and the complementary relationship of training and education.

The high rates of offenders with fewer than nine years of formal education (80 per cent) and of illiterate offenders (35 per cent) and the growing number of offenders with serious learning disabilities (39 per cent) raise questions about measures to increase literacy and reduce unemployment and reliance on welfare.



Robert Bisaillon, Quebec Department of Education

Convinced that skills and education are the best and fastest route to reintegration, the CSC and Education Quebec are striving together towards a higher rate of successful offender reintegration by promoting employability development for all offenders through skilled, semi-skilled and general vocational training.

Sudin Ray, Director General, Employment and Executive Director of CORCAN Industries, was the keynote speaker. He emphasized CORCAN's close cooperation with us and its contribution to our efforts to attain our objectives of greater employability and safe reintegration.

HOW CAN A PERSON FULFILL HIS POTENTIAL IN PRISON?

One representative from each of the groups that participated in the symposium, along with two parolees and their spouses, made up a "focus group" that tried to explode the myths around reintegration by sharing their own experiences. The guests indicated that a more humane, progressive approach in both institutional and community-based services has largely contributed to improving the quality of relations between offenders, caseworkers and managers. The opportunity for an offender to realize his potential, understand his strengths and weaknesses, acquire a sense of self-worth and a conviction that he is contributing to change, work on a daily basis to break the cycle of violence, and our efforts to be consistent, meet offenders' expectations, refrain from showing bias and set incremental goals are all actions that can promote positive exchange. Confronted with our own value systems, biases and beliefs, we must be willing to treat others as we would see ourselves treated, question our own motivations, be sincere and avoid isolating ourselves from others.

In answer to a question from the facilitator, Mr. Watkins said that the reason we champion the cause of reintegration is that we espouse certain values. We are what our decisions make us: we can succeed only if we make a contribution to those decisions.

PRIORITIES OF THE CORRECTIONAL SYSTEM

Guy Villeneuve, Assistant Deputy Commissioner, Operations, Quebec Region, wrapped up Day 3 of the proceedings by speaking on the topic of "daily reintegration efforts to create peaceful communities." He said that the focus of reintegration used to be counselling; in future, however, it will shift to facilitating, motivating and fostering change in values and behaviour.

Canada has one of highest incarceration rates of all the democracies – we rank fourth in the world, with 130 of every 100,000 persons incarcerated – so it is important for the CSC to ensure the safe, secure custody of offenders while preparing them for a smooth transition back to the community. This is the only way to guarantee long-term public safety based on sound, Canadian values. And statistics show that significant progress is attributed to our programs.



Sudin Ray, CORCAN Industries

Since crime is an expression of a defective sense of responsibility, the CSC's primary obligation is to engage offenders in a process of behaviour modification, followed closely by programs that address their criminogenic factors. Since 50 per cent of offenders serve two to five years and the average length of a penitentiary term is 44 months, we must emphasize early intervention.

Mr. Villeneuve concluded by voicing an optimistic view of reintegration. He believes that formal exchanges among the players in the correctional system, starting the reintegration process earlier, making programs more readily available and being more precise in reports to decision makers could bring about meaningful, lasting change in incarcerated persons.

WORKSHOPS

A symposium is only as successful as the activities it offers. It appeared from the evaluations of the workshops that the participants preferred exchanging their views directly with one another, without any special distinction. This finding points to the importance of close relations between the primary caseworker, the middle manager and the decision-making authority. The three groups appear to be able to arrive at a consensus and make common suggestions for meeting challenges. We must keep the lines of communication open and improve our work methods so that we can adapt our interventions to make the reintegration process more humane, effectively assessed, planned and motivated.



Safe Offender Reintegration Panel
Standing, left to right: Mrs. Clarkson, William Clarkson, Michèle Boutet, La Macaza Institution and Yolande Dawagne, Leclerc Institution. Seated, left to right: Jean-Pierre Tremblay, Federal Training Centre, Zoulikha Kouider, Montréal Métropolitain District Parole Office, Mrs. Comeau, Claude Comeau and Reynald Leblanc, CORCAN/Drummond.

Hats off to the symposium organizers! Friendship, teamwork and excellence characterized the three days. Our congratulations go to all of you for your contributions to workshops to be developed in the future and for the humour and professionalism you brought to the process.

The Correctional Service of Canada wishes to thank everyone who directly or indirectly helped make the symposium a reality and whose collaboration or presence made such a major undertaking a success, including Rémi Arsenault, Éric Blackburn, Renée Delisle, Brigitte Dionne, Jacques Dyotte, Lise Dubé, Carole Dugas, Denis Dugas, Claude Duguay, Michel Huard, Monique Laflamme, Lise Leclerc, Marielle Mailloux, Gérard Morin, Chantal Ouellet, Jacques Racicot, Réjean Tremblay, Michel Trépanier, Solange Trudel, Raymond Arpin and the IMPROCIBLE players, the workshop facilitators, the speakers, the focus group, the guests and particularly parolees Claude Comeau and William Clarkson and their wives. ◆



Program accreditation certificates and certificates of merit
Standing, left to right: Yvon Nadeau, Regional Reception Centre; Donald Moisan, Leclerc Institution; Mélanie Germain, Drummond Institution; Brigitte Dionne, Regional Headquarters; Lucie McClung, National Headquarters; Richard Watkins; Réjean Tremblay, Regional Headquarters; and Michel Trépanier, Montréal Métropolitain District Parole Office
Seated, left to right: Nicole Prémont, Donnacona Institution and Francine Paradis, Cowansville Institution

Community Agency Awareness Day

By Marie-Andrée Cyrenne, Joliette Institution

On November 16, 1999, Joliette Institution and the Citizens' Advisory Committee jointly sponsored an awareness day for community and government agencies. The event attracted nearly 40 participants from 25 agencies in the Joliette area, including the Lanaudière regional hospital, the City of Joliette, the Joliette Diocese, the Marie Dupuis Centre, the Rolland Gauvreau residential centre, and representatives from two local newspapers. For more than seven hours, participants learned about the process involved in admitting, assessing and reintegrating women offenders.



Visitors participate in a workshop

Interactive workshops allowed visitors to play the role of a woman offender being admitted, or a staff member conducting the intake assessment and case preparation. One of the visitors acted the part of a National Parole Board member during a simulated hearing. Staff members, including the president of the local union, as well as inmates, were on hand to provide information to visitors and help make the day a success.

The purpose of this activity was to demystify the community's perceptions of the role that the Correctional Service of Canada plays in the areas of public safety and offender reintegration, and to underscore the attendant risk assessment component of its work. At the end of the day, participants said they had learned a great deal and that the activity should be repeated next year. ◆

Clinical Career Development Workshop

By Réjean Arsenault, Laval Area Parole Office

On September 29 - 30 and October 1, 1999, the Nicolet police institute hosted the Correctional Service of Canada (CSC) caseworkers and managers from the Quebec Region's East/West District for the fourth clinical career development workshop. The 1999 workshop's theme focused on basics and the rewards of offering clinical support.

After the opening address by Denis Fontaine of the Lanaudière Area Parole Office and Pierre Talbot of Des Laurentides Area Parole Office, the chairman of the clinical committee, Réjean Arsenault, presented the theme of the symposium, pointing out that the committee has been in existence for five years. District Director Normand Granger then spoke on the reasons for setting up the committee and its achievements. Deputy Commissioner Richard Watkins stressed the quality and complexity of the work of a parole officer, and made the connection between this work and the drop in the number of incidents in the community.



Pierre Talbot (standing) and Denis Fontaine in the opening comedy sketch about the work of a community Parole Officer

For many, "teamwork" is another way of saying "mutual assistance." It is a way to break down the walls of isolation, make progress and avoid ruts.



Renée Colette, who spoke on Accepting our Power

In a presentation on Rewards, Motivation and Change, Pierre-Yves Boily, the president of PROSYS Inc., a firm which specializes in human systems, said that, if we want to enjoy our work, we have to put in the necessary effort. At the same time, our work has to be meaningful and we also have to be aware of its demands. There is little gratitude expressed by offenders or by society for the effort that we put into motivating offenders to want a meaningful reintegration process. And yet we must commit to investing this effort and take pride in what we do. Last but not least, it is important not to feel isolated: we must help one another and work as a team.

On Day Two of the symposium, Renée Colette, Executive Vice-Chairperson of the National Parole Board (NPB) commemorated the centennial of parole and shared with the participants her thoughts on the theme selected for the morning's workshops: Power. Whether we are attracted to or afraid of power, it can be used to promote a cause. Stressing the importance of shaping change instead of having change shape us, Ms. Colette said that parole officers (POs) are influential in the NPB. She stressed the importance of trust and mutual respect in this context. In the exchange that followed, the speaker came to realize that the POs have increasingly less leeway, particularly with violations of special conditions, which must be reported automatically to the NPB. These discussions showed how important it is to keep the lines of communication between our two organizations open.

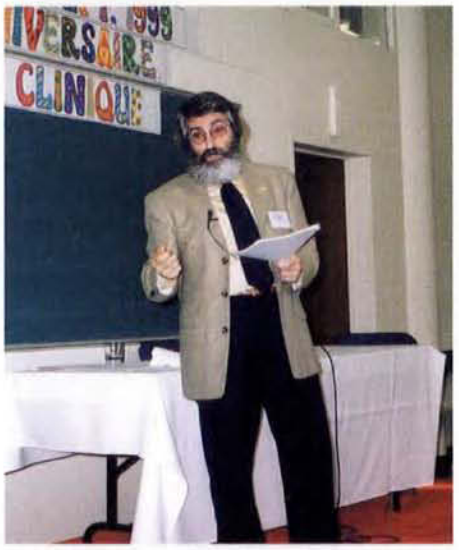
The discussion then turned to the findings of a questionnaire on how the POs perceive their power. In general, these findings tend to show that the POs feel that they have some influence over the work they do and the way they manage their time. This feeling is based on the skill and trust they have built over time. Responsibility and accountability inevitably go hand in hand with power. Some participants thought they had certain powers, such as the power to make recommendations, but did not feel they were using this power. Sometimes, control measures and standards stymie our creativity in clinical interventions.



Pierre-Yves Boily, who spoke on Rewards, Motivation and Change

During the afternoon, the participants shared views about happenings in their respective units and ways to promote teamwork. For many, "teamwork" is another way of saying "mutual assistance." It is a way to break down the walls of isolation, make progress and avoid ruts. Participants shared best practices, such as working in tandem on difficult cases, holding team meetings to discuss suspension cases, or thinking about a specific theme. Some participants stressed that these meetings should be optional. Also, willing to freely express your opinion about your problems with an offender on your caseload, without having to worry about negative peer judgement, is an indication of trust, the ability to listen, respect and maturity.

Day Three concluded with an address by Gilles Ouellet, Professor of Management at Université Laval. Mr. Ouellet said that the very essence of our work is the quality of our relationship with offenders. He felt that if we do not feel our life has meaning and if we do not feel comfortable in the community, we will have trouble helping offenders attain the goals we set for them. Beyond talk and body language, having values and beliefs that are in sync is crucial. Our ability to influence offenders depends essentially on the quality of our relationship with them and whether they find us believable, no matter what our status is.



Gilles Ouellet, who spoke on Our Work at the Dawn of the Third Millennium

Mr. Ouellet asserted that focusing on basics in our work should be seen in an organizational context. That is why it is important for all of us – POs and managers – to review our Mission and core values together. If we pull together, we are making a common commitment to produce results. If we don't, we are just going through the motions. We can be passionate about our work and find satisfaction in it, especially teamwork. Moreover, true power comes from being: being able to do the work well and being proud of it.

It takes time, energy, creativity, trust and a taste for adventure to organize these career development workshops. We believe we have addressed all the year's themes: commitment, the willingness and desire to work together, focusing on basics, and enjoying our work. See you next year! ◆



East/West District participants in the clinical career development workshops

REGIONAL NEWS

Ontario Region

Building Futures in Bath Institution

By Graham Chartier, Communications Officer, Communications and Consultation Sector

In the first six months of its operation, the CORCAN shop at Bath Institution in Kingston, Ontario became self-sufficient and is fulfilling both the correctional and the commercial mandates. Since the shop began operation, production is up, revenues are up and deliveries are timely.

"We've done what people said we couldn't," said Detlef Fischer, CORCAN's acting Operations Manager at Bath Institution. "We exceeded all our targets."

Mr. Fischer, a cabinetmaker by trade, has worked as an instructor for CORCAN since its inception. He combines the experiences he has gained on the shop floor in the institution with those he learned in the private sector in order to run the operation like a true business.

"It's important to operate like the private sector in order to make the offenders more employable and to make the shop viable," he says.

Over 50 inmates at Bath Institution are employed at either a wood shop specializing in custom pieces, a DataQuick Centre for transferring microfilm records to electronic files, or a data imaging shop. Mr. Fischer relies on the skills and expertise of instructors Frank Carter, Tim Marshall and Scott Spencer in the wood shop, Mark Walker and Chris Ward in DataQuick, and Dave Tarynor in data imaging.

"Everyone here, staff and offenders, deserves credit for what Bath Institution has accomplished," says Mr. Fischer.

"The CORCAN operation at Bath Institution is an integral part of our correctional program strategy," says Warden Gerry Minard who credits Mr. Fischer for much of the program's success. ◆

Successful Reintegration

Leonard Janvier – A Pê Sâkâstêw Centre Success Story

By Susan Brownell and Elizabeth Maldonado Mejia, Canada World Youth Exchange Students

The Pê Sâkâstêw Centre, located on the Samson Cree Nation in Alberta, is a federal, minimum security institution which promotes a culturally-based healing process that encourages the safe, effective reintegration of Aboriginal offenders into society. The success of the Centre's reintegration efforts is a tribute to the staff and programs of Pê Sâkâstêw and the involvement and commitment of the surrounding communities. Recently, an Owîcîyîsîw (a Cree word meaning "a person who wants to help himself") from the Pê Sâkâstêw Centre took part in a very successful reintegration project in the Wetaskiwin Community.

Leonard Janvier, an Owîcîyîsîw, epitomizes community reintegration at its best. A very talented artist, Leonard has been drawing since he was five years old although he has no formal art training. At first, art was just a hobby for Mr. Janvier. Now, he considers art a tool for his personal advancement and wants to make it his career. Mr. Janvier has become involved in and contributed positively to the community by painting murals in the daycare of the Wetaskiwin Bingo Hall and in Wetaskiwin Centennial School where he also taught art classes. Leonard sees his art and his community involvement as a step forward towards his release.

GIVING AND RECEIVING

As part of Mr. Janvier's reintegration process, he participated in a 60-day work release program at Centennial Elementary School in Wetaskiwin. "Mr. Leonard," as the children called him, painted four murals in the school. While he was painting in the hallways, the children would stop to talk to him and enquire about his art. The hallway soon became a popular gathering spot where the students and staff would visit and chat with the artist. In addition to painting in the school, Leonard taught art to the students. He instructed the children on how to use colour, blend paints and create scenery. According to Judy Olsen, one of the teachers at Centennial Elementary School who sponsored Leonard, "He not only gave the kids tools for art, but he made the children believe in themselves. Leonard really encouraged the kids and showed the children that they have a lot of potential inside themselves."

"Mr. Leonard" made a deep impression on the children who, staff members say, gave him their respect and affection. In the opinion of one of his pupils, "He (Janvier) is a nice guy, cool and fun to talk with." Judy Olsen sees Leonard as a positive role model for the children, especially for the Native children. All of the staff we interviewed at Centennial Elementary hope that Leonard will return to the school for another work release project in the future.



Mural by Leonard Janvier

Community support and involvement along with the willingness and desire of the Owîcîyîsîwâk to change gives offenders the motivation to steer their lives on a positive course. According to Janvier, he is a completely different person now than he was two years ago when he arrived at Pê Sâkâstêw Centre. Indeed, Leonard is a new man; he is no longer angry but instead has a good attitude and is motivated. Leonard Janvier has set three goals for himself: education, art and success. Judy Olsen commented that the change in Leonard is clear, "He used to want to know what was in it for him in a situation, now he wants to know how he can help others."

A NEW OUTLOOK

Leonard Janvier's success is the outcome of community support, dedicated individuals like Judy Olsen and her family, the staff and programs at Pê Sâkâstêw Centre and his own initiative. All of the people involved in Leonard's reintegration believe in him and have a very positive view of him as a person. The faith that others have in Leonard's success is apparent in Judy Olsen, "I have seen him grow, he has come so far and he is still going. Now he trusts people and he realizes that he can be a productive citizen and set goals for himself. He can make it, and now he knows he can make it."

The success of Leonard Janvier illustrates that reintegration is a win/win situation. Leonard has benefited by being able to share his talents with the community and the community has benefited by learning art from "Mr. Leonard" and enjoying his work. Most importantly, though, this reintegration project has created meaningful relationships between Leonard and the staff and students at Centennial Elementary School based on trust and respect. ◆

Sisters of Hope

A New Resident at the Okimaw Ohci Healing Lodge

By Deborah Podurgiel, Freelance Writer

Come October, there will be a new resident at the Okimaw Ohci Healing Lodge and her name is the *Sisters of Hope.*

Thanks to a $75,000 grant from the Millennium Arts Fund and to the vision of multimedia artist and educator Noni Dornstauder, the life-size bronze statue will be unveiled this year at an inauguration coinciding with Thanksgiving and Powwow.



Noni Dornstauder, artist

For the past 10 years, Noni Dornstauder has concentrated on painting and sculpting the history of the Aboriginal people of the Plains. She has recorded their leaders and lifestyles, and the natural beauty of their surroundings while pursuing her traditionalist studies of the history of her people. Born on a homestead in Saskatchewan, she has always been fascinated by the beauty and uniqueness of the Plains, as reflected in the art she creates from a variety of media.

However, long before the millennium grant, and even before Okimaw Ohci's foundation had been poured, Noni Dornstauder was inspired by the grounds on which the healing lodge was to be built and by its very purpose. "My husband worked on the construction crew and I often accompanied him to the building site on weekends when he checked the fresh cement pours. The site is a Holy Place in the Cypress Hills. Before the healing lodge was opened, I made the sculpture hoping someday to find the funding to have it made into a 10-foot high bronze to be placed at the Eye of the Eagle at the healing lodge."

Once finished, it will weigh more than three tonnes. Ms. Dornstauder describes the life-size sculpture as "a kneeling, heroic-size figure of the Mother Healer. She has her buffalo cape stretched out and is sheltering three, life-size women in front of her. They are chanting a prayer to The Great Mystery. Her buffalo cape is rolled up at the back enfolding a sleeping child. On the back of the robe is an eagle with wings spread out. The eagle is the symbol of wisdom and knowledge. There is a buffalo skull at the left of the women, also symbolizing wisdom. I called it *Sisters.* The staff and the residents of the Okimaw Ohci Healing Lodge are all called sisters, and our healing lodge is an overwhelming success."

In fact, the statue model has inspired more than a few residents at the healing lodge. One former resident in particular, Brenda L. Longman, was so touched that she suggested the new name for the bronze be *Sisters of Hope.* "At first sight, I thought of an angel spirit and the women sitting down reminded me of the inmates here. For me, the statue holds a lot of meaning and it represents the pain of women, like me. It gives comfort knowing that there is hope and forgiveness. The statue, in itself, gives a person strength."

Ms. Dornstauder says the *Sisters of Hope* is not only symbolic, it is an interactive piece which invites people to think about what the statue means to them. "Children can interact with it as well. I thought about that when creating the piece and there are no sharp edges so the children can sit in it." ◆



Talent Show at the Regional Health Centre

By Reva Malkin, Native Liaison, Regional Health Centre

On March 17, 2000, a Staff and Patient Talent Show was held in the chapel of the Regional Health Centre (RHC). The event was initiated and organized by Melissa Lund, a registered psychiatric nurse, who demonstrated what is possible with vision, imagination, positive energy, dedication and plain old hard work. The show featured 16 acts with approximately 25 inmate/patients and a dozen staff performing. In addition to the performances, there was a visual arts display.

Patients from all areas of the institution were represented in the talent show. Although most of the acts were musical, the show also featured poetry readings and comedy segments. The musical acts included a staff choir, a piano solo, and the Native Brotherhood drummers; two musical groups made up of staff and patients who played and sang together.

Groups were busy rehearsing and preparing for the event for several weeks. Preparation such as choir rehearsals visibly lifted the spirits of participants; twice a week for a month or so before the talent show, choir members could be seen leaving the chapel smiling and singing. The event showcased all of those involved as multifaceted beings. Indeed, we all have gifts to offer and creative parts of ourselves that need outlets for expression.

Many staff and patients commented that this event, where both staff and patients "let their hair down" was a refreshing experience. The majority of those polled felt that this innovative approach will promote better working relationships among staff and between staff and patients, and will contribute to a more trusting, relaxed atmosphere in the institution. The RHC has found a way to possibly expand and improve our communication with each other, and initiate healing by encouraging personal development on many levels.

Congratulations to Melissa Lund for her vision, steadfastness and hard work; Etienne Venter for coordinating the sound system; Mary-Ann Whittaker, Jean Koetz and David Tso for organizing the visual arts exhibit; Gerry Ayotte, Dwight Cuff and Harvey Gunter, the chaplains who agreed to hold the event in the chapel; Niranjan Thuraisamy and other senior staff members who supported the talent show; the Apex program participants for baking cookies; and to all the talented staff and inmate/patient participants who shared their creative energy on stage and in the visual arts exhibit. ◆



From left to right, front row: Christopher Siemens, Paul Roote, Marie-Claude Baron and Etienne Venter
Back row: Dwayne Reynolds and Richard Condoin



RHC staff, from left to right, front row: Etienne Venter, Dan O'Hara, Crystal Grass and Paula Moore
Middle row: Dianne Simpson, Melissa Lund and Scharie Tavcer. Not seen: Reva Malkin
Back row: Lori McHattie and Rhoda Cheng

Certificate of Appreciation



Heather Pierce and Pieter de Vink

Heather Pierce and her treatment team, working in a special mental health program at Sumas Community Correctional Centre, were commended by three National Parole Board members for the quality of their professionalism in handling a difficult case. The Board recognized the excellent work performed by Ms. Pierce and the team as having "obvious benefits" for the offender. Ms. Pierce and the RHC treatment team have demonstrated their high level of commitment and professionalism to this project. This certificate, jointly signed by Commissioner Ingstrup and Pieter de Vink, Deputy Commissioner, Pacific Region, serves as a token of appreciation for a job well done. ◆

Ron Wiebe Boardroom

The Pacific Region officially designated a boardroom at its Regional Headquarters in Abbotsford, B.C. as the "Ron Wiebe Boardroom", in honour of the late warden of Ferndale and Elbow Lake institutions and his family. On March 14, Mr. Wiebe's family attended a small ceremony to dedicate the room. ◆



Photo by Dennis Finlay

Left to right: Bill and Elizabeth Wiebe, Ron Wiebe's parents; his son, Jason; his wife, Shirley; his son, Jordan; Pieter de Vink, Regional Deputy Commissioner; and his son, Jeff

Proud Graduates

The graduation ceremony for the Pacific Region's first Correctional Training Program of the new millennium was held March 23 at the Regional Correctional Staff College. The new correctional officers posed with their instructors before heading off to their new institutions. ◆



Photo: Sonya Henry

Front row, left to right, instructors Marcel Legacy, Maria Parton, Ingrid Woelke, Linda Hosier and Terry Raffan. Second row, left to right: correctional officers Denise Cork, Heather Byron, Tricia Shestopalski, Debora Riga, Janet Gerard, Anthony Boccinfuso, Wes Maitland, Aaron Fitzgerald, Scott MacAllister and Robert Garrett. Back row, left to right: Steve Poulin, Andrew Urquhart, Lori Wilson, Henry Braun, Don Trenaman, Pierre Bouvier, Jagjit Saran, Hans deWaal, Eugene Peters and Russell Pierce

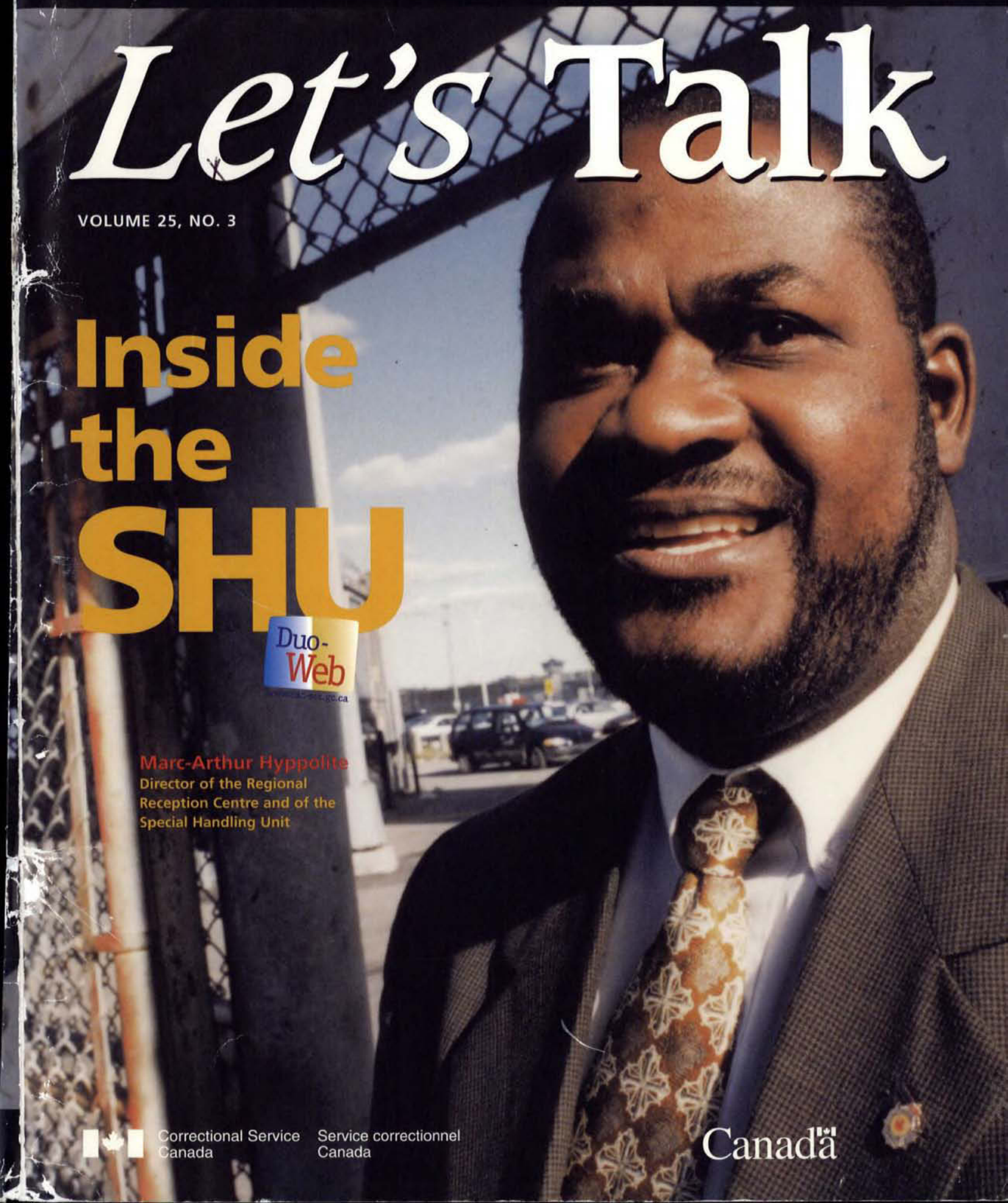
The Prison for Women Closes its Doors

International Conference Targets Worldwide Need for Parole

Gangs and Violence A Continuing Concern

Let's Talk

VOLUME 25, NO. 3



Inside the SHU

Duo-Web

Marc-Arthur Hyppolite
Director of the Regional Reception Centre and of the Special Handling Unit

Correctional Service Canada
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Canada

Let's Talk

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FEATURES

COMMISSIONER'S EDITORIAL 1
INSIDE THE SHU 2
FEATURED FACTS 4
INTERNATIONAL CONFERENCE TARGETS WORLDWIDE NEED FOR PAROLE 6
THE PRISON FOR WOMEN CLOSES ITS DOORS 10
THE SENIOR MANAGEMENT MEETING
SHARING OUR ACHIEVEMENTS
FOCUS ON PACIFIC REGION 11
GANGS AND VIOLENCE
A CONTINUING CONCERN 12
GET IT ON THE NET 14
A LESSON IN TEAMWORK 14
THE MENTALLY ILL OFFENDER
TREATMENT AT THE ONTARIO REGIONAL TREATMENT CENTRE 15
THE TOM FRENCH LIFELINE AWARD 18

ARTICLES

SECTOR REPORTS

National Capital Accommodation and Operations Plan 19
Federal – Provincial/Territorial Relations
CSC and Intergovernmental Collaboration . . 19
The Correctional Service of Canada Voted Organization of the Year 2000 by the International Association of Public Participation 20
A New Research Publication on CSC's Website 21
My Year as a Volunteer 21
Celebrating the Millennium 22
An Example of Integrated Solid-waste Management
Making a Contribution to Environmental Conservation 23
Michael Elkins Receives the St. Leonard's Society of Canada Cody Award 24
Chaplain of the Year 25

REGIONAL NEWS

Atlantic Region

Inmate Committee Makes Donations 25
Springhill Institution Enters Float in Parade . . 25
Excellence 2000
Awards and Honours Ceremony 26
Awards Ceremony 26
Not all Thursdays are the Same 27

Quebec Region

Agreement with Catholic University of Paris, School for Practising Psychologists 27
The Tandem Program at Leclerc Institution . . 28
Cowansville-Drummond-Montreal Metropolitan District: Meeting with Community Partners 28

Ontario Region

Promoting a Learning Environment at Warkworth Institution 29
Paint Clinic at Warkworth Institution 30
A Model Fire Truck 30
Hall of Honour Induction for Dan Rowan . . 30
Students Get School's Last Grade 10 Diplomas 31
The Writing's on the Wall for Frontenac School 32
School's IN for Summer at Frontenac 32

Prairie Region

Change of Command in the Prairies 33
A Distinguished Career 34
CSC Employee Receives Medal of Bravery . . 34
African Aid Plea Falls on Deaf Ears 35
High Tech Partnership Effort Between HRDC and CSC 35
Whittling Away at Waste
RPC Prairies Receives Corporate Award for Waste Minimization 36

Pacific Region

Mountain Institution Employee Receives Award of Excellence 37
Twenty-Five Years with CSC 37
Staff at Mountain Institution Contribute to Children's Hospital 38
Mountain Institution Receives Two Awards . . 38
Inmates Build a Circuit Labyrinth 38
Fifth Annual Women in Criminal Justice Conference in Ocean Shores 40

Implementing Our Mission

On September 9, 2000, I came home.

I have now returned to the same organization where I began my career some twenty years ago. I have spent virtually each and every day of my working life at the Correctional Service of Canada (CSC), beginning with my days in Quebec. This is a fascinating, complex and always demanding organization, which holds a special place in Canadian society. In every position, I can honestly say that I have come away with even more admiration and respect for the work that we do.

In succeeding Mr. Ole Ingstrup, there is no question that I have a tough act to follow. Ole's vision and his commitment to a modern and effective correctional system transformed this organization during his two terms as Commissioner. We all saw how he remained true to these ideals even in the most difficult times. The Mission that he gave us will be his most enduring contribution and I intend to continue our long-standing focus on public safety.

I am very honored to have been given this opportunity, because it is a mark of confidence in the Service's ability to train and nurture its future leaders. I also have the privilege of returning at a special time in the organization's history, because our performance has never been better. CSC has cut the recidivism rate for federal offenders on conditional release in half since the early 1980's.

Convictions for violent offences – the greatest source of public concern – has dropped by 45 per cent over the last six years. The result of our efforts is that federal offenders on conditional release are now responsible for less than 1 per cent of Canada's overall crime rate.

We have every right to be proud of this record. At the same time, it drives us to remain focussed on serving the public. We are one of the largest agencies of the federal government, with a presence across Canada, who make a unique contribution to Canadian society. I want the Service to become a national symbol – just like the Royal Canadian Mounted Police – which is recognized as a vital component of the criminal justice system and as a guarantor of public safety.

As we enter the 21st century, CSC continues to face tough challenges. Never underestimate, however, the strength and resilience of the Service. Remember that our Mission has served us well for more than a decade and study after study has shown that Canada's approach to reducing crime is working. It's up to each and every one of us to safeguard this legacy and to remain committed to our pursuit of public safety.





Lucie McClung
Commissioner
Correctional Service of Canada

Duo-Web
www.csc-scc.gc.ca

Inside the SHU

By Graham Chartier, Communications Officer, Communications and Consultation Sector
Photos: Benoît Aquin

In the Special Handling Unit, or SHU as it is generally known, inmates moving from one area of the facility to another are handcuffed and escorted by two or three correctional officers. All visits, all programs and all interviews by staff are conducted through a clear plexiglas barrier.

Given that these inmates are some of the most dangerous offenders in Canada, and have proven so in regular, maximum security institutions across the Correctional Service of Canada (CSC), the strict security of life at the SHU is hardly surprising. What may surprise visitors is the veneer of calm masking the underlying tension.

Each day, SHU staff members must manage that tension while working in one of CSC's most secure correctional units.



Philippe Cantin, CO-II, watches a colleague escorting an inmate.



A correctional officer handcuffs an inmate through a wire screen. In the SHU, all inmates must be handcuffed before leaving a secure area.



Claude Mayer, CO-I, watches inmates and correctional officers from his control post as they move about.



From the SHU observation gallery, a correctional officer overlooks the movement of inmates to the exercise yard.

LOCATED IN QUEBEC

Directly north of the islands of Laval and Montreal in Quebec, near the centre of a large, treeless parcel of land sits a group of buildings which house federal correctional facilities administered by CSC. These facilities include the Regional Reception Centre (RRC) for the Quebec Region of CSC. The RRC is a multi-level security facility that receives all offenders recently given a federal sentence in Quebec.

Located within the RRC is the SHU, since 1997 the only unit of its kind operated by CSC for the very small percentage of inmates who require its special handling procedures and the constant vigilance of its staff.

FOR INMATES WHO JEOPARDIZE SECURITY AND SAFETY

The SHU has the same maximum security designation as all of the other maximum security institutions operated by CSC. Almost all of the SHU's inmates arrive from other maximum security institutions located across the country.

"They have been transferred to the SHU because they each jeopardized the safety of staff and other inmates in those institutions and they need special handling," says Denis Cloutier, who was the RRC warden and the person responsible for day-to-day operations at the SHU until June 2000.

Of the inmates transferred to the SHU, over 80 per cent were placed there following incidents of aggressive behaviour towards staff or other inmates, including murder, sexual assault and hostage-taking. The remainder were placed at the SHU for escape attempts or institutional disturbances.

"By placing these inmates in an institution with security measures that are stricter than those in a regular maximum security facility, we not only protect our staff, but the inmates feel more secure as well," says Mr. Cloutier.

"In a regular, maximum security institution, there may be 30 or more inmates in a common area. Here at the SHU, no more than eight or nine inmates are permitted to congregate in a common area at any one time."

All maximum security institutions have detention units where inmates can be kept for a time. In these units, inmates are confined to their cells for up to 23 hours a day. At the SHU, inmates are able to spend more time out of their cell, but their movements and actions are closely monitored and strictly controlled.

Mr. Cloutier points out that, "at the SHU, we are able to concentrate our resources to accomplish this, to provide a better and more secure environment for both staff and inmates."

About 90 staff members work at the SHU, with an average of 15 to 20 correctional officers working each day shift.

SHU TRANSFERS RARE

CSC has jurisdiction over all offenders in Canada sentenced to a term of imprisonment of two years or more. On December 31, 1999, CSC had 12,716 inmates in custody and another 9,165 under the supervision of CSC parole officers in the community.

The inmate population of the SHU currently stands at 75 or approximately half of one per cent of all inmates in CSC custody. Clearly, getting transferred to the SHU is an exceptionally rare occurrence.

ENTERING THE SHU

People enter the RRC, which houses the SHU, through a series of sliding gates and security checks and past twelve-foot high fences topped with coils of razor wire. Entry occurs under the scrutiny of a large watchtower that surveys the treeless approaches much like an airport control tower peers out over a long stretch of runways.

Inside the RRC, inmates can be seen cleaning, working at different tasks or perhaps walking to a program – scenes familiar to

Since July 2000, Marc-Arthur Hyppolite has been Director of the Regional Reception Centre and of the Special Handling Unit. An affable man who is nevertheless fully aware of the imposing challenges he faces, Mr. Hyppolite has a simple philosophy: institutional conflicts should be resolved



by talking them through with the parties involved, and force should be used only as a last resort, once all other peaceful means of trying to defuse an inmate's anger and violence have been exhausted. In short, the idea is to use safe methods that both respect the law and existing policies and are in keeping with the situation, in order to protect both staff and inmates.

Featured Facts

Facts and quotes from articles contained in this issue

The inmate population of the SHU currently stands at 75 or approximately half of one per cent of all inmates in CSC custody.

"By placing these inmates in an institution with security measures that are stricter than those in a regular maximum security facility, we not only protect our staff, but the inmates feel more secure as well."

Former warden Denis Cloutier of the Regional Reception Centre, which houses the Special Handling Unit (SHU)

– Inside the SHU

The 1991 CSC Task Force on Mental Health indicated that almost 20 per cent of federal offenders need some kind of psychiatric treatment.

"I believe that programs have an impact; the change may not be dramatic for you or I, but we start to see offenders talking, making plans, and that can be seen as an incredible sign of progress."

Bruce Jefferson, Director of Correctional Programs and Adjunct Therapies, Ontario Regional Treatment Centre

– The Mentally Ill Offender - Treatment at the Ontario Regional Treatment Centre

For the five-year period ending March 2000, day parolees - offenders who work or take programs in the community by day and reside in a correctional facility or halfway house by night - had successfully completed their supervision period 82 per cent of the time.

– International Conference Targets Worldwide Need for Parole



Photo of an inmate in his cell

SHU inmates have no direct contact with anyone except other inmates unless they are handcuffed and accompanied by correctional officers. Personal visits, interviews with staff or program delivery all occur through a shatterproof, clear plexiglas barrier that prevents any possibility of direct contact with staff.

anyone who has toured or worked in any of Canada's 52 federal correctional facilities.

Across the RRC, a seemingly endless and whitewashed tunnel leads to another series of security checks and locked doors protecting the entrance to one of Canada's most secure prison units.

LIFE IN THE SHU

Inside the SHU, the greyness of the day beyond the walls blends with the artificial light of the Unit, leaving the central area clearly lit but with few shadows.

The SHU has five cell blocks, each including a small, triangular exercise yard. These cell blocks fan out around a central control post equipped with tinted windows. Inside this control post, correctional officers monitor all inmate activity and control all cell doors and the barriers that mark each range.

When an inmate moves off a cell block to attend a visit or a program, for example, that inmate's cell is unlocked individually from the central control post. The inmate advances to the barrier at the end of the cell



Continuous electronic surveillance



A correctional officer at the control post



Diane Bergeron, a nurse at the Regional Reception Centre assigned to the SHU, watches an inmate on his cot in his cell. She administers medication to the inmates, following approved medical procedures.

block. There, he is handcuffed, the barrier is opened and he is escorted to his destination by the officers.

SHU inmates have no direct contact with anyone except other inmates unless they are handcuffed and accompanied by correctional officers. Personal visits, interviews with staff or program delivery all occur through a shatterproof, clear plexiglas barrier that prevents any possibility of direct contact with staff.

In addition to the exercise yards, there are four common rooms and a gymnasium where inmates are allowed to mingle. Inmates do not need to be handcuffed to go to the common rooms, which they can access without coming into direct contact with staff.

While all of this takes place, security cameras and watchful correctional officers on a catwalk overhead and in the central control post monitor the activities and actions of the inmates on the floor.

MOST INMATES EVENTUALLY RETURN TO THE COMMUNITY

About 39 per cent of the inmates transferred to the SHU are serving life sentences. However, over 60 per cent of them are serving determinate sentences that will end one day, most within several years. CSC's role is to administer these federal sentences bearing in mind that some offenders will eventually return to the community. To this end, CSC tries to get SHU inmates into programs and safely return them to a regular, maximum security institution as soon as acceptable.

"The challenge is balancing security concerns with the delivery of programs so we can get most of these guys back down to a regular maximum security institution," says Mr. Cloutier.



Correctional officers pass a platter of food to an inmate of the SHU.

In fact, most of the inmates will not spend a great deal of their sentences at the SHU. Of the 75 inmates at the SHU, 58 had been there for less than two years and only ten had been there for more than five years.

ROLE OF THE NATIONAL REVIEW COMMITTEE

While the day-to-day operation of the SHU is the warden responsibility, the authority to transfer inmates in and out of the SHU is delegated to a National Review Committee (NRC) comprising the heads of Canada's maximum security institutions, and other correctional officials.

When an inmate is confined under the strict security measures of the SHU, his case is systematically reviewed to determine whether or not he could be transferred to a regular maximum security institution. In fact, the NRC is required to review each inmate at the SHU at least once every four months.

Every two months, members of the NRC meet to review half of the facility's inmate population, carefully listening to the opinions of SHU staff about these inmates.

During each NRC review, all SHU inmates under consideration have an opportunity to make their own submissions.

The NRC, whose members have decades of correctional experience and expertise, ensures that inmates who should be at the SHU remain there, and that others are placed in a maximum security institution whenever possible.

Together, the NRC and the staff of the SHU help CSC fulfill its Mission of protecting Canadian society by "exercising reasonable, safe, secure and humane control." ◆



Robert Massie is the Manager of the Special Handling Unit.

An experienced manager, Robert Massie makes dozens of decisions every day, sometimes with serious consequences for inmates and staff alike. He has successfully created a work atmosphere that makes it possible for his staff to coexist peacefully with hardened criminals who show precious little respect for law and order. Robert believes one of the essential qualifications for his job is the ability to anticipate the actions and intentions of the inmates in his custody. "If we can do this, we have a better chance of ensuring the safety of our staff".

"By taking the disruptive elements from other CSC institutions, we help create a more conducive atmosphere in those institutions for program staff to work toward rehabilitating offenders who want to turn their lives around and return to the community as law-abiding citizens."

Robert Massie

International Conference Targets Worldwide Need for Parole

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Photos: Ron Devries

In many countries, conditional release – the gradual release of an offender back to society under conditions such as residing at a correctional halfway house at night, and taking courses or working by day – does not exist, or exists with limitations. In these countries, prisoners may serve extremely long sentences and be released "cold turkey" to a different world than the one they left behind.

To address this issue, and the challenge of how countries must prepare for the eventual release of the eight million offenders currently incarcerated worldwide, the Association of Paroling Authorities International (APAI) held its 16th annual conference this past May in Ottawa. The National Parole Board (NPB) and the provincial parole boards of Ontario, Quebec and British Columbia hosted the three-day event. Approximately 440 delegates from 39 countries attended.

The APAI's mandate is to provide training and development for parole authorities around the world. Its membership is largely from the U.S. and from Canada's national and provincial parole boards. This year, one major conference goal was to increase participation in the Association by parole officials from other countries.

"We aim to create a network of contacts around the world, so that other countries can establish a system of parole, or strengthen their current system, and so that experts can discuss the knowledge and experience they have gained," said Peter Cummings, conference organizer and NPB Coordinator of International Relations.

"Canada has become increasingly involved in providing information internationally, and this conference was a way for our counterparts from all over the world to learn from each other," said Simonne Ferguson, Regional Director for the Ontario Region of the National Parole Board and Chair of the APAI 2000 organizing committee.

The theme of the conference was "Promoting parole internationally and contributing to global public safety." Criminal justice officials recognize the value of parole in enhancing the longer-term protection of society. They are also increasingly aware that parole is cost-effective and frees staff and funds to deal with the root causes of crime, including health care, housing and education.



Simonne Ferguson, National Parole Board

THE CANADIAN PAROLE SYSTEM

For countries with a parole system, political support and public acceptance has been fundamental. In Canada, Parliament created *The Ticket of Leave Act* in 1899, which allowed inmates to be released before the end of their sentence. In 1936, a Royal Commission recommended that rehabilitation become the purpose of incarceration. Vocational training and education courses were introduced in prisons, and community services increased.

In 1959, the National Parole Board was formed within the Department of Justice. In 1966, the National Parole Board became part of the Ministry of the Solicitor General, and later separated from the penitentiary system, which is now called the Correctional Service of Canada.

The National Parole Board is responsible for making decisions on full and day parole for federal offenders (those serving two years or more) and provincial and territorial offenders (those serving less than two years) where there is no provincial parole board. It also makes decisions regarding temporary absences in certain cases. It has the authority to detain offenders who present an immediate and serious risk of committing an offence prior to the end of their sentence, and makes decisions regarding the termination of parole and statutory release. There are 94 National Parole Board members in Canada in addition to provincial parole board members in Ontario, Quebec and British Columbia.

The NPB regularly monitors parolees. For the five-year period ending March 2000, day parolees – offenders who work or take programs in the community by day and reside in a correctional facility or halfway house by night – had successfully completed their supervision period 82 per cent of the time. Offenders on full parole –who work and live in the community but report regularly to a parole officer – had a successful completion rate of 68 per cent and those on statutory release – released at two-thirds of their sentence – completed their parole with a 58 per cent success rate. The most common reason for unsuccessful parole completion was violation of parole conditions. Revocation of parole due to violent offences was extremely low, in the one to three per cent range.

One major conference goal was to increase participation in the Association by parole officials from other countries.

"There are strong indications that offenders released on parole – which is based on a risk assessment made by the NPB – are more likely to successfully complete their supervision period than offenders released on statutory release, at which time the offender is released automatically without the involvement of the Board," said Pierre Couturier, Director of NPB's Performance Measurement Division.

INTERNATIONAL SYSTEMS COMPARED

In a plenary session on international approaches to conditional release, the United Kingdom's Chief Inspector of Probation, Sir Graham Smith, told delegates that the early founders of probation were individuals driven by humanitarian principles, but that parole needed the engine of the liberal state to maintain its momentum. The same is true today: political and public support is key to parole's success.

That support is evident in some countries, but in others, incarceration is the norm. Statistics from 1998 show that, per 100,000 citizens, there were 690 in Russia, 668 in the USA, 327 in South Africa, 215 in the Czech Republic, 129 in Canada, 55 in Finland and 42 in Japan. In countries lacking parole, new offenders join the ranks of the existing inmate population, creating overcrowding. Incarceration rates are climbing dramatically worldwide.

Alternatively, where a system of conditional release is available, prisons are less crowded and safer, and offenders are prepared to return to society. Convincing political authorities of the logic of parole services is a challenge, but judging by the conference discussions, a majority of countries believe it presents a way to reduce the high number of prisoners worldwide and, most importantly, to safely return them to their communities.

There is no magic potion for gaining public support. The Head of the UK's International Prisons Research Unit, Roy Walmsley, said it is up to criminal justice experts to keep key people informed, such as judges, lawmakers and the media. In Finland, for example, the prison population began to decrease in the 1970s after the issue was defined as a problem and political decisions were taken to address it. "We must play a part in this, as criminal justice experts," said Mr. Walmsley.

EASTERN AND CENTRAL EUROPE

Sir Graham told delegates that the Penological Committee of the Council of Europe, which he chairs, is studying parole and conditional discharge in 41 countries across Europe, from Albania in the east to Ireland in the west, from the Nordic countries and emerging nations of the former Soviet bloc to tiny Malta in the south. To be accepted for membership in the Council of Europe, a country must not carry out capital punishment. This has added to massive prison overcrowding in countries such as Ukraine, which has hundreds of prisoners who previously would have been executed.

Sir Graham described and compared the situation in several European countries, including Belgium, where a single criminal case made the existing system of parole tougher, and France, where the granting of parole has declined almost continually since the early 1970s. In Holland, offenders are released after two-thirds of their sentence, and in Poland, Italy and Germany, the parole systems emphasize the judicial decision.

He concluded that the development of parole is not prospering in Central and Eastern Europe. Most countries want it, but lack the infrastructure and resources to support it. However, the results of a questionnaire returned by heads of prisons from 30 of the 41 countries in Europe showed that they felt the weak link in their work was the lack of planning and facilities available in the community for released offenders. Sir Graham concluded that despite difficulties, the desire for parole appears to be growing in Europe due to pressures on overloaded prison systems.

WORKSHOPS DISCUSS A RANGE OF TOPICS

A wide variety of interesting and informative workshops were held during the conference. At one session, the existing and re-established parole systems of several countries were discussed, with presentations from Uruguay, Bermuda, Belgium, Tanzania, France and the Netherlands. A workshop on Aboriginal offenders included representatives from Canada, Greenland and the Navajo Nation. Some of the other workshop topics included Canada's Lifeline Program for long-term offenders, evaluating the effectiveness of conditional release and a religious-based program for offenders called Cons for Christ.



Left to right: Marie Ragghianti, U.S. Parole Commission and Michael Sibbett, Utah Board of Parole present the Ben Baer Award for contributions to corrections to Jasper Clay, Washington DC Board of Parole.



Delegates from Hong Kong Correctional Services Department and Lise Saucier, NPB



Left to right: Dr. Robin Wilson, Chief Psychologist, Central Ontario District Parole Office (Toronto); Mike Toole, Supervisor, Peel Area Parole Office (Toronto); and Lawrence Bell, Union Solicitor General Employees, Eastern and Northern District Parole Office (Kingston), Correctional Service of Canada

A KEY ISSUE - PREDICTING RISK

In a plenary session co-hosted by Dr. Don Andrews, Professor of Psychology at Carleton University (Ottawa), delegates were told that research experts are getting better at predicting risk. Dr. Andrews said that key factors determine an offender's risk of reoffending more than the severity of the sentence. These factors are the offenders' attitudes and beliefs regarding their behaviour; their associates, because anti-social behaviour increases if friends and peers consider it acceptable; the offenders' behavioural history; their personality, such as aggressive, impulsive, poorly socialized; their family and home; and substance abuse.

"Do not use deterrence; use human service in a justice context," said Professor Andrews.

Professor Paul Gendreau told the group that get-tough sanctions show no positive results, but do show a 33 per cent recidivism rate. He described the program he devised, called the Modified Intensive Supervision Program, which provides additional training to parole (federal) and probation (provincial) officers to have them work more intensively with their highest risk cases. The program involves additional ways to assess and identify offenders who may be difficult to manage, and targets their needs in order to help them remain in the community. The program does this by involving community resources and ensuring that offenders use these additional community resources.

VICTIMS' VOICE IN PAROLE

A workshop "aimed at expanding the role of victims in the parole process" featured presenters from the Canadian, U.S. and B.C. parole boards. Steve Sullivan, President of the Ottawa-based Canadian Resource Centre for Victims of Crime, said that victims are now an integral part of the system, but there is still a need to balance the interests of victims and the rights of offenders.

Victims have the right to attend federal parole hearings in Canada, receive and provide information to the Parole Board and the Correctional Service of Canada and be made aware of an offender's release. However, he said, they are not able to fully participate in parole hearings by reading their statements orally and do not normally receive information about an offender's treatment, which can alleviate fears of release.

Mr. Sullivan concluded that progress has been made in the past decade, and governments and professionals within corrections and parole have recognized and affirmed that victims are an accepted component of the criminal justice process.

THE NATIONAL PAROLE BOARD'S SPECIAL INVESTIGATIONS

A workshop to explain the special investigations held by Canada's National Parole Board and Correctional Service of Canada when conditionally-released offenders commit serious, violent offences featured speakers from the NPB, CSC, the Solicitor General and the Quebec Parole Board.

Speakers Ghislaine Charlebois, NPB Manager of Clemency and Investigations and Dan Kane, a Senior Investigator in CSC's Pacific Region, said that from 1998 to 1999, almost 10,000 offenders were living in the community on conditional release. During that period, six investigations were held into serious incidents committed by released offenders. While the number of incidents is low compared to the total number of supervised cases, the NPB and CSC take them very seriously.

A team comprising members of the Parole Board, CSC and the community investigates serious incidents committed by conditionally released offenders. That team has learned several key things to help in assessing an offender's risk and better manage cases in the community.

MANAGING DIFFICULT PAROLEES

Dr. Robin Wilson, CSC's Chief Psychologist, Central Ontario Parole District, was a presenter for the workshop on assessing the risk of difficult offenders such as sex offenders, the mentally challenged and extremely violent offenders. Other experts included Dr. Ann Barker, a member of the Parole Board of England and Wales and Guy Hall, a professor at the School of Law, Murdoch University, Australia.

Dr. Wilson spoke about sex offenders. He said that the first step is to establish the risk level of the offender, and warned that a poor assessment spells trouble. Various factors need to be considered such as the offender's age at the time of his or her first offence (the younger the age, the higher the future risk), whether the victim was a stranger (a high risk factor), whether the victim was male or female (a male victim suggests a stronger future risk), the offender's difficulty in coping with negative emotional states (meaning a higher risk of reoffending) and more.

Both in the institution and in the community, a Relapse Prevention Strategy forms part of supervision and treatment. This



Ottawa's Thomas D'Arcy McGee Elementary School Choir performs at the dinner and awards ceremony.

means encouraging offenders to use internal self-management techniques to monitor themselves, and providing extensive supervision when the offender is released. Supervision is most successful when parole officers are aware of situations that place parolees at a risk of reoffending and have set up a system of contacts to monitor the offender's behaviour in the community.

Sex offender programs offered in the community must focus on behaviour, emotions, family, marriage, substance abuse, community functioning, attitudes and thinking processes, said Dr. Wilson. Community programs and community support - from family, friends, co-workers, even police - are key to lowering the risk of recidivism. Residing at a halfway house increases the offender's contact with staff and other supports, such as peers, who can assist in successful parole. The Circles of Support Program - a community-based program which sets up a circle of five to seven volunteers that meet daily or weekly with the offender to facilitate their re-entry into society - has shown positive results.

Research studies to date show that a collaborative approach in institutional and community programs and a correct assessment of need and risk level has a positive effect on the reintegration of sex offenders.

BUILDING COMMUNITY SUPPORT FOR CONDITIONAL RELEASE - AN AMERICAN EXAMPLE

Former parole officer and current professor at the College of New Jersey, Dr. Mario Paparozzi, gave a dynamic talk about issues arising from new parole legislation and changing public perceptions.

He said that in the U.S. the public wants not only protection but also punishment for offenders. When the public hears "parole" it thinks of early release and is angered, he said. He said the malaise over parole is not only felt in the public but within the parole community as well. Officials are unsure what they should reveal about the system.

He said the public does not understand the issues affecting criminal behaviour. As an expert witness at a trial, a jury member asked him how many home visits a parole officer should make to keep crime rates low. Mr. Paparozzi explained that the solution was not visits by a parole officer, but addressing poverty, literacy and homelessness. Focusing on social problems reduces crime, but punishment and supervision do not.

He suggested that politicians are not the proper target for legislative change because ideas change hands regularly in that arena. Support for parole can be gained by getting experts involved in community associations, such as American Probation and Parole, which can talk knowledgeably to the media. There should be no secrets with the media, he said. If an offender is on parole, spokespeople must describe the two-year substance abuse program that may be required. "We must be open and explain why what we do in corrections is of value, both to the offender and to the community," said Mr. Paparozzi.

THE CONNECTICUT EXPERIENCE

Brian Anderson, a parole supervisor with the Connecticut Board of Parole, described how the Board convinced politicians and citizens to retain parole. He said that to gain public support one needs to send strong messages. For example, the Board would revoke parole from offenders who violate their conditions of parole. He said support could be earned through activities such as public speaking, contacting the media, communicating with policy and lawmakers and building relationships with law enforcement officials.

Speaker Dan Lombardo of Volunteers of America gave a vibrant speech on how his group boosted public confidence in parole through an effective marketing campaign. It included positive information to encourage an acceptance of offenders back into the community, such as having them escort senior citizens and do other volunteer work.

COMMENTS BY CONFERENCE PARTICIPANTS

Evaluations filled out by delegates rated this one of the best parole conferences they had ever attended. Many expressed an interest in pursuing common projects in the near future, which was one of the original goals organizers had in mind.

"It was a good conference and folks learned a lot by being able to talk to others in the same business. There were a lot of positive comments about the international panel and the broad international perspective of the conference," said Mr. Michael Crowley, a National Parole Board member from the Ontario Region.

"I feel we achieved what we set out to do, which was to create a worldwide gathering of policy makers and practitioners involved in the business of conditional release. We know these discussions are going to continue and that the safe reintegration of offenders in every country is achievable," said Simonne Ferguson.

Selected conference papers, as well as a list of conference delegates, will be posted on the NPB's website this fall. www.npb-cnlc.gc.ca ◆



Left to right: Anne-Marie Asselin, NPB Quebec Region; Willie Gibbs, former NPB Chair; Doreen Gibbs and Gisèle Brunet, Executive Assistant to Mr. Gibbs



Conference head table: Irene Heese, Chair, B.C. Board of Parole; Sheila Hubbard, President, APAI; Renée Collette, Executive Chair, NPB; Olivia Craven, Executive Director, Idaho Parole Commission

The Prison for Women Closes its Doors

By Richard Moore and Louisa Coates, Communications Officers, Communications and Consultation Sector

Photos: Ron Devries

On July 6, 2000, the Prison for Women in Kingston officially closed its doors. Solicitor General Lawrence MacAulay, who presided over the ceremony, said that closing the 66 year-old building "marks the end of a long chapter in Canadian history, and (...) shows how far we have come in federal corrections for women."

Built in 1934, the Prison for Women served for most of its history as the only federal prison for women in Canada. Since that time, task forces and royal commissions have called for its closure. It was criticized for its geographic isolation from the offenders' communities, its lack of women-focused programs and the fact that it operated as a maximum security facility when not all of its offenders posed a risk.

"We have a new way of managing women offenders in this country," said Mr. MacAulay. "The five new regional women's facilities are designed to encourage women to turn their lives around, make positive choices and become law-abiding citizens when they return to society."

The smaller women's institutions are located in Truro, Nova Scotia; Joliette, Quebec; Kitchener, Ontario; Edmonton, Alberta; and the Aboriginal Healing Lodge in Maple Creek, Saskatchewan.

Built in 1934, the Prison for Women served for most of its history as the only federal prison for women in Canada.

Mr. MacAulay commended staff at the Prison for Women for their contributions throughout the years. He spoke of the many women who have served time at the facility and moved on with their lives. He credited community organizations and volunteers for helping the women improve their prospects for the future.

Special recognition was given to Ole Ingstrup, former Commissioner of the Correctional Service of Canada, who initiated the closure and the new regional facilities by endorsing the 1990 *Task Force on Federally Sentenced Women* and its report, *Creating Choices.*

The closure of Prison for Women created about 80 surplus staff positions. The Correctional Service of Canada is offering these employees jobs within the organization. CSC remains responsible for the site and its future is still to be determined. ◆



Prison for Women, Kingston, Ontario



Left to right: Solicitor General Lawrence MacAulay, CSC former Commissioner Ole Ingstrup and Senior Deputy Commissioner Nancy Stableforth at the historic closure of the Prison for Women, July 6, 2000

The Senior Management Meeting

Sharing Our Achievements

Focus on Pacific Region

By Heather Blumenthal, Freelance Writer

Photos: Ron Devries

The May 16-18 Senior Management Meeting was a time to identify challenges and to focus on solutions – first at the national level, then taking a closer look at the Pacific Region.

THE JOURNEY TO EXCELLENCE

In his opening remarks, the Correctional Service of Canada (CSC) former Commissioner Ole Ingstrup emphasized that, as we achieve new successes, we see yet more potential for improvement. The journey towards excellence is just that, he noted, and there may be no ultimate destination.

Over the past four years, CSC has made significant gains. Indicators of staff safety have improved. Double occupancy has been reduced from 31 to 26 per cent. Five regional facilities now house 85 per cent of female inmates, and the Prison for Women closed its doors in July. The proportion of offenders under supervision in the community is returning to the healthier levels of the early 1990s, with fewer revocations. Two new healing lodges are in operation with a 94 per cent success rate for Aboriginal men and a higher success rate for women. And, after many years of concern, the Auditor General now uses CSC as an example of good management practices.

Ole Ingstrup also raised the issue of gangs and violence as a major challenge facing CSC. He challenged the organization to consider new options for maintaining "the safe and humane environment that is so crucial to our Mission," and warned of taking recourse in punitive regimes, high-tech gadgetry, or a requirement to conform to rules to "earn" the ability to live in a humane way in prison.

"These approaches are not good Canadian corrections."

LOOK WEST FOR INNOVATION

Being a part of CSC's Pacific Region means being able to call Alberta and Saskatchewan "the East."

It also means being part of a region with a distinct culture and distinct challenges, as participants learned during "Pacific Region Day."



Former Commissioner Ingstrup and Joey Ellis, Correctional Supervisor, present Claudine Daigle with Aboriginal artwork produced by an inmate from Mountain Institution.

Japanese drum music introduced the morning panel discussion, and the room was adorned with Aboriginal, East Indian and Oriental hangings and art, representing the multiculturalism that characterizes the region. That multiculturalism was reinforced by a video presentation called "Voices from Inside," which began with greetings in Chinese, Hindi, Spanish, French, Aboriginal and other languages.

The video featured a performance by inmate members of "William Head on Stage," and inmates participating in some of the region's innovative programs. They include: Computers for Schools, a program where computers are refurbished and donated to schools; an inmate-run flower shop that provides women offenders with valuable skills for their return to the community; and an SPCA-run program that trains inmates to care for sick cats until they are ready to be adopted.

The Pacific Region faces many unique challenges, as Deputy Commissioner Pieter de Vink noted in his presentation:

- Drugs are a significant issue – 87 per cent of offenders in the region have substance abuse problems compared to 70 per cent nationally. There are 25 cases of HIV, four cases of AIDS and 275 cases of Hepatitis C, primarily as a result of injection drug use. The region has the highest participation in the methadone maintenance program nationally, and has found that 85 per cent of participants in the program do not reoffend. As well, Mission Institution has a drug-free unit that was established at the inmates' initiative.
- The Aboriginal population in B.C. and the Yukon is different culturally and linguistically than in other parts of Canada. Aboriginals are not a nomadic people, as witnessed by their totem poles and masks, and rely on the longhouse, rather than the sweat lodge, as the centre of their culture.
- Cultural diversity – more people speak Chinese in Vancouver than English and French combined.
- An aging population that requires special care.

But the Pacific Region does not dwell on its problems. Instead, it creates solutions.

Dianne Brown, Warden of Elbow Lake and Ferndale institutions described how

A snapshot of the Pacific Region:

- **8 institutions, plus Burnaby Correctional Centre, a provincial facility for female offenders**
- **1,750 inmates**
- **42 per cent of offenders in the community, up from 31 per cent just four years ago.**



Pieter de Vink presented with gift from the organizing Committee and managers

Elbow Lake Institution, a minimum-security facility, is transforming itself into an Aboriginal-focused facility, in partnership with the local Aboriginal community, based around the long-house tradition.

Brian Lang, Director of Community Corrections, emphasized how enlisting community members as volunteers has enabled the region to better serve inmates in their own languages and create a better understanding of their ethnic and cultural backgrounds. He also noted the important role of *Community Corrections*, a regional newsletter with a circulation of 500, which provides the same information to all 12 regional parole offices, some of which are located in remote areas.

Wayne Marston, Assistant Warden, Management Services at Matsqui Institution, described an accountability matrix that has been developed in the region, a kind of "warden's checklist" of activities and functions which makes it easier for wardens to keep abreast of what is happening in their institutions and to share it with others. Judging by the crowd at this particular workshop, it was an issue that aroused great interest among managers who must demonstrate transparency and accountability in their daily operations.

Previous issue of *Let's Talk* also highlights the Pacific Region's approach to the challenge of older offenders: housing units at the Sumas Community Correctional Centre (CCC) dedicated to palliative care for older offenders and the RELIEF program (Reintegration Effort for Long-term Infirm and Elderly Offenders), a joint initiative by Mountain Institution and Sumas CCC, that trains younger offenders to act as caregivers.

Senior managers left the meeting with a new appreciation of the particular challenges faced by the Pacific Region and of the innovative approaches developed to meet them. ◆



Pacific Day Workshop



Pacific Day Committee Members

Gangs and Violence

A Continuing Concern

By Heather Blumenthal, Freelance Writer

Photos: Ron Devries

Gangs and violence are two of the most serious issues facing the Correctional Service of Canada (CSC) in its efforts to provide a safe and humane environment for both inmates and staff.

At the May 16-18 Senior Management Meeting, Ovide Mercredi, former head of the Assembly of First Nations, spoke about some of the findings of his Aboriginal Gangs Study. As well, Ralph Serin, Director, Program Research at National Headquarters provided an overview of Violent Offenders: Assessment and Programming Issues; Hugo Foss, Senior Project Manager, Gang Intervention project at Stony Mountain Institution, spoke of his experience working with violent offenders; and Rick Sauve, an In-reach Worker with the LifeLine Program, gave an personal perspective on violence in the institution.

FINDINGS FROM THE ABORIGINAL GANG STUDY

Ovide Mercredi made a mistake with the Aboriginal Gang Study when he visited Prairie Region institutions and asked to meet with gang members. No one showed up. His mistake was one that is common in the prison system – he was labelling people who do not want to be labelled because of the consequences of being perceived as a gang member.

For the police and court systems, and for the prison system, gang membership is equated with violence. The image of the gang is part of what Mercredi calls "the lexicon of the institutions."

"Labelling is a restriction on their freedom," Mercredi said. It limits the opportunities available to an inmate in terms of security and programs, and changes the focus from the individual to the organization.

Mercredi also discovered that, given the opportunity, most gang members would change their lives, but they are distrustful, and do not believe that society will give them a break. For instance, the majority of Aboriginal inmates are in maximum security institutions. Aboriginals perceive whites to be more likely to be moved to medium or minimum security institutions, and, as a result, may be reluctant to participate in the programs designed to ease the transition through the system.

Former gang members could help to transform gang organizations' criminal activities into something positive for the community, Mercredi suggested, but that requires a voluntary, consensual decision by gang members to transform their organizations.

Mercredi pointed to the good things that are happening in the correctional system, many of them the result of elder-type programming. Talking in circles or ceremonies, he said, is an important step in helping inmates to understand their responsibilities not only to themselves, but also to their communities. He recommended that institutions dedicate more human and financial resources to these programs.

He noted, however, that assessments by elders are not given the same importance in institutions and by parole boards. Part of the reason lies in elders' oral tradition, and in the fact that many are not literate in English. He called for institutions to provide resources to help elders prepare reports, to give elders a "written voice".

Putting the issue in a broader context, Mercredi noted that CSC is being asked to solve problems created by society at large. He called the over-representation of Aboriginal people in the correctional system the outcome of federal government policies such as residential schools and foster and adoption placements with non-Aboriginal families.

"There is something very wrong with a society that keeps putting Aboriginal people in jail on a regular basis. I don't subscribe to the idea that we are inherently violent, that our culture creates that for us ... I do not fear my people."

VIOLENT OFFENDERS: ASSESSMENT AND PROGRAMMING ISSUES

A broad range of programs is now available to treat violent offenders. The challenge is to know how best to refer people to programs for the greatest benefit, said Ralph Serin.

Based on the information gathered as part of the offender intake assessment, he said, it is possible to identify with greater precision those offenders who are persistently violent, those who are non-violent, and the degrees in between, than by using conviction data alone. This designation can then be used to determine what kinds of programs will most benefit a specific inmate.



Ovide Mercredi, former head of the Assembly of First Nations, spoke about some of the findings from his Aboriginal Gangs Study.



Rick Sauve works with high-risk youth in Toronto to try to keep them out of prison.



For Hugo Foss, compassion, caring, respect and hope are the keys to his work.

For instance, fewer than 10 per cent of persistently violent offenders have high reintegration potential, compared to more than 90 per cent of non-violent offenders. The more significant treatment needs of the violent offenders must be recognized as part of his or her sentence management.

Having this information will also help in institutional management, as staff are better able to predict the likelihood of violence and institute appropriate staff training and security measures.

WORKING WITH VIOLENT OFFENDERS

Hugo Foss says that, in his 13 years with CSC, he has not dealt with a population as challenging as the one he is working with now at Stony Mountain Institution as part of the Long-term Offenders Program. They are "difficult, resistant, angry, hostile, and threatening," he says. But, he adds, "The level of hostility and violence is matched by the degree to which they have experienced such in their own lives."

Offenders in this program uniformly exhibit very negative values and attitudes. They believe that the world is "dog eat dog," that they need to manipulate the people around them for their own benefit, and that the only rules that apply to them are those which benefit them. Mr. Foss works with inmates to examine the factors that got them to this point in their lives, including their family of origin, criminal history and peer groups and associations.

Hugo Foss recalls that, when he praised a young man for resisting pressure to return to his old ways, the inmate started crying – nobody had ever expressed pride in him before. Compassion, caring, respect and hope are the keys to his work – as well as setting expectations and communicating risk.

The program has had a measurable impact on inmates, 36 of whom were followed for seven months after they completed the program. The follow-up found a significant reduction in criminal sentiments, a greater belief that there is justice in the world, and a belief that they had greater control over their own destinies.

VIOLENCE IN THE INSTITUTION: A PERSONAL PERSPECTIVE

In a building where one quarter of the people have killed someone and the rest have the potential to do so, what kinds of tools and skills do you want to acquire?

In the four and a half years Rick Sauve spent at Millhaven Institution (in Kingston, Ontario), 15 people were killed and hundreds more beaten and stabbed. His survival skills included friends, the perception that he was capable of violence, and the ability to wake up immediately when the door was opened.

Today, he works with high-risk youth in Toronto to try to keep them out of prison. Most of them, he says, are gang members. Coming from abusive or broken homes, with little hope, street gangs become another form of family. He says that the skills he developed in prison are paramount in helping to rid these youth of the notion that jail is a respite.

When Rick was in prison, he dreamed about being free, he says, and always in black and white. "Now I dream about helping others still inside – and I dream in colour." ◆

Get it on the Net

Information about corrections and correctional issues currently available on the Internet

American prisons

www.american-prisons.co.uk/

Launched by a social worker in the UK after she saw the film, "Dead Man Walking" and did some reading, this site examines what she perceives as inequities and injustice in the American prison system, particularly its use of the death penalty. The site contains sections entitled "True Justice," which offers detailed case reviews, "Death Row," which describes the methods used to execute offenders, and "Inmate Writings," which includes stories written by death row inmates. However one feels about the site's position, it illustrates how the internal workings of a modern society can be scrutinized and assailed on the Internet from beyond that country's borders.

Prisons and HIV/AIDS

www.thebody.com/whatis/prison.html

This site contains many recent academic articles on the issue of HIV/AIDS in prison, along with personal accounts from both male and women offenders with HIV/AIDS. It also examines the legal issues affecting them (albeit from an American perspective) and provides an extensive list of other sources of information on HIV/AIDS in prison.

Czech Penitentiaries in Transformation

http://194.108.160.102/hj/9705/2.htm

"The aim of imprisonment is to prevent the convicted person from continuing to commit criminal acts and at the same time to educate him to lead the proper life of a citizen. During the prison term the natural dignity of the individual must be respected, and no cruel or demeaning treatment or punishment may be used." — Part 1 of the law on imprisonment. This small site describes some of the aims and the difficulties encountered by the Czech penitentiary system and a few of the many changes it has faced since the "Velvet Revolution." ◆

FEATURES

A Lesson in Teamwork

By Julie Renaud, Communications Officer, Communications and Consultation Sector

It's Saturday morning. The weather is promising. Excitement and determination fill the air.

Paddles in the water ready to go. You can feel the adrenaline pumping.

"Attention please," cries a voice, followed by the resounding noise of a gunshot signalling the start of the race.

*One, two, three...*we have to keep the beat; lost seconds could cost a lot. In rhythmic unison, we cross the finish line in 2:38.13, exhausted but proud!

THE DRAGON BOAT RACE FESTIVAL

The 7th Annual National Capital Dragon Boat Race Festival was held June 24 and 25, 2000 in Ottawa. A dragon boat is a slim, 39-foot long racer with a dragon's head at the prow and a tail at the stern, each holding 20 paddlers, one drummer and one steerperson. One hundred and fifty teams competed this year and the event attracted over 25,000 spectators.

A BIT OF HISTORY

The National Capital Dragon Boat Race Festival is part of a Chinese cultural tradition that began on the riverbanks of southern China as a ritual for ensuring bountiful crops. The race was held to avert misfortune and encourage the rains needed for prosperity. The object of worship was the dragon.

Also known as Poet's Day, it commemorates the death of a poet and Minister of State during the Chou Dynasty, Qu Yuan. After protesting government corruption, he was stripped of his office as Minister of State. He wandered about the countryside, unhappy and dejected. When local fishermen realized that Qu Yuan had disappeared into the river, they raced out in their boats to save him, beating drums to scare off the fish that they thought would eat his body. They also dropped rice dumplings in the water as a sacrifice to his spirit. The scene of the racing fishermen is re-enacted every year in the form of dragon boat races.

Dragon Boat Races are held annually in Vancouver, Calgary, London, Hamilton, Toronto, Regina, Montreal, Ottawa, the United States, Hong Kong, China and other countries around the world.[1] ◆

[1] www.dragonboat.net



Photo: MasterPix

The *CS Sea Dragons*

The Correctional Service of Canada had a team in the Community or Provincial/Federal Government category this year. The *CS Sea Dragons* finished 41st out of 150 teams. Not bad for a first time!

Team members included: Mustafa Attar, Sandra Black, Tom Black, Suzanne Brisebois, Ian Broom, Tim Byrne, Paul Charkavi, Chris Chitty, Joanne Chitty, Phil Chitty, Manon Harvey, Sara Johnson, Vanessa Kyle, Tim Lamarche, Michelle Landry, Rachel-Andrée Lavallée, Scott Mackay, John MacPherson, Lucille Matte, Rosemary O'Brien, Julie Renaud, Susan Sarsfield, Ben Vuong, Tony Walby and Chin Yeung

The Mentally Ill Offender
Treatment at the Ontario Regional Treatment Centre

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Photos: Carolyn Kirkup

What happens to persons with mental health disorders in our society? Who looks after them and for how long? In the past, people with mental health disorders stayed in long-term care institutions. Today, they increasingly rely on community resources. For some, this support is not enough. They cannot cope. They live on the streets. And a small percentage may commit crimes, often because they cannot adhere to the medication regimen they need to stabilize their condition or because they lack a support network. How does the Canadian correctional system care for offenders with mental health disorders?

The 1991 Correctional Service of Canada's (CSC) Task Force on Mental Health indicated that almost 20 per cent of federal offenders needed some kind of psychiatric treatment. By 1997, each of CSC's five regions had established mental health services for these offenders. The services are delivered at CSC's Regional Treatment Centres, based in or near federal institutions. CSC's five Treatment Centres are located at Matsqui Institution in Abbotsford, B.C., the University of Saskatchewan in Saskatoon, Kingston Penitentiary in Ontario, Archambault Institution in Ste-Anne-des-Plaines, Quebec and Dorchester Penitentiary in Dorchester, New Brunswick.



Side view of the Regional Treatment Centre

NOT CRIMINALLY RESPONSIBLE VERSUS MENTALLY DISORDERED OFFENDERS

Certain offenders may be deemed not criminally responsible, or NCR. If offenders are found NCR at the time of their trial, they enter a provincial psychiatric facility, such as Penetanguishene in Ontario, for an indeterminate period of assessment, care and control. If they are deemed criminally responsible, they receive a court ordered sentence that may include a period of incarceration in a provincial or federal facility and a treatment centre.

In CSC's Ontario Region, many first-time federal offenders, including those with a mental health disorder, are admitted to the Millhaven Assessment Unit. The Unit assesses offenders to determine their security level and which programs they require to address their criminal behaviour and mental health needs. Offenders may also be tested during their period of incarceration if they develop psychiatric treatment needs. Some offenders with mental health needs are treated in an institution, while those with higher needs are sent to the Ontario Regional Treatment Centre (RTC). Provincial mental health and federal correctional legislation govern the RTC.

Under provincial Mental Health Acts across Canada, most of CSC's regional treatment centres are designated as psychiatric facilities, or Schedule 1 facilities. The *Mental Health Act* of Ontario defines a psychiatric facility as a place for the observation, care and treatment of persons suffering from mental health disorders.

According to Fred Tobin, a senior psychologist at the RTC, there is no clear link between mental disorders and any particular type of crime. While some patients respond to command hallucinations (hearing voices telling them what to do) or act on delusional beliefs, many mentally disordered offenders' crimes are no different than those committed by offenders without mental health problems.

Offenders admitted to the Regional Treatment Centre in Ontario have diverse criminal backgrounds, including both non-violent and violent offences. They have a variety of mental health disorders – defined in the Diagnostic and Statistical Manual of the American Psychiatric Association – such as depression, schizophrenia, mood disorders and personality disorders. Symptoms range from acute to chronic. A number of offenders with mental health disorders also have substance abuse problems or any combination of learning and developmental challenges. These offenders are considered to have "high needs" and may be at risk of injuring themselves or others.

Dr. Pamela Yates, head of CSC's Sex Offender Programs, says that persons with mental health disorders commit a wide variety of criminal offences and no one particular offence, such as a sex offence, proves that the perpetrator has a mental health disorder. While some sex offenders, such as rapists, pedophiles or others, may suffer from mental disorders, some do not.

"The offenders tell staff they feel respected here, and appreciated."

Dr. Neil Oliver

THE ONTARIO REGIONAL TREATMENT CENTRE

The Regional Treatment Centre in Ontario is located inside Kingston Penitentiary. Its services were originally delivered from a floor within the prison, but in 1972, the Centre became a separate institution. In 1992, its buildings were renovated to better serve the needs of staff and offenders.

The RTC is a 149-bed, accredited mental health facility that provides in-patient mental health services, psychiatric assessments and ambulatory services to inmates incarcerated in CSC's Ontario Region institutions. It also conducts a residential sex offender program for high-risk, high-needs sexual offenders. It operates on an annual budget of $8.4 million.

STAFF AND OFFENDERS AT THE RTC

Staff members work with inmates at the Centre in small units, which ensures an appropriate level of care for each offender. The Centre employs about 150 staff members, including psychiatrists and psychologists, managers and administrators, parole and correctional officers, registered nurses, program staff, a social worker, an occupational therapist, behavioural therapists, a chaplain and administrative support staff.

Currently, about 110 offenders reside at the Centre. The average patient age is 43 years. Many offenders are serving an indeterminate sentence, that is, the time they spend at the Centre under their sentence has not been fixed; many have a maximum-security classification. This population of offenders is difficult to integrate into a general population, particularly at lower security levels.

CAN WE CHANGE THE BEHAVIOUR OF MENTALLY DISORDERED OFFENDERS?

The Ontario Regional Treatment Centre is divided into two units. Unit One, which covers several floors of the Centre, is a white-walled, hospital-like area with 67 beds. It is designed for male offenders with the highest treatment needs.

A typical day for offenders in Unit 1 is to rise at 7:00, have breakfast in their cell, help clean a kitchen or other area, take their medication, meet with a nurse or other support staff, exercise in the outdoor court and follow a simple, daily routine.

Depending on the stability of their mental health, these patients participate in a variety of core and adapted programs. Programs include problem solving, medication management, symptom management,



Staff and patients of the Job Coach Cleaning Program, Regional Treatment Centre, Ontario Left to right: Paul Kataquapit, Dan Offord (Job Coach) and David Sovey



Staff and patients of the Free Spirit Affirmative Business, Regional Treatment Centre, Ontario Centre: Tracy Davidson (Occupational Therapist) Right: David Gagnier

schizophrenia education, training in aggression replacement, dual diagnosis substance abuse treatment and community reintegration skills.

The Centre also offers other programs that target specific patient needs, such as a heart-smart exercise program, a pre-release cooking group, a job-coaching program, arts and crafts for leisure and a gardening group. Some offenders are referred for consultation and intervention to psychology, social work or occupational therapy. Offenders are encouraged to participate in educational upgrading through the institutional school.

Unit Two has 82 beds and runs two programs, the psychosocial rehabilitation program and the sex offender program. The former is for offenders with mental health disorders who require ongoing hospitalization and who can participate actively in a therapeutic milieu. The psychosocial program emphasizes an interdisciplinary approach in which the professions and disciplines contribute their respective expertise to help offenders meet their goals.

In the residential sex offender program, inmates reside together in the same range where they can be supervised and observed closely by staff. Their daily routine involves meals in their cells, exercise, medication therapy, intensive group therapy sessions (held four days a week) and individual sessions with an assigned psychologist and nurse. Offenders in the Unit are assisted with discharge planning by social workers and health care staff, in coordination with parole services. Social workers on staff also help offenders with family-related issues and other needs.

PROGRAMS CAN MAKE A DIFFERENCE

The Centre's Director of Correctional Programs and Adjunct Therapies, Bruce Jefferson, who has worked with some of the most challenging offenders for 25 years, says his job demands creativity. While the content of information in offender programs is similar to programs offered to general population offenders, the delivery is radically different. "We are aware of their attention deficit disorder, so we do more stand-up teaching to hold their concentration." Most of these offenders had highly chaotic and abusive childhoods with no positive role models. "I believe the programs have an

"We talk with them about their upcoming release months before their sentence expires, we take them to the welfare office, or the halfway house, to help get them ready for life on the outside."

Bruce Jefferson

impact; the change may not be dramatic for you or I, but we start to see offenders talking, making plans, and that can be an incredible sign of progress."

Dr. Neil Oliver, the Centre's Chief Psychiatrist, agrees that the programs help and that there are often changes, even in very dangerous offenders' behaviour and outlook. Some offenders have a history of self-mutilation, and staff members assist in stabilizing their condition through personal support, programs and medication.

"The offenders tell staff they feel respected here, and appreciated. We focus on one personality disorder at a time; we try to treat them in chunks, focusing on different elements of their problems using an array of programs and services. So we might start with a cognitive skills program, combined with medication and psychotherapy, and then later, move to the substance abuse program. Some offenders have had no success in another prison, or in the community, but after they have been here for a while, we see a significant improvement," said Dr. Oliver.

Jane Laishes, Senior Project Manager with CSC's Health Services, says that by offering a continuum of treatment options, assessing risk and providing community-based treatment, CSC can better protect the public and reduce the "revolving door" phenomenon. Ms. Laishes and her colleagues developed a comprehensive strategy to prevent suicide and reduce the frequency of self-inflicted injury among inmates, through greater staff awareness, better risk assessment and improved investigation processes.

PREPARING OFFENDERS FOR RELEASE FROM THE REGIONAL TREATMENT CENTRE

Offenders staying at the Regional Treatment Centre may be discharged back to their parent institution, to a lower security facility or to the community. Much of this work was traditionally done by parole officers and nurses as part of their duties within the Centre. Today, many of these tasks have been taken over by the Centre's social workers and outreach health care staff, in coordination with parole services. Dave Champagne, a former parole officer who returned to school to obtain his Master in Social Work degree, has assembled an inventory of resources that serve as links between offenders and community-based agencies.

"It is important that we accept responsibility and help prepare offenders for the transition into society, from institutional care to independent living in the community. It is crucial that we consider their longer-term needs, beyond their sentences," he said.

Mr. Jefferson added, "We talk with them about their upcoming release months before their sentence expires, we take them to the welfare office, or the halfway house, to help get them ready for life on the outside." But more CSC-sponsored and contracted community-based resources are needed to offset the limited resources available in the community, he adds.

Teresa Garrahan, a psychiatric nurse currently working on defining the Centre's programs for accredited hospital status, says the Centre is a highly multidisciplinary one because the offenders' needs are so high. "Some have enormous problems, but offenders work with the social worker for a structured release into the community," she said. The Centre's sex offender program is being prepared for international accreditation so that its programs meet worldwide standards.

AFTER RELEASE - WHAT NEXT?

Offenders can sometimes find the transition from the secure, supportive Treatment Centre to a big city such as Toronto overwhelming. Some are unable to take the subway or buses to a parole office, while others cannot wait the one or two weeks it can take to get welfare and medication funds.

Dave Champagne gives each offender a list of community resources to carry with him once he is released. The list is a general one, but tailored to each offender.

"If we don't help them when they most need it, and get the supports in place when they are most critical, the offender runs a greater risk of relapse, both for mental health problems and possibly anti-social behaviour," he said.

Mr. Champagne's list contains the addresses of welfare and disability support offices, accommodation services such as emergency shelters or geared to income housing, mental health and substance abuse treatment centres, dentists and more. But this is only one tool in a comprehensive discharge planning process. Mr. Champagne, health care staff and sometimes parole officers, personally accompany offenders from the Treatment Centre into the community. They try to schedule appointments with community-based agencies before the offender's discharge so they can address their needs right away.

"Mentally disordered people, or 'psychiatric consumers/survivors' as they are now called by provincial health care agencies, rely heavily on community support services," said Dave Champagne. In some Ontario cities, concerned citizens have organized housing for the mentally disordered, with partial funding from provincial or municipal governments. Examples include Toronto's Habitat Homes and Ottawa's Residential Services and Salus Homes. These agencies provide boarding houses with services ranging from meals and laundry to nursing care and social work services.

"If they are housed in a supportive environment, with the needed contacts in place, offenders released from the Regional Treatment Centre have a better chance of a safe and successful reintegration into the community," says Mr. Jefferson.

"The Centre's sex offender program is being prepared for international accreditation so that its programs meet worldwide standards."

THE FUTURE OF MENTAL HEALTH CENTRES

Challenges still face the staff working at the Ontario Regional Treatment Centre. The heightened effectiveness of assessment tools, combined with lean community resources, means that more people will continue entering the federal correctional system with mental health needs.

"When psychiatric hospital beds are lost, the patients have to go somewhere, and some may end up in a correctional facility," said Dr. Fred Bellemare, Senior Psychologist with CSC's Health Services Branch at National Headquarters.

Many offenders will require the specialized, multi-disciplinary treatment offered at the Ontario Regional Treatment Centre. Ongoing changes to mental health legislation and correctional legislation will also affect sex offenders and dangerous offenders with psychiatric conditions. ◆

The Tom French Lifeline Award

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Photo: Ron Devries

The first annual Tom French Lifeline the Award was presented this past June at the Correctional Service of Canada (CSC) National Headquarters in Ottawa. The award is named after a paroled lifer, Tom French, and recognizes exemplary service to long-term offenders through the Lifeline Program. Lifeline is made up of staff from CSC, the National Parole Board (NPB) and community-based agencies. It matches incarcerated, long-term offenders with paroled lifers who offer their support and assistance.

CSC staff members directly involved in the Lifeline Program attended the ceremony: Bill Staubi, former Director, Community Offender Reintegration and Jim Murphy, Senior Project Officer with the Community Corrections Branch. Skip Graham, Executive Director of St. Leonard's House in Windsor – an organization that supports paroled lifers and other ex-offenders in transition welcomed senior executives from the CSC and the NPB, as well as the three award recipients, Willie Gibbs, Ole Ingstrup and John Braithwaite.

Mr. Graham explained that the award was named in honour of Tom French, an ex-biker and lifer who turned his life around in a positive way. When Mr. French was released on parole, he decided to reach back into the penitentiary to help lifers cope with their long, seemingly endless sentences. As Canada's first "in-reach worker" – the name given to lifers on parole who return to correctional institutions to provide support to other lifers – Mr. French began by visiting inmates at Millhaven Institution in Kingston, Ontario in 1991. At the time of his death in 1996, Tom's inspiring leadership had stretched far beyond Kingston; In-reach programs now operate across Canada.

Mr. Graham announced the three recipients of the inaugural Tom French Lifeline Award in recognition of their individual contributions. However, more importantly, he said they are creating a powerful and progressive partnership between CSC, NPB, and the voluntary sector that has shaped Lifeline's values and vision.

René Durocher, a long-term offender and Lifeline's senior in-reach worker, presented the first award to Willie Gibbs, former Chair of the National Parole Board. Mr. Durocher said that Mr. Gibbs exemplifies Lifeline's vision. "You made a big difference in my life," said Mr. Durocher. Mr. Gibbs pledged his ongoing support as he accepted the award.

The second award was presented to Ole Ingstrup, former CSC Commissioner. "Where there is hope there is life," said Mr. Graham, "We recognize Mr. Ingstrup for giving hope and opportunity to those men and women in our prisons serving life sentences." Mr. Ingstrup accepted the award and mentioned a concept in psychology that says "the wounded healer is the most powerful," implying that only lifers fully understand what it is like to serve such long sentences. He said in-reach workers and CSC staff are the reasons why the Lifeline Program has been so successful.



Organizers and recipients of the first annual Tom French Award: Front: Recipients Ole Ingstrup, John Braithwaite, Willie Gibbs. Back: Organizers Jim Murphy, Skip Graham and René Durocher.

Jim Murphy presented the third award to John Braithwaite, Chairman of the National Resource Group, a group representing CSC, NPB, volunteer organizations and the lifer community. Mr. Murphy said Mr. Braithwaite inspired the Lifeline concept and has guided its development for the past ten years. Mr. Braithwaite said Lifeline has been rewarding for him by giving him a cause and passion over the past decade. "Tom French set the standard for us all, with his energy and vision," he said.

THE LIFELINE PROGRAM

The Lifeline Program is an innovative service provided in partnership by CSC, the National Parole Board and non-governmental organizations. It is delivered by long-term offenders – known as lifers – who have successfully reintegrated into the community for at least five years and who are recruited to help other lifers throughout their sentences.

Approximately 3,500 offenders are serving life sentences in Canada, about one-third of them on lifetime parole supervision in the community. Unlike most other offenders, those receiving life sentences do not have a fixed release date and face longer sentences. Correctional staff and volunteers realized that a new approach was needed to help these people and to successfully reintegrate them into the community once they were released on parole. The result was Lifeline, developed through the combined talents of those who make up the National Resource Group.

In-reach workers try to help other lifers use their time in prison productively. Community services assist lifers as they leave the institution to reintegrate into the community. In-reach workers also meet with interested groups and others in the correctional community to raise public awareness, which in turn fuels community support. They also perform preventive work by trying to deter young people from getting involved in crime or drugs and by developing positive role models.

In August 1998, the American Correctional Association recognized Lifeline as a program of excellence. ◆

Corporate Development Sector

National Capital Accommodation and Operations Plan

By Mike Johnston, Director General, Operational Planning

In government, managing departmental resources efficiently and realistically is a challenge because many people are involved and there are many areas and activities that must be considered to make sound decisions that will affect the following year's resource requirements. You look at the money that was spent last year and then look at what is happening that would make those expenditures different next year. For example, will more offenders be returning to the community? Will more offenders be entering the correctional system?



Photo: Ron Devries

Mike Johnston

The part of the process used to calculate future changes in our costs is called the National Capital Accommodation and Operations Plan (NCAOP). Its purpose is to identify the capital and accommodation requirements needed for the foreseeable future. Capital means money for items such as construction, vehicles, computers, etc. Accommodation means primarily a roof and a room for offenders. It covers mostly beds for offenders both in the institutions and in the community.

COSTS LINKED TO THE NUMBER OF OFFENDERS IN CUSTODY

Most of our costs are directly related to the number of offenders in our custody. For this reason, the Correctional Service of Canada has an agreement with Treasury Board that the resources we request will be commensurate with the number of offenders we estimate we will house in future years.

POPULATION FORECAST

In order to plan our capacity we have to know the approximate number of offenders who will require accommodation over the next eight years, and to do that we need help. All five CSC regions examine issues such as crime rates, sentencing patterns, changes to the law, etc., often referred to as environmental scanning.

At National Headquarters (NHQ), the Strategic Planning Branch looks at the same issues but on a national and international basis. The Policy Branch looks at what is likely to happen in terms of the law and our own policies.

The Research Branch studies all the trends and takes a close look at the history of incarceration over the past ten years and compiles a forecast of what it predicts will happen to the offender population.

Then, the Operational Planning Branch takes all the information and massages it into the operational population forecast. This forecast drives the NCAOP.

In order to maintain its credibility with Treasury Board, CSC's forecast must be as accurate as possible.

The number of offenders is the most important, but not the only important factor. Corrections is a science which is changing. The buildings in which the offenders are housed create an environment which should be conducive to better behaviour.

Our institutions have to be scrutinized to evaluate their contribution to the possibility of offender reintegration into the community.

All institutions are assessed regularly to ensure that they meet the requirements of corrections in the new millennium. If they do not meet the requirements, plans must be incorporated into the NCAOP to replace their capacity.

ANNUAL SUBMISSION

The Correctional Service of Canada also has an agreement with Treasury Board that it will do its best to incorporate all of its requests for resources into one annual comprehensive document. That way, the Board can review all the resources requested at the same time.

The NCAOP is divided into chapters which are forwarded to the NHQ experts in each functional area.

The NCAOP also includes resources required for offender programming, staff training and all other operational needs.

FOLLOW UP

The NCAOP is a resource request of major proportions. This is big-time finance and for it to work properly it has to be a study of the whole picture. If you are concerned about how future resources are planned in your region, contact your Regional Administrator, Policy & Planning or your Regional or Institutional Finance Officer. ◆

Federal - Provincial / Territorial Relations

CSC and Intergovernmental Collaboration

By Marie-France Lapierre, Project Officer, Federal-Provincial/Territorial Relations in collaboration with Louisa Coates, Communications Officer, Communications and Consultation Sector

The Correctional Service of Canada's Federal-Provincial Territorial Relations Division (FPTR) promotes collaborative efforts and initiatives among federal, provincial and territorial governments.

Core Value 4 of the Mission of the Correctional Service of Canada is particularly relevant to the role of the FPTR Division: "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission."

CSC has strengthened its relationship with the provinces and territories over the past decade. It believes that strong, co-operative ties with colleagues at other levels of government improve the effectiveness and efficiency of correctional practices.

THE ROLE OF CSC'S FEDERAL-PROVINCIAL/TERRITORIAL RELATIONS DIVISION

With the collaboration of the regions, the Division carries out four main activities: it holds regular Heads of Corrections meetings, creates exchange of service agreements between federal and other provincial-territorial levels of government, helps set up memoranda of understanding between governments and establishes information sharing agreements.

HEADS OF CORRECTIONS MEETINGS

This bi-annual forum is chaired by the federal Commissioner of Corrections

and attended by correctional officials from each province and territory. The goals of the forum are to exchange information on research, policies, programs and legislation; consult and collaborate with each other in areas of mutual assistance and benefit; and develop recommendations to improve the administration of criminal justice.

The agenda is based on the most current and pressing issues of the day, and the focus of the meetings therefore changes with current events. At the recent forum in St. John's, Newfoundland in May 2000, discussions centred on youth justice, strategic planning, women's corrections, corrections population report, electronic information sharing and staff succession planning.



(Photo courtesy of Yukon Government)

Members of the Heads of Corrections Committee, Whitehorse, Yukon, June 1999.
Front row: Joy Waters (formerly Yukon), Louise Pagé (formerly Quebec), Ole Ingstrup (former CSC Commissioner), Sharon Hickey (Yukon), Carole Michele (Quebec), Marvin McNutt (Newfoundland). Back Row: David O'Brien (Prince Edward Island), John Dillon (Northwest Territories), Don Head (Saskatchwan); Ron McCormick (Nunavut), Michel Thériault (New Brunswick); Don Demers (British Columbia), John Rabeau (Ontario), Morris Zbar (Ontario), Arnold Galet (Alberta), Fred Honsberger (Nova Scotia)

As well, in St. John's, the Correctional Service of Canada, the National Parole Board and the Correctional Services of the Provinces of New Brunswick, Newfoundland, Nova Scotia and Prince Edward Island signed a memorandum of understanding to encourage the sharing of staff training and developments in the field of corrections.

EXCHANGE OF SERVICE AGREEMENTS

Exchange of Service Agreements (ESAs) allow the reciprocal exchange of offenders between federal and provincial jurisdictions. The agreements provide for the custody, temporary detention and community supervision of offenders.

The use of Exchange of Service Agreements in corrections stems from the 1969 Canadian Committee on Corrections, the Ouimet Committee, in response to the divided responsibility for corrections in Canada. Indeed, corrections are divided according to a "two-year rule" whereby sentences of two years or less are served in provincial facilities, and of two years or more, in federal institutions.

Exchange of Service Agreements make the best use of correctional facilities within the provincial, territorial or federal jurisdiction. They give offenders access to correctional programs, provide an appropriate level of security and protection, help place the offender near their home, community or cultural milieu, and assist their return to society as law-abiding citizens.

For information on the negotiation and management of ESAs, consult the Commissioner's Directive 541 — Interjurisdictional Agreements available on the CSC website: www.csc-scc.gc.ca.

MEMORANDA OF UNDERSTANDING

Federal-provincial/territorial initiatives are normally formalized through a Memorandum of Understanding (MOU). They form the basis of innovative, collaborative arrangements and coordinated strategies involving other levels of government in the aim of increasing effectiveness and efficiency. A Memorandum of Understanding may be prepared to establish common goals, exchange information about the services each jurisdiction can offer and jointly develop programs and training.

INFORMATION SHARING AGREEMENTS

These agreements, which take the form of MOUs, provide for the transmittal of court, police-related and other relevant documents from each province and territory to CSC to ensure sound case management decisions.

The FPTR Division, in cooperation with the regions, will continue to work with its provincial and territorial partners in order to maximize the effectiveness and efficiency of corrections across Canada through interjurisdictional co-operation and collaboration. For further information, please contact Barbara Cook, Director, Federal-Provincial-Territorial Relations at (613) 947-6433 or cookbj@csc-scc.gc.ca. ◆

Communications and Consultation Sector

The Correctional Service of Canada

Voted Organization of the Year 2000 by the International Association of Public Participation

By Troy Demers, Consultation Officer, Communications and Consultation Sector

The International Association of Public Participation (IAP2) is an international body with members in over 20 countries. Since its inception 10 years ago, the Association, along with its affiliate chapters, has rapidly become a world leader in sharing best practices related to the relationship between citizens and government as well as the contributions of citizens toward building stronger communities and organizations, both large and small. The IAP2 is dedicated to the pursuit of democratic government around



Jim Davidson, Director General of the Public Participation and Consultation Branch, Communications and Consultation Sector receiving the "Organization of the Year Award" from the International Association of Public Participation (IAP2).

the world and has articulated a set of core values relating to public participation in democratic societies based on extensive international consultation. The association includes all types of governmental and private members including representatives of the correctional professions.

Annually, an international review committee selects an organization of the year from around the world that deserves recognition and emulation. The work of the chosen organization is then published and distributed to governments around the world as a best practice.

At the IAP2 Annual Conference held in Washington in early May 2000, the Correctional Service of Canada was recognized as the International Association of Public Participation's Core Values Organization of the Year 2000 for the pioneering work of CSC's Citizens' Advisory Committee Program. As head of the program, Jim Davidson, Director General of the Public Participation and Consultation Branch, Communications and Consultation Sector of the Correctional Service of Canada, was invited to Washington to accept this prestigious international award on behalf of the Correctional Service of Canada and to deliver a presentation on the work of CSC's Citizens' Advisory Committees. ◆

Corporate Development Sector

A New Research Publication on CSC's Website

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Visitors to the Correctional Service of Canada's website will not want to miss a newly released document from the Research Branch.

Entitled "The Safe Return of Offenders to the Community – A Statistical Overview," the report was released in April 2000.

Section A provides an introduction to federal offenders in Canada, featuring some historical information and statistics on the benefits of parole: in 1971, a study found that 68 per cent of directly discharged offenders returned to prison, compared to only 39 per cent of parolees.

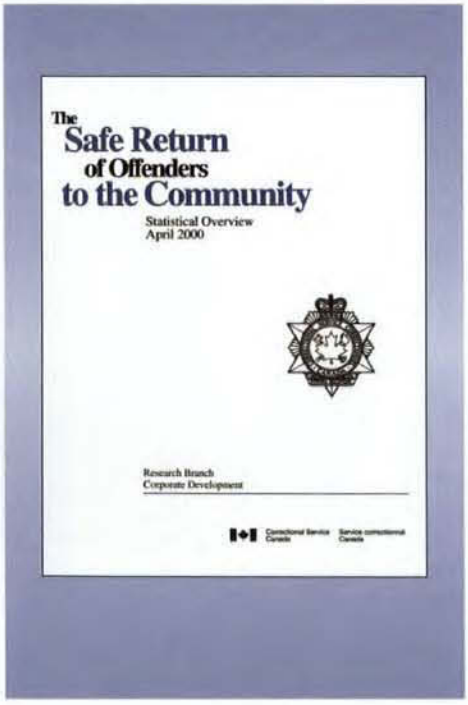
Section B details the factors affecting the size of the offender population and examines a variety of topics including the number of offences and prisoners in Canada, sentence lengths, a profile of federal offenders and the special case of older offenders. Offenders aged 50 years and over are growing in number at a much faster rate than younger offenders, the report says.

Section C looks at the offenders' post-release period. It provides information on parole, and shows that a supervised transition from prison to the community enhances public safety. Knowing an offender's risk of reoffending is key to the success of parole.

Section D discusses crime reduction through treatment, including education, employment as well as programs on anger management, cognitive skills and substance abuse and programs for sex offenders and violent offenders.

The 25-page report was produced in a bilingual format and includes colour graphs, charts and up-to-date statistics.

The Report is available only on the Correctional Service of Canada's website. Interested visitors can go to www.csc-scc.gc.ca, then to "Publications," and then to "T" for The Safe Return. ◆



Corporate Development Sector

My Year as a Volunteer

By Ljuba Bogdanovich, Assistant Project Officer, Restoratice Justice and Dispute Resolution Unit

I have spent the better part of 1999-2000 volunteering for the Restorative Justice and Dispute Resolution Unit at Correctional Service of Canada (CSC). Reflecting upon this time, I realize what an incredible opportunity it has been for me, and I would like to share some of my experiences.

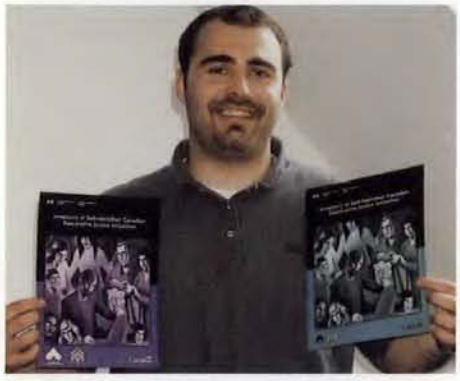
I was first introduced to restorative justice during the summer of 1999. As a newcomer to the field, I enrolled in an introductory course taught by Jonathan Chaplan and Jane Miller-Ashton through Carleton University's Law Department.

Throughout the summer semester, as we explored interpretations of restorative justice theory, I became more intrigued on a personal level. How could restorative justice be applied in various contexts? Does it have a bearing on interpersonal relationships? To further my understanding of restorative justice and its underlying principles, and to better understand the workings of a government agency such as the Correctional Service of Canada, I approached Jane about volunteering with her group.

I started my volunteer work with the Restorative Justice and Dispute Resolution Unit later that summer. When I arrived at CSC, I worked on smaller assignments, helping the project officers and working on correspondence with inmates and the public. In September, I returned to school to complete my undergraduate studies. Throughout my final year, I continued to volunteer one day a week. During this time, I witnessed how the principles of restorative justice applied to my various fields of study — from women in prison, to international law and organized crime.

During this year, I was assigned to tasks such as updating the Inventory of Restorative Justice Initiatives across Canada, working on the bibliography, and reviewing articles. Initially, the Inventory seemed like a task that could be finished quickly. However, the project has taken many months to reach its potential. During the course of this assignment, I have encoun-

tered many challenges, and juggled different time limits and agendas. Since this project involves a partnership with a voluntary organization, I have also furthered my group working skills outside academic circles. The process has made me realize the enormity of the task we undertake in providing services to the general public.



Ljuba Bogdanovich actively contributed to the publication *Inventory of Self-Identified Canadian Restorative Justice Initiatives.*

Along with gaining experience in a working environment such as the Correctional Service of Canada, I have also been privileged to meet some extraordinary people. As a representative of the RJ Unit, I attended a symposium held by the RCMP on Restorative Justice in April 2000. At this symposium, I met Wilma Derksen who works with Victims' Voice, Steven Sullivan, President and CEO of the Canadian Resource Centre for Victims of Crime, and Marjean Fichtenberg, Chairperson of the Pacific Region Victim Advisory Committee. These three representatives of victims' organizations gave me fresh and unique insights that I had never before considered. In conversations with them, I realized how much remains to be done for victims in relation to the correctional system. Victims play an important role in the development and accountability of the Correctional Service of Canada. I understand that crime in its purest sense consists of a relational violation between offender and victim. It is therefore imperative that we consider the implications of our work in relation to both offenders and victims.

I met a second group of stakeholders at the Correctional Service of Canada's National Steering Committee on Restorative Justice and Dispute Resolution in May 2000. During the course of this two-day meeting, I witnessed the wide range of knowledge that exists within CSC on restorative justice. As an observer and minute-taker, I was inspired by the commitment of this group of people to restorative justice and its principles in developing interpersonal relationships throughout society in general. Our relationships define the communities and social groups we interact with; we must therefore take responsibility to ensure their positive development despite the strains placed on them by crime.

These are but a few of the experiences I found significant throughout my time volunteering. As a student, this has been a tremendous opportunity to develop the skills required by future employers. One of the greatest benefits of my experience with CSC is the education I received by participating in the daily activities of the Restorative Justice and Dispute Resolution Unit. No classroom, lecture hall or textbook could offer any substitute.

To Jane, Scott, Carol-Anne, Terry and Lisa of the RJ Unit, I cannot begin to express my gratitude. Your support and encouragement this year has left an indelible impression on me. I have benefited from your guidance in ways that reach far beyond my academic and professional development. My continued growth is a testament to your commitment to culture change, and I am encouraged by the work that you do. ◆

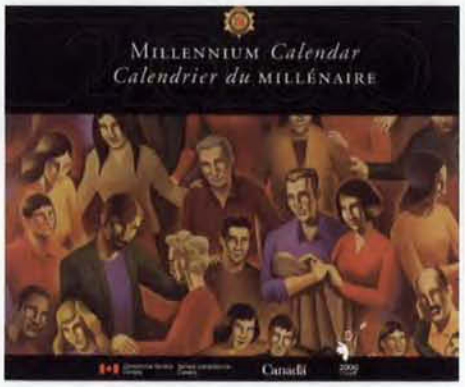
Celebrating the Millennium

By David Snowdon, Senior Project Manager, Corporate Development Sector

As part of its contribution to the government-wide millennium celebrations, CSC developed a project entitled Community Outreach 2000. One component of Community Outreach 2000 was the Millenium Calendar, a public education initiative designed to raise awareness about federal corrections.

Approximately 50,000 calendars were produced at a cost of roughly $1.56 per calendar. Copies were sent to all CSC facilities, including parole offices, other Ministry agencies, other departments (Health, Justice, Indian and Northern Affairs, etc.), national voluntary organizations (Elizabeth Fry, John Howard, St-Leonard's, etc.), halfway houses, victims organizations, women's shelters, Native Friendship Centres, Band Councils, and some of our international partners.

Deciding what information to use over the course of the twelve calendar months proved challenging. All sectors at National Headquarters contributed something they considered valuable to CSC as a whole and to our close collaborators. With a wealth of accomplishments by staff and the organizations over the years, choosing the monthly themes for the calendar was no easy task. However, after extensive consultation, twelve themes were finally selected and the calendar was born.



During production of the calendar, issues and conflicts inevitably emerged in various parts of the organization. The main issue was the timing and perceived expense of the calendar in light of the considerable fiscal challenges facing CSC. As well, the powerful quotes featured in the calendar were sometimes misconstrued. For example, although the month of March quote was intended to motivate and empower, some read it as an affront to the equality of women in a predominantly male work world. In any case, such healthy debate can be very beneficial and create opportunities for dialogue and improvement.

The fact that so many people have seen the calendar, both within and outside CSC, and have commented on how much CSC contributes to Canadians' quality of life, leads us to believe that the overall effort was worthwhile. Indeed, if this initiative produces greater awareness and sensitivity about the challenges facing federal corrections, staff members, offenders and the community at large, it is money well spent.

In hindsight, and as an organization that believes in continuous learning, the feedback we received on the calendar was very constructive and will be used for developing similar projects in the future. ◆

Corporate Services Sector

An Example of Integrated Solid-waste Management

Making a Contribution to Environmental Conservation

By Paul Provost, Senior Environmental Officer, Environmental Services

Environmental management at Bowden Institution in Alberta – where solid-waste reduction is the cornerstone of the environmental program – is in excellent health. In many ways, the dedicated efforts of Jane Huebner and her staff prove the truth of the proverb "you reap what you sow."

Jane has been a horticulture instructor since 1989 and chairs the institution's environmental committee. With her mastery of both science and art, she helped improve and beautify the grounds of the institution while advancing the environmental management program. Deputy Warden Glen Westbury says that Jane has been Bowden's guide in waste management, soil conservation and air quality. He describes her contribution as nothing less than remarkable.

TANGIBLE RESULTS

The ongoing efforts of Jane Huebner, supported by her team of inmates, the institution's Technical Services and management, clearly show the steady effort and determination it takes to tackle the challenges of the waste issue. Reduction at source, sorting, reusing, recycling and composting are some of the measures implemented to reduce the quantity of waste that has to be sent to landfill sites. The following table shows the waste management steps taken in the past decade.

DIRECT AND INDIRECT BENEFITS

We often hear complaints that the environmental program's gains are intangible. But the waste recover/reuse model used by staff of the Bowden Institution proves the contrary. Above and beyond the direct impact of the ecological waste-management program (a reduction of more than 90 per cent in the amount of waste sent to landfill sites), we cannot overlook all of the indirect benefits. Through her commitment, determination, perseverance and especially her actions, Jane Huebner has taught us all a lesson about the importance of respecting and preserving our life-sustaining environment.

Thank you, Jane, for the exemplary way you met this sizeable challenge to the CSC. Who knows how many employees and inmates you may have reached through your dedication to this program. People like you make all the difference. ◆



Bundling of recovered plastics



Bundling of recovered cardboard

Photos: Jane Huebner

Year	Action	Results
1990	Internal analysis of waste categories, quantities and sources (at that time, all waste was sent to the on-site landfill).	1.7 kg/occupant/day
1991	Institutional committee on the environment created. Staff and inmates trained on waste management ("4 Rs"). Building used for storage and recovery.	Unavailable
1992	Program introduced for recycling batteries, waste oil, filters, paints and solvents. Sorting-at-source program expanded to include all sectors. Windrow organic-waste composting program started.	Unavailable
1993	Composting platform constructed, with leachate collection. "4 Rs" program expanded to include all sectors.	Unavailable
1994	Waste transfer station constructed for recyclables sorting and preparation – bundling, shredding.	0.5 kg/occupant/day
1995	Formal prohibition against on-site burial of waste and the shipment of waste materials to an approved regional site. Integrated waste-management practices refined.	0.2 kg/occupant/day
1996	Official hazardous-waste handling/storage system implemented.	0.18 kg/occupant/day
1997	Last on-site landfill cell officially closed.	0.13 kg/occupant/day
1998	Kitchen wet-waste composter installed. Another platform constructed, with leachate collection, for composting food-store wastes.	0.15 kg/occupant/day
1999	Wood-chipper acquired (for chipping wood wastes before incorporating them in composting system).	Unavailable

CORCAN

Michael Elkins Receives the St. Leonard's Society of Canada Cody Award

By Joanne Knox, Program Director for the St. Leonard's Society of Canada in Kingston
(Ms. Knox has been responsible for offender employment and administration at various CORCAN Work-sites for the past 13 years.)

At the St. Leonard's Society of Canada Annual Awards luncheon held on Saturday, May 27, in Kingston, Ontario, Michael Elkins, Regional Director for CORCAN, Ontario Region, received the Cody Award.

The first recipient honoured with this award was John Braithwaite in 1976. In recent years, the Cody Award has been presented to such worthy individuals as Senator Earl A. Hastings in 1992, and Willie Gibbs in 1997. St. Leonard's is delighted to include Mr. Elkins among the ranks of those it has honoured.

The Cody Award is named for the late Bishop John C. Cody of the Roman Catholic Diocese of London, Ontario, whose courageous support and generous donation helped to found St. Leonard's House-Windsor at a time of intense public opposition. It recognizes individuals outside the Society who have made an outstanding contribution to the work of community corrections.

In presenting the award to Mr. Elkins, Rebecca Howse, President of the National Board of Directors of the St. Leonard's Society of Canada reflected on some of the community employment projects he facilitated over the years:

- A co-op program based at Pittsburgh Institution that allows offenders to attend school part time and work on community projects, such as community beautification.
- The Brantford Pallet Project for offenders on a work release. The project involved a 13-week employment training program at St. Leonard's Society of Brant.
- T.H.E. in London, which offered training in areas such as packaging and assembly, electrical working and assemblies, metal fabricating, spray painting/lacquering, woodworking/cabinet making. This project employed offenders who had been living in the London community for several years.
- A telemarketing project that employed over 25 offenders through St. Leonard's from an area institution at the CORCAN Work-site in Kingston. This project provided training in telemarketing and data inputting. Recently, two offenders obtained home-based data inputting work.
- Green Bite in Hamilton, starting in the near future. This project recycles computers in partnership with St. Leonard's Hamilton, CSC and CORCAN.
- Numerous construction initiatives, the most recent one being the new facility at St. Leonard's Peel.
- Reconstruction of the Italian Garden Fence at Parkwood Estates in Oshawa.
- The Toronto Work-site, which advises offenders in job searching, resume writing and computer training.



Michael Elkins receiving the St. Leonard's Society of Canada Cody Award

The Most Reverend John Christopher Cody, J.C. D.D. LL.D (1899-1963)

Born and educated in Ottawa, Bishop Cody was ordained in Ottawa on May 26, 1923.

After serving in various Ottawa and area parishes from 1923 to 1937, he was consecrated Bishop of Victoria, British Columbia, on February 25, 1937.

Father Cody was the youngest Bishop in Canada at the time of his consecration.

His outstanding trait was his genuine interest in the forgotten person; no one was too obscure to receive his attention. No cause was too trivial to be denied his consideration.

In 1950, Father Cody was named Bishop of London, Ontario.

In 1951, he received an honorary Doctor of Laws Degree from the University of Western Ontario.

Father Cody founded Kings College in London as well as the Regina Mundi Junior Seminary.

Instrumental in founding the Catholic Parent-Teacher's Association in 1951, Bishop Cody was also Chairman of the Administrative Board of the Canadian Catholic Council.

In 1962, he was named Bishop-Assistant at the Pontifical Throne, a Papal honour. He was also awarded the Canadian Council of Christians and Jews Human Relations Award for his service in the cause of friendship between people of different creeds.

In May 1963, Pope John XXIII raised St. Peter's Basilica to the status of Minor Basilica in tribute to the 25th anniversary of Bishop Cody's Episcopal Consecration.

A strong supporter of the Vatican Ecumenical Council launched by Pope John XXIII, Father Cody always stressed the social responsibility of the Church and its crucial role in helping the less fortunate in our communities. ◆

Chaplain of the Year

By Terry Richardson, Associate to the Director General, Chaplaincy



Photo: Terry Richardson

Left to right: Col. Kurt Bowers (ret.), Director General, International Chaplaincy, Church of the Nazarene; Laura Burk; Reverend Rick Burk; and Dr. Jerry Porter, General Superintendent, Church of the Nazarene

Regional Chaplain Rick Burk (Prairies) received the Chaplain of the Year Award from his denominational community on June 22, 2000. The presentation took place at the District Assembly of the Church of the Nazarene (Canada West District) in Olds, Alberta. The Church of the Nazarene is an international congregation including over 750 chaplains serving in military, medical, prison and corporate ministries. Each year, one outstanding chaplain is selected from this group to receive the award.

The award was presented to Reverend Burk before an assembly of 350 people. This was the first time the Chaplain of the Year Award was presented to an individual outside of the United States. On the same evening, Rick also received the Distinguished Service Award from the Church of the Nazarene. This award is presented to people in ministry who have served in a special way.

Rick has previously served as Chaplain at Riverbend Institution and Saskatchewan Penitentiary. He has been Regional Chaplain – Prairies since April 2000.

Congratulations Rick! ◆

Inmate Committee Makes Donations

By Brenda Hastie, Chief, Administration and Materiel Management, Dorchester Penitentiary

Dorchester Penitentiary's Inmate Committee recently donated a total of $2,000 to three separate organizations: the Bar None Christian Camp, the Christian Council for Reconciliation and the New Brunswick Special Olympics. Funds were raised through the collection and sale of pop cans at the institution. ◆



Photo: Brenda Hastie

Left to right: Steve Brown from the Bar None Christian Camp, Mike Newman, Chairman of the Dorchester Penitentiary Inmate Committee, Dr. and Mrs. Charles Taylor representing the Christian Council for Reconciliation and Glen Agnew who accepted the donation on behalf of the New Brunswick Special Olympics.

Springhill Institution Enters Float in Parade

By Shannon Oickle, Staff Training Officer, Springhill Institution

On June 10, 2000, the Town of Springhill hosted a parade as part of its Irish Festival weekend celebrations. Springhill Institution's Wellness Committee created a float and entered it in the parade. The theme was "partnerships in the community." Both staff and inmates worked on the float: the Engineering and Maintenance staff built the float, offenders did the artwork and the Basic Skills shop made the shamrocks. The float displayed the Correctional Service of Canada's Mission Statement, with community initiatives posted on the back.

The combined efforts won Springhill Institution second prize! ◆



Photo: Shannon Oickle

Standing on ground, left to right: Sheldon Morris and Marven Murray, correctional officers
Standing on float, left to right: Michael Wilson, Personal Development Officer; Kathy MacKenzie, Correctional Officer; Paula McMillan, Parole Officer; and Angus Hunter, Correctional Officer

Excellence 2000

Awards and Honours Ceremony

By Shannon Oickle, Staff Training Officer, Springhill Institution

On June 2, 2000, Springhill Institution staff were presented with CSC 10-year pins and certificates of appreciation for various contributions and achievements made over the past few months at a ceremony entitled "EXCELLENCE 2000." ◆



10-year Pins
Left to right: (Front row) Debbie Boudreau, Sophia Gould, Paula McMillan, Carole Hamilton, Paula Jackson and Claire Rehberg. Back row: Lorne Breen, Jim Wilson, Greg Atwell and John Tabor.



Photos: Shannon Oickle

Certificates of Appreciation
Left to right: (Front row) Nina Nicholson, Claire Rehberg, Georgina Cotton, Wanda Smith, Sherry Blakney, Art Brown, Shaun Rushton and Alan Crossman. Back row: Nazeer Junus, Dave Coon, Serge Muboyayi, Stephen Dobson, Jamie Henwood, Geordie Rushton, Allan Hicks and Ken Ferguson.

Awards Ceremony



Left to right: (Front row) Garry Morris, Linda Trenholm, Vivian MacDonald, Brenda Hastie, Wanda Osmond, the Honourable Marilyn Trenholme Counsell, Lieutenant-Governor of New Brunswick, Gerry Wry, John Johnson, Paul Gionet, Jeannita Léger, Bill Geier and Abel Arsenault. Second row: James MacLeod, Kenneth (Buddy) Trenholm, Bruce Reade, Gerry Dionne, Roger Beal, Elroy Fletcher, Donald Robichaud, JJ Côté, Jean-Louis LeBlanc, Stephen Wesselby and Jeff Morice. Third row: Peter Richard, Jim Scott, Bill Briand, David Weir, Joe Snowdon and Bernard Cormier. Fourth row: Alan Johnson, Wayne McCluskey, Murray White, Darryl Mitton, Earl Weir, Sharon Ward and Daniel McPerson. Absent: Cedric Tower

An awards ceremony for staff from Dorchester Penitentiary and Westmorland Institution was held June 16, 2000 at Memramcook Institute. ◆

Not all Thursdays are the Same

By Hank Neufeld, Truro Citizens' Advisory Chair

The Citizens' Advisory Committee (CAC) for the Nova Scotia Rural District meets monthly on Thursday evenings. The last regularly scheduled meeting saw CAC Chair Hank Neufeld presenting certificates of graduation to a group of offenders completing the Choices Program. Later, when the CAC group met as a whole, a number of offenders joined in to discuss program participation in the community and other matters.

The following Thursday, Chair Neufeld and two other CAC members met with National Parole Board (NPB) and Correctional Service of Canada officials at a community meeting. The affair resulted from community concerns over the release of two sex offenders to the small rural community. Over a three-week period, community concerns had been heightened by a number of rumours, repeated front-page news stories and finally the exiting from the community of the two persons in question. In a situation such as this one, with emotions running high and steeped in fear and anger, establishing credibility can be difficult. An uninformed public can turn against such concepts as parole for low-risk sex offenders in general.

David Cail, District Director of the NS Rural District, moderated a panel consisting of NPB representatives, a district psychologist, a senior parole officer and the CAC Chair. With great effort, the NPB and CSC experts confronted challenging issues by providing factual information. Over a two-hour period, twenty or so public participants raised questions and offered comments. The presence of the CAC members seemed to quietly help build trust between officials and the general public. As an understanding of the release process grew and many immediate concerns were addressed, public empowerment through the CAC became more evident. Hank Neufeld asked interested members of the public to join the local CAC. This option seemed to interest some of the persons in attendance.

This experience was a clear example of the invaluable role of CAC's in a volatile situation. While CAC involvement in program graduations is important, its greatest benefit is its role in community liaison. In fact, when our regular CAC meetings resume this fall, we will undoubtedly be able to speak on the benefits of our proactive approach to public education. ◆

Agreement with Catholic University of Paris, School for Practising Psychologists

By Jacques Bigras, Project Manager, Reintegration Programs, Regional Headquarters

On December 1, 1999, Regional Deputy Commissioner Richard Watkins signed a five-year agreement with the École des psychologues praticiens [school for practising psychologists] in Paris, France, on behalf of the CSC allowing psychology students from the school to complete their master's level internship in Quebec's operational units. Now, four years later, the two parties have decided to renew their agreement.

The school for practising psychologists was established in 1951 as a professional, postgraduate, academic institution that prepares students for careers in psychology in the fields of health care, business, education and justice. Student training centres on a multi-disciplinary approach in which internships are mandatory and accredited.

Interns will be called upon to assist various CSC caseworkers, whether through correctional programs or the operational activities of psychologists. In addition, some students with a background in human resources may perform checks and research for project officers at Regional Headquarters. In return, federal public servants with proven expertise in the area of violence, sexual deviance, mental health or risk assessment could be invited by the school to deliver training workshops in France.



Left to right: Jacques Bigras; Jean-Pierre Chartier, Director of the School; Jean-François Fauchon, Administrative Director and Internship Officer; and Guy Villeneuve, Assistant Deputy Commissioner, Operational Support

By renewing this agreement, the CSC is acting on one of its Core Values: "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission." ◆

The Tandem Program at Leclerc Institution

Réjean Arsenault, Director, Laval Area Parole Office

Each year, some 1,200 offenders enter Leclerc Institution on parole suspension. In May 1997, Reintegration Manager Carole Plante was instructed to develop a profile on offenders admitted to the post-suspension unit in order to clarify their program needs.

One parole officer at Leclerc Institution, Manon Genest, submitted an initial report in November 1997. Then, in November 1998, she and Jacques Beauchamp, Laval Area Parole Officer, produced a second report. Their research confirmed the need for a program to address the recent reintegration problems of this group of offenders. As a result, the Regional Management Committee authorized setting up a committee to implement a program for this clientele. The Committee was comprised of Brigitte Dionne, Project Officer, Regional Headquarters; Pierrette Soucy, Casework Officer, Laval Area Parole Office; Daniel Lapierre, Unit Clinical Coordinator, Leclerc Institution; Martin van Ginhoven, Sherbrooke CCC Director, and Réjean Arsenault, Director, Laval Area Parole Office.

The first group of offenders entered the new program in September 1999 under the supervision of a private sector contractor. After a brief interruption due to a change of thrust, the program resumed in November 1999 with modified content. It was delivered by two CSC program officers.

The program is called *Tandem*, a name alluding to the fact that offenders are not alone in their reintegration process. They can rely on a parole officer, a program officer, the National Parole Board and other resources. The name also encompasses the concept of partnership, and the complementary relationship between institution and community.

The *Tandem* team includes two program officers, Lyne Champagne and Michèle Vincent; two liaison officers, Suzanne Robitaille and Nicole Dejean; a clinical coordinator, Daniel Lapierre, and a casework officer, Pierrette Soucy. The program is administered by Quebec Region's East/West District – Laval Area Parole Office.

PROGRAM DESCRIPTION

The staff members who created the program were guided by five years of experience with the Time Out Program at the Federal Training Centre. It aims to get offenders back in control and release them safely into the community within 30 days after their suspension warrants are issued. Methods include:

- Motivating participants to solve the problems that are hampering their reintegration.
- Helping participants change attitudes and behaviour that increase their risk to public safety and encouraging them to develop adjustment strategies.
- Reinforcing the skills and knowledge already gained through CSC core programs.
- Fostering problem-solving skills.
- Helping participants understand the reasons for their suspension.
- Having participants develop a personalized relapse prevention plan.

The program targets post-suspension offenders with no serious outstanding charges and a minimal level of motivation allowing them to function in a group. The program lasts for over 20 days, with individual work in the morning and group sessions in the afternoon. It uses a holistic, cognitive-behavioural approach. The content is heavily based on national cognitive living skills programs as well as the anger and emotions management program. Offenders practice problem-solving and emotions management in dealing with their current situation (i.e., their return to the penitentiary). The final sessions are devoted to preparing a personalized relapse prevention plan, written by the offender and shared with the program officer and the future supervisor.

For such a program to achieve the desired effect, community follow-up must aim to help offenders strengthen their gains. To this end, program officers stay in touch with community-based parole officers in order to ensure that the offender's personalized relapse prevention plan is firmly anchored.

In short, the program is intended for offender's whose reintegration failed. Since the content is always changing, staff are constantly adjusting the program. However, it retains everything necessary to ensure safe offender reintegration. ◆

Cowansville-Drummond-Montreal Metropolitan District: Meeting with Community Partners

By André Ostiguy, Deputy Warden, Correctional Programs, Cowansville Institution

On October 21, 1999, the Fathers of the Trinity Monastery in Granby was the setting of the very first meeting in the Eastern Townships and Montérégie regions between CSC and its community partners. Cowansville and Drummond institutions and the Granby, Longueuil and Eastern Townships areas of the Montreal Metropolitan District joined representatives of many grassroots agencies at the meeting. Community groups in attendance included: *Service d'aide aux prisonniers de Sherbrooke*, the Granby and Sherbrooke Opex Centres, *La Maison* Community Residential Centre (Granby/Longueuil), *l'Auberge sous mon toit, Ressources pour hommes Haute-Yamaska, Le Seuil, le Centre après-coup, CIVAS-Estrie, La Boussole* and *Centre corps, âme et esprit.*

This was the first of three meetings planned over the next twelve months around the theme *Partners in Intervention.* The meetings aim to make everyone more familiar with the needs of their respective offender client groups and to respond properly to these needs while working towards their mission of safe reintegration.

The first day of the meeting was facilitated by Carol Allain, conference speaker and author of the book *Changez d'attitude.* The day's discussions gave the 108 caseworkers present a chance to question and review their priorities and renew their partnership in meeting the challenges of the new millennium. One participant commented that although responsibility is something every caseworker shoulders, it is key to their work as a group.

In assessing the day's discussions, Jean Périgny, a chaplain at Cowansville Institution, made the following comments:

"More than anything, a good teacher is someone who inspires a love of learning in others. I think this first day was a success precisely because it fuelled the caseworkers' passion for their profession and created a sense of unity with our colleagues, both inside and outside the institutions."

Faced with the increasing size of the correctional system, administrative demands and social pressure, some caseworkers run the risk of burnout. This day's events were like a breath of fresh air, a chance to refocus on human beings and what drives them, as well as their attitudes and values. For caseworkers, good physical, intellectual, psychological, social and spiritual health is vital.

The "Partners in Intervention" seminar, with its three-fold focus on caseworkers, clients and intervention, was a welcome initiative. The day's objectives were met to satisfaction, both in terms of content and form. The facilitator used humour to deliver some plain truths, such as the fact that it is less important to be serious in life than to be serious about what is important.

General Foch said that a captain's reward is not his commander's words of praise, but the look in his men's eyes. Judging by the delighted expression on the participants' faces at this initial meeting, the seminar organizers can consider their mission accomplished, as we move forward together, toward a productive partnership! ◆



Left to right: Jean-Pierre Labrie (Trois-Rivières Area), Odette Martin (Ville-Marie Area), Carole Plante (then from Regional Headquarters) and Michel Choinière (Drummond Institution).



Left to right: Claude Guérin (Cowansville Institution), Carol Allain, guest speaker and Marc-Arthur Hyppolite (then from Cowansville Institution).

Promoting a Learning Environment at Warkworth Institution

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Staff and inmates at Warkworth Institution organized their first-ever workshop on anti-racism this past March 21, internationally recognized as International Anti-Racism Day.

The workshop resulted from the combined efforts of program staff officer Sandy Burkitt and inmates from the Rainbow Racial Harmony committee. Together, they spent many hours planning the day and identifying topics for workshop presenters.

Ms. Burkitt belongs to the institution's social development staff, CSC employees who set up recreational and other programs to teach offenders new skills and promote pro-social behaviour. She and staff also help set up groups for offenders to participate in, including Alcoholics Anonymous, Narcotics Anonymous, the Jaycees, lifers and senior offenders groups.

"Warden Peter White totally supported our idea of holding this workshop. We were a bit nervous that it might raise some tough issues for offenders, but we were overwhelmed by the response. Some inmates had been skeptical but told me afterwards they found it extremely worthwhile," said Ms. Burkitt.

One of the workshop presenters, Dean Lewis, a human rights consultant, volunteered his professional services for the day-long workshop, and visited the facility twice beforehand to get information needed for his presentation. His session opened with a screening of the film, "A Class Divided" in which a class of Grade 3 pupils pretends, for a day, that students with blue eyes are smarter than brown-eyed ones, and the reverse the next day. "The film is extremely thought-provoking," said Ms. Burkitt.

The workshop covered a range of topics. Reverend Aruna Alexandra spoke about international human rights, Bev Folkes, a member of Black Inmates Friends Association, discussed racism and the media, and social worker Theresa Ortiz gave a presentation on racism experienced by Aboriginals. Mr. Lewis detailed the history of racism, and presenters Simone Hammond, a health and family planning executive and Rhonda Hackett, a York University counsellor, led a workshop on participants' personal experiences of racism.

"There is no certainty we will learn from the mistakes we all – staff and offenders – make in this area, but we can hope for the strength to bounce back from them and hold these anti-racism workshops every year," said Ms. Burkitt.

WHAT PARTICIPANTS SAID

I thought the day was really successful. People discussed the issue very seriously here at Warkworth Institution.
Facilitator Dean Lewis
It was courageous of staff to hold such a workshop. I commend the staff and the warden for their commitment to addressing the issue of racism. This was an excellent start.
Facilitators Simone Hammond and Rhonda Hackett
It was good to be part of this at the institutional level, and to be part of a United Nations initiative.
Workshop leader Reverend Aruna Alexander

MULTICULTURAL DAY

Another special event at Warkworth was its annual Multiculturalism Day, which has been held every year since 1995. Staff, offenders and visitors celebrated the variety of offender and staff cultures in the institution. As in past years, the event featured activities and displays to promote the heritage, languages and culture of Warkworth Institution's ethnic minorities.

The Year 2000 theme was "Celebrating the Differences," and folkloric music was the highlight. Songs were played by groups including the Eight Wing Concert Band from the Trenton Air Force Base, the Mississauga Academy of Steel Drums, the Green Fiddle Morris Dancers, the Brighton Legion Highlanders and Warkworth Institution's own band. There was also a tasting of various foods from different cultures. ◆

Paint Clinic at Warkworth Institution

By Gary Jasman, Autobody Instructor, Warkworth Institution

Two guest body painters were invited to hold a clinic to show off their automotive finishes on March 27 in the body shop at Warkworth Institution. Brian Champken of Automotive Refinishing Technologies of Belleville and Cameron Lavendar of BASF Automotive Finishes mesmerized all in attendance with a professional demonstration on preparing and applying a paint finish. Using a sample panel and a small amount of product, they showed how to sand, feather a paint edge, prime and spray paint. The process was explained in familiar language at a level that all could understand.

Questions ranging from specific technical aspects of the paint chemistry to general enquiries about employment were all answered in a "no holds barred" format. Each inmate left the workshop knowing that community jobs were begging for the kind of skills they are currently acquiring in this field. They learned that the methods taught in the Warkworth shop meet or exceed industry standards for rust repair. One of the guests went around the room pointing to each inmate and commenting that he knew of a job placement "right now" for their level of talent. Even the inmate cleaning staff in attendance were impressed to know that they too had an important role to perform in this industry. In fact, detailing cars is becoming big business because customers no longer tolerate "dirty" cars coming out of body shop. Product costs as well as earnings were shared freely with anyone who asked.

It was a very productive day in creating a lifeline to the community and injecting a sense of realism into the body repair and repainting programs that are currently available at Warkworth Institution. The inmates showed their gratitude by presenting each of the guests with a certificate of appreciation. ◆



Photo: Gary Jasman

Left: Guest Brian Champken receives a certificate of appreciation from inmate representative Paul Smith.

A Model Fire Truck

By Ray Barber, Automotive Shop Instructor, Warkworth Institution

This fire truck model was completely designed and built to scale by inmate Robert Feeley. Robert enlisted good trade pratices by creating and following an itemized material and component list. After using virtually every piece of equipment in the vocational machine shop and a variety of materials, including stock brass, the parts were precision machined and assembled. This project is a good illustration of the challenges successfully met by inmates in the Warkworth Institution machine shop. ◆



Photo: Ray Barber

From left to right: Inmates Robert Feeley, Dave Larocque and Ed Hill.

Hall of Honour Induction for Dan Rowan

By Connie Cookman, A/Manager Training Programs, Correctional Staff College

On April 18, 2000, in a simple, moving ceremony, Dan Rowan was inducted into the Hall of Honour at the Correctional Staff College in Kingston. Dan was killed in an airplane crash in Kosovo on November 12, 1999.

Dan is only the ninth person whose portrait hangs in this Hall, which is dedicated to those who "have made particular and significant contributions to the Correctional Service of Canada Ontario Region."

Reverend Rod Carter opened the brief ceremony with the CSC prayer and closed it with a benediction. There were many eloquent and heartfelt moments as speakers reminisced about their working relationships and friendships with Dan.

Ontario's Assistant Deputy Commissioner Ross Toller was the first speaker, weaving his comments into the ceremonial unveiling of the plaque bearing Dan's portrait, the CSC medal and commemorative words about Dan's career. With formal and respectful precision, the Ontario Region Honour Guard, represented by Doug Brooks of Kingston Penitentiary and Laura Steele of Millhaven Institution, presented a striking commemorative medal to Dan's wife, Pierangela Rowan.

Derek Orr then spoke on behalf of Ron Fairley who was unable to attend, and Julia Hobson read comments sent by George Stones and Liz Vitek who were still overseas in Phnom Penh in April. Laura and Michel Savard together spoke of their unique connection to Dan through Michel's involvement with the Kosovo project.

Through Shereen Benzvy Miller, Pierangela expressed her appreciation for the many kind and consoling words of CSC staff in the aftermath of her husband's fatal plane crash.

Pierangela was accompanied at this dedication ceremony by a number of NHQ staff as well as her sister, Teresa Rose, Dan's mother, Maureen Rowan, Dan's stepfather, Ronald (Ruff) Johnson, Dan's brother, Sean, wife, Deb and sons, Stan and Liam, Dan's two sisters, Cathy and her husband, Grant

Farmer, and Mary-Ann, and her husband, Dieter Klimpel, and from Montreal, Dan's cousin, Tim Kerwin.



NEVER TO BE FORGOTTEN

The inscription on the Hall of Honour plaque was composed by Julia Hobson, Staff College Principal, and reads:

Dan Rowan lost his life on November 12, 1999 in a tragic airplane crash while en route to Kosovo. He was only 34 years old. As National Project Leader for the Correctional Service of Canada he was taking this long journey to assist the citizens of this wartorn country and our staff who had volunteered for placements despite the adverse and dangerous conditions. He was excited about this opportunity to make his personal contribution to this mission and eager to do what he could to make a difference in the world.

This seemed to be Dan's trademark an intense interest in and need to help others. He was a kind and generous man who would freely share his good nature and high spirits with all those around him. His positive attitude and enthusiastic, energetic spirit drew people to him as "the moth to the light." He was a man who cared about people, was highly sensitive to the needs of those around him and responsive to the demands and responsibilities of the people business we are in.

Dan was an impressive leader in many aspects. He was a man of exceptional integrity and strong values, courageous in personifying those in all ways. He was intensely loyal to his organization and to all those with whom he worked. He was dedicated to achieving excellence in his work. He spent time and energy building relationships and gave of himself freely within those relationships. He was a man who others would freely follow because they believed in him and what he brought to the world.

Above all Dan was a family man whose deep and abiding love for his wife and children, parents and siblings was the essence of who he was. He was a true friend to many and respected by all who knew him. His many friends and colleagues at the Correctional Service of Canada sadly mourn his loss.

Dan Rowan will never be forgotten. ◆

Students Get School's Last Grade 10 Diplomas

By Jerry Weller, School Instructor, Frontenac Institution

"This was probably the last time that CSC staff, school teachers and students got together to celebrate the awarding of grade 10 diplomas," says Susan Sutherland, the Assistant Warden, Correctional Programs, at Frontenac Institution.

Ken Kleinstueber, Harry Abbott, Bill Danks and Bert Angelo were the last four graduates of the Frontenac Institution high school to leave the school with grade 10 diplomas.

This isn't sad news, however.

Why? Because the school is not closing. Rather, it is expanding and the graduation party was all part of celebrating the school expansion. Beginning in September 2000, the school began adding grade 11 and 12 curricula to their course offerings.

"Ontario's CSC schools are growing, again, adding grade 11 and 12 high school credits."

"Grade 10 graduation is no longer enough," notes Ms. Sutherland. "These past few years CSC has greatly expanded its schools' computer course offerings to help students get in-demand skills. Now, Ontario's CSC schools are growing, again, adding grade 11 and 12 high school credits."

The students seem very pleased about furthering their education.

"The best part is seeing the results of your hard work and tests pay off," Bert enthused, upon receiving his diploma. "I wish I had taken the time when I was young to do this. I regret that, now. But, you're never too old to learn."

Harry agreed with his classmate about the importance of a high school education. "I quit when I was in grade seven. Without high school, you can't go anywhere."



Photo: Jerry Weller

Recent graduates of the Frontenac Institution school included, left to right: Harry Abbott, Ken Kleinstueber and Bert Angelo.

When Ken was asked what helped him stick with it, he said, "The real friendliness and support of the teachers." Harry agreed. "The teachers kept me coming back. You don't know how many times I quit. They help you see that it's for your benefit."

Asked for any words of encouragement to those avoiding school, the graduates had plenty to say. Bert noted that, "this way, you can help your kids with their school, when you get out."

"If you want to be independent," Harry added, "you have to get your high school. If you have to be 'inside', this helps pass the time. Now I proudly display my diploma on the wall."

Ken summed it up for all of them. "If I can do it, other guys can, too. All you have to do is just go for it." ◆

The Writing's on the Wall for Frontenac School

By Jerry Weller, School Instructor, Frontenac Institution



Photo: Jerry Weller

James Ruddy, working on his AIDS Prevention mural at Frontenac Institution school.

"When I was a kid," says James Ruddy, "I used to get into trouble for drawing on the walls."

Not any more, it seems, if the AWCP at the minimum security Frontenac Institution has anything to do with it. Susan Sutherland saw James' winning entry for Health Care Services' AIDS Awareness Week poster contest and liked what she saw. So she hired James to brighten up the school program area with similarly inspirational art, but this time, in the form of wall murals.

It was all part of the celebrations for the expansion of the school program at Frontenac. Grade 10 graduation is no longer enough to help students improve their chances of finding good jobs on the street. So, starting this past September, Ontario's CSC schools began adding grade 11 and 12 high school credit courses.

James is enrolled in the school, half time. The rest of his time is now spent creating his symbolic messages. Each mural is a complete painting, in acrylic colours, protected with a coat of lacquer. The style is reminiscent of the poster art that was popular in the 1960s and 1970s. The themes are always provocative, heightening one's awareness of human potential.

"I've done six, so far," says James. In the accompanying photo, James is seen working on his first four: a 2 metre square version of his winning AIDS prevention poster, a spiritual dove and clouds mural (outside the Chapel) and a butterfly rebirth theme painting.

"I have one that I'm painting now, outside the computer classroom, showing a version of (famed sculptor, Rodin's) 'Thinker.' I have a thought balloon over his head with a prism, a falling apple, a space shuttle blasting off, and so on."

McLuhan was right: the medium IS the message. And the message is on the walls at Frontenac Institution school. ◆

School's IN for Summer at Frontenac

By Jerry Weller, School Instructor, Frontenac Institution

Alice Cooper's old rock anthem, "School's out for Summer," no longer applies at FI school which was definitely IN this past summer.

The school's first-ever summer schedule was a big hit. The school enrolled over 60 students in various old and new courses, including first-time grade 11 sculpture and print-making art classes, a twelve-day intensive conversational French grade 9 course, and a grade 11 parenting course which featured a health and safety component.

Attracting this many students was some feat for a farm camp institution with high demands for summer workers.

It was all part of the teachers' and students' celebrations for the school expansion, which sees the addition of grade 11 and 12 high school credit courses beginning this September.

"The art course," says instructor Marlene Sutton, "gave students a chance to explore painting, mask making, sculpture and printmaking." The course allowed students to reflect on the world around them and how they and other art students perceive that world and feel about it. "Some guys might act tough in jail," said one art student, "but this art stuff gets you feeling something again." Marlene hopes that visual arts will soon be offered as a regular part of CSC schools.



Photo: Jerry Weller

Richard Bonds learned about good fathering during the Frontenac Institution school parenting course.

For some students in the parenting course, this is the first time they have actually learned anything about childcare and the responsibilities of being a father. Teacher, Stasia Chaisson noted that the class is full of discussion, serving as a "forum for those who did not have positive role models as children."

The poster for the French course advertized: "Snooze-you lose! Conversational French: read it, write it, in 12 days." Ambitious sentiments, perhaps, but professional French-language instructor, Daniel Jutras believes in his students. "You know, these students' abilities are all over the map," he says. "But they really keep at it, working hard every day. I think they did just fine."

Students made fine achievements, indeed, at Frontenac Institution as they successfully completed over 300 lessons to earn their graduation certificates. ◆

Change of Command in the Prairies

By Tim Krause, Regional Communications Officer

Okimaw Ohci Healing Lodge



Outgoing Kikiwinaw Norma Green speaks to the guests at the warden change of command ceremony held on February 1, 2000.



Elder Gordon Oakes accepts a gift of cloth and tobacco from incoming Kikiwinaw Clare McNab.

Saskatchewan Penitentiary



Heather Bergen (outgoing Warden) and Brenda LePage (incoming Warden) outside Saskatchewan Penitentiary at the warden change of command ceremony on May 11, 2000.

Stony Mountain Institution, Manitoba



Incoming Warden Don Kynoch (left) accepts the keys of Stony Mountain Institution from outgoing Warden Dave Mills (right) while key bearer Unit Manager Linda Garwood-Filbert looks on. Mr. Kynoch was installed as Warden at a ceremony held at the instituion on June 9, 2000. Dave Mills has joined Prairie Regional Headquarters in Saskatoon as Special Advisor to the Deputy Commissioner. Mr. Kynoch was formerly Deputy Warden at Stony Mountain.

Edmonton Institution for Women



Rémi Gobeil, Deputy Commissioner for Prairie Region, signs the certificate at the change of command ceremony at the Edmonton Institution for Women on April 7, 2000. From left to right, witnessing the signing are: Ash Mall - Team Leader, Operations; Jan Fox - EIFW outgoing Warden and Janet-Sue Hamilton - incoming Warden.

Alberta N.W.T. District Parole Office



Rémi Gobeil, Deputy Commissioner for Prairie Region, signs the certificate at the change of command ceremony on April 6. Witnessing the signing is Jan Fox, incoming District Director and Don Kynoch, outgoing District Director and current Deputy Warden at Stony Mountain Institution.

A Distinguished Career

By Darlene Haines, Executive Assistant to the Warden, Drumheller Institution

On April 1, 2000 a gala dinner and evening feted Dale Gavel on the occasion of his retirement after 33 years with CSC. Dale's first encounter with CSC was as a summer student in 1966 when he worked as a Junior Psychologist at Saskatchewan Penitentiary. After graduating from university, he returned to Saskatchewan Penitentiary on May 1, 1967 as an indeterminate Psychologist. In the fall of 1968, he became a Classification Officer (now referred to as a Parole Officer).

In the summer of 1972, as Senior Counselor, Dale opened the Oskana Centre in Regina. He became Acting Superintendent of Oskana where he opened the centre, staffed it, and selected the first inmates. In 1977, he became Superintendent. During his tenure at Regina, he was often guest lecturer at the RCMP training depot and the City Police Department.

In 1980, Dale transferred to Regional Headquarters to work as Operations and Quality Control Officer. He became Regional Transfer Officer in 1982. In January 1985, Dale left the region to become Assistant Warden, Socialization, at Drumheller Institution and later, Assistant Warden, Correctional Programs. He remained in that position until two years ago when he became Senior Project Manager at Drumheller.

"Dale responded to a challenge by taking responsability for making Drumheller the first institution in Canada to adopt the Sam's Suicide Prevention program."



Dale Gavel and Warden Dr. Tim Fullerton, Drumheller Institution

A few of Dale's significant career achievements include outstanding contributions to the development of Aboriginal programs and cultural activities at Drumheller Institution. Dale was invited by the Deputy Commissioner to compile the regional response in the consultation leading up to the Mission Document, which eventually became the Mission Statement. Dale responded to a challenge from the Deputy Commissioner of the Prairie Region, ultimately taking responsibility for making Drumheller the first institution in Canada to adopt the Sam's Suicide Prevention program. The Peer Facilitator program in the Substance Abuse Department was developed and implemented by Dale, making Drumheller the first institution with such a program in North America. Dale was also involved in the Standing Order Review Pilot which included presentations to SMM and EXCOM.

After 33 years with CSC, we wish Dale and his wife Aline the best of luck in their retirement. ◆

CSC Employee Receives Medal of Bravery

By Tim Krause, Regional Communications Officer

At a ceremony held at Rideau Hall in Ottawa on June 26, former Manitoba/NW Ontario Parole District Director Gord Holloway received a Medal of Bravery from Governor General Adrienne Clarkson.

On Christmas Day 1997, Mr. Holloway, with the assistance of Ronald Blatz - who also received a Medal of Bravery at the ceremony - pulled a woman from the freezing waters of the Red River in Winnipeg, Manitoba. Mr. Holloway was jogging nearby when he heard screams from a woman who had fallen through the ice on the river, some 10 metres from shore. Without hesitation, he ran to the river, crawled along the unstable ice and extended a branch to her. Mr. Holloway tried to drag her out but the weight of her soaked winter clothing and the pulling force of the current made it impossible. Meanwhile, Mr. Blatz had also run to the scene. He crawled past Mr. Holloway, and with the latter holding onto his legs, Mr. Blatz inched his way to the edge of the open water and managed to grab the weakening woman. After several attempts, they succeeded in saving the hypothermic victim.



Photo: Sgt. Julien Dupuis

Gord Holloway accepts congratulations from Governor General Adrienne Clarkson after receiving a Medal of Bravery during a ceremony at Rideau Hall on June 26, 2000.

Mr. Holloway is currently a Special Projects Officer for Corrections Canada, working out of Winnipeg.

Canada has three decorations for bravery - the Cross of Valour, the Star of Courage and the Medal of Bravery. The Cross of Valour is awarded "for acts of the most conspicuous courage in circumstances of extreme peril." The Star of Courage is awarded "for acts of conspicuous courage in circumstances of great peril." The Medal of Bravery is awarded "for acts of bravery in hazardous circumstances." ◆

African Aid Plea Falls on Deaf Ears

By Ash Mall, Team Leader, Correctional Operations responsible for the Lifers Committee with assistance from inmate Kim Williams

So read the caption in a local newspaper article. The Canadian Red Cross was at a loss to understand why this plea for support was falling on deaf ears.

Sixteen months ago, Northern Albertans rallied to help Latin America after it was ravaged by Hurricane Mitch. The outpour of monies, food, clothing, etc. was spectacular. Today, the same cannot be said of support for the African nations of Mozambique and Zimbabwe, which have battled floods for more than four weeks. The flooding caused tremendous devastation and affected vast numbers of people.

Once again, the Lifers' Group at Edmonton Institution for Women rose to the challenge, and the needs of the Red Cross sparked its immediate interest and response.

The Lifers' Group established a committee in 1997 called "The Women of Tomorrow Lifers Committee." The committee presently consists of four Lifers and two long-term inmates. It has been involved in several charitable ventures within the community of Edmonton. Just recently, the committee made and donated baby blankets to the Neonatal Care Unit of a local hospital. The wool for this project came by way of community donations.

Once this project was completed, several balls of wool, not enough to make more baby blankets, remained. Around the same time, the Red Cross made its plea to boost its much needed African Relief Campaign. The committee entered action and decided to knit a full-size blanket and two pillowcases and then raffle them off to staff. The blanket and accessories were knit by one of the committee inmates. They were then placed in the display showcase situated at the front entrance of the institution. Tickets were priced at 3 for $5.00.



Left to right: Roy Trace, Lifeline In-reach Worker; inmates Kim Williams, Dawn Kickley, Warden Janet-Sue Hamilton; and inmates Matilda Beaulieu, and Emma Bablitz.

Photos: Ash Mall



Let to right: Inmate Kim Williams, inmate Dawn Kickley, Acting Risk Assessment Officer Debbie John, inmate Emma Bablitz and Matilda Beaulieu

On April 20, 2000 a draw was held in the National Parole boardroom at the Institution. Lifers' In-reach Worker, Roy Trace, made the draw and Acting Risk Assessment Officer Debbie John was the lucky winner. Pictures were taken of the committee with the warden. The warden and her management staff recognized the efforts of the committee.

The proceeds of the draw have been sent to Red Cross, South Africa Flood Relief in Edmonton.

The sentiments expressed by one of the committee inmates sums up this effort, "Our committee enjoys doing these kinds of things. As mothers, sisters and grandmothers, it makes us feel good that we are giving something back to the community and to those less fortunate than us." ◆

High Tech Partnership Effort Between HRDC and CSC

By Ben Girard, Assistant Warden, Management Services, Rockwood Institution

The federal departments of Human Resources Development Canada (HRDC) and the Correctional Service of Canada (CSC) have collaborated on a creative way of assisting federal offenders in their reintegration efforts.

HRDC currently maintains several high tech, computer-aided stations (Service Delivery Kiosks) in all of its offices and select locations throughout the province of Manitoba and Canada. From any one of these stations, job seekers can access the Job Bank, Labour Market Information and the HRDC Internet services without the assistance of a HRDC employee. Once the desired employment information is identified, job seekers are instantly provided with details that allow them to make further inquiries on job offerings of interest to them. Job seekers from anywhere in Manitoba can access the Service Delivery Kiosks for information on potential employment across Canada and in any employment field. Other valuable details such as salaries, job requirements, education requirements, etc. can also be obtained. The Service Delivery Kiosks have touch screens and thermal printers. The touch screens make the kiosks more user friendly, allowing a wider range of clients to access the information independently.

These kiosks are a wonderful example of how federal government departments can use the latest innovations in the computer industry to bring their services closer to clients in an efficient and user-friendly way.

As a pilot project, the warden of Rockwood Institution, in conjunction with CSC Corcan, Prairie regional headquarters, has negotiated with the Selkirk Human Resources Centre office to have one of these kiosks installed in the institution for use by offenders. After two weeks, the pilot project at Rockwood is working extremely well.



Although there have been no confirmed cases of released offenders obtaining employment from the kiosk source, many have been "surfing" the data base on a daily basis to keep abreast of what might be available to them once they obtain their release from the institution. In time, we hope to hear of many successful matches of former offenders with new employment.

The pilot project is an extension of an existing partnership between HRDC and CSC. Some of the Service Delivery Kiosk cabinets are manufactured at Corcan in Ontario. ◆

Whittling Away at Waste

RPC Prairies Receives Corporate Award for Waste Minimization

By Deborah Podurgiel, Freelance Writer

"Recycle, Reuse, Reduce" are no longer mere buzzwords for what most of us once thought was another environmental fad. Since the late 1980s, we have become increasingly aware of how our daily lives affect the environment around us. With the creation of the government's "Green Plan" in the early 90s, governments at all levels, corporations and small businesses alike have been actively seeking innovative ways to recycle, reuse, and reduce waste in an effort to avoid opening yet another landfill site.

In 1996, the Regional Psychiatric Centre (RPC) Prairies took on the waste reduction challenge and for its unrelenting waste management efforts, the City of Saskatoon nominated the facility for the Corporate Leadership Award for Waste Minimization, presented to the RPC in March 2000.

Jannis Budnick, Environmental/Safety Officer at the RPC, says it is this waste reduction teamwork that won the RPC the award. "The program started with Kevin Kuit, then Chief of Facilities and Materiel Management, who had a real drive and ambition to start the program. It has been an education for both staff and patients and we are very proud of this award, which has been very much a team effort. Everyone at the RPC has made great progress in waste reduction and recycling, but much of the credit is owed to the patients. We couldn't do it without them."

STAFF AND PATIENTS "PITCH IN"

The RPC employs several initiatives to reduce waste. At the beginning of operation "Green Plan," 23 separation-at-source recycling centres were purchased. These centres are 5 feet wide, 3 feet high and house 6 metal recycling containers. They are wheeled through the facility and all cardboard products, waste paper, cans, plastic and material for composting are sorted into them.

For staff, waste management literally begins at their desk. Desktop containers were distributed to staff to replace traditional waste paper bins. This reduced the amount of waste generated at source. The smaller receptacles are 12 inches high and fitted with biodegradable bags. A recycling shed was also set up in the facility's yard where the various materials for recycling and composting that are not separated at source are sorted, baled and weighed.

Composting continues to play a large role in the facility's waste management program. When the facility's composter became operational in August 1998, food waste made up 30 per cent of the total monthly waste generated. When the RPC opened its 100-bed expansion unit in November 1998, that amount increased to 50 per cent. However, 66,762 pounds of food waste was successfully rerouted from the local landfill to the centre's composters. Currently, all compost produced at the facility is used in its flowerbeds.

JOB TRAINING BENEFITS

While patients have become more aware and diligent about waste reduction, nine Bow unit patients are also employed full-time in recycling operations. They sort waste materials not separated at the source recycling centres, and then bale, weigh and load them onto the trucks for shipping to one of several certified recycling companies the facility uses. Bow employees are also in charge of weight calculations for waste materials as well as measuring and maintaining moisture content for the facility's composters. Ms. Budnick notes that aside from increasing their awareness about environmental issues, the jobs are an opportunity for patients to learn basic working skills and how to take direction from authority.

"Patient employment is a high priority at the Regional Psychiatric Centre. This is due to the nature of the facility and the desire to help patients reform themselves for successful reintegration into society. The hope is that patients who gain various trade skills will exemplify the ease of reintegration, while at the same time challenging their minds and teaching them proper work ethics."



Views of composting windrows

UNDAUNTED BY OBSTACLES

Ms. Budnick admits there are still a few challenges to overcome. For one thing, during Prairie winters, the composters freeze over, and despite changing the compost recipe to accommodate more waste and reduce compost odours, the centre's composter must strain to use all the material it currently receives.

Certain products like used Medpaks are a particular challenge since they include plastic, aluminum and cardboard and are too labour intensive to be ripped apart for recycling and composting. As well, getting workers to do the job can be difficult and Ms. Budnick also notes that staff does not always have the time to faithfully implement the waste reduction program on the job. "The challenges have been to educate and make people aware of the importance of waste management and reduction."

Nevertheless, waste reduction procedures have been very successful. Garbage collected for landfill disposal amounted to 35 metric tons in 1999, compared to the total 106 metric tons of waste generated that year. This means that close to 70 per cent of the institution's solid waste has been recycled.

"We are making above average progress towards meeting the targets outlined by the CSC's Sustainable Development Strategy in 1997. However, the RPC will continue to develop new procedures to reduce or reuse our waste until we've met our ultimate goal which is 0 per cent to landfill." ◆

"Everyone at the RPC has made great progress in waste reduction and recycling, but much of the credit is owed to the patients. We couldn't do it without them."

Janis Budnick, Environmental/Safety Officer, Regional Psychiatric Centre

Mountain Institution Employee Receives Award of Excellence

By Louise Lépine, Communications Advisor, Communications and Consultation Sector

On June 12, the Honourable Lucienne Robillard, President of Treasury Board, presented an Award of Excellence to Joey Ellis, an employee of the medium-security Mountain Institution in Agassiz, BC Ms. Ellis travelled from BC to accept her award at a special ceremony held during National Public Service Week at the Canadian Museum of Civilization in Hull, Quebec.



Left to right: The Honourable Lucienne Robillard, President of Treasury Board; Joey Ellis, Correctional Supervisor, Mountain Institution; and Alex Lubimiv, Warden, Mountain Institution

The Award of Excellence recognizes exceptional performance by a public service employee. It represents one of most prestigious awards in the Public Service of Canada and consists of an inscribed plaque signed by the President of Treasury Board. This year, Ms. Ellis was one of only 12 federal public servants from across Canada to receive such an award.

Ms. Ellis was honoured for her initiative in creating and developing a pioneering program that provides access to improved palliative care for inmates. She has enlisted, motivated and trained dozens of inmates as caregivers.

As coordinator of the National Peer Education Counsellor project, she was involved in educating offenders with HIV/AIDS and other sexually transmitted diseases at Mountain Institution.

Through her efforts, she has made an outstanding contribution to the Mission of the Correctional Service of Canada. She is spearheading the efforts of the Service in dealing with an aging offender population.

For more information on the Awards of Excellence visit the Treasury Board website at: http://www.tbs-sct.gc.ca/news2000/0612a_e.html or contact Dennis Finlay, Regional Communications Manager, at (604) 870-2680 ◆

Twenty-Five Years with CSC

By Roger Plantenga, Correctional Supervisor, Elbow Lake Institution

On Friday, May 26, 2000, Elbow Lake Institution held an off-site team meeting in Harrison Hot Springs, B.C. The correctional officer team meeting honoured two outstanding Elbow Lake Institution correctional officer's who have reached 25 years of CSC service. Warden Dianne Brown, presented Mr. Boisjoly and Mr. Robertson each with a 25-year CSC pin, a personalized congratulatory letter from the warden, a formal letter of recognition from the former Commissioner, Ole Ingstrup, and a plaque in tribute to their contributions to the Public Service signed by the Prime Minister, Jean Chrétien. ◆



Warden Dianne Brown and Denis Robertson



Warden Dianne Brown and Yves Boisjoly

Staff at Mountain Institution Contribute to Children's Hospital

By Mark Kemball, Acting Assistant Warden, Management Services, Mountain Institution

Staff at Mountain Institution raised funds for the Children's Hospital by getting their heads bleached on June 19, 2000. They wanted to help children in need and decided that embarrassing a number of their peers would be a fun and worthwhile cause. In all, ten staff members are now "blondes." Staff and inmates were able to raise over $3,000 for this worthwhile cause. A number of local businesses contributed to the event. Harrison Hairstyling provided the dye and professionally changed the hair colour of the staff. Following the event, staff and their admirers gathered at Settlers Pub to enjoy lunch and show off their new head style.

Inmates at Mountain Institution also contributed to see a number of the staff sport new styles and came up with a match donation of $1,000.

Staff would like to thank everyone who contributed to the event with their heads and their wallets. ◆

Mountain Institution Receives Two Awards

By Mark Kemball, Acting Assistant Warden, Management Services, Mountain Institution

The District of Kent and the Agassiz-Harrison Community Services Society recently recognized Mountain Institution for its contributions to the local community by bestowing two awards.

CERTIFICATE OF APPRECIATION

The Agassiz-Harrison Community Services Society presented a Certificate of Appreciation on April 20, 2000 to the warden of Mountain Institution for providing meals on wheels though a joint partnership with the community of Agassiz and Harrison.

This program was started with the only industrial sized kitchen in the area not owned or operated by restaurants or hotels. Inmates prepare up to 50 meals twice weekly under the supervision of staff. The meals are picked up by volunteers of the Agassiz-Harrison Community Services Society for distribution to elderly and geriatric residents of the community. This program is run concurrently with the meals on wheels program organized with the Seabrid Island Reserve. All funds generated by the programs are returned to the Crown.

CERTIFICATE OF MERIT

In the second recognition, the District of Kent presented a Certificate of Merit to Mountain Institution on May 8, 2000 for its assistance to the local community in developing a flood contingency plan to address the very real threat of a flood in the Spring of 1999. Mountain Institution assisted the community by participating in its flood contingency exercises, preparing sandbags and committing to aid local residents in the event of a flood. The potential for flooding of the Fraser River was monitored by Regional Headquarters and Emergency Preparedness in British Columbia. ◆

Inmates Build a Circuit Labyrinth

By David Hough, Chair, William Head Institution Citizens' Advisory Committee

For six working days in early April 2000, five inmates from William Head Institution came to Christ Church Cathedral in Victoria under the supervision of Colin Paget and Don McKay, Work Release Officers. Their task at the Cathedral was to build a 7-circuit labyrinth on the south lawn. One of the first things that the inmates noticed was the view of the Victoria Courthouse through the trees at the site.

MILLENNIUM PROJECT

Approximately 40 feet in diameter, the labyrinth sits on a foundation of compacted gravel and sand topped by about 5,000 concrete paving blocks. Many of the blocks had to be cut and fit to form the design and pattern of the labyrinth. The labyrinth, a millennium project, is a wonderful addition to the Cathedral and to downtown Victoria. Direct funding was provided by the Government of Canada under the Millennium Partnership 2000 Program, and by the Cathedral's Mission and Outreach budget. However, William Head Institution's work release team provided extensive voluntary labour. The inmates also contributed their expertise and suggestions, making this truly a team effort with everyone else involved.

COMMUNITY INVOLVEMENT

The work release team laboured alongside church members and other community people who also volunteered their time and energy. Patricia Crossley of the Cathedral's Mission and Outreach team administered the whole project from its design to completion. Church and community members who matched the work release team's effort included Rod Crossley, David Barlow, Peter Kerr and David Hough. Sister Judi Morin, a chaplain at William Head Institution, is credited with the idea of the labyrinth. After it made its way to the Restorative Justice Coalition meeting at William Head Institution through Anita and Michael Hadley, the idea caught fire.



The second day of work, after the gravel and sand have been placed and readied for the bricks, Dean John Wright addresses the members of the work release team from William Head Institution. Left to right: Rick Woodridge, Daniel Welles, Rob Smith, Paul Davies and Terry Simpson. Centre back: Rod Crossley, a member of Christ Church Cathedral and retired engineer. Far right: Don McKay, Work Release Officer at William Head Institution.

THE RESTORATIVE JUSTICE COALITION

Four of the five members of the work release team are active in the Restorative Justice Coalition, a group of people from the outside community of Greater Victoria and from the inside community of William Head Institution who meet weekly in a study and dialogue circle focused on restorative justice. They have been meeting for about two years now.

Just prior to the commencement of work on the labyrinth, several people from the Cathedral visited William Head Institution to meet with the members of the work release team and other inside members of the Restorative Justice Coalition. This meeting started a relationship and sparked considerable enthusiasm.

This project demonstrated the benefits of working together and building relationships with people in the larger community. It was accomplished with mutual respect, considerable humour, and openly, with no thought or attempt to hide the fact from the outside community that inmates were participating. Each day during construction, many passers-by would stop to talk, ask questions, express appreciation and offer encouragement. All members of the work release team were treated to a tour of the Cathedral, including a climb to the top of the bell tower where they heard the bells ring. The work release team's efforts have been rewarded through a paid contract to restore certain signs at the Cathedral—work to be completed inside William Head Institution by inmates not yet eligible to leave the institution.

THE MEANING OF THE LABYRINTH

Pat Crossley said the labyrinth has been two years in the making. It reflects ancient and universal spiritual traditions. It is a metaphor of life's journey. You approach the centre and then move away, come close and move away again, and eventually you reach the centre. Unlike a maze, a labyrinth is not designed to confuse or trick, but rather follows a one-path, unicursal design that allows for a walking meditation. The physical distance to be travelled on this labyrinth approaches 200 metres.

The Very Rev. John Wright, Dean of Columbia and Rector, visited the work site at the beginning and often during the course of the construction. The work was completed on April 17, 2000. The last brick to be installed was the centre brick and on the bottom of it are the signatures of the members of

"This project demonstrated the benefits of working together and building relationships with people in the larger community."



The completed labyrinth with Patricia Crossley at centre, as seen from the roof of the Cathedral

the work release team and other workers. Under this brick is a millennium coin engraved with the word "ACHIEVEMENT."

THE DEDICATION CEREMONY

On Sunday, April 30, 2000, the Dean led the dedication ceremony with over 100 members of the congregation in attendance. Stephen Chang, on behalf of the Honourable David Anderson, MP and Minister of the Environment, offered the best wishes of the Government of Canada. The Honourable Gretchen Mann Brewin, MLA and Minister for Children and Families, brought the best wishes of the Government of British Columbia. Mayor Alan Lowe represented the City of Victoria, which was acknowledged for the contribution of its Parks Department to excavating the site by providing a sod slicer and operator. This allowed for the sod to be saved and used in restoring the work site, with the remainder becoming a welcome addition to the compost pile in the Cathedral's working garden area. David Clouston, Assistant Warden, Management Services, attended the dedication and spoke on behalf of William Head Institution. The people of William Head Institution deserve much credit for embracing this opportunity and helping make it a reality.

Much of the planning, construction and celebrations of the labyrinth have been filmed by Gumboot Productions Inc. of Victoria, BC. Hopefully, this footage will soon be an important part of its documentary video on restorative justice, in production for the last three years. Also, plans are underway for the Restorative Justice Coalition and the William Head Institution Citizens' Advisory Committee to participate in the (Victoria) Community Celebration 2000 one-day fair on October 21, 2000. The fair will include over 30 community groups, and if last year's event is any indication, several hundred people will attend. By coincidence, divine intervention or otherwise, this year's celebration is being held at Christ Church Cathedral.

The labyrinth is open to everyone 24-hours a day, 365 days a year. All that remains to complete the project is to prepare and install a permanent plaque commemorating this small step towards building a better community. More labyrinths and more projects where inmates on work release work alongside people from the community are highly recommended. ◆

Fifth Annual Women in Criminal Justice Conference in Ocean Shores

By Jennifer Adams, Mission Institution

From April 19 to 21 of this year, a group of CSC women had the exciting and unprecedented opportunity to attend the Fifth Annual Women in Criminal Justice 2000 Conference in Ocean Shores, Washington. Not only did this event give the group a chance to travel abroad, it also brought our organization's Mission Statement to life. The diverse group of women who were able to participate in this conference contributed to achieving our Mission by demonstrating our commitment to Core Value 4: the sharing of ideas, knowledge, values and experiences, nationally and internationally.

PASSIONATE, ENERGIZING AND DYNAMIC SPEAKERS

This year's conference was the largest ever, attracting 400 participants and countless speakers, dignitaries and other representatives from various agencies within the criminal justice system. For the first time in the conference's history, Canadian organizations were represented. With the large number of workshops and after-hours events, conference organizers obviously spared no effort to ensure that everyone had an unforgettable time. During the day, passionate, dynamic and energetic speakers offered listeners knowledge and encouragement on topics such as:

- Creating Partnerships for Global Survival;
- Recharging in the Millennium: Avoiding Burn-out and Energizing your Vision;
- Transversity: Transforming Diversity in the Future;
- Restorative Justice (led by Ingrid Woelke and Jill Hummerstone);
- Feng Shui at Home and in the Workplace;
- Unlock Your Potential! With 4 Career Planning Keys;
- Mentoring in the Millennium;
- The Evolution of Women Competing in the Workplace;
- Women's Roles in the Canadian Workplace (led by Heather Bergen and Judy Croft); and
- Success in Life.

At night, participants could attend a reception hosted by the National Association of Blacks in Criminal Justice, bowl, take in bon fires on the beach, shop at the conference centre kiosks or Ocean Shores venues, or enjoy a jacuzzi and a good long sleep to recharge for what was sure to be a busy next day. These lists are long, but by no means exhaustive. Clearly, one could not participate in all the events, but opportunities for discussion were plentiful. Every contact seemed to generate yet another opportunity to learn by sharing ideas, knowledge, values and experiences.

MEN PARTICIPANTS

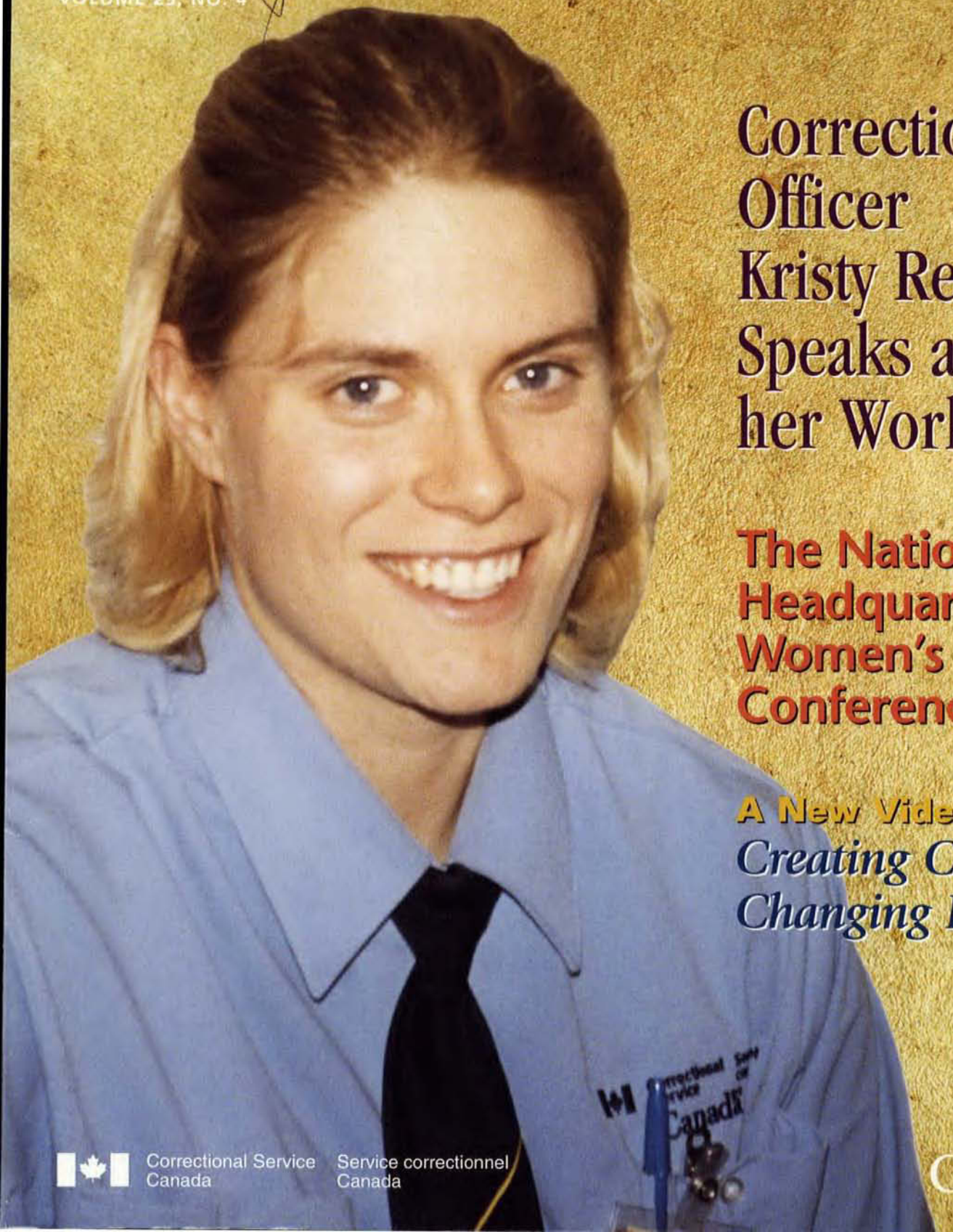
A number of men attended as participants, speakers and individuals eager to share their experience and learn from others. Men, no less than women, provide an important perspective on our careers and face a unique experience as they journey through their personal and professional lives. As with all of our partners within the criminal justice system, men can offer important insights on how to be truly successful in life.

My experience during the conference left me with a renewed sense of partnership and empowerment, and a revived passion for greater success and achievement in the future, both personally and professionally. I would strongly encourage all men and women, regardless of their position, to make every effort to participate in future events of this nature. They are truly an experience you cannot afford to miss.

Considering the diverse group representing CSC, chances are you know people in your facility who attended this conference. I would encourage you to seek them out and talk with them. If their experience was even half as enriching as mine, they will certainly have many insights to share. If we are to achieve our goal of a safe and successful workplace, we must work in partnership with all of our colleagues, sharing ideas, knowledge, values and experiences without fear or restraint. ◆

Let's Talk

VOLUME 25, NO. 4



Correctional Officer Kristy Reesor Speaks about her Work

The National Headquarters Women's Conference

A New Video *Creating Choices, Changing Lives*

Correctional Service Canada
Service correctionnel Canada
Canada

Let's Talk

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Erratum
Please note that in Vol. 25, No. 3 *Not all Thursdays are the Same* was written by David Cail, District Director, Nova Scotia Rural District Parole Office

Let's Talk

2000 VOL. 25, NO. 4

FEATURES

COMMISSIONER'S EDITORIAL 1

PRIDE ON THE JOB
CORRECTIONAL OFFICER KRISTY REESOR SPEAKS ABOUT HER WORK 2

ICCA ANNUAL CONFERENCE
CHANGES THAT WORK 4

KEEPER OF THE BEAR
THE DAN ROWAN MEMORIAL AWARD 6

COMMISSIONER SIGNS MISSION STATEMENT OF CITIZENS' ADVISORY COMMITTEES 7

CAREER DEVELOPMENT:
THE NATIONAL HEADQUARTERS WOMEN'S CONFERENCE 8

THE CANADIAN POLICE AND PEACE OFFICERS' MEMORIAL SERVICE
HONOURING THOSE WHO GAVE THEIR LIVES 9

HONOUR THE FALLEN
THE AMERICAN PEACE OFFICERS MEMORIAL SERVICE 10

JAILHOUSE TALK 11

A NEW VIDEO
CREATING CHOICES, CHANGING LIVES 11

ARTICLES

SECTOR REPORTS

Thank you Living Skills Regional Trainers! . . 12

Targeting Alcohol and Drug Abuse 13

Listening and Talking to Canadian Communities
The Kingston Outreach Project 14

The Kingston Faith Forum
Restoring People, Restoring Community . . . 15

2000 Ron Wiebe Memorial Lecture and
Dialogue on Restorative Justice 16

Second Annual Ron Wiebe Restorative Justice
Award Presentation 18

Financial Information Strategy
A Change of Culture for CSC
Comptrollership 19

Getting the Best Value for Money 21

United Nations International Day of
Disabled Persons 22

An Ounce of Prevention...
"This isn't a job – it's an adventure" 23

Good for the Environment and Good
for Morale! 23

A New Staff Website on the Universal
Classification Standard 24

REGIONAL NEWS

Atlantic Region

Atlantic Region Training Initiative 25

Spring House Breakfast 26

CSC Booth at Rural Exhibition 26

Bike Patrol at Westmorland Institution 27

First class of graduates
Community Corrections Ministry Program . . . 27

Visitor from the Land of the Rising Sun 28

Quebec Region

Official Opening of the Regional Mental
Health Centre at Archambault Institution . . 28

First Reintegration and Research
Conference 30

Sainte-Anne-des-Plaines Institution
Promotes Youth Awareness 31

Crime Prevention
Port-Cartier Institution Participates in Film . 31

Port-Cartier Institution
Employees take to the Stage 32

Ontario Region

Reaching Out: The Muskoka Community
Fenbrook Institution and Beaver Creek
Institution 33

Man's Best Friend Extends a Helping Paw to
Older Offenders 34

CSC Runs for Breast Cancer 34

International Day of the Older Person
Reception at Pittsburgh Institution 35

The Three Amigos 35

Friends of the Correctional Service of Canada
Museum Boat Cruise 36

Prairie Region

Employee Assistance Program Week 36

Relocation and Expansion of the Oskana
Community Correctional Centre 36

Correctional Service Award for
Humanitarian Contribution 37

Ceremonial Table Installed at Regional
Headquarters 37

Pacific Region

Convicts, Computers and Kids 38

Spiritual Care in Prison
Where Freedom Begins 39

A Spiritual Perspective on the Role of the
Prison Officer 39

A Community To Be Proud Of

Welcome to the Year 2001. I hope that you are as hopeful and excited as I am about the coming year. While there are lots of issues we need to tackle on a professional level, I have no doubt in our ability to overcome these challenges.

One of the things which has struck me since my return in September, is the corporate image we are using on so many of our publications, exhibits and on the Internet site. It says a great deal about community — both in terms of the society that we serve, as well as the community that we represent.

It's useful to think about corrections in these terms, because we are a community, like any other, and the way we relate to each other and to offenders helps to define what we stand for. Successful communities are inclusive, they empower individuals to play a productive and meaningful role, and they value and appreciate the contribution of all of their members. These concepts are an intrinsic part of our Mission and it's our responsibility to safeguard and uphold them on a daily basis.

It's very easy to be proud of our community, especially when so many others are now recognizing what we've known all along. In the past six months, two of our staff have received the highest awards possible in the federal public service: Joey Ellis, a Correctional Supervisor at Mountain Institution, who received the Public Service's Award of Excellence; and Dave Mills, a Special Advisor to the Deputy Commissioner in the Prairie Region, who was recently honoured with a Head of the Public Service Award. Both are richly deserved. However I also know, after twenty years of being involved in corrections, that they are joined by thousands of other men and women making similar contributions across Canada.

So when you think of the Service, and when you see how we've chosen to depict ourselves, you have every reason to be proud of the community which you are part of. Don't allow the stereotypes to erode your confidence or your commitment for what we do, and remind others — as many times as it takes — of the significant role which we play in reducing crime and making Canada a safer and better place to live.

I wish you all the best in 2001.

Lucie McClung
Commissioner
Correctional Service of Canada



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Safety, Respect and Dignity for All



La sécurité, le respect et la dignité pour tous

Pride on the Job

Correctional Officer Kristy Reesor Speaks about her Work

By Graham Chartier, Communications Officer, Communications and Consultation Sector

Kristy Reesor is a Correctional Officer at Bowden Institution in the Prairie Region of the Correctional Service of Canada (CSC). At the age of 21, she is one of the new generation of correctional professionals working at CSC.



Photos: Graham Chartier

Correctional Officers are vital to the protection of Canadian society and the fulfillment of the CSC's Mission. Every hour of every day, they occupy posts at institutions across Canada and do their utmost to ensure that the nation's penitentiaries are safe, humane and run according to the law.

Each year CSC recruits and trains Correctional Officers in Correctional Training Programs (CTPs) that are run at staff colleges and institutions in each of CSC's five regions. The recruitment process looks for candidates that have the qualities and hopefully some of the intangibles it takes for that person to become an excellent Correctional Officer.

BECOMING A CORRECTIONAL OFFICER

Kristy Reesor from Alberta is one of the individuals recently recruited and trained to join CSC's staff. She was born in the small town of Buffalo, Alberta east of Calgary where she actually attended a one-room schoolhouse. When she graduated from the Law Enforcement program at Lethbridge Community College, she took the entrance exam for the CTP.

"I applied while I was in college because one of my instructors worked a lot of years in corrections and he encouraged us all to apply and write the exam. I got the call to come complete the rest of the testing while I was training with Customs. Then I got the call to come and do the CTP."

Officer Reesor did all of her CTP at the minimum-security Annex located immediately beside Bowden Institution, a fact she appreciated while getting through the intense workload.

"Because we took our training here at Bowden, at the Annex, it was different than other training locations in that there were inmates around. We learned a lot of policy and procedure – that's the major portion of the training – and did role-playing for situational training. And then we did self-defence, firearms and those types of trainings. We learned a lot a things in a short period of time."

BEGINNING TO WORK IN AN INSTITUTION

After she had graduated from the CTP in November 1999, she began working as a CX1 at the institution, and though the training was intense and thorough, a number of things surprised her when she began to work as a CX1 within the institution.

"I had never dealt with inmates before – you do role-playing during the CTP but that doesn't necessarily prepare you for the actual thing."

The movement of inmates around the institution also surprised her and Bowden Institution's particularly open layout. "People have a stereotype of prisons as being closed-in and very controlling. And here, you're walking past inmates as they walk to their programs and school and work. That was a surprise. Of course their movement is controlled by passes, officer observations and we are in a controlled environment with the fences and the different systems that we have."

LEARNING FROM WORKING WITH FELLOW STAFF

Officer Reesor has now worked at the institution for a year with other staff, most of whom have years of experience. Given the changes in the correctional system, she naturally sees some differences in the attitudes of staff.

"I think the more you work here, the more you adopt your own style of working," she says, "and I think a lot of the other Correctional Officers went through a different phase of corrections, with different methods of dealing with inmates."

"What I noticed here is that we were trained to talk to inmates more and not necessarily to put up a front," she says. "You're not their friend, by no means, but if they say 'Boss, I have a problem' you take the time to listen to that problem and try to help them solve it."

"My understanding is that before there was a larger separation between inmates and staff," she says. "Now we're expected to talk to inmates more, not necessarily in a counsellor role, but talking to them, hearing their concerns. If it's something concerning their safety, if they're depressed or suicidal, you take the time to listen. And that's what we were taught and trained to do."

IMPROVING RELATIONS BETWEEN STAFF AND INMATES

She believes that it is possible to improve relations between staff and inmates "to a certain degree, by communicating with them, by talking to them, letting them feel that if they have a problem or a specific issue that they can talk to staff, that we're not completely against them. I think that's a good thing." At the same time, she sees that a great deal of responsibility for any improvement lies with the individual inmate.

"They have to respect that we're not here to wait on and serve them. In some situations, inmates seem to expect us to be at their beck and call if they have a problem or if something that is not necessarily urgent is bothering them. They feel you should be there for them. There really has to be that fine line," she says. She is also clear in her belief that Correctional Officers bear an important responsibility for the security and safety of the institution.

"We are staff. We are here for security to make sure that everyone is safe, that nobody escapes and to protect the public. And those are our concerns."

SAFETY ON THE JOB

Working at different posts throughout the institution, Officer Reesor is well aware of the tensions often underlying the calmest of prison environments, and she well remembers the first altercation she witnessed between staff and an inmate.

"When I was fairly new – I'd been here two or three weeks – I was working on a unit and an inmate was acting up and they were going to give him a cell move. He finally blew up in his parole officer's office with CX staff also in there. I was sitting at the console with another senior CX staff member. They came out the door – he had gone at the Parole Officer – and they managed to restrain the individual and did a proper escort to D and S (segregation)."

Officer Reesor says that such an incident can happen at any moment. One minute everything can be calm and then, in the blink of an eye, it can be all chaos. "I think that can happen anywhere, especially in here, and our blue shirt isn't going to stop it – the whole Correctional Officer image isn't going to stop it."

She believes, however, that staff can be relatively safe because they take proper precautions. "You don't put yourself in situations that are higher risk but it can happen at any time."

"There is that line that they don't like us to cross, 'you're an officer and I'm an inmate.' There is that division in their minds," she says.

A WOMAN OFFICER IN A MALE INSTITUTION

While many women Correctional Officers work at Bowden Institution and while she feels well accepted and respected by all her fellow officers, Officer Reesor is aware she is working in a male institution.

"I think in certain situations, when you're new, when dealing with inmates, of course it's noted that you're a woman. I'm working with over 600 incarcerated male offenders; you'll face comments and that sort of thing. You shouldn't have to but you just deal with it and there's certain means to deal with it."

Continues on next page...



Correctional Officer Kristy Reesor, on the path to the Living Units at Bowden Institution, with the Administration Building in the far background

A LONG-TERM JOB

Even given her youth, Officer Reesor can see some good reasons to imagine herself working at Bowden Institution for years to come.

"I've always lived in Alberta, I like the area and Bowden, to me, is a good institution to work in. We have a lot of good and experienced staff that have helped me since I began."

Her role as a Correctional Officer suits her fine for now and she enjoys it that way. As a CX1 at Bowden Institution she regularly moves to different posts.

"I prefer the line staff duties, working with other staff, doing the every day duties that we do – we have a lot of variety of different posts – eventually I think I would like to move up but I haven't got a position in mind." Bettering her education is a priority for Officer Reesor, and she feels that CSC would support her endeavour.

"I do want to take as many courses as I can because that's always beneficial, and if you want to get a degree in some ways they'll help you with that."

PRIDE AND PERSPECTIVE

Ms. Reesor is proud to be a Correctional Officer. She says, "I think it is an accomplishment for myself, at the point that I'm at right now. I worked hard to go through school, I passed the exams to come here, I worked hard on the course and I'm proud that I've made it to this point."

As much as she has trained for her position and as much as she appreciates the contributions she makes, Officer Reesor always makes time for Kristy Reesor when she is off duty.

"I don't really think about work on my days off," she says. "When I came in, some of the best advice I was given, and I think its good advice for new officers, was 'you need a life outside of work' and 'you need to surround yourself with positive things like hobbies and things you like to do.' Don't concern yourself with work when you're having personal time. It's important because this can be a very negative environment. You don't go home and say 'wow, I had a really good day.' You do your best to do a good job – you deal with the situation as it arises at work. Once you're at home, you say "it can wait until tomorrow." ◆

ICCA Annual Conference
Changes that Work

By Heather Blumenthal, Freelance Writer

Photos: Ron Devries

During his keynote address at the annual conference of the International Community Corrections Association (ICCA) in Ottawa from September 24 to 27, 2000, former Commissioner Ole Ingstrup chose a childhood classic to illustrate the importance of managing change:

> Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it. (Winnie-the-Pooh, A. A. Milne)

The theme of the conference was "What Works: Implementing What Works in the Community," and change figured prominently throughout its four days of activities, workshops and events.

Anne Walker, President of the ICCA, welcomed delegates, saying that this year's program will demonstrate where community corrections interventions are headed in the next decade. "In short, "What Works" will be better understood, better implemented and better evaluated in order to deliver true public safety," said Ms. Walker.

THE THREE PILLARS

Former Commissioner Ole Ingstrup opened the conference Monday morning with his address on "Laying the Foundation for Effective Corrections in the Community." He spoke of the three pillars of a good public service organization, the topic of a book he recently co-authored with Paul Crookall. A study of 40 organizations in 14 countries led him to find that successful organizations share three attributes: *Aim, Character and Execution.*

The following evening, at the Margaret Mead Dinner, Mr. Ingstrup received the Margaret Mead Award in recognition of his outstanding record in community corrections. John Gorczyk, the Commissioner of Corrections with the Vermont Department of Corrections, delivered the Mead address.



Presentation of Margaret Mead Award



Anne Walker (right), President, ICCA, presents Elizabeth White, Executive Director, St. Leonard's Canada with the President's Award

CHANGE BY "PLAN AND CHALLENGE"

An afternoon session on offender assessment and case planning featured Dr. Steve Wormith, Chair of Forensic Psychology at the University of Saskatchewan. He presented his "top ten bugaboos" to illustrate the many challenges faced when imple-

menting assessment procedures. An international response panel comprised of Jean Sutton (National Parole Board) and Eric McMasters (Lincoln, Nebraska) also shared their experiences with assessment training and implementation.

Another highlight of the conference was the presentation by Arden Thurber, Correctional Service of Canada's Director General of Program Accreditation. He gave what moderator Gerry Hooper, Assistant Commissioner Performance Assurance called "the managerial twist on what works." He described how to ensure that programs improve and change "by plan and challenge, not chance and incident," through an accreditation process originally developed by Her Majesty's Prison Service of England and Wales and since adopted by the Scottish Prison Service and the Correctional Service of Canada (CSC). An international response panel also provided research perspectives on program accreditation. For Scotland (Dr. Ed Wozniak), the United States (Dr. Gerry Gaes) and Canada (Dr. Ralph Serin).

Research shows that well-designed programs based on solid evidence of what works can help achieve the goal of reducing recidivism. To the degree that a program fits this description, said Mr. Thurber, it either advances or detracts from the achievement of CSC's mission. Accreditation is a way for managers to make good choices about their programs and program delivery.

Research shows that well-designed programs based on solid evidence of what works can help achieve the goal of reducing recidivism.



Larry Motiuk, Director General, Research, hosted the gala evening at the Art Gallery



From left to right: Michelle Carpentier, Christa Gillis and Liz Fabiano

THE PROCESS

Under the accreditation process, an independent panel assesses both the program and the program delivery site using a set of published criteria.

CSC has several mandatory criteria, including:

- An explicit, empirically-based model of change
- The targeting of criminogenic behaviour
- The use of effective methods
- A skill-oriented approach
- The ongoing monitoring and evaluation of program results and the integrity of program delivery.

Other criteria, which are desirable but not mandatory, include addressing the offenders' needs, ensuring appropriate program intensity, and providing continuity of care.

International panels made up of 22 experts from seven countries have carried out program and site assessments since the accreditation program began in April 1998. Ten programs have been accredited to date. Each site delivering the accredited programs, which can range from as few as one to as many as 50, has to then be reviewed by a team using standards endorsed by the panels. For each standard not fully met, the sites had to prepare an action plan demonstrating how they will meet the standard. These plans are reviewed and monitored until all standards are met. Of the 15 sites that have received accreditation for specific programs, Mr. Thurber said only six were accredited on their first review.

FLEXIBILITY

Like all attempts at standardization, Mr. Thurber said exceptions to the model are to be expected. These result from efforts to avoid the duplication of programs already certified and approved by another body, such as a provincial department of education; to allow the development of new programs and innovative approaches before they enter the accreditation process; and to customize programs for unique client groups such as women or Aboriginal offenders.

In addition, he pointed out several dilemmas that CSC is still working to resolve. For example, is it ethical to continue referring offenders to programs that have not yet been tested? What is the impact of cancelling a program that does not meet the standards if the agency providing the program shuts down as a result? Is it practical to subject low-cost programs involving a limited number of offenders to the expensive and time-consuming accreditation process?

Despite these very real dilemmas, Mr. Thurber believes that the accreditation process has served CSC well by helping to manage program changes and, ultimately, in achieving its Mission.

A STAGE-BY-STAGE APPROACH

Change was also a theme of the breakout sessions and workshops that occupied delegates' time outside the plenary sessions. A workshop on offender employment returned to the example of Winnie the Pooh in Mr. Ingstrup allusion, observing that given time to think, officials could alter program delivery to follow a change-staged approach. Several workshops referred to this model, which tailors program delivery to

the different stages of change: the pre-contemplation stage, when offenders are not ready to change; the contemplation stage, when they consider changing; the action stage, when they are ready to change; and finally the maintenance stage, when they have made changes and need support to sustain them.

LITERACY

Another workshop on education programming observed that the top prerequisite for success is to change offenders' literacy rates. Since so many correctional programs are based on printed materials, literacy is critical to program success. Approximately 82 per cent of offenders test below the grade-10 literacy level.

Larry Motiuk, Director General, Research, and Jim Murphy, Project Officer with Community Reintegration Operations, coordinated the conference for CSC assisted with logistics by Heather Lockwood and Marty Malby. Mr. Murphy said he was delighted with how the conference went.

A SHARED COMMITMENT

"Many of the countries represented at the conference have very different philosophies of corrections, but we all share a commitment to reducing the likelihood of re-offending. It was extremely valuable to share our different approaches to achieving this goal. I learned a lot, and I believe that others did too."

The conference was the eighth in a series of research conferences sponsored by the ICCA. It focused on "what works" in four key areas: What Works in Community Corrections: Mission and Values; Offender Assessment and Case Planning; Correctional Programs in the Community; and Program Evaluation and Accreditation. The proceedings will be published in book-form within a year of the conference.

CSC, the National Institute of Corrections, and the Bureau of Justice Assistance also sponsored the conference. Next year's conference will be held from September 23 to 26 in Philadelphia on the theme "Family Issues and Programming in Community Corrections." ◆

Keeper of the Bear
The Dan Rowan Memorial Award



By Lise M. Traversy, Communications Officer, Communications and Consultation Sector

Photos: Fred Cattroll

The boardroom at the Correctional Service of Canada's (CSC) National Headquarters in Ottawa was filled to capacity. It was standing room only. And there were many more people in the hallway. You could feel the excitement.



Left to right: Mel Cappe, Lucie McClung, Pierangela Rowan, Elena Rowan and Jim Murphy

The first annual Dan Rowan Memorial Award ceremony was held November 9, 2000. The award is an annual award created in memory of the spirit and energy with which Dan Rowan lived his life and approached his work.

Reverend Pierre Allard, Acting Assistant Commissioner, Correctional Operations and Programs, welcomed family members and staff and talked briefly about Dan's career with CSC and his private life. "Dan was a family man whose deep and abiding love for his wife Pierangela, his children Elena and Michael, and for his parents and siblings, was the essence of who he was."

Mr. Allard asked people to observe one minute of silence to reflect on how Dan touched each person who had the privilege of knowing him.

CSC Commissioner Lucie McClung was then called upon to introduce Mel Cappe, Clerk of the Privy Council, who was interested in the work done by CSC and wanted to attended the first Dan Rowan Memorial Award ceremony.

Mr. Cappe spoke about Dan as being part of a group called "*fonctionnaires sans frontières,*" which means staff who work beyond borders to assist other countries in



Left to right: Michael Bettman, Louise Lalonde, Jim Murphy, Bonnie Murphy, Yvan Thibault, Shereen Benzvy Miller, Pierangela Rowan and Marcel Kabundi, President, Union of Solicitor General Employees, local 70041

achieving both democracy and economic stability. He added that, "there is a need for people such as Dan Rowan, and Canada owes its reputation as a leader and helper of other countries to individuals like Dan."

Ms. McClung explained the criteria against which the nominees were evaluated. "The aim of the award is to recognize an employee who, in the eyes of his or her peers, best exemplifies the following criteria:

- The individual is an active, visible participant in the workplace and is viewed by peers as someone who shows maturity, good judgement, effective communication, innovation, creativity and teamwork.
- The individual leads by example and strives for excellence while respecting and accommodating the needs, values and aspirations of others.
- The individual's relationship with peers is characterized by openness, mutual respect and trust."

The nominees were: Yvan Thibault, Director, Inmate Affairs, Michael Bettman, Manager, Violence Prevention Program, Louise Lalonde, Head, INET Technical Unit, and Jim Murphy, Senior Project Officer, Community Corrections Division.

The Dan Rowan Memorial Award, a soapstone carving of a polar bear, was presented to Jim Murphy, who was asked to be the "Keeper of the Bear" because he has heart and touches others deeply. Jim was visibly moved and thanked everyone on behalf of his colleagues.

Jim will be the custodian of the award for a period of one year. Each year, the carving will be passed on to the next "Keeper of the Bear."

Ms. Shereen Benzvy Miller, the Director of International Special Projects in the Intergovernmental Affairs Branch, was instrumental in the creation of this award to ensure that Dan Rowan will never be forgotten by his friends at the Correctional Service of Canada.

Mrs. Pierangela Rowan, was then asked to say a few words. It was evident in her soft spoken words how much she was like Dan. Her warmth and sincerity permeated the room as she shared her feelings about Dan, CSC staff and Jim Murphy, the first "Keeper of the Bear." ◆

Commissioner Signs Mission Statement of Citizens' Advisory Committees

By Heather Blumenthal, Freelance Writer

On October 11, 2000, during the Senior Management Meeting, Commissioner Lucie McClung signed the Mission Statement of the Correctional Service of Canada's Citizens' Advisory Committees.

"I believe strongly in Citizens' Advisory Committees," said the Commissioner. "We count on you to promote and facilitate the entry of communities into the operations of the Correctional Service of Canada (CSC)."

"It is a great honour to participate in the reaffirmation of the CAC Mission. As citizens representing our communities, we look forward to continuing our contribution to enhancing our correctional process," said Ron Warder, National Chair of the Citizens' Advisory Committees (CACs).

Mr. Warder told managers that the CACs are at a crossroads in their evolution. On the one hand, CACs are recognized both nationally and internationally as models for citizen engagement. The Privy Council Office and the Canadian Centre for Management Development have jointly recognized CACs as a "best practice" for public engagement. It is one of only ten examples chosen from the entire public service. Internationally, CSC was recently declared "organization of the year" by the International Association for Public Participation because of the CAC program.

CACs can be of great benefit to CSC, Mr. Warder observed. They help ensure that the community perceives CSC as objective and impartial; they provide informed community feedback to staff that contrasts with the mostly negative feedback from the media; and they enhance CSC's credibility in the community.

Critical to their continuing success, Mr. Warder identified recruitment and orientation/training, an internal awareness campaign on the role of CACs, and ongoing contact between CACs and staff. ◆



Photo: Ron Derries

Left to right, back row: Jim Davidson, Director General, Public Participation and Consultation Branch; Tim Farr, Assistant Commissioner, Communications and Consultation; Frank Purvis, CAC Regional Chair - Ontario; Hema Chopra, CAC Regional Vice-Chair - Atlantic; José Gariépy, CAC National Vice-Chair and CAC Regional Chair - Quebec; Trish Cocksedge, CAC Regional Chair - Pacific; Sean Taylor, CAC Regional Chair - Prairies
Front row: Commissioner Lucie McClung; Ron Warder, CAC National Chair

Career Development: The National Headquarters Women's Conference

By Louisa Coates, Communications Officer, Communications and Consultation Officer, in collaboration with Brigitte de Blois, Performance Assurance Sector and Julie Fournier, Communications and Consultation Sector

Why hold a conference for women? Interested employees explored answers to this question during the recent National Headquarters Women's Conference held September 7, 2000 in Ottawa. Approximately 120 women and 10 men attended the day-long event.

The first step was to create a "Women's Roundtable" as an alternative to the committee structure in order to emphasize the philosophy of a non-hierarchical group that allows each member an equal voice. The Roundtable aims to enable women to help each other with issues they share in common. Such issues include actively taking career risks, abandoning the more traditional roles for women in favour of new fields and balancing parental responsibilities with work life. While these challenges are not unique to women, they are certainly more widespread among them.

"The conference came about because we took the initiative to deal with issues of concern to us. We did not intend to exclude men, but simply to gather as a group and focus on familiar areas that affect us and to help each other deal with them," said Brigitte de Blois, Project Manager, Performance Measurement.

"I personally wanted to make a difference where possible for women at National Headquarters, by helping equip them with the tools they need to move their careers forward, if they wish. In my opinion, the equal voice in the Roundtable is key to giving all members a sense that they can contribute and promote our work," said Trish Lepage, Project Officer, Strategic Planning Division.

ORGANIZATIONAL SUPPORT FOR WOMEN

Senior Deputy Commissioner Nancy Stableforth told the group that outgoing Commissioner Ole Ingstrup, and in-coming Commissioner Lucie McClung, fully support the work being done by Correctional Service of Canada (CSC) women's committees at National Headquarters and in the Regions.

Ms. Stableforth said there have been several improvements for women at CSC over the past decade. These achievements result from the concerted efforts of women and men through such initiatives as the 1990 *Task Force on Women*, the 1991 conference *Towards Equal Partnership*, the 1997 national working groups and the 1998 conference *Taking Charge from the Inside Out.* Gains by women include the creation of a Deputy Commissioner for Women position, greater corporate support for balancing family and career demands, zero-tolerance for sexual harassment, selection boards that are no longer gender-biased, women's advisory committees and, in certain regions, mentoring, mediation and peer coaching programs.



Photo: Martin Belanger

Left to right: Suzanne Blais, Sandi Stoliar, Chantal Allen, Louisa Coates, Brian Ham, Trish LePage, Julie Fournier. Missing: Brigitte de Blois, Faith McIntyre, Ellen Henderson

KEYNOTE SPEAKERS

The conference included three plenaries and eight workshops. The first keynote speaker was Reva Nelson. Ms. Nelson, an inspirational speaker, consultant and author, gave a warm and highly motivating presentation on the importance of resilience. She also talked about achieving success in spite of adversity, and finding the bright side of difficult situations through humour, through sharing with others and through believing that "what doesn't kill us makes us stronger."

Dr. Linda Duxbury, a public researcher and professor at Carleton University's School of Business, spoke on career development in the federal public service.

She quoted Jocelyne Bourgon, former Clerk of the Privy Council, who said that years of downsizing, pay freezes, criticism, insufficient recruitment and the premature departure of experienced public servants have made it more difficult to retain, motivate and attract the people essential to the work of the public service.

Dr. Duxbury said that government jobs are no longer manual positions. The former economy based on a single male wage earner has given way to a society whose workforce is 45 per cent women. Today, 70 per cent of public servants are "knowledge-workers." The trouble is that the approach to promoting and assisting workers has not changed to accommodate these new realities and falls short of the mark. Today, the federal government needs to find new ways to help its knowledge-worker employees.

She said that employees must take control over their own career path, but that they also need support from the top. "A best practice is where career development is employee owned, manager facilitated and organizationally supported," said Linda Duxbury.

"Look after your employees and the work will look after itself," summarized one delegate afterwards.

PRACTICAL ADVICE

Dr. Duxbury's research showed that the most successful public servants –who had a sense of control over their lives and were happy with their work – are those who have moved around, taken acting positions, earned several degrees and had central agency experience. She counseled conference delegates to stretch themselves, even if it feels frightening, and to change positions when

things get too comfortable (several women nodded their heads in agreement to this one!). She suggested that delegates not only do a good job, but that they make themselves visible as they perform their work. In fact, toiling alone in an office is not the way to steer your career to a higher level.

Later in the day, motivational speaker and humourist Andrée Jetté talked about body language and how a person's stress level can be gauged simply by observing the way they carry themselves and move. She gave listeners tips on different ways to deal with difficult situations and how to avoid draining our energies by taking other people's problems upon ourselves. Andrée had everyone roaring with laughter, and participants later wrote that her talk gave the conference that extra lift and excitement that made it such a success.

Other conference workshops and plenary sessions dealt with employee-requested topics, including: how to prepare for a competition; mentoring; the National Headquarters' assignment program; personal health and safety; Aboriginal spirituality; assertiveness training and dealing with difficult people; and career counseling programs in the federal government.

KEEPING UP THE MOMENTUM

The conference was a tremendous success and left participants satisfied and perhaps even a little out of breath. The day seemed charged with electricity, judging by comments about the usefulness of the information presented and the varied, constructive activities. Many felt it had ended too soon. In fact, respondents wrote on their evaluations forms that they hoped more meetings would be organized in the future to keep up the momentum.

The desire for more information on topics related to career, coping and communicating is exactly why Headquarters' employees organized the conference. A series of Brown Bag Lunches on topics of particular interest to staff will begin this fall. A future national conference is also being discussed.

"The Commissioner and I support the work you are doing and we will continue to assist employee-development through the Women's Roundtable, and through women's regional committees across CSC in the future," said Nancy Stableforth in her closing remarks.

For details on some of the sessions or to read more about the conference, please visit the CSC Women's Roundtable website, at http://infonet/womensadvisory/index-e.htm. ◆

The Canadian Police and Peace Officers' Memorial Service

Honouring Those Who Gave Their Lives

By Lise M. Traversy, Communications Officer, Communications and Consultation Sector

Photos: Ron Devries

For more than twenty years, members of law enforcement agencies from all over North America, families, friends and colleagues have assembled on Parliament Hill and in other locations across the country to honour the memories of officers who have died in the line of duty. The 23rd annual Canadian Police and Peace Officers' Memorial Service was held on Sunday, September 24, 2000.

The one-hour service was emotionally charged from beginning to end. Choirs, pipe bands and ceremonial units, including the largest contingent of officers from the Correctional Service of Canada in the history of the Memorial Service, travelled great distances to participate in this solemn commemoration. There is an unspoken bond that exists and it is important to remember and pay tribute to those brave men and women who lost their lives to make society a better, and safer, place in which to live.

The first memorial service was held by Ottawa police officers following the murder of Ottawa Constable David Kirkwood, who died on July 11, 1977. This senseless killing launched a response that, today, has become the nationally recognized ceremony honouring police and peace officers killed in the line of duty. Ottawa police officers vowed to keep his memory alive and to ensure that the magnitude of his sacrifice and that of others like him would never be forgotten by Canadians.

Accordingly, on Sunday, September 24, 1978, a special service and tribute were held on Parliament Hill, the place where laws are made that directly affect police officer safety and, ultimately, the quality of life for us all.

The original ceremony was limited to police and correctional officers killed in the line of duty, but that criterion was expanded in 1995 to include all peace officers so that all areas of law enforcement are now included in one single ceremony.

POLICE AND PEACE OFFICERS' NATIONAL MEMORIAL DAY

On September 24, 1998, twenty years after the original ceremony was held, the Government of Canada officially proclaimed the last Sunday of September of every year as *Police and Peace Officers' National Memorial Day.* In announcing the commemorative day on September 27, 1998, the Solicitor General of Canada stated that "A formal, national Memorial Day gives Canadians an opportunity each year to formally express appreciation for the dedication of police and peace officers who make the ultimate, tragic sacrifice to keep our communities safe."

Two years later, the Correctional Service of Canada (CSC), honoured the memory of another one of its fallen officers: Daniel Rowan, whose plane crashed in November 1999 while en route to Kosovo to take part in Canada's efforts in the Kosovar Reconstruction Initiative.



Solicitor General Lawrence MacAulay lays a wreath on behalf of the Government of Canada



Paul See discharging his duties of hat bearer for Daniel Rowan

It is a tradition to place the fallen officer's hat on the steps in front of the Peace Tower on Parliament Hill as a sign of respect and as a reminder to lawmakers. This is done moments before the actual service gets underway so that the officer's name is included in the homage being paid to those who have died in the line of duty. This year, five officers who lost their lives were honoured: three from the Ontario Provincial Police, one from the B.C. Delta Police and one from CSC. Paul See, a Correctional Officer at Fenbrook Institution, assumed the duties of hat bearer for Dan Rowan. Through Mr. See's demeanour, people sensed his dedication to his responsibilities as hat bearer and the professionalism with which he discharged his duties was a credit to CSC.

The Correctional Service of Canada was honoured to have another one of its officers, Marielle Lauzon of Beaver Creek Institution, read a passage from the Book of Wisdom. This was the first time a CSC Correctional Officer participated in the ceremony and Ms. Lauzon proudly demonstrated how staff can contribute.

The Canadian Police and Peace Officers' Memorial Service is a lasting tribute to the sacrifice of those brave men and women killed in the line of duty. As the Memorial Service reminded us, "*They are our heroes. We shall not forget them.*" ◆

ACROSS THE COUNTRY

Even though some of CSC's staff from across the country could not attend the national memorial service in Ottawa, each region remembered the fallen officers in its own way.

In the Pacific Region, staff members attended the Police/ Peace Officers' Memorial in Victoria. B.C. officers from William Head Institution included: Mike Clavelle, Celeste Faessler, Doug Holt and Beverly Farrell. Steve Marshall, Rip Kirby and Hjortur Helgason represented Kent Institution and Cathy Vigeant represented Mountain Institution.

In the Prairie Region, several institutions remembered the officers who were killed in the line of duty by holding memorial services, flying flags at half-mast for the day, observing a minute of silence and laying wreaths.

More than 30 correctional officers from the Ontario Region attended the national memorial service in Ottawa. Dave Woodhouse, a Correctional Officer from Collins Bay Institution, provided his impression of the national service in Ottawa. "This day is for us. The families at the podium are our families. The faces of hundreds of people along the parade route are testimony to the high regard in which our work is held in the hearts of the Canadian public."

Several Correctional Officers from the Quebec Region travelled to Ottawa to participate in the service. In addition, staff from the institutions and several retirees attended a memorial service held November 4 at the Regional Staff College to honour the memories of the fallen officers.

In the Atlantic Region, memorial services were held at several institutions, flags were lowered, a moment of silence was observed, and black arm bands were made available to staff. CSC was also represented at the Prince Edward Island Atlantic Police Academy service on October 15, 2000.

Honour the Fallen

The American Peace Officers Memorial Service

By Mark W. McComb, Correctional Officer, Beaver Creek Institution and Lise M. Traversy, Communications Officer, Communications and Consultation Sector

The American Peace Officers Memorial was held May 19, 2000, in Cleveland, Ohio. The memorial service attracts over 5,000 officers from across Canada and the United States of America who gather to honour those who have lost their lives in the line of duty.

Thanks to Deputy Warden Garry Flowers for his support, Stuart Fehrman, a Correctional Officer at Fenbrook Institution (and Ontario Provincial Police Reserve Constable), and Mark McComb, a Correctional Officer at Beaver Creek Institution, attended the service in Cleveland. Officers of Canadian law enforcement agencies who died in the line of duty were included in the "Roll Call of Officers Killed in the Line of Duty 1999."



Mark McComb and Stuart Fehrman in front of the American Memorial, where the names of fallen officers are listed

This was the first year the Correctional Service of Canada (CSC) had official representation at the American memorial service. In addition to Canadian Correctional Officers, a fully marked CSC vehicle was part of the parade that past through downtown Cleveland.

For additional information, contact Mark McComb at mccomb@csc-scc. gc.ca or by phone at (705) 687-1717. ◆

Jailhouse Talk

By Denis Fossberg, Translation Bureau



Photo: Raymond Charette

Members of the *Creating Choices Changing Lives* video crew filming an exterior scene

For years, we have been able to translate texts about fisheries without ever setting foot on a trawler, or documents about national defence without ever taking a ride in a tank. Indeed, we rarely have the opportunity to see our clients in action in their workplace. Like my colleagues at the Criminology translation unit, I translate all kinds of documents about corrections and conditional release, but very few of us have ever had the opportunity to actually visit a prison. That is one of the reasons I jumped at the chance to go on assignment for a few days as an interpreter at the Joliette Institution for Women.

FROM TRANSLATOR TO INTERPRETER

The Correctional Service of Canada is producing a film about the changes in correctional services for women in Canada. By mid-June, the crew had filmed interviews in the four English-language institutions and just had the Joliette Institution left to visit. To assist the researcher, Kristi Squires-Redmond, the Correctional Service tried to hire an interpreter, but our colleagues at the Parliamentary Section were all busy and the Service had to take the next best thing: a translator who knows the area and has a great interest in interpreting: yours truly.

IN JAIL!

This was my first experience as a professional interpreter and I don't mind telling you I didn't get much sleep the night before. The next morning, my anxiety had reached fever pitch. But I was able to get over my stage fright and even forget it altogether the more interested I became in the subject matter I was translating and the environment I found myself in. For the first time in my life, I was in jail! Over the three days of filming at Joliette, we did around twenty interviews, working up to ten hours a day. I had to interpret for all kinds of speakers, ruthless motormouths who talked a mile a minute and merciful people who spoke calmly and slowly, taking the time to fully express their ideas. After each interview, I had a few minutes to catch my breath while the crew took down the equipment and set it up in another location for the next interview. I had the opportunity to translate a great variety of topics as well, from the inmates' personal experiences, to correctional administration, legal concepts and criminal justice. I felt I had a good handle on the vocabulary, though I was sort of working backwards, since I normally translate from English to French. I also had to deal with different levels of language, from some choice Québécois swears to flowery poetry by one of the inmates. All in all, my experience helped me gain a greater understanding of the remarkable work accomplished by interpreters on Parliament Hill and elsewhere.

GREAT EXPERIENCE

I would have loved to have been able to record everything I saw and felt to share all I learned about CSC's work with my colleagues. I saw that the terminology we use in our texts is generally applied in the field and that it reflects reality. After chatting with inmates, I realized they are people just like you and me and I am mad at myself for having been anxious about meeting them. After seeing the layout of the institution, I now have a mental picture of what I am describing in my translations. I know what a residential unit, a mental health unit and a prison classroom really look like. Finally, after having met inmates and employees of the CSC, I now have a very definite readership in mind for whom I write my translations. I know my work serves a purpose and draw motivation from the knowledge that my texts are being read. ◆

A New Video



Creating Choices, Changing Lives

Produced to commemorate the 10th Anniversary of *Creating Choices* (the Task Force Report on Federally Sentenced Women) and highlight advances in the area of corrections for women.

The inclusion of sincere, real-life testimonials by women offenders helps to shed light and understanding on this complex subject matter.



Should you wish to acquire a copy of the video, please contact:

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Produced by CSC's Communications and Consultation Sector, in collaboration with the Women Offender Sector
September 2000
Length: 20:43

Also available in French under the title *La création de choix, changer des vies*

Correctional Operations and Programs Sector

Thank you Living Skills Regional Trainers!

By Nicole Allegri and Nancie Proulx, Reintegration Programs Division

On May 4, 2000, former Commissioner Ole Ingstrup awarded certificates to the five Regional Living Skills Trainers. Charles LeBlanc, Joanne Reynolds, Diane Valentino, Bob Hayes and Jean Paquet have each dedicated years of service to training Program Delivery Officers in the Living Skills Programming series. To be certified, Regional Trainers must complete a number of requirements including specific instruction on training techniques, delivery of verbal feedback and program implementation procedures. Their primary role is to train, support and oversee Program Delivery Officers in their delivery of staff awareness and of all eight Living Skills programs and booster programs. To do this, they first had to become knowledgeable on program content and theory. Completing these elements has taken years of work and dedication, and the Commissioner recognized their achievement as he presented the awards. He emphasized the positive influence of the Living Skills Programming initiative on correctional services around the world. He stated that he regarded his decision to base program intervention in the Correctional Service of Canada on the cognitive model as one of his best during his tenure as Commissioner.

A REVOLUTIONARY CONCEPT

The Living Skills series of programs is based in part on the NewStart model. Many offenders were found to lack the problem-solving skills required to manage their everyday lives in five areas of life responsibility: self, family, job, community, and leisure. The Living Skills family of programs targets these areas. The Cognitive Skills Training Program is the core program of the Living Skills series. The major premise of the cognitive model is that deficits in offenders' thinking contribute to criminal conduct. The program targets problem thinking, impulsiveness, problem solving and critical reasoning. The other programs in the Living Skills family include Cognitive Skills Booster, Anger and Emotions Management, Anger and Emotions Management Booster, Parenting Skills, Living Without Violence in the Family, Leisure Skills and Community Integration. Each of the Regional Trainers honoured by the Commissioner is an expert in all of these programs. The Cognitive Skills Training Program was piloted in 1988.

LIVING SKILLS PIONEER PROFILES

Charles LeBlanc ran the first pilot program at the Carlton Community Correctional Centre, in Halifax, Nova Scotia. He was a Parole Officer then and delivered the program in the community. He saw immediate effects of the program in offenders' lives, and was told by offenders' families and employers that they had noticed many signs of improvement. When Charles saw the program's impact on offenders, it propelled his professional interest in correctional programs. Charles explained, "Cog changed the way in which we treated offenders. It has revolutionized the correctional process." More than twelve years since the program was introduced, Charles LeBlanc is still involved in the program as Regional Trainer in the Atlantic Region.



Photo: Nicole Allegri

Left to right: Ole Ingstrup, Bob Hayes, Diane Valentino, Jean Paquet, Joanne Reynolds, Charles LeBlanc, Lynn Stewart (front)

Joanne Reynolds joined the Correctional Service of Canada (CSC) in 1986 and started working in Living Skills programming in 1990 after being trained by Liz Fabiano. She is currently the Regional Trainer for the Pacific Region. She was also the National Trainer from 1992 to 1995. Joanne has the distinction of co-authoring the maintenance program for Cognitive Skills called, "Boosting Cognitive Skills." She feels that Living Skills programs are among the best in CSC because, "It is constantly growing. We learn from research, add components, we're always modifying and developing." She is a firm believer in the programs and has dedicated her career to them.

Diane Valentino started working for CSC in 1986. She is currently the Regional Trainer for Ontario. She received the first national trainers' training given by Liz Fabiano. Diane is also very proud of the strides being made by our correctional programs. "Living Skills programs have won international recognition as the 'best in the world.' I am proud to be part of this achievement," she said. Diane is also proud of "watching our Program Deliverers develop into the most enthusiastic, committed, diverse and effective treatment providers anywhere."

Bob Hayes has been employed by CSC for over twenty-five years and was involved in Living Skills programming for ten years. He is the Regional Trainer for Prairie Region. In 1995, he was awarded the Exemplary Service Medal. Bob enjoys receiving feedback from the Program Delivery Officers indicating how much impact the programs have had. "They believe in our programs and have taken the knowledge that we trained them to deliver to our offenders and have applied the skills in their everyday lives," he explained.

Jean Paquet was also honoured with a certificate. He was the Regional Trainer in Quebec until 1999. Jean was committed to working with offenders and decided to return to the institution as a Program Delivery Officer.

These Regional Trainers show tremendous dedication and commitment to the Service. This award is the culmination of years of perseverance and hard work. Congratulations! ◆

Corporate Development Sector

Targeting Alcohol and Drug Abuse

By David Varis, Project Manager and Gilbert Taylor, Associate Director Operations, Addictions Research Division, Research Branch

Photos: Claire Perry

Put together over 260 enthusiastic delegates, a well-organized and interesting agenda delivered by knowledgeable experts for three sunny autumn days in beautiful Charlottetown and you have the formula for a successful conference! This describes the Corrections Research Forum 2000, hosted by the Research Branch, which took place October 25-27, 2000. Dr. Larry Motiuk, Director General, Research, welcomed participants to the conference, explaining: "the purpose of the Research Forum conferences is to demonstrate how crucial it is that correctional policy, programming and management be based on scientific findings and evidence rather than assumptions about what works!" He emphasized that this year's focus on alcohol and drugs highlights the work that the Correctional Service of Canada (CSC) and its criminal justice partners are doing to deal with substance abuse. For CSC, this includes the establishment of the Addictions Research Division in Montague, Prince Edward Island. Dr. Brian Grant, Interim Director of this new division provided everyone with more details on this exciting initiative.

COMMISSIONER'S CHALLENGE

Commissioner Lucie McClung opened the conference, stressing the importance of moving forward with the CSC addictions research agenda to ensure that it contributes to the safe reintegration of offenders into our communities. The Commissioner went on to tell the audience that the Addictions Research Division belongs to all CSC staff. She noted that the conference was a perfect venue for the many front-line staff in attendance to share their ideas. This will ensure that best approaches and practices are the ones that will be researched and implemented. She expressed a sincere commitment to see CSC as a leader in corrections research, with exchange of ideas and knowledge an integral part of CSC's Mission.

CORRECTIONS RESEARCH FORUM 2000

Delegates attending the conference represented all segments of the criminal justice system including the National Parole Board, Royal Canadian Mounted Police, federal and provincial corrections, international partners, academics, addiction service staff, and community support volunteers. Among CSC participants from across the country were parole officers and managers, program providers, researchers, security specialists, psychologists and health care staff. They took part in many productive workshops and plenary presentations.

For example, the plenary session moderated by Monty Bourke (Warden, Kingston Penitentiary) on perspectives from our criminal justice partners provided views on the impact of substance abuse from CSC (Fraser McVie, Director General, Security), the Province of Saskatchewan (Don Head, Executive Director of Corrections), Prince Edward Island (John Picketts, Director, Community and Correctional Services), and the National Parole Board (Don Tully, Director, Policy, Planning and Operations).

Participants at the Corrections Research Forum 2000 also learned about Canada's Drug Strategy from Lisa Mattar (Health Canada) and the National Drug Strategy for CSC from Michel Roy, Assistant Commissioner, Corporate Development, CSC.

Another plenary session moderated by Robert Babineau, Assistant Deputy Commissioner (Atlantic Region) provided interna-



International Perspectives Panel

Left to right: Dr. Gerry Gaes, Director, Office of Research, United States Federal Bureau of Prisons; Dr. Jos Verhagen, Deputy Director, Department of Policy Affairs, National Agency of Correctional Institutions, The Netherlands; Peter Hassett, Director of Service, Phoenix House, Scotland; Robert Babineau, Assistant Deputy Commissioner, Operations, RHQ Atlantic, CSC



Dr. Serge Brochu, Director, Centre international de criminologie comparée, Université de Montréal



Workshops on Treatment in Non-correctional Populations

Left to right: Earl Miller, Community Support/Self-help Representative, Ont.; Donna Morrin, Warden, Joyceville Institution, CSC; Irene Shankel, Supervisor, Talbot House, P.E.I. ; Jim Campbell, Manager Addiction Services, Queen's Regional Health, P.E.I.; Hans Van Den Hurk, Community Support/Self-help Representative, Ont.

tional perspectives on the substance abuse problem for Scotland (Peter Hassett), The Netherlands (Dr. Jos Verhagen) and the United States (Dr. Gerry Gaes).

Over 20 workshops addressed topics as diverse as the health impacts of substance abuse, assessment methods and fetal alcohol syndrome.

SECOND ANNUAL D.A. ANDREWS LECTURE

One of the true highlights of the conference was the 2nd annual D.A. Andrews Lecture Series given by Dr. Paul Gendreau, Director of the Centre for Criminal Justice Studies, University of New Brunswick (Saint John). Always engaging, challenging, and humorous, Dr. Gendreau did not disappoint his audience.

WAS THE CONFERENCE A SUCCESS?

Overwhelmingly, delegates gave this conference a "thumbs-up" and were extremely satisfied with the content, venue and the overall package, particularly the informal networking which occurred. Warden Donna Morrin stated it best, "Thank you for the opportunity to attend the forum in PEI. I have received excellent feedback from my staff and new ideas to use at Joyceville Institution are already emerging."

Further information about the Corrections Research Forum 2000 may be obtained by contacting the Addictions Research Division, PO Box 1360, Montague, PEI, C0A 1R0 (Tel: 902-838-5900) or e-mailing: addictions.research@csc-scc.gc.ca. ◆



Alcohol and Drugs: Perspectives from Criminal Justice Partners

Left to right: Fraser McVie, Director General, Security, CSC; Don Tully, Director, Policy, Planning and Operations, National Parole Board; John Picketts, Director, Community and Correctional Services, Office of the Attorney General, P. E. I. ; Don Head, Executive Director of Corrections, Corrections Division, Saskatchewan Justice, Sask.; Monty Bourke, Warden, Kingston Penitentiary, CSC



Conference Closing Remarks

Left to right: Michel Roy, Assistant Commissioner, Corporate Development, CSC; Dr. Larry Motiuk, Director General, Research Branch, CSC; Dr. Brian Grant, Interim Director, Addictions Research Division, CSC

Communications and Consultation Sector

Listening and Talking to Canadian Communities

The Kingston Outreach Project

By Graham Chartier, Communications Officer, Communications and Consultation Sector

Since the Spring of 2000, the Communications and Consultation Sector of the Correctional Service of Canada (CSC) and the Ontario Region of CSC, have been developing and implementing a community outreach pilot project. If the pilot proves successful, the methods and tools used should help CSC communicate more effectively and positively with communities across Canada.

LINKING WITH CANADIAN COMMUNITIES

Describing to Canadians the complex role that the men and women of CSC fulfil in Canada's justice system is a challenging task. Virtually all the individuals incarcerated in federal correctional facilities will one day return to the community and CSC must prepare them for that eventuality. Equally challenging is ensuring that communities recognize their own role in the safe reintegration of offenders and have a better understanding of the corrections and conditional release process. It is also important to create a meaningful dialogue so that the concerns of local citizens are heard and addressed.

For CSC, the objectives of this pilot project, and the future efforts that may flow from it are aimed at raising public awareness about corrections, boosting public confidence, encouraging citizen engagement and improving our relationship with partners, as well as learning from their experiences.

KINGSTON, ONTARIO - SITE OF OUTREACH PROJECT

The Kingston Outreach Project is an attempt to use one community to test the implementation of communications initiatives and tools. If it proves successful, other regions and communities across Canada could use or adapt any of the initiatives to reach members of their own community.

The choice of a site for the pilot project was not an easy decision. While Ontario was chosen because it contains 38% of Canada's population and is the hub of English-language media, several communities within the province were considered by CSC's Ontario Regional Management Committee. Ultimately, Kingston was chosen because of the pool of staff available who could support the project and the number of partners who expressed a willingness to get involved. Although Kingston is not a typical Canadian community, a telephone survey involving 600 people and focus groups with different target audiences showed that the community's understanding of corrections is surprisingly similar to that found in national public opinion research studies.

To encourage local support, CSC has invested considerable time and effort into talking to civic leaders, partners and staff to explain the objectives of the pilot and determine their interest in being involved. A partnership strategy was then developed to identify common areas of interest where partners could work together on specific issues to reach common goals.

DEVELOPING AND IMPLEMENTING USEFUL COMMUNICATIONS TOOLS

As a result of public opinion research and consultation which took place over the Summer and Fall, a number of initiatives are being developed. They include a Speaker's Bureau, which will involve community partners as well as CSC staff, plus a presentation binder containing information on various aspects of corrections. Speakers will also be able to take advantage of training in both public speaking and media relations in the New Year.

Several events are planned to reach specific segments of the community.

Several events are planned to reach specific segments of the community. The first of these events took place on October 26 and involved Faith Communities. This event was co-sponsored by the Multifaith Council and the Church Council on Justice and Corrections and involved the faith community and its role in the safe reintegration of offenders (please see the accompanying article on the Faith Forum). This will be followed by events aimed at youth, business leaders and the community-at-large. Plans are also underway to create an event celebrating the contribution of volunteers to our criminal justice system, to coincide with the International Year of the Volunteer.

EVALUATING THE RESULTS AND PUTTING THE BEST INTO PRACTICE

Every single project being undertaken will be the subject of rigorous evaluation. The intention is to circulate these evaluations as widely as possible as well as posting them on CSC's InfoNet. A major goal of the Kingston Outreach Project is to share lessons-learned and best practices with other CSC staff, who may wish to undertake similar projects in communities where they work and live. In addition, another round of public opinion research will be undertaken in two years to determine if there has been a measurable change in understanding about correctional issues. All of the communications tools developed will be available to other CSC regions to use as-is or to adapt, although it's recognized that a targetted project and unique material will be required for Quebec.

The Outreach Project is being managed by a Steering Committee consisting of Tim Farr, Assistant Commissioner, Communications and Consultation at NHQ, and Brendan Reynolds, Deputy Commissioner of CSC's Ontario Region. They are being ably assisted by Elaine St Amour of the Communications and Consultation Sector and Chris Stafford of the Ontario Region. A number of working groups have also been established involving partners and employees involved in specific projects.

Staff who are interested in learning more about the pilot can contact Elaine or Chris, or visit the Communications and Consultation Sector's home page on CSC's InfoNet. ◆

Communications and Consultation Sector

The Kingston Faith Forum

Restoring People, Restoring Community

By Graham Chartier, Communications Officer, Communications and Consultation Sector

Photos: Elaine St Amour

On October 26, leaders of the faith communities in Kingston, Ontario, gathered together at a Faith Forum with representatives of the Ontario Multifaith Council on Spiritual and Religious Care, The Church Council on Justice and Corrections and the Correctional Service of Canada (CSC) to explore how to contribute to a safer community and to discuss the issues involved in helping offenders.

The tall gray walls of Kingston Penitentiary were lit by the setting sun as members of faith communities from Kingston and elsewhere in Ontario arrived at The Harbour Restaurant immediately west of the historic institution on the shores of Lake Ontario.

The restaurant's building was constructed as part of the sailing venue for the 1976 Montreal Olympics and the waters immediately in front of the restaurant and alongside the institution still contained a few sailboats that had not yet been put away for the coming winter.

CREATING A BETTER UNDERSTANDING

The Faith Forum was put together by the Ontario Multifaith Council and the Church Council on Justice and Corrections with sponsorship and support from CSC. The event brought 107 people concerned with corrections together for an evening of discussion and sharing. Its goal was to gather these leaders of the faith community together to create a better understanding of



Open discussion between the participants of the Faith Forum and the panelists

CSC's objectives and to explore the theme of a safer community and how we can all contribute to it.

The Faith Forum provided the opportunity for participants to learn from each other what works, what doesn't and why. Participants were able to share with each other the need to address and deal with some of the risk factors, both inside institutions and during reintegration into the community.

"CRIME IS A COMMUNITY AFFAIR"

Deputy Commissioner Brendan Reynolds of the Ontario Region of CSC welcomed participants to the evening's forum. He spoke of the importance of forming effective partnerships and of reaching out and listening to achieve safer and more peaceful communities.

Acting Assistant Commissioner of Correctional Operations and Programs Pierre Allard saluted the faith communities for "humanizing people". He spoke of the "monastic" model of isolation and penitence on which our present day penitentiaries are based. Yet he was clear in his belief that it was a fallacy to think that change can be brought about through isolation and stated that crime is a community affair.

Hugh Kirkegaard, the Acting CSC Regional Chaplain for Ontario, spoke about the positive role played by community chaplaincy. He also spoke of the Circles of Support initiatives and the positive impact they can have on the fragile nature of an individual's reintegration into a complex society and the need to bind the community back together again.

Lifeline worker John Rives spoke of the challenges facing those recently released from prison and read from some of his moving, award-winning poetry which underscores the indelible humanity of all prisoners. Mr. Rives is serving a life sentence and is currently on parole in Kingston.



Rev. Pierre Allard, Assistant Commissioner, Correctional Operations and Programs and Rev. Rod Carter, Director of the Restorative Justice Program at Queen's Theological College, Queen's University exchange ideas during a break at the Faith Forum

PANEL DISCUSSION INVOLVES EVERYONE

The attendees also listened to speakers and later joined others in a lively panel discussion that involved many of the audience. The panel included Steve Orr, Executive Director of the Kingston Branch of the John Howard Society, Rick Prashaw, Communications Coordinator for the Church Council on Justice and Corrections, Liz Chappel, the Executive Director of the Ontario Multifaith Council, Hugh Kirkegaard, A/Regional Chaplain for Ontario and Reverend Ron Dube, LifeLine Worker.

During one part of the panel discussion, Brendan Reynolds noted that CSC is prepared to offer assistance for events or projects related to the safe reintegration of offenders, as part of the Kingston Outreach Project. He said that while we are learning a great deal as we go about safe reintegration, all efforts come to naught "if there isn't a community to welcome offenders back." And he added that the failure rate for individuals returning to society after serving a prison sentence has never been lower.

During the panel discussion, one woman who had served a federal sentence spoke with deep feeling about the great work done by volunteers and how "it was the first time someone accepted me… they didn't judge," she told the audience in a moving contribution.

Many other issues were raised, including educating police services and correctional staff about the positive nature of Work Release Programs, having children visiting prison and the need to understand that those serving a sentence are people, not just offenders.

Based on evaluations completed by more than half of the participants at the Faith Forum, the evening can be considered a success. A total of 94% said they learned "a little" or "a lot" about correctional issues, and 69% indicated that their perceptions or opinions had changed as a result of the forum. Nine out of ten respondents also expressed interest in learning more about correctional issues, in particular, community corrections, restorative justice and alternatives to incarceration. But perhaps most importantly, 72% said that they could see a role for their community in the safe reintegration of offenders. ◆

Corporate Development Sector

2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice

By Deborah Podurgiel, Freelance Writer

October 27, 2000 – It seemed very fitting that the inauguration of the *2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice* should be held in the newly opened *Morris J. Wosk Centre for Dialogue* at Simon Fraser University (SFU) in B.C. Housed in a heritage building, the newest addition to SFU's downtown campus has been carefully engineered to provide a stimulating environment for effective communication and shared understanding. A roundtable, state-of-the-art meeting room featuring the latest in electronic communications technology,

carpentered with honey-coloured wood throughout and furnished with wide, leather, swivel chairs, invites participants to not only listen and be heard, but also, to share and reflect upon ideas.

Dr. Rob Gordon, Director of the School of Criminology, SFU, outlined the conference schedule for the day and invited Jane Miller-Ashton, Director, Restorative Justice and Dispute Resolution, Correctional Service of Canada (CSC); Alison MacPhail from the Ministry of the Attorney General, B.C.; and Dr. Dennis Cooley from The Law Commission of Canada, to make a few opening remarks on behalf of the supporting partner organizations for the conference.

Starting off the lecture series was Dr. Nils Christie, Professor of Criminology, Faculty of Law, University of Oslo, Norway. Dr. Christie has authored numerous scientific articles and a dozen books. Among them are *Crime Control as Industry: Towards Gulags, Western Style* (rev. 1994) and *Limits to Pain* (1981). Dr. Christie's interest is analyzing the growth of imprisonment in industrialized nations. While serving as a member on the National Criminal Justice Commission in Washington, he published a report on American criminal justice policy entitled *The Real War on Crime* (1996).

Dr. Christie's lecture was thought provoking. He talked about issues such as punishment, restorative justice, the variances between differing penal systems and the impact of society's minimalist and maximalist views of justice and restorative justice. During his roundtable address, Dr. Christie stated, "I'm not going to preach on the blessings of restorative justice, even though I deeply believe in the strength found in that method. Instead, I intend to test or examine your views about restorative justice. I want to find out how far you think we could go with the model if we had the political power to do so? I also want to raise awareness about the course of the phenomena and discuss the interrelationship between restoration and punishment. I want to discuss whether you think restoration should be the major solution to all conflict, an equal partner in conflict solution between the penal system and the restorative system, or remain as a minor answer to some specific conflicts." Dr Christie challenged us as Canadians not to be complacent about our paradoxical and puzzling situation as a country that clearly over incarcerates, and yet leads in the development of some of the most promising and hopeful approaches to criminal justice.

Harold Gatensby, member of the Raven Clan, Inland Tlinget Nation, in Carcross, was the conference's next guest lecturer. Mr. Gatensby was instrumental in introducing Native spiritual programs in Canadian prisons and community-based justice circles across Canada, as well as in the U.S., and was also a founding member of the circle peacemaking team at Nares wilderness camp near Carcross. Her Royal Highness, Princess Anne, recently presented Mr. Gatensby with a prestigious justice award in the category of *Individual Merit – Practitioner* during the *International Community Justice Awards* ceremony at the *Probation 2000 Conference* in London, England.



Photo: Jane Miller-Ashton

Dr. Rob Gordon provides opening remarks during the 2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice. Front: Dr. Rob Gordon, Director of the School of Criminology, Simon Fraser University. Centre: Harold Gatensby, Member of the Raven Clan, Inland Tlinget Nation. Left: Dr. Nils Christie, Professor of Criminology, Faculty of Law, University of Oslo

Harold Gatensby discussed why his community and other First Nation communities are sharing their experiences, making pro-choices and taking on restorative justice initiatives. "We are not engaging in these approaches because they are wonderful things to do, but rather, because the pain in our communities has motivated us to action. We have no choice and it's a matter of life for us as a people to continue to live."

After lunch, participants attended two, one-hour discussion groups of their choice. Items for discussion included, *Seriousness and Range of Offences:* what is appropriate for restorative justice?; *Gender Issues, Power Imbalances:* particularly in relation to women, children and other vulnerable individuals; *Comparative Approaches:* how to put restorative principles and programs into practice; *Implementation and Training Issues:* discussions on training challenges, lack of resources and how communities can pool existing resources to begin training for the practice of restorative justice; *Effectiveness Measures:* evaluating outcomes achieved from restorative justice practices and determining when it is right to do this; and *Critical Perspectives on Restorative Justice:* What various stakeholders have to say about restorative justice practices and how it can operate in a retributive system without compromise. This was followed by a lively plenary session at which time issues from the discussion groups were raised for comment by an expert panel that included Nils Christie, Karlene Faith and David Gustafson. Audience participation was encouraged.

The lecture and dialogue series was sponsored by the Centre for Restorative Justice, established in 1998 at SFU as a resource for research, training and technical assistance for local, national and international organizations in support of restorative justice practices and principles. It was created in memory of Ron Wiebe and was guided by a Steering Committee comprised of CSC staff, his widow Shirley, and his son Jeff. The only negative comment heard about this interesting and stimulating event was that there just wasn't enough time for all discussions to take place, and for all the many voices to be heard. ◆

Dr Christie challenged us as Canadians not to be complacent about our paradoxical and puzzling situation as a country that clearly over incarcerates, and yet leads in the development of some of the most promising and hopeful approaches to criminal justice.

Corporate Development Sector

Second Annual Ron Wiebe Restorative Justice Award Presentation

By Deborah Podurgiel, Freelance Writer

Photos: Jane Miller-Ashton

I did not know Ron Wiebe. In fact, I never had the opportunity to meet him. But after having read his book *Reflections Of A Canadian Prison Warden, The Visionary Legacy of Ron Wiebe: An Unfinished Conversation* and, after having attended the *Second Annual Ron Wiebe Restorative Justice Award Presentation*, which was as much about honouring the man and his memory as it was about honouring Ruth Morris, this year's award recipient, I realized how truly unfortunate that was.

On October 26, 2000, over 140 people ignored a typically raw, coastal evening in Vancouver and came to Simon Fraser University, to honour the memory of Ron Wiebe, to talk about the Restorative Justice work accomplished by him and by others, and to honour and recognize Ruth Morris, with the presentation of the *Ron Wiebe Restorative Justice Award* for her determined energy in educating, challenging, and provoking new thinking in the Restorative Justice field.



Shirley Wiebe (right) presents the Second Annual Ron Wiebe Restorative Justice Award to Ruth Morris

The award was created as a lasting tribute to Ron Wiebe – a Correctional Service of Canada (CSC) staff member who died in 1999 of cancer. Ron, the former Warden of Elbow Lake and Ferndale Institutions was a person who believed deeply in restorative justice approaches and who put his beliefs into action on a daily basis. Developed by CSC's Restorative Justice Unit and National Steering Committee on Restorative Justice, the award recognizes Canadian initiative for work or lifestyle that transforms human relationships by enabling and promoting communication and healing between people in conflict – be they victims, offenders, colleagues, families or neighbours. This year, 33 very deserving and distinguished individuals and organizations were nominated for the award. They came from all walks of life and from all corners of Canada. The Selection Committee for the Award included a variety of voices such as victims, ex-offenders and community and government representatives. The award itself is made of heavy crystal and is etched with a strong, healthy tree with far-reaching branches. For Ron Wiebe, the tree symbolized many things: endurance, regeneration, growth and interconnectedness.

For Ruth Morris, it was an award reflecting transformation. In her acceptance speech she admitted that she felt deeply honoured, noting that, "I have received other awards, but never one that is associated with a system I have challenged all my life." She felt that this reflected well on everyone involved in the award and in the system itself.

In the early 1960s, Ruth Morris and her husband were social activists in the United States as part of the Civil Rights Peace Movement and passionately continued their work when they moved to Canada in 1968. A qualified social worker with a doctorate in sociology and social work, Ruth Morris is the author of eight books on social justice, penal abolition and restorative justice issues.

Heather Bergen, CSC Assistant Deputy Commissioner, Pacific Region, spoke highly of Ms. Morris during her address. "Ruth is an energetic practitioner. She is living proof that the actions of one person can make a difference in society."

In addition to educating, publishing and advocating, Ms. Morris has created and nurtured eight community agencies that respond to the needs of disadvantaged people and that work directly or indirectly toward restorative justice. She has been the

"Ruth's vision of restorative justice is about transformation. She has always sought to identify ways of assisting victims to be more than just survivors, offenders to be more than just rehabilitated perpetrators, and communities to be more than just relatively safe places to live."



Ruth Morris (right) and her husband Ray (centre) exchange a few words with Ron's parents, Elizabeth and William Wiebe, during the Ron Wiebe Restorative Justice Awards dinner

recipient of several previous awards recognizing her contributions to social justice issues – most recently, the J.F. Woodward Award honouring her work in anti-racism. She was also the recipient of the Governor General's Award in 1993. As Heather Bergen pointed out, "Ruth's views have not always been the most popular, but she has stood by her principles. Ruth's vision of restorative justice is about transformation. She has always sought to identify ways of assisting victims to be more than just survivors, offenders to be more than just rehabilitated perpetrators, and communities to be more than just relatively safe places to live."

The award was presented to Ruth Morris by Heather Bergen and Ron's widow Shirley Wiebe who told Ruth that Ron would have been very pleased with the Committee's choice. Heather Bergen also read and presented Ruth with a letter of congratulations from CSC Commissioner Lucie McClung. Looking on in the audience were Ron's parents and three sons, as well as Ray Morris, Ruth's husband of many years. Three other award nominees were also in attendance: Glendon Flett, David Gustafson and Elder Art Shofley.

While the award presentation took centre stage, a posthumous book launch of Ron Wiebe's book – an informal view of Canada's prison system, edited by Bruce Nesbitt – was another highlight of the evening. In a brief conversation with Shirley Wiebe, she commented, "When you read the book, it's like Ron is there sitting in a chair and speaking to you."

Many people honoured Ron Wiebe throughout the evening. Ron's father, Bill Wiebe, shared with humour and feeling how Ron, even in his youth, displayed strong leadership qualities. While people dined and visited, Willis Taylor, who shared a friendship and a passion for the blues with Ron Wiebe, entertained everyone with his guitar and bluesy voice. After the final encore, the crowd showed their appreciation with a standing ovation, which was truly well-deserved.

But, it was a quote from Ron Wiebe made by his long-time friend, John Konrad, which stayed with me as the evening came to a close. "Ron Wiebe believed strongly in Family, Friends and Faith – the three Fs – which speak to the importance of relationships and the essence of restorative justice." ◆

Corporate Services Sector

Financial Information Strategy

A Change of Culture for CSC Comptrollership

By Viola Hennessey, Manager, Financial Operations, Corporate Services Sector and Louise Lépine, Communication Advisor, Communications and Consultation Sector

The Financial Information Strategy (FIS) is a government-wide initiative approved by Treasury Board in 1995 to enhance the government's decision making and accountability, and to improve organizational performance through the strategic use of financial information.

Former Commissioner Ingstrup, Assistant Commissioner Louise Saint-Laurent, Corporate Services and the Department's Senior Financial Officer approved the FIS Strategic Implementation Plan for the Correctional Service of Canada (CSC) (http://infonet/financepolicie/fatrf_e/fis_e/toc_e.htm). By integrating FIS with other government initiatives, CSC will provide managers with the very best management information available to assist their decision making and operations management. Supplying and using the necessary information is the cornerstone of FIS.

FIS is compatible with CSC's Mission, Core Values, Guiding Principles and Strategic Objectives, which direct CSC's action in implementing FIS.

CORE VALUE 5

"We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General."

GUIDING PRINCIPLES

"We believe that the provision of relevant and timely information is important in order for the Service to demonstrate its accountability. As an agent of the federal Government, we will demonstrate fiscal responsibility by only seeking the necessary resources and using them in the best possible way."

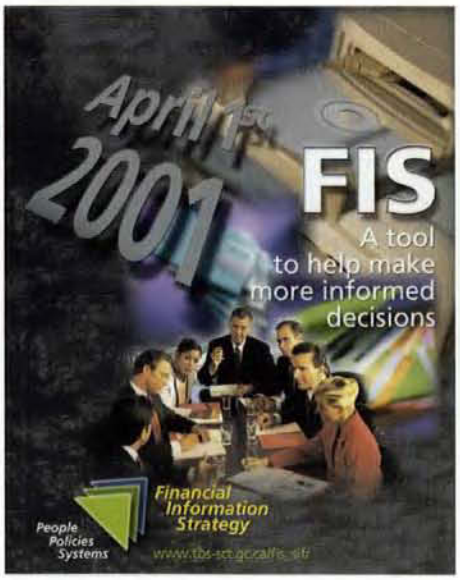
Viola Hennessey, of the Comptroller's Branch is Manager, Financial Policies, Authorities and Performance Measures, and Project Manager for the FIS initiative. She spoke to *Let's Talk* recently about the initiative and what it means to CSC.

WHAT IS MODERN COMPTROLLERSHIP?

First of all, in the federal government, comptrollership is a management responsibility. *The Report of The Independent Review Panel on the Modernization of Comptrollership in the Government of Canada* (http://www.tbs-sct.gc.ca/Pubs_pol/partners/rirp_e.html) reinforced this idea.

We can define modern comptrollership as focusing in four main areas:

- Ensuring that ethical practices and values guide our daily routines. For example, following such things as mission statements, codes of ethics and conflict of interest guidelines.



- Making sure that a mature risk management environment is in place. This means identifying significant risks and developing contingency plans to deal with them, such as our emergency response plans at the institutions.
- Shifting our focus to a results-oriented approach. More emphasis centres on achieving our results and having appropriate control systems than merely following rules and processes.
- Integrating our financial and non-financial information. This includes identifying the full cost of what we do in relation to the results we are achieving. This is what FIS is all about – getting the policies, procedures and systems in place and training our managers, their staff and finance staff to help achieve this objective.

WHY DO WE CALL IT MODERN COMPTROLLERSHIP?

In the past, government comptrollership has been seen as the exclusive preserve of financial staff. Traditionally, we in finance have been viewed as the keepers of the books who make sure that only authorized transactions are processed. We are not disregarding the need for controls and compliance, but adding a focus on results and values. We need to be able to demonstrate that CSC programs and services are producing results and are cost-effective.

By integrating FIS with other government initiatives, CSC will provide managers with the very best management information available to assist their decision making and operations management.



Photo: Ron Devries

Back row from left to right: Habib Chaudhry, Co-Chair, Capital Assets; Bram Deurloo, Team Leader, Integrating FIS in Departmental Processes; Judy Croft, Team Leader, Pacific Region; Ken Herbers, Team Leader, Prairie Region; Jim Carrier, Team Leader, Atlantic Region; Lincoln Wong, Team Leader, Ontario Region. Front row from left to right: Stan Fields, FIS Project Leader and Co-Chair Capital Assets; Robert Riel, Comptroller; Viola Hennessey, FIS Project Manager; Chantal St-Pierre, Quebec Region

HOW WILL FIS AFFECT CSC EMPLOYEES?

In this new environment, financial specialists will take on the role of management advisors. We in the Comptroller's Branch will play an instrumental role in helping to shift the focus of CSC managers towards the future.

In a word, what FIS means to CSC is change. The implementation of FIS encompasses change in people, policies and systems:

- For people, it is a cultural change from an approach based on rules, processes and controls to one focused on results. With the introduction of the new accounting policies and new financial systems, CSC will have to create a learning and training environment for its people.
- FIS adopts accrual accounting, Generally Accepted Accounting Principles (GAAP), which is the same basis of accounting used in the private sector. CSC will therefore need to review the existing financial policy regime and determine any modifications and/or new policies and procedures required.
- On April 1, 1999, CSC implemented the Integrated Financial and Materiel Management System (IFMMS) to accommodate the implementation of full accrual accounting and to facilitate the move towards linking our financial and non-financial information to our results.

The adoption of accrual accounting means three basic changes for CSC. These include:

- Expenses will be recorded when incurred. Currently we only do this at year-end when we record the payables-at-year-end (PAYE).
- Revenues will be recognized when earned and accounts receivable will be set up until the amount is collected. Currently we only recognize revenue when the cash is received.
- Assets will be capitalized. This means CSC will, for the first time, account for and report on the value on **all** assets. Since the first days of CSC, our Real Property acquisitions – such as our land and buildings, equipment, furniture, etc., were always entered in our books as expenses only. With accrual accounting, assets are recorded on a balance sheet and a portion is charged to expenses each year.

In summary, over the next few years, CSC employees can expect to see continuing trends toward:

- more automated transaction processing with the use of freed up resources to provide more (and more relevant) analysis and advice;
- fewer rules, better enforced;
- a clearer and more sustained focus on results, supported by more relevant and useful performance information;
- managers and finance specialists working more closely.

WHAT TYPE OF TRAINING DO YOU HAVE IN MIND?

Since April, we have been giving FIS orientation sessions to the Executive Committee members and our Regional Administrators

of Finance employees to explain what FIS is about, what is expected from people and to answer any questions. Until December 2000, we visited most of our finance staff, program managers and their staffs, clerical and administrative support groups, and real property and materiel management staff in their workplace to give them a similar session. Courses will be offered in accrual accounting, capitalization of assets and business analysis. Soon, a FIS Learning and Training Plan will be completed that will specify the courses offered, the dates and who should attend.

WHAT DO YOU CONSIDER THE BIGGEST CHALLENGES CSC WILL FACE DURING FIS IMPLEMENTATION?

By far the biggest challenge is that in the coming months our staff will have to identify, value, record and amortize our assets, i.e., 160 properties, 1,908 buildings, 51 institutions, 18 Community Correctional Centres, 83 Parole Offices, 8 HQ's/ Colleges and 15,000 acres of land. All custodians of our assets will have to participate to help us identify and value their assets.

We will have to develop some 30 policies and procedures, familiarize staff with them and train them to ensure that we can produce a full set of financial statements using full accrual accounting principles in reporting to Parliament for the 2001-02 fiscal year.

I would say that the most challenging task for CSC will be the cultural change demanded by modern comptrollership. We will have to figure out how to maximize the new accrual accounting information and systems in our daily decision making processes. As you can see, we rely on the involvement of the whole organization to meet this challenge. A team is in place to implement FIS in CSC.

I would like to take this opportunity to tell *Let's Talk* readers that we also plan to post a FIS newsletter on the Comptroller's Branch Infonet site (http://infonet/finance/mainmenue.htm) to keep everyone informed of our progress

For more information on FIS, contact Viola Hennessey (613) 996-3744 or visit the Treasury Board web site: http:// www.tbs-sct.gc.ca/fin/. ◆

Correctional Operations and Programs Sector

Getting the Best Value for Money

By Robert Climie, Health Care Services

That's what the Health Care Coordination Initiative (HCCI) is all about. Established in 1994, the HCCI coordinates federal government spending on health care services and products for eligible clients. It all began when several departments and agencies believed they could lower costs and achieve significant savings by entering a partnership.

The departments involved in this partnership have included Citizenship and Immigration Canada (CIC), Correctional Service of Canada (CSC), the Department of National Defence (DND), Health Canada (HC), the Privy Council Office (PCO), Public Works/Government Services Canada (PW/GSC), the Royal Canadian Mounted Police (RCMP), the Treasury Board Secretariat (TBS) and Veterans Affairs Canada (VAC). Each year, these departments spend more than $2 billion on health care for approximately one million Canadians.

LOWERING THE COST OF HEALTH CARE

A study led by VAC concluded that a strategy of coordinated effort could substantially lower the cost of health care services and products purchased for a diverse group of clients including veterans, military personnel and the First Nations and Inuit peoples. Given the complexities of negotiations involving a number of federal government departments and health professional organizations, a Secretariat attached to VAC was established to support interdepartmental activities and to provide project management expertise.

To clarify its vision, the HCCI developed a three-year business plan for 1998-2001 focusing on high-return activities in the areas of pharmacy, dental care, vision care, audiology and oxygen therapy while consistently maintaining or improving the level of client service. It produced an accountability framework with performance measurement indicators and published the first of three annual reports.

A RESOUNDING SUCCESS

"Reporting on the results of the coordinated efforts of nine partner departments is quite an undertaking and an achievement in itself for this sort of horizontal management initiative," said Verna Bruce, Chair of the HCCI Executive Committee. "I commend the HCCI partner departments and the HCCI Secretariat for their hard work and commitment to this initiative."

A few highlights of the HCCI's accomplishments in 1999 are:

- Actual results indicated that **savings** exceeded **costs** by more than $1.2 million even though the Business Plan had forecast **costs** exceeding **savings** by $1.9 million in Year 1 – a significant difference
- Completion of a vision care agreement in the Atlantic provinces for HC, the RCMP and VAC saving more than $260,000 per year
- A joint pharmacy agreement in Saskatchewan for HC, the RCMP and VAC that will result in total savings to these departments of $1.7 million per year
- Expansion of the Health Canada Pharmacy and Therapeutics Committee to become a federal committee to make recommendations on new drugs
- Preparation of requests for proposals for hearing aids and dental supplies
- Ongoing joint negotiations for vision care in the Prairies
- Completion of a joint policy review of oxygen programs and policies to reduce costs and improve service
- Exploratory work on the joint development of Health Information Management initiatives such as Electronic Health Record systems

Although the Annual Report for Year 2 remains to be finalized, the work completed to date is expected to save more than $9 million. This means that partner departments can use those funds to meet the other health care needs of their clients. While the HCCI has accomplished a great deal, much remains to be done as the partner departments continue to seek ways to reduce health care costs for the benefit of all Canadians. ◆

Personnel and Training Sector

United Nations International Day of Disabled Persons

By Suzanne Leclerc, Communications Executive, Communications and Consultation Sector

In 1992, the United Nations officially proclaimed December 3 as the International Day for Disabled Persons. Observance of the Day aims to promote a greater awareness and understanding of disability issues and to mobilize support for practical action at all levels. This awareness will improve the well-being and livelihood of persons with disabilities by establishing and upholding a platform of equality.

EVERYONE CAN MAKE A DIFFERENCE

The Correctional Service of Canada (CSC) is proud to commemorate this Day and to celebrate the achievements and the full participation of persons with a disability in its organization. Persons with disabilities are under-represented in the CSC. According to the 1998-99 Annual Report to Parliament on Employment Equity in the Federal Public Service, they constitute 3.2% of CSC's total employee population compared to the 4.6% national departmental benchmark produced by the Treasury Board Secretary.

The Service recently developed the Employee Self-Identification Form for members designated under employment equity legislation – Women, Aboriginal Peoples, Visible Minorities and Persons with Disabilities. All individuals, whether or not they belong to a designated group, are encouraged to identify themselves for statistical purposes in order to compile workforce representation figures for CSC and for a report to Parliament on employment equity in the Public Service. Everyone can make a difference in helping the Service become an organization that welcomes diversity by gathering the information required to assess the representation of designated groups, to set goals and to monitor progress in reaching those goals.



Photo: Barbara Ouellette

Gérald J. Daigle, Parole Officer and Chairperson of the NACPD

NATIONAL ADVISORY COMMITTEE ON PERSONS WITH DISABILITIES

In 1990, as a tangible expression of the CSC Mission Statement, then Commissioner Ole Ingstrup created the National Advisory Committee for Persons with Disabilities (NACPD). This committee was asked to identify and investigate areas concerning persons with disabilities employed by CSC, and also to support activities that may improve the working conditions and environment of persons with disabilities. The NACPD has since become a significant component of the Employment Equity sector by representing employees with disabilities and advising senior management on workplace accessibility and accommodation issues for existing employees. Currently, the NACPD is developing regional subcommittees across Canada to take a closer look at specific accessibility and accommodation issues.

ATTITUDE IS EVERYTHING

During this year's annual conference, held in Vancouver, Gérald Daigle was elected Chairperson of the NACPD. To fulfill his one-year mandate, Gérald will continue to raise awareness among his staff on disability issues and will provide advice and recommendations to the Service in the pursuit of employment equity for persons with disabilities.

Gérald is a native of northwestern New Brunswick, where he has worked as a parole officer since 1989. Gérald's disability is easy to see because he is missing an arm. "It was amputated when I was seven years old following an electrocution accident," says Gérald. "I grew up without my right arm and I don't even think about my disability. It doesn't prevent me from playing tennis or bicycling, gardening or walking in the woods."

Gérald's office at CSC in Grand-Sault, New Brunswick has been adapted to allow him to open the door while carrying his briefcase. He uses two or three fingers to type on his computer keyboard, and dictates most of his reports and casework records on a dictaphone. His colleagues are understanding and helpful, and make his workplace experience pleasant. "It's all a matter of attitude," says Gérald. He says he is proud to represent his CSC colleagues on NACPD.

Gérald Daigle is a strong believer in forging a closer working relationship between "champions" of diversity and "champions" of a learning culture. He knows that the richness of a learning organization comes from its diversity of people and of ideas and perspectives.

For more information, visit the Infonet site at: http://infonet-pt-pf/ee/ee_documentation/ee_mandate.htm ◆

For your information

A **disability** is a mental, physical or sensory impairment, or a combination thereof.

A **handicap** is not a condition, but an environmental, societal or attitudinal barrier such as lack of awareness that limits or prevents an individual from fully participating in the everyday activities and opportunities that we all expect and accept in life.

It is important to remember that:

- The disability resides in the individual; and
- The handicap resides in physical and social environments.

Correctional Operations and Programs Sector

An Ounce of Prevention...

"This isn't a job – it's an adventure"

By Jerry Weller, Freelance Writer

"If something I do helps a staff member go home safely or feel more secure, then I think I've accomplished something," said Correctional Service of Canada (CSC) staff member, Perry William Kelly, during a recent interview with *Let's Talk*.

Mr. Kelly wears a number of hats as the National Coordinator for Use of Force and Institutional Emergency Response Teams at National Headquarters (NHQ) Security Division. He examines CSC's security policy procedures, our Use of Force Management Model and reviews videos of staff responses. He watches over our safety training and equipment with the Learning and Development Branch and Technical Services. Recently, he teamed up with the Ottawa-Carleton Regional Police Tactical Team and our trainers in an Royal Canadian Mounted Police study evaluating the TASER less lethal weapon.

Mr. Kelly has worked in a number of criminal justice system jobs. He is a lawyer and a certified defensive tactics instructor. He writes on the subject. And, he worked at the Solicitor General's Policing and Law Enforcement Directorate. These experiences have helped him look at situations in a number of different ways. But, his preferred vantagepoint is the same as average, line correctional workers.

For instance, at the recent Use of Force Trainer's Workshop in Laval, Mr. Kelly brought in a speaker to offer suggestions on how to enhance our communication skills. "We are all in the people business," he says. "We talk and interact with all sorts of people on the job. I believe everyone benefits by enhancing their communication skills."

People know much of these things intuitively but seem to forget them when interacting with each other. Think of the last time that someone told you something positive about yourself but simultaneously shook their head "no" or used an abrupt or annoyed tone of voice. Recall how you felt when an inmate or a staff member you didn't know was speaking to you and standing within a few inches of your face. "Sixty to seventy per cent of the messages we send are nonverbal or involve voice tone or personal space. When we slip into using poor communications habits with inmates who may have difficulty communicating their needs verbally, they may react physically," says Mr. Kelly.



Photo: Martin Bélanger

Perry William Kelly, National Coordinator – Use of Force and IERT

He also likes to know how things are going by trying them out himself. For instance, tasked with conducting a recent review of the ten-day basic Institutional Emergency Response Team (IERT) training, Mr. Kelly decided to take the George Plimpton approach. "I decided to take the training myself and compare it with other similar courses I have gone through." For ten days Mr. Kelly went through the physical paces and skills testing with the other candidates. Some were close to twenty years his juniors.

During that IERT course, he was able to meet and discuss NHQ Security Division's role with many of the IERT instructors and candidates. Mr. Kelly thoroughly enjoyed the experience and gained an insider's view on the concerns of line staff. "I hope this helped put a human, caring face on the entity known as Security in Ottawa," he notes.

In some ways, Mr. Kelly sees himself in the risk management business, making sure that everyone goes home safely and employed. "It's more than a job," Mr. Kelly concludes, "it's an adventure." ◆

Corporate Services Sector

Good for the Environment and Good for Morale!

By Paul Provost, Senior Environmental Advisor

Every minute of every day, our actions affect the environment in some way or other. When the effects are positive, we pat ourselves on the back and say: "I've done my part!" Yet to grasp their full scope and realize that our ecological efforts are not in vain, we have to be able to judge the worth of our daily actions, however trivial. With this in mind, large organizations have good reason to develop tools that can help them measure their ecological progress and work toward continuous improvement. Otherwise, they are merely shooting in the dark.

PERSONAL INCENTIVES

What motivates people to practice "environmentally-friendly" behaviour at home? Most are probably interested in saving energy, using less water and recovering recyclable materials for economic reasons (lower energy bills, lower or more stable water and waste taxes). Others act more out of concern for the environment, for society and even for moral ideals. Nowadays, a host of examples shows that environmental preservation is an increasingly important component of society's generally accepted code of ethics. But regardless of why we

contribute to conserving our natural resources, the ability to judge the results of our efforts merely strengthens our underlying motivation.

CORPORATE INCENTIVES

Although the reasons for our behaviour at home often relate to our pocketbooks, how do we account for ecological action in the workplace? We are not personally responsible for paying the company's energy and water, or waste disposal costs. So why would we take the trouble to change some of our behaviours and lower operating costs, which invariably affects the environment?

Various examples clearly show that employees care about environmental costs. What accounts for this phenomenon? In my opinion, managers who vigorously convey their environmental commitment to their team outperform others in this area. Call it "ecologically mustering the troops." Our interest is sustained when we are consulted and informed on a continuous basis. When we have literally made some of the decisions designed to improve our mission, our work or our environment, we become more involved. When we participate in activities that achieve results, we are encouraged to surpass ourselves, even if the direct benefits are sometimes intangible.

MEASURING PROGRESS

When we talk about performance indicators, performance measurement, or results-based management, one particular aim is to establish the capacity to measure organizational progress. An environmental management system (EMS) like the one that CSC is continuously improving is a vital tool for showcasing the value of ecological initiatives in the workplace. This decision-making tool has the dual advantage of providing constant guidance and acting as a powerful incentive for continuous improvement (see figure 1). EMS users always know where they are starting from, where they are at and where they are going. EMS is an extremely useful tool for sustaining grassroots motivation, promoting action and reaping all of the rewards of efforts made.

Lastly, the feeling that we are making progress in the broad sense of the word is good for morale. We emerge uplifted, proud to be contributing to a group effort and carried far beyond our daily cares. This, I believe, far transcends the dollar-value of our paycheques. ◆

Personnel and Training Sector

A New Staff Website on the Universal Classification Standard

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Remember the Universal Classification Standard? Remember the talk about converting the way federal jobs are classified to a new and simpler system?

If you were wondering whether the Universal Classification Standard (UCS) had dropped off the radar screen, rest assured. Thanks to hard-working Correctional Service of Canada (CSC) staff across the country, you can find out what UCS is all about. Better still, you can get a sense of how and when your job will be reclassified—all with a click (or two) of a mouse on your computer keyboard.

A brand new website, the "CSC-UCS website," was recently created to explain everything you ever wanted to know about this important part of your work life. The goal of this site is to ensure that all employees have access to all the information they need on the new Universal Classification Standard.

ENSURING FAIR VALUE

Jean-Paul Bélanger, Director General, Classification and Staffing, says conversion to the UCS system is one of the most important changes in the Public Service of Canada in over 30 years. "Treasury Board plans to introduce the UCS at its next round of collective bargaining in order to establish new rates of pay. Many of our employees have been involved in preparing CSC for this massive change. CSC, which is one of the five largest departments in the federal government, is well advanced in the process," said Mr. Bélanger.

CSC is committed to ensuring that work performed by staff is valued fairly and appropriately under the new Universal Classification Standard. One of the issues that members of the CSC UCS conversion team have been working on is ensuring that CSC job evaluation ratings are comparable to job evaluation ratings in other government departments.

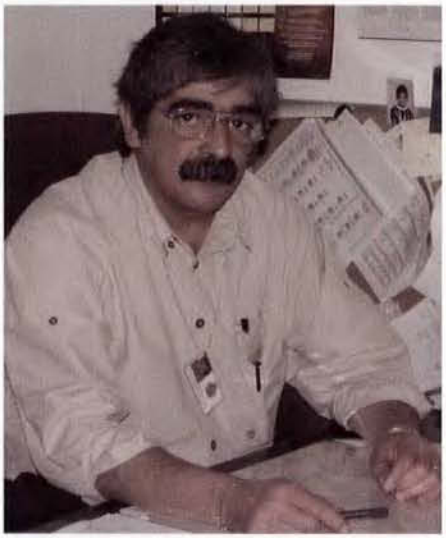


Photo: Stéphane Bachand

Jean-Paul Bélanger, Director General, Classification and Staffing

Each region is represented in the UCS team. The team has been working hard, on our behalf, to fairly evaluate job positions and to meet Treasury Board deadlines.

INSTANT ANSWERS

The UCS website is composed of one corporate site that is linked to regional sites; regional sites are tailored to each region's particular interests and needs. Corporate and Regional UCS team members communicate regularly with regional website designers and each other in order to keep the information up-to-date and relevant to staff.

Visit the site and learn for yourself that UCS will soon provide you and all other federal employees with a new method of job classification and that our future Public Service will have clearer and more measurable standards for the work we are doing. ◆

Atlantic Region Training Initiative

By Chantal Albert, A/Regional Administrator, Communications and Executive Services

An innovative approach to staff training was given a boost at the Heads of Corrections meeting held in St. John's, Newfoundland, in May 2000.

The Correctional Service of Canada (Atlantic Region), the National Parole Board (Atlantic Region) and the Correctional Services of the Provinces of New Brunswick, Newfoundland, Nova Scotia and Prince Edward Island signed a Memorandum of Understanding on the Atlantic Training Initiative.

The Memorandum of Understanding strengthens and enhances regional staff training and development opportunities for each jurisdiction. It aims to provide each jurisdiction with a variety of regional training opportunities and to create a forum for exchanging training information and/or resources.

FROM VISION TO REALITY

During an October 1999 meeting of the National Heads of Correctional Training (consisting of representatives from each of the ten provinces and two territories, the five Training College Directors of the Correctional Service of Canada and the Director General, Learning and Development), some discussions centred on the difficulties of sharing training initiatives across Canada. The Atlantic Canada representatives decided to work together to facilitate staff training. The proximity of the four Atlantic Region provinces made the goal seem feasible. Atlantic Canada representatives therefore agreed to create a working group that would explore ways to make this vision a reality.

In December 1999, the working group held a videoconference to discuss training issues and initiatives. The representatives asked for copies of training material and research documents in order to be able to implement such training initiatives in their jurisdiction. Without a formal agreement, sharing such information seemed impossible. In order to truly enhance learning and share information, a Memorandum of Understanding was needed.

OBJECTIVES

As stated in the Memorandum of Understanding, the objectives of this partnership are:

- to improve the sharing of staff training materials, curricula and calendars and to enhance overall communication linkages on staff training issues;
- to identify the legal and/or policy requirements in each jurisdiction that would impact training within each jurisdiction;
- to develop, improve and/or strengthen correctional training programs and their availability regionally;
- to create and/or enhance opportunities to address correctional staff training issues for all correctional employees in each jurisdiction whether dealing with adult, youth and/or community corrections;
- to analyze the cost-effectiveness of co-sharing the costs associated with joint federal-provincial training opportunities;
- to provide a cost-sharing process for inter-jurisdictional training opportunities;
- to provide assurances that each partner jurisdiction could opt out of any specific training activity not deemed to be cost effective for that jurisdiction or not in the best interest of that jurisdiction;
- to acknowledge that each jurisdiction may have training priorities that differ from those of the other partners;
- to review the possibility of creating an established set of criteria regarding the training required for each major occupational group within corrections;
- to explore means of offering train the trainer developmental opportunities;
- to endeavour to establish a jurisdictional library or reference centre consisting of course calendars, curricula, lesson plans and visual aids;
- to determine the major yearly training priorities within each jurisdiction;
- to explore successful methods of staff recruitment and retention and to create succession planning initiatives; and finally
- to identify two major training initiatives that could be undertaken in the Region each year.

ADVANCING OUR MISSION

One of the major benefits of this Memorandum of Understanding will be to augment staff development opportunities for correctional employees, which in turn will enhance correctional services in the Atlantic Region. This initiative directly relates to one of the Core Values of the Correctional Service of Canada, which states that "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission." ◆



Left to right: Marvin J. McNutt, Director Corrections and Community Services Department of Justice, Province of Newfoundland; Fred Honsberger, Executive Director, Correctional Services Division, Department of Justice, Province of Nova Scotia; Willie Gibbs, Former Chairperson, National Parole Board; Ole Ingstrup, Former Commissioner, Correctional Service of Canada; Michel Thériault, Assistant Deputy Minister, Community and Correctional Services Division, Department of Public Safety, Province of New Brunswick; Dave O'Brien, Director, Community and Correctional Services, Office of the Attorney General, Province of Prince Edward Island

Spring House Breakfast

By Sister Mary Byrne and Sister Christina Doyle, Spring House Managers

The ninth Annual Spring House Breakfast took place Friday, Oct. 13, 2000 at the Anglican Parish Hall in Springhill. Every year at this time, the Spring House Board of Management, assisted by Springhill Institution staff, inmates and local churches, unite in the worthy cause of raising funds to maintain and successfully operate the Spring House facility. Unique to Springhill, this partnering spirit connects local residents, offenders and staff with the families of inmates in an effort to maintain supportive family relationships. This year is of particular significance to the hospitality house as it celebrates its fifteenth anniversary of operation.

Located on the outskirts of Springhill not far from the Institution, Spring House provides meals and accommodation at a minimal cost to family members visiting an incarcerated relative. For many families that must travel long distances to maintain contact, Spring House has been a "home away from home." Sister Mary Byrne and Sister Christina Doyle presently manage the house and have seen the benefits of Spring House hospitality first hand. One guest expressed it this way: "There is a feeling of shame associated with having a loved one in prison. Just being with others going through this same experience and with the Sisters who welcome us and listen, removes that terrible feeling of shame." Another guest, an aging mother, has told how the warm and welcoming atmosphere at Spring House eases the anxiety of coming to visit her incarcerated son.

Owned by the Christian Council for Reconciliation, a non-profit organization, Spring House is operated by a Board of Management made up of staff from the prison and people from throughout the county. The Board assists with the day to day operation of Spring House, and provides a liaison with the various groups involved. In an effort to support local businesses, care is taken to purchase goods and services in the community.

The Spring House Board of Management is grateful to the various businesses and companies that donate food for the breakfast. The Food Services staff at Springhill Institution, coordinated by Don Guilderson, Food Services Officer, provides food, expertise and professional services to ensure a well-rounded menu. Others who assist with the breakfast include inmates, church volunteers and interested members of the community. ◆

CSC Booth at Rural Exhibition

By David Cail, District Director, Rural Nova Scotia District

County fairs offer an important segment of Canadian society a venue to annually gather in celebration of a lifestyle. Competitions, rides, exhibits and entertainment provide a backdrop for thousands to share the best of their interests.

For these reasons, the Citizens' Advisory Committee (CAC) for the Rural Nova Scotia District organized a display booth at this year's Nova Scotia Provincial Exhibition in Truro, Nova Scotia. "We want to take advantage of any opportunity to educate the public," said CAC Chair Hank Neufeld, when asked about the reasons for a Correctional Service of Canada booth at the event.

To provide adequate coverage, Mr. Neufeld elicited support not only from the Nova Scotia Rural CAC, but also from CAC members at the Nova Institution for Women and Springhill Institution. In addition, staff from the Dismas Society, which operates a community-based residential facility in Truro, supported the project.



Deputy Warden Hal Davidson and family were among the many visitors to the CAC-organized booth at the Nova Scotia Provincial Exhibition



CAC member Helen Lowthers and District Director David Cail sit ready to meet with the public at the Nova Scotia Provincial Exhibition

In all, some 14 people volunteered over 50 hours of their valuable time, including the Wardens from both institutions and the District Director from the Nova Scotia Rural District.

Media presentations, pamphlets and direct conversations with interested individuals occurred over a five-day period. The cooperative efforts of three CAC chapters, a private agency and the Correctional Service of Canada staff reflect an effort to inform the public about an often misunderstood realm of the Canadian criminal justice system.

The interest generated by the CAC information booth highlights the need to heighten our profile by educating the general public. Our CAC Chair, Hank Neufeld, and his committee provided such a service and should be congratulated on their success. This District looks forward to its next adventure. ◆

Bike Patrol at Westmorland Institution

By Chantal Albert, A/Regional Administrator, Communication and Executive Services

On July 14, 2000, Westmorland Institution in Dorchester, New Brunswick launched an innovative way to conduct dynamic security. This minimum-security institution now has Correctional Officers (CO) conduct ground patrols on mountain bikes. In addition to monitoring the 2,700 acres of institutional land, the COIIs also patrol the village of Dorchester.

Although the institution had been considering "bike patrols" for many years, Robert Myers, COII, was able to get it off the ground. Westmorland Institution Warden, Mike Corbett, immediately supported Mr. Myers' idea. The initiative has given a tremendous boost to the morale and professional pride of staff members. Of the twenty COIIs who volunteered to work as patrols, ten were chosen.

This type of dynamic security has many advantages. To name just a few: increased contact with offenders during recreation; improved monitoring of offenders working on the farm; and most importantly, more frequent contact with the villagers of Dorchester. This enhanced visibility will help alleviate the concerns of Dorchester residents that offenders might leave the institution and enter the village.

Some offenders begrudgingly compliment the project with a smile, saying "we don't see or hear them coming now." ◆



Left to right: COII Mike Belliveau, Wayne Feindel, Mayor of Dorchester and COII Gilles leger. Bike patrols are supplied with mountain bikes, helmets bearing CSC Crest, T-shirts with CSC crest in front and logo on back, rain jackets with CSC logo on back and front, and water resistant, separable sports pants. The blue uniform offsets the white logos making them clearly visible to the public. Bikes are equipped with halogen night lights, carry on racks and water bottles. Each COII also carries a portable radio

First class of graduates Community Corrections Ministry Program

By Reverend Lorne K. Freake, Northwest New Brunswick Community Chaplaincy

The 2000 graduation exercises at St. Stephen's University in St. Stephen, New Brunswick, included six graduates with a diploma in the "Community Corrections Ministry" Program. This two-year program is a pilot project initiated by the Correctional Service of Canada and the University of St. Stephen Board of Governors.

Restorative Justice is alive and well, as half of the six graduates are ex-offenders themselves and now serve as ordained ministers. Most of them are already involved full time in Community Chaplaincy in the Atlantic Region. ◆



Photo: Lomax Baker

Left to right
Back row: Larry Morin, Gordon Green, Dave Hardy and Lorne K. Freake
Front row: Associate Dean of Ministry Studies Dr. Peter Fitch, graduate Al Ingram and Regional Chaplain (CSC) John Tonks
Missing: Katrina Phillips

Visitor from the Land of the Rising Sun

By Sam Johnston, A/Unit Manager, Atlantic Institution

On August 15, 2000 the Warden of Atlantic Institution, Simonne Poirier, was honoured to host Hie Yoon Jung for a briefing and tour of a unique maximum-security institution operated by the Correctional Service of Canada (CSC). Mr. Jung, a supervisor with the South Korean Bureau of Corrections, was seconded to the Atlantic Region for six months under an international exchange program. He arrived in Moncton, New Brunswick in May with his spouse and two children and has made many new friends at RHQ, Springhill Institution and Dorchester Penitentiary, his main postings. The experience has been extremely enriching for his entire family, which has enjoyed learning all about Canadian culture.



South Korean corrections official, Mr. Hie Yoon Jung and A/Unit Manager, Sam Johnston at the Main Entrance of Atlantic Institution in Renous, NB

Mr. Jung was deeply impressed by the innovative mixture of security and programming offered at Atlantic Institution. To quote Mr. Jung, "Canada has a very advanced correctional system. CSC has developed a special method of balancing the security and programming needs of inmates. The rest of the world could learn much from your Service." In particular, Mr. Jung was interested in the gallery posts where correctional officers can monitor various departments, the main central control post that serves as the nucleus of the institution and the visiting and correspondence area, which includes the private family visiting program. Mr. Jung was especially impressed with the concept of a link between the institution and the community, and said he intended to submit the idea on his return to South Korea. At the end of the tour, Acting Unit Manager Sam Johnston made a special presentation in Mr. Jung's honour. ◆

Official Opening of the Regional Mental Health Centre at Archambault Institution

By Mario Lévesque, Director, RMHC, Archambault Institution

The Quebec Region's Regional Mental Health Centre (RMHC) officially opened at a ceremony held on October 4, 2000 at Archambault Institution. To highlight the event, regional managers of the Correctional Service of Canada (CSC) and the National Parole Board, along with district and institutional managers, wardens and staff, various key community stakeholders, citizens' advisory committee members and college and university representatives were invited to attend. Yves Fafard, Warden of Archambault Institution, and Mario Lévesque, Director of the RMHC, hosted the event.

NEW MISSION

In addition to its current mandate, the Centre was officially assigned responsibility for the mandate formerly carried out by the Institut Philippe Pinel de Montréal. With this new, expanded mandate, the Centre can now deliver the full range of intensive care and treatment services to inmates in the Region struggling with mental problems and offer complete out-patient psychiatric services to offenders at all Quebec Region institutions.



Mario Lévesque greets participants

THE NEW MISSION OF THE REGIONAL MENTAL HEALTH CENTRE

The Regional Mental Health Centre provides specialized assessment and treatment services to offenders in Quebec Region to help them attain mental stability and develop the skills they need to successfully reintegrate into the community.



Richard Watkins underscores the outstanding dedication of RMHC managers and staff



Yves Fafard (right) hands the certificate of the Canadian Council on Health Services Accreditation to Richard Watkins



RMHC employees and managers proudly display a banner underscoring the Centre's accreditation by the CCHSA



Ghislaine Carrier, Head Nurse and Sébastien Pilon, Criminologist/ Parole Officer give the first "Award of Excellence" to Réal Delcourt, Correctional Officer at the RMHC

REGIONAL MENTAL HEALTH STRATEGY

In his speech, Quebec Region Deputy Commissioner Richard Watkins emphasized the outstanding dedication of RMHC managers and staff, which has allowed a more comprehensive application of the regional mental health strategy. By enlisting its own resources, CSC increases its effectiveness while upgrading its own efforts and developing its own expertise. Mr. Watkins also announced that a master development plan is under study for the construction of new facilities better suited to the Centre's new mission.

THE NEW REGIONAL MENTAL HEALTH STRATEGY

- The new Regional Mental Health Centre will deliver acute care and intensive treatment. Women offenders at Joliette Institution and dangerous offenders at the Special Handling Unit who require acute care will be referred to Institut Philippe Pinel for short-term hospitalizations.
- Intermediate care and treatment will be delivered at Joliette Institution and the Special Handling Unit.
- All of the Region's institutions will offer out-patient psychiatry and counselling services.
- Aftercare and relapse prevention services will be provided in the community. The Martineau Community Correctional Centre and the Lafleur Community-based Residential Centre will deliver structured programs.

Mr. Watkins, Mr. Fafard and Mr. Lévesque took the opportunity to sign the new RMHC Mission document. Mr. Fafard reminded the audience that the Centre had been following a clear strategic policy over the last two years in its pursuit of continuous quality improvement. As a result, the Centre achieved a first important objective this year: official accreditation by the Canadian Council on Health Services Accreditation (CCHSA).

As an accredited facility, the RMHC is promoting its multidisciplinary structure that combines solid clinical and correctional components working in tandem to more effectively meet the needs of a challenging clientele.

Mario Lévesque, Director of the RMHC, also took the opportunity to praise the RMHC team for its unflagging efforts, tenacity and initiatives, all of which were key to the Centre's accreditation.

RMHC CLIENT PROFILE

The RMHC admits, supports and now treats the offenders with the most acute needs in the Region. These include offenders at a very high risk of self-inflicted injury or suicide, as well as others struggling with major psychiatric problems or severe personality disorders.

Criminologically, the average offender admitted to the RMHC is 39 years of age, a second-time federal offender serving a sentence of 8 years, with a medium-security classification and a low reintegration potential. Clinically, such offenders exhibit high comorbidity rates (multiple diagnoses), including drug-related disorders.

PEER-VOTED "AWARD OF EXCELLENCE"

To underscore the excellent work of their peers, RMHC staff suggested creating an "award of excellence" two years ago during the RMHC's fifth anniversary celebrations. Management immediately approved and encouraged the initiative. Recipients of the award are honoured for their professionalism, sense of initiative and team spirit.

The selection committee, chaired by Parole Officer Sébastien Pilon, bestowed the 1999-2000 award of excellence on Correctional Officer Roger Desjardins at the official opening ceremony.

The Warden also gave two immediate bonuses and a certificate of appreciation to three RMHC staff members, Paule Laforest, Gilles Desjardins and Michel Baroudi, for their outstanding performance this year. ◆

First Reintegration and Research Conference

By Jacques Bigras, Senior Psychologist, Regional Headquarters

The first regional conference on reintegration and research kicked off at the Château Hotel at Mirabel Airport on May 24 and 25. Funded by the Research Division at National Headquarters and organized by Quebec Region, the conference hosted university professors, professionals from the Correctional Service of Canada (CSC) and other organizations, representatives of the National Parole Board and many researchers. Taking a multidisciplinary approach, the conference addressed a range of issues related to sexual offences, suicide, mental health, dangerousness, family violence and restorative justice.



Panel members: left to right: Carole Plante, Deputy Warden, Joliette Institution; Michel Roy, Assistant Commissioner, Corporate Development; Sonya Ellefson, Programs Coordinator, Archambault Institution; Yvon Nadeau, Coordinator, Integrated Sentence Management Program



The organizing committee. Left to right: Adrien Grégoire, Recruiting Officer; Lise Leclair, Technical Support, Paragraphe Company; Jacques Bigras, Senior Psychologist; Dominique Daigle, Management Trainee

The Regional Deputy Commissioner of Quebec, Richard Watkins, opened the conference by underscoring the importance of research to an organization like CSC. He gave examples of how research had helped CSC make progress by allowing us to measure and assess the relevance of our activities. Regularly updated statistical and research reports enable the CSC to educate lobbyists, editorial writers and radio and television commentators who sometimes transmit alarmist information to the public about CSC's operations and clientele.

Next came a comedy sketch by a young theatre group portraying the problems involved in gathering information in a correctional facility. The stereotypes portrayed in the sketch light-heartedly depicted a few of the approaches used with inmates, eliciting laughter from the audience.

An opening panel discussion, chaired by Dr. Luc Granger, head of the Department of Psychology at the Université de Montréal, featured Larry Motiuk, CSC's Director of Research; Guy Lemire, Director of the School of Criminology at the Université de Montréal, and Gilles Côté, Director of Research at the Philippe Pinel Institute. These panelists underscored the contribution of actuarial tables in assessing dangerousness and criminal risk.

Participants could choose from some twenty theme-based workshops covering a wide range of corrections-related topics: sex offender treatment; profile of federal offenders who commit suicide; the criminal personality; motivation and receptivity with regard to correctional programs; profiles of substance use and abuse among CSC inmates; family violence; mental disorders and incarceration; women offenders and crime; the violence prevention program; and a profile of federal inmates in Quebec.

Also covered were the following topics: the impact of an aging offender population on correctional operations; success factors in psychological counselling; the specific problems of inmates belonging to ethnocultural groups; the concept of restorative justice; dangerousness factors in psychiatry and the effects of physical activity in treating mental health problems.

At the closing session, Yvon Nadeau, Coordinator of the Integrated Sentence Management System Program, gave a presentation on how programs have evolved over the past 30 years, from recreational activities in the 1970s to group therapy today. Sonya Ellefson, Program Coordinator at Archambault Institution, then described how correctional programs now depend on research data; and Michel Roy, Assistant Commissioner, Corporate Development, explained the major thrust of future research. Carole Plante, Deputy Warden at Joliette Institution, chaired the panel. The audience had opportunities to ask the panel members questions and offer their own comments on research at CSC.

Normand Granger, Chair of the Regional Research Committee and Director of Quebec's East-West District, gave the closing speech and thanked the organizing committee and the workshop chairs. He also pointed out that over 80 research projects are currently underway within Quebec Region.

To the organizing committee's credit, a compilation of conference evaluation reports showed that participants were very satisfied with the organizational arrangements.

Finally, the event increased awareness about the research being done within CSC and made everyone realize the importance of verifying the effectiveness of intervention targeting offenders. Many participants hoped for another conference to fill the need for discussion and sharing. ◆

Sainte-Anne-des-Plaines Institution Promotes Youth Awareness

By Georges Flanagan, Assistant Warden, Management Services, Sainte-Anne-des-Plaines Institution

On the evening of June 27, 2000, at a meeting organized jointly by a local youth centre and Sainte-Anne-des-Plaines Institution (SAPI), the Assistant Warden, Management Services, Georges Flanagan, led an information session at the centre for a group of 20 young people aged 14 to 17. Also at the session were two members of the youth centre's staff, special-education teacher Mélissa Poirier and remedial teacher Marie-Claude Cadieux.

A federal penitentiary is a rather mysterious place that generates a lot of public curiosity and sometimes concern because people don't know what goes on there. In order to make our operations more transparent and establish links with our local community, SAPI has set up a communications program that includes meetings with various segments of the community.

The gathering at the youth centre lasted over two hours, during which the Assistant Warden described the Correctional Service of Canada (CSC), the Institution, as well as a number of topics designed to raise young people's awareness about correctional realities. Taking care to use language suited to his audience, the Assistant Warden paid special attention to the way inmates progress through the correctional system, the positive contributions they make to the community, and the work we do in corrections. After the presentation and discussion, the audience watched a video by the Region's communications sector on public protection and reintegration.

At the end, the audience bombarded the presenter with questions, making it clear that the presentation had sparked interest and that we had achieved our goal of informing and raising awareness.

Because of the enthusiastic response, we agreed to arrange a visit to the Institution for the early fall. The visit took place on September 21, 2000. The group was greeted by two of the Institution's employees and accompanied throughout the visit by the president of the inmates' committee.

The visitors heard talks by institutional employees about their various duties. For example, Parole Officer Nathalie Arbec explained her job and the qualifications it involves. Chaplain Pierre-Alain Argouin talked about his relationship with the inmates and what they seek through chaplaincy services.

At the end, the visitors each received a small souvenir made by the Institution's inmates as part of the training program in horticulture: a small green plant symbolizing the regenerative process underlying all of CSC's efforts. ◆



Left to right: (front row) Marie-Claude Cadieux, Mario Danis, Mélissa Poirier and Myriam Verdoni of the youth centre, and André Ayotte of Sainte-Anne-des-Plaines Institution

Crime Prevention Port-Cartier Institution Participates in Film

By Michèle Fournier, Offender Reintegration Coordinator, Port-Cartier Institution



Employees of Port-Cartier Institution, working with the Baie St-Paul youth forum and the Quebec City regional health and social services board, recently helped make a film designed to prevent youth crime. Over twenty corporate and community partners as well as volunteers from the Charlevoix region also contributed.

The involvement of Correctional Officer Marc Bouchard allowed the Baie St-Paul youth forum to complete the film in a real prison environment in order to maximize its impact on young people. Recognizing the importance of preventing youth crime, management at Port-Cartier Institution allowed a group of correctional officer volunteers to film the final scene in the administrative segregation unit.

Entitled *Amours glacials,* the film primarily targets senior high school students and deals with such topics as addiction, suicide and sexual assault. The actors are high

school students. The film tells the story of Pascale, a student who is in love with a drug trafficker. It shows how drug use upsets the lives of several young people from Baie St-Paul, leading to sexual assault, abortion and suicide. The film's realism undermines the image of crime as "cool."

Eventually the film will be used as a youth addiction prevention tool. Currently at the pilot project stage, it has been viewed by some 200 Baie St-Paul high school students and was broadcast on regional television.

The involvement of Correctional Officer Marc Bouchard allowed the Baie St-Paul youth forum to complete the film in a real prison environment in order to maximize its impact on young people.

Michèle Fournier, Offender Reintegration Coordinator at Port-Cartier, attended the film screening. She took the opportunity to deflate a few myths and answer questions about corrections. The students asked insightful questions, mainly on the daily life of an inmate.

All participants agreed that this sort of event should take place every year because it helps prevent youth crime. Parents were also very pleased that a Correctional Service of Canada representative was present to answer the students' questions.

All in all, a memorable experience for everyone! ◆

Port-Cartier Institution Employees take to the Stage

By Gilles Ringuette, Assistant Warden, Management Services, Port-Cartier Institution

Last May, a group of elementary students from the town of Port-Cartier attended a play put on by Port-Cartier Institution employees. Performed on May 24 and 25, the play aimed to inform and raise awareness and interest in natural resource conservation and recycling.



Left to right: Réjean Thomas (Disquette) and Alain Boulianne (Chaussette)

Lucie Dignard, an employee of Port-Cartier Institution and a member of its Green Plan Committee, came up with the idea of producing a play. Hedwige Herbiet originally wrote *La poubelle à Pimpim*, or Pimpim's wastebasket, in 1974. Directed by Robert Lavallée, another Port-Cartier Institution employee, the play featured ten characters: Crayonnet and Tarzan (Gilles Ringuette, Assistant Warden, Management Services), Cannette and Mauvaise Idée (Linda Robertson, Aboriginal Liaison Officer), Disquette (Réjean Thomas, Food Services Officer), Chaussette and Snoopy (Alain Boulianne, Supervisor, Correctional Operations), Pimpim (Yvette Desrosiers, Clerk, Inmate Pay), Bonne Idée (Sylvie Paquet, Clerk, Case Management) and Tintin (Nancy Cormier, Clerk, Segregation).

All of the sets were made from reusable materials such as wood scraps, paper and leftover paint. They were first assembled by Technical Services employees and then painted by two Port-Cartier volunteer inmates. The employees who participated in this production worked for nine months to bring it all together and rehearse their respective roles.

Some 300 youngsters from two schools, Mère d'Youville and St-Alexandre de Port-Cartier, came to see the play and interact with the players. They watched as the various other characters managed to persuade Pimpim not to just plop things into a wastebasket but to consider recycling them instead.

The play was such a huge success that a third performance was organized for the Institution's employees, their families and friends. All of the feedback we received, especially from teachers, was positive. The youngsters were quite impressed with the characters and understood the key messages about conservation and recycling.

Port-Cartier Institution employees were thrilled by their experience of working with youngsters and look forward to making an encore in the near future. ◆



Yvette Desrosiers (Pimpim)

Reaching Out: The Muskoka Community
Fenbrook Institution and Beaver Creek Institution



Inmate George Mancini presents a quilt and receiving blankets crafted for Birthright Muskoka



Inmate Shon Hart starts to get the hang of knitting. The small squares made by inmates learning to knit were sewn together into dog and cat blankets and donated to a local animal shelter



Inmate Daniel Mesgun sews receiving blankets



Inmate David Pallister begins learning how to knit

By Susan MacLeod, Community Proposal Liaison, Fenbrook Institution and F. Craig Johnson, Inmate Volunteer Co-ordinator

Long before the "bricks and mortar" of Fenbrook Institution came to dot the Muskoka landscape, the Correctional Service of Canada (CSC) began engaging the local public in a forum of exchange. Muskokans naturally wanted to know more about the facilities and their operations, and CSC wanted to both inform the public and receive its input.

To this end, the Community Liaison Committee (CLC) of Fenbrook and Beaver Creek Institutions was created as a forum for discussion between the community and the Institutions. The CLC is made up of community volunteers who represent organizations and agencies active in the Muskoka community, along with CSC representatives, including the Wardens of both Institutions.

CLC members foster an ongoing dialogue with the greater community by supplying accurate, helpful information on issues and perceptions inside and outside the Institutions. This shared knowledge is a powerful tool in furthering mutual understanding and clear interpretations among the correctional facilities and their host residents, the people of Muskoka.

In general, the Muskoka region CLC has acted as a liaison between CSC and the public by such means as encouraging tours of the facilities and scheduling public information sessions. It has helped provide an effective platform for voicing concerns and fostering factual discussions of the issues among CSC and the Institutions' neighbours.

INMATE VOLUNTEERS GIVE BACK TO THE COMMUNITY

An opportunity to accomplish even more came when several inmates at Ferndale Institution decided to "give back" to the community. Inmate enthusiasm for volunteerism was identified clearly at the "Corrections 2 Community" forum, chaired by the John Howard Society and held at Fenbrook Institution in the fall of 1999. As part of its vision, CSC embraces the concept of inmate volunteers actively sharing their skills for the benefit of the larger community. The CLC was encouraged to champion this process and it succeeded with flying colours.

Since May 2000, Fenbrook Institution has employed one inmate full-time as the Inmate Volunteer Coordinator. This inmate works with the CLC in processing applications from community agencies and managing the inmate volunteer effort.

Under the direction of Volunteer Coordinators Jim Spicer and Cindy Jamieson, and along with Community Proposal Liaison Susan MacLeod, a program was established that would allow inmates to volunteer for charitable activities involving the community.

The inmates' first project was a combination of proposals from three different community organizations, all of which had requested that certain items, including infant clothing for local hospitals and for needy families, be knit or sewn.

FROM COOKIES TO QUILTS

The St. Joseph's Catholic Women's League was approached and agreed to solicit for donations, train and supervise weekly Knitting & Sewing evenings at the Institution. Every Wednesday evening, inmates meet to produce different items such as baby booties, receiving blankets and quilts.

Another project in the works is to create a logo for the Muskoka Volunteer Network. Six artists' impressions have been made and submitted to the organization for its consideration. Additionally, inmates will produce a display board for the group.

Inmate groups have been encouraged to take on individual projects. The Lifers' Group has designed and made an artist's easel for use in a local public school, and the Native Brotherhood is organizing a cookie drive for the Girl Guides of Canada.

The volunteers held a food/money drive for the Bracebridge Manna Food Bank and are planning to develop a cookbook for sale, with the proceeds donated to a local youth group.

So far, 71 inmates have signed on for volunteer work. Inmate Volunteer Coordinator F. Craig Johnson believes that volunteering for charitable and non-profit agencies is an excellent way to spend quality time, especially in institutions, where free time can all too often be a drawback.

"This program offers individuals a very positive experience where everyone wins," says Mr. Johnson. "The future of this program looks very promising. The whole team is working together to make it a success". ◆

Man's Best Friend Extends a Helping Paw to Older Offenders

By Monika Stolte, Parole Officer, Bath Institution and owner/handler of Alexi

Ms. Marie-Andrée Drouin of the Older Offender Division at NHQ recently visited Bath Institution during her "fact finding" tour of various institutions in order to speak to, and about, older federal offenders. While here, she discussed various issues of special interest to older offenders, such as accommodation, health care, recreation, programs, security, employment and community after-care.

I am a Parole Officer at Bath Institution who also enjoys showing and training a number of purebred German Shepherd dogs that I have. After Ms. Drouin left, I met with the Chairman of Bath Institution's "50 More or Less Group" and explained that I take my dog Alexi (Canadian Champion Nacasha's Brandi Alexandra) to visit residents at a local retirement home. I asked him if that was something of possible interest to older offenders at Bath Institution.

The inmates he spoke to all gave an enthusiastic "thumbs up" to the idea.

PREPARING THE RIGHT DOG FOR THE JOB

I then gathered up all the dog's certificates (such as Temperament Tests, Canadian Championship, Canine Good Citizen, and St. John Ambulance Therapy Dog), wrote a letter of "introduction" and provided these to the Bath Institution's Administration for approval. The Management Team, as well as the Union of Solicitor General Employees, approved the initiative.

Alexi is a 3-year-old female German Shepherd, who has been visiting residents of Briargate Retirement Village (near Kingston) since October 1999, where she "visits" and interacts with a variety of older and infirm residents, many of whom are bedridden, use walkers or wheelchairs, and suffer from Alzheimer's Disease. She has always been very well received there and has gained considerable esteem for her behaviour, temperament and gentleness.

A great deal of work, time and effort goes into having a dog certified to work as a St. John Ambulance Therapy Dog, to achieve a Canine Good Citizen certificate, to pass the Temperament Test, and to become a Canadian Champion show dog. The dog must be familiar and comfortable with situations and tests that include: meeting and greeting strangers (including other dogs); a gun test; a drunken/aggressive stranger test; crowds; obedience exercises and being examined by a stranger.



Robert W. Brown and Walter Cheney from the "50 More or Less Group" and Monika Stolte, Parole Officer, Bath Institution with Alexi being presented with a Certificate of Appreciation

THE OLDER OFFENDERS MEET A NEW FRIEND

The arrangements were made and many of Older Offenders were awaiting our arrival at the institution on August 6 when I brought Alexi in for the first visit with the Institution's "50 More or Less Group."

Alexi was very well received by the dozen or so men in the group and I am sure Alexi was happy because I had provided the men with tiny dog biscuits and a ball for them to toss to her. Many of these offenders have not had the pleasure of playing with a dog for a long time and others have never really been comfortable around dogs but Alexi's obvious pleasure made all relax. We spent a good hour and a half with the group while many of the offenders played with and petted the dog and asked me many questions about her. We discussed everything from feeding, to training, to dog show procedures and rules. Everyone, including the dog, had a good time. The group appeared to be very appreciative of Alexi being there with them, and indicated they wanted it to happen again.

The second visit to Bath Institution occurred September 3 and again the visit was a great success. This time, many of the men chose to have the institutional photographer take their pictures with Alexi. The group even presented Alexi with an "appreciation" certificate, indicating she has been made a member of the Bath "50 More or Less Group."

Arrangements have been made to bring Alexi in on a regular basis, depending on what the group wishes to do.

Although this program is in its infancy, it is very obvious that there was nothing but appreciation and delight in this dog visiting with the offenders. It appears to be very therapeutic for the offenders. They were able to have "fun" as well as get close to a "pet" once again and feedback from the group's chairman was entirely positive.

We hope to keep this program going. We also recognize that this is just a small effort to acknowledge that, on occasion, we can assist in bringing some positive "feel good" influences into a prison environment, as well as provide some special programs for certain offender groups, such as the older offenders. ◆

CSC Runs for Breast Cancer

By Jane Tassielli, Communications and Executive Services

On Sunday October 1, the Correctional Service of Canada (CSC) entered two teams in the CIBC Run/Walk for the Cure. Over 1,500 local residents participated in the run/walk to raise money for breast cancer research. It began and ended at the Regional Correctional Staff College. The first team, the "CSC Crime Busters," included Jane Tassielli from Ontario Regional Headquarters and her two children, Jacob and Alexandra, Suzanne Kellermann from Kingston Penitentiary and her son, Justin,

Theresa Westfall and Steve Dine both from Regional Headquarters, and Susan MacKenzie, Regional Health Care Administrator. Steve Dine raised a significant amount of the total team contribution of $805.00

The second team entered was the "Millhaven Road Dogs." Its members, Paul Chaves, Laura Light, Kim Racicot, Tracey Fenton, Gervais Serran and Judy Burstyn, were able to raise a total of $1,965.50. Paul Chaves was the team's top pledge collector. ◆



CSC Crime Busters



Millhaven Road Dogs

International Day of the Older Person
Reception at Pittsburgh Institution

By Janet Clark, Assistant Warden, Management Services, Pittsburgh Institution

On Thursday, October 5, Pittsburgh Institution held a small reception in recognition of International Day of the Older Person. Approximately thirty members of the senior's group enjoyed cake and coffee. The Chief of Health Services, Jan Holland, in collaboration with Food Services and the President of Pittsburgh's senior's group, organized the reception.

Mrs. Holland welcomed everyone in attendance and introduced the group to Deputy Warden Ron Fairley and Unit Manager Robert Clark, nursing staff Greg Stewart and Didi Hillberdink.

Mr. Fairley began his presentation by explaining what International Day of the Older Person is all about and its significance to the Correctional Service of Canada (CSC). He described the initiatives in progress within the Service to deal more effectively with the unique and specific needs of an aging population. He also explained the challenges facing CSC when it comes to making changes. He told about the problems facing policy makers who have no first-hand experience in the area. Then, he challenged the group to enlighten CSC on seniors' needs and make suggestions that could start the ball rolling.



Peter Mulder (chairperson of Pittsburgh's Senior Group) is shown cutting the cake at the celebration held at Pittsburgh on International Day of the Older Person

Mr. Clark addressed the group in turn and promised to meet with the seniors on a regular basis in an effort to work out some interim changes in the Institution while awaiting a national policy review.

During a question and answer period, the offenders mentioned a few generally held generic concerns related to the education and employment needs of older offenders. They praised Pittsburgh Institution for giving older offenders placements on admission and for its excellent and accessible Health Services. ◆

The Three Amigos

By Jane Tassielli, Communications and Executive Services

How did these three men help over 900 people?

At a recent appreciation night sponsored by the Kingston Branch of the Canadian Blood Services, three Correctional Service of Canada employees were awarded certificates for their many blood donations.



Left to right: Rick Chalmers, Al Meloche and Mark McIntosh have donated 75, 100 and 50 units of blood, respectively

Al is the Ontario Region Employee Assistance Program and Critical Incident Stress Management Coordinator. Mark is a Clerk at Ontario Regional Headquarters, and Rick is a Correctional Officer at Collins Bay Institution.

The three are presently spearheading a Christmas blood donor drive among correctional employees in the Kingston Area.

Since each donation can help up to four recipients, their total donations could help over 900 people! ◆

Friends of the Correctional Service of Canada Museum Boat Cruise

By Rae Gately, Correctional Supervisor, Kingston Penitentiary

Photos: Rae Gately

The Friends of the Penitentiary Museum at Kingston Inc. hosted a cruise aboard the Island Star on September 6, 2000. A resounding success, the cruise was intended to raise funds to advance the development of the Correctional Service of Canada (CSC) museum. Those attending included MP Peter Milliken who continues to demonstrate his support for the Museum.

The event was relaxing and informative, as guests were served an excellent assortment of canapés and treated to a presentation by Curator David St. Onge. The curator provided some very entertaining glimpses into the history of the prison and its relationship to the waterways linking the prisons of Ontario and Quebec.

One highlight of the cruise came when the Island Star proceeded west beyond its normal route to provide a rare view (for most of us) of the south wall of Kingston Penitentiary as it appears from the water. All in all, the cruise was a pleasant and memorable event.



David St-Onge, Curator of the CSC Museum, displaying artifacts



Winston MacLellan, Chairman of the Friends of the Penitentiary Museum Inc. at Kingston and MP Peter Milliken



View of the Kingston Penitentiary from the water

The Friends of the Penitentiary Museum at Kingston Inc. would like to thank its members and the community for their ongoing support, with a special word of gratitude to the retired volunteer staff members who have donated so many hours and contributed so generously to making this a record year for the Museum.

For information on becoming a "Friend" of the Penitentiary Museum, please contact: Connie Cookman at (613) 547-7510, or by e-mail, cookmanca@csc-scc.gc.ca ◆

Employee Assistance Program Week

By Michelle Korzenowski, EAP Referral Agent, Riverbend Institution

Saskatchewan Penitentiary stood by with disbelief as Riverbend's tug-a-war team pulled up to compete in the tug-a-war competition. Unfortumately, team leaders "Mike and Pat" were sent back to pasture for exceeding their weight class. Unit 2 staff of Saskatchewan Penitentiary, were recognized for winning the competition. The annual Employee Assistance Program (EAP) week was a great success filled with plenty of activities and fun to promote the Program. ◆



Relocation and Expansion of the Oskana Community Correctional Centre

By Dale Delainey, Commissioning Officer

On July 27, 2000, the Correctional Service of Canada (CSC) announced that a proposed site had been chosen for the construction of a new, 42-bed facility replacing the aging 20-bed Oskana Community Correctional Centre in downtown Regina.

Oskana has operated in the core area of the City of Regina since 1972. Over the last 28 years, the CCC has built an excellent working relationship with the City of Regina, the Regina Police Service and the local Core Community Association. The proposed site would keep the Oskana Center in the same core area, six blocks from its current site. The Correctional Service of Canada selected the site with the assistance of Public Works and Government Services Canada along with the support of the local Core Community Association.

Initially, the plan was to renovate the existing facility. However, the current building's numerous occupational health and safety deficiencies and offender population projections indicating a need for increased bed space prompted CSC to seek and obtain Treasury Board approval for the construction of a new, expanded, 42-bed facility.

The proposed facility would comprise seven independent living units, each accommodating six residents. It would blend with the architectural style and character of existing neighbourhood homes. Construction could be completed by the spring of 2002.



Photo: Regina Leader Post

Core area resident, Beth Gleason, in attendance at the Oskana Centre Open House held on August 22, 2000. Preliminary design drawings of the proposed new CCC are behind her

The public consultation phase of the project started in mid-July with a letter hand delivered to the immediate neighbours of the proposed site and a news release. An open house took place August 22 from 2 p.m. to 8 p.m. at the existing Oskana Centre to allow the public to find out more about the proposal and to seek community input. Although public attendance was low, the media turnout was strong.

So far, community feedback has focused on safety issues and property values. Some residents are dissatisfied with the amount of public involvement in the project to date.

Next steps will include taking advantage of opportunities to provide accurate, factual information to the community in order to help ease its concerns, and to work with the City of Regina in evaluating other possible locations for the facility.

A final decision on a new location for the facility is expected by the end of the year. ◆

Correctional Service Award for Humanitarian Contribution

By Joanna Pauline, A/Assistant Warden, Management Services, Edmonton Institution

Warden Chris Price presented Correctional Supervisor Terry Sharun with the Correctional Service Award for Humanitarian Contribution at the General Staff Assembly on July 27, 2000. Terry's example shows how one person's enthusiasm and commitment as a volunteer can affect the life of a community. He and his family are all very active in the Leduc (Alberta) community.

Terry led and organized the 1995 powerlifting competition in preparation for the Alberta Provincial Championships for the Physically Challenged at Leduc, Alberta; the 1996 Canadian National Championships; the 1998 World Bench Press Championships; and the 1999 Western and Alberta Championship. In July, 2000 Terry acted as Director and hosted the Strongman Competition in the City of Leduc. The Competition consisted of tractor-pulling, truck pulling, tire flips (weight of 295 kg), carrying 114 kg in each hand for 30 m and back. This was a first time event for Leduc and it was received very well. There were 40 competitors. Applications were received from as far away as Holland.



Left to right: Chris Price presents Terry Sharun, Correctional Supervisor, with the Correctional Service Award for Humanitarian Contribution

In addition to organizing major competitions almost every year, Terry is Treasurer of the Alberta Powerlifting Association and teaches powerlifting. He is currently President of the Leduc and District Minor Football Association.

His leadership was recently honoured with a Citizen of the Year Award from the City of Leduc in February 2000. Terry also received an Athletic Achievement Award in 1999. His community involvement has helped spread a positive image of the Correctional Service of Canada. ◆

Ceremonial Table Installed at Regional Headquarters

By Tim Krause, Regional Communications Officer

A beautiful, 2.4-meter round table was installed in the Aboriginal cultural room at Prairie Regional Headquarters in October. The table was designed and built at the Saskatchewan Penitentiary CORCAN cabinet shop.

The idea for the cultural room came from Deputy Commissioner Rémi Gobeil whose travels and activities had generated quite a number of special gifts from Aboriginal organizations that required a special place for display. During the recent renovations at Prairie Regional Headquarters, one of the meeting rooms was converted into an Aboriginal theme room. In keeping with the Aboriginal theme, a round table seemed suitable.

With little more than a rough idea to work from, the Saskatchewan Penitentiary CORCAN cabinet shop was approached to take up the challenge. According to instructions, the shop was to build a round table and try to incorporate a few Aboriginal design elements.

The finished product far exceeded everyone's expectations. The table is made of oak with walnut edging and inlay. Its base

resembles a ceremonial drum. The top consists of four quadrants constructed from wood specifically chosen to ensure that the grain runs toward the centre. Only top quality wood was used in the construction. A clear, water-based stain was applied to finish and protect the wood and to enhance its natural colour and beauty. The tabletop was built in two sections to fit through normal sized doors.

Spearheading the project was cabinet shop Instructor Don Wiegers, along with offenders Vince Nahbexie and Mike Nelson. Mr. Wiegers gave credit for the project to Mr. Nahbexie and Mr. Nelson who played a critical part in both the design and construction. Mr. Wiegers estimated that over 200 hours of painstaking work went into the finished product.

Mr. Nahbexie drew a parallel between his current healing process and the process he followed to construct the table. "I took great pride in my work and saw the project as a real challenge - just as life involves changes and challenges."

Along with the table were eight beechwood chairs. The chairs were supplied by another company, but finished and upholstered at Saskatchewan Penitentiary.

Mr. Nahbexie and Mr. Nelson were on hand for the table's delivery at RHQ. They were honoured and thanked for their contribution at an informal ceremony headed by Regional Elder John Stonechild. The table will certainly be a treasured, welcome addition to Regional Headquarters for years to come. ◆



Left to right: Regional Elder John Stonechild, Vince Nahbexie, Mike Nelson and CORCAN Cabinet Instructor Don Wiegers in front of the ceremonial table

Convicts, Computers and Kids

By Ellen Henderson, CORCAN Corporate Communications

Sounds like an unlikely combination doesn't it? Well think again! A new program launched in the Pacific Region of the Correctional Service of Canada (CSC) is teaching parolees new skills they can use to get a job while also providing desperately needed computers to children in inner-city elementary schools throughout British Columbia.



Computers for Schools is a nation-wide program that started a few years ago. It aims to recycle computers that companies and governments discard for newer, more powerful models. Volunteers from a variety of service clubs refurbish the older computers and send them to schools across Canada. The concept is brilliant and helps prepare all of our children for success in the rapidly changing world of technology.

THE KEYS TO SUCCESS

The program appeared at a critical time when school budgets, already strained to the limit, were finding it tougher and tougher to keep up. Poorer inner-city schools were suffering the most, rapidly failing to meet their students' needs for computers to learn even the most basic keyboarding skills. By denying them equal access to technology, the key to job market success, we are jeopardizing our children's futures.

Since the Computers for Schools program started in the mid-nineties, over 200,000 refurbished computers have been delivered into the hands of the nation's grateful schools. In British Columbia alone over 27,000 machines have found their way into classrooms and to the eager fingers of young keyboarders.

DOUBLE THE VALUE

Combine this concept with the needs of another segment of society that also wants to learn how to succeed in today's technology-driven market place – people paroled from federal institutions – and you double the social value of the whole program.

That's what's happened in Pacific Region when, in 1998, CORCAN offered to fund a pilot workshop in partnership with Computers for Schools and the Salvation Army to teach paroled inmates how to refurbish computers.

John Houck, General Manager of Computers for Schools, quickly saw the proposed program as a win-win situation for everyone: "We've had about 35 parolees participate in the program so far and some have gone on to obtain a solid background in computers through a more formal education. So they've actually started building a career for themselves."

WINNERS ALL-ROUND

Since opening in December 1998, CORCAN workers have refurbished a grand total of 1,700 computers for British Columbia schools.

And what do the children think? Recently, students from a grade six class in Inman Elementary School in Burnaby took the time to write to CORCAN's Regional Director, Pacific Region, Sandra Thiessen, to thank CORCAN for its fine work.

One grateful student explained, "We use the computers for typing poems and reports and also for researching. They are great resources for kids our age," adding, "I hope you continue what you are doing so that kids in the future can get an equal opportunity to learn how to type and use the computers." Another student offered the view that "recycling computers saves pollution and saves money for schools."

For Ms. Thiessen, Computers for Schools is a proven winner. "Our parolees learn valuable skills that give them an edge in the work force and they are really thrilled to make a important contribution to society and to the kids. It gives them a real sense of pride and satisfaction." ◆

Spiritual Care in Prison Where Freedom Begins

By David Hough, Citizen Advisory Committee Chairperson, William Head Institution and an active member of the Restorative Justice Coalition

The following article was written by Tim Newell, Governor (Warden) of HMP Grendon and HMP Springhill, two prisons in the United Kingdom located near Aylesbury in Buckinghamshire. Governor of these prisons for the past 8 years, Tim Newell has served as a prison governor in the UK for more than 30 years. In 1999, he co-authored *Murderers and Life Imprisonment: Containment, Safety and Risk*, and in 2000, he wrote *Forgiving Justice: A Quaker Vision for Criminal Justice.* He is also editor of *The Prison Journal for England and Wales.*

Earlier this year, Michael and Anita Hadley, active members of the Restorative Justice Coalition, were residing in England on sabbatical. Before returning to Canada, they met Governor Newell and spent some time at Grendon and Springhill. When Governor Newell and his wife, Ann, came to Canada for their son's wedding in Vancouver, he graciously accepted the Restorative Justice Coalition's invitation to visit William Head Institution for the better part of two days, on September 11 and 12, 2000.

Governor Newell started his visit with a breakfast meeting with Bob Brown (Director, Vancouver Island Parole District) and staff at Victoria Parole followed by a presentation on Circles of Support by Andrew McWhinnie. From there it was off to prison. Governor Newell met Michael Gallagher, Warden of William Head Institution, and other staff members, toured the Institution, attended a special meeting of the Restorative Justice Coalition, observed two elder-assisted parole hearings, and ended his visit by joining in a sweatlodge prayer ceremony with members of the Native Brotherhood. Lloyd Haarala, Native Spiritual Advisor, honoured Governor Newell during the sweat by giving him the Native name "Manitou Mukwa" or "spirit bear."

This article is expected to be published concurrently in *Out of Bounds* (a magazine published by inmates at William Head Institution) and *Let's Talk.* The Restorative Justice Coalition would be delighted to receive feedback on the article in order to foster constructive dialogue on this important subject. This feedback will be passed along to Governor Newell and other interested parties. Please send mail to: The Restorative Justice Coalition, William Head Institution, P.O. Box 4000, Station A, Victoria, British Columbia, V8X 3Y8.

A Spiritual Perspective on the Role of the Prison Officer

By Tim Newell, Governor, HMP Grendon and HMP Springhill, Buckinghamshire, United Kingdom

Supervising and caring for prisoners in places of security demands very specific skills, attitudes and role perceptions. For the prison regime to be re-humanizing rather than de-humanizing, it is important for the prison officer's role to be clearly and well developed. By losing sight of the uniqueness of the individual, practice can become centred on trying to fit the "average" prisoner into traditional patterns of prison regimes. The Chief Inspector of Prisons regularly reveals the dangers of depersonalization and abuse that can result from such an approach. Those caught up in the management of prisons somehow fail to perceive the reality of the experience of prisoners.

The connection between role perception and the treatment of prisoners raises important questions about the professional and institutional role of the prison officer. This paper proposes that a lack of role definition leads to practices and procedures that sacrifice the unique individuality of each prisoner to the demands of impersonal regimentation and security. Poor role definition replaces individuals by nothing more than their diagnoses and behaviour and restrictive routines and strategies designed to control rather than enhance their lives.

We need a vision of care that fixes the prison officer's focus on the centrality of the person, while developing a realistic, practical approach to the challenges arising from the prison setting. Officers should be empowered to work toward forms of care that can maintain and creatively negotiate the critical balance between treatment and security. Prison officer practice that takes the importance of spiritual care seriously can help achieve such a balance and provide a new vision on prison care.

Why, in this post-Christian, materialistic and technologically oriented society, should we give serious consideration to something as ethereal and unscientific as spirituality? What could a focus on spirituality in prisons rife with violence, behavioural disorder, risk and the need for control possibly achieve? I will argue that this context is precisely why spirituality is so important, both for officers and prisoners. The term "spirituality" and its implications must be clarified in relation to the prison world.



Left to right: Tim Newell, Governor, HMP Grendon and HMP Springhill; Michael Gallagher, Warden, William Head Institution (WHI); David Hough, Citizen Advisory Committee Chairperson, WHI; and Michael Hadley, WHI Restorative Justice Coalition member

DEFINING SPIRITUALITY

A broad view of spirituality will help us approach the subject in relation to prisons. If we see it as a philosophical, relational and psychological term as well as a religious one, it begins to make more sense. We can define spirituality as the aspect that gives human existence its "humanness." It thus includes the significant structures that give meaning and direction to life and help us deal with the problems of living. Such elements include the search for meaning, purpose, meaningful relationships, love and commitment as well as a sense of the holy among us. Spirituality has been separated into three components:

- The need to find meaning, purpose and fulfillment in life, suffering and death;
- The need for hope and the will to live;
- The need for belief and faith in self, others and God.

Seen in this way, spirituality is clearly not an optional extra for the "religious prisoner," but an integral part of all human effort to make sense of life and the world, regardless of religious persuasion. Spirituality is not an exclusively religious concept. Religion is only one of many vehicles for the expression of a person's spirituality; it is not the property of the chaplain or the religious professional. Spirituality is a fundamental human need essential for developing the type of physical, psychological and social well being that is central to the goals of the healthy prison.

SPIRITUAL DISTRESS

Prisoners are particularly prone to spiritual distress and chronic spiritual need. However, in the prison setting, such needs run a real risk of not being taken seriously or of misinterpretation as anti-social or criminogenic tendencies. Prison officers must therefore remain alert to signs of spiritual distress and deal with them as they arise. Spiritual needs would include:

- Fear or anxiety – relating to treatment or sentence, the possibility of permanent or long-term imprisonment, the behaviour of self or others and future possibilities.
- Depression, sadness and grief – relating to issues of imprisonment, fear of other prisoners, inability to develop and maintain meaningful relationships with self and others.
- Hopelessness and despair – no hope of getting better, an awareness of the apparent hopelessness of their condition.
- Anger – frustration at self and others.
- Expressions of helplessness – verbal and non-verbal, feelings of powerlessness over the situation.
- Searching for meaning – a focus on questions of why particular experiences are happening to this individual.
- Expressions of guilt – implicit or explicit, searching for forgiveness.

This list contains aspects that do not necessarily relate to a person's offending behaviour and therefore need not always be considered in terms of sentence planning and treatment goals. By developing a focus on spiritual aspects, the officer is able to look beyond the expected behaviour and explore aspects of a prisoner that are often hidden, simply because we fail to ask the appropriate questions.

SEPARATING THE PERSON FROM THE OFFENCE

There is an inevitable overlap between the two concepts of the person and the offender. To develop a constructive approach to working with people in prison is to focus on the humanity of the individual. People do not become their offence or their offending behaviour but remain individuals with particular needs, hopes and desires. This model goes some way towards explaining the split in the prison officer's perception of prisoners as persons to whom they relate and offenders whom they may struggle to control. Addressing offending behaviour can be understood in terms of growth and personhood, which although clearly affected by the person's criminal experience, is not necessarily defined by it. Addressing offending behaviour can thus be seen as providing the person with enough resources to grow as unique individuals and to live their lives humanly as persons-in-relationship.

Understood in this way, prison regimes inevitably incorporate spiritual aspects such as:

- The capacity for growth
- Adequate sources of meaning
- Hope for the future
- A sense of empowerment
- An ability to accept challenges and grow in the midst of struggle and conflict
- A future orientation
- Adequate resources to ensure that one has the possibility of healthy interpersonal relationships with self and others
- An experience of feeling that there are possibilities for the future irrespective of one's circumstances.

All of these contribute to enhancing the personhood of individuals and allowing them to live their lives humanly, even in the middle of prison.

NEW ROLES FOR PRISON OFFICERS

In seeing the prisoner as a person, we acknowledge aspects often overlooked in our search for security, control and effective prisoner management. The role of prison officers takes on new meaning in the light of this discussion.

AS PROPHET

Care in this setting demands that staff speak out against structures and values that impinge on their practice. Prophets reveal new truths in situations of injustice. They recognize the personhood of the weak and vulnerable and adopt a powerful stance as advocates for the needy. The possibility of abuse in the prison setting remains ever present as regular reports demonstrate. The prison officer is obligated to challenge structures and policies that clash with the proper personal care of prisoners.

AS PRIEST

The prison officer can often be the main source of spiritual sustenance for prisoners, whether or not the officer acknowledges the fact. The officer mediates between the outside world and the inside experience. The officer can mediate wholeness or brokenness in relationships with prisoners. This can involve developing a trusting relationship. It may mean modeling the possibility of forgiveness through acceptance, irrespective of the individual's past.

AS FRIEND

A common thread between spirituality and offending is the theme of interpersonal relationships. Interpersonal relationships are one of the main ways of exercising spiritual care. In addition to the need for a professional relationship with prisoners, friendship can form part of the caring relationship. The detached and distant approach that sometimes characterizes models for prison officers is a ploy to maintain boundaries. But professional relationships can allow for humanness and still avoid the danger of manipulation and loss of security without compromising the clarity of risk assessments. Friendship in prisons could nurture the development of whole persons in the community.

CONCLUSION

Given the longer and longer sentences confronting more people today and the growing reality that some will live their entire life in prison, a focus on spirituality can reframe the hopelessness of such situations. Focussing on meaning, hope for the future and ultimate possibilities instills a sense that the prison experience can bring a form of freedom. Prison staff can provide sanctuary – a safe place where people escape the condemnation of society. But also through the process of confession and forgiveness, people can receive absolution for their own failings. Sanctuary can pertain to social pressures as well as well as the internal pressures of troubled human beings. Whilst the sanctuary experienced by offenders is enforced rather than freely chosen, the prison officer can create an atmosphere where acceptance, forgiveness and protection can become a reality. Spirituality leads to inner freedom, which leads to hope for even the most troubled and dangerous members of society. ◆