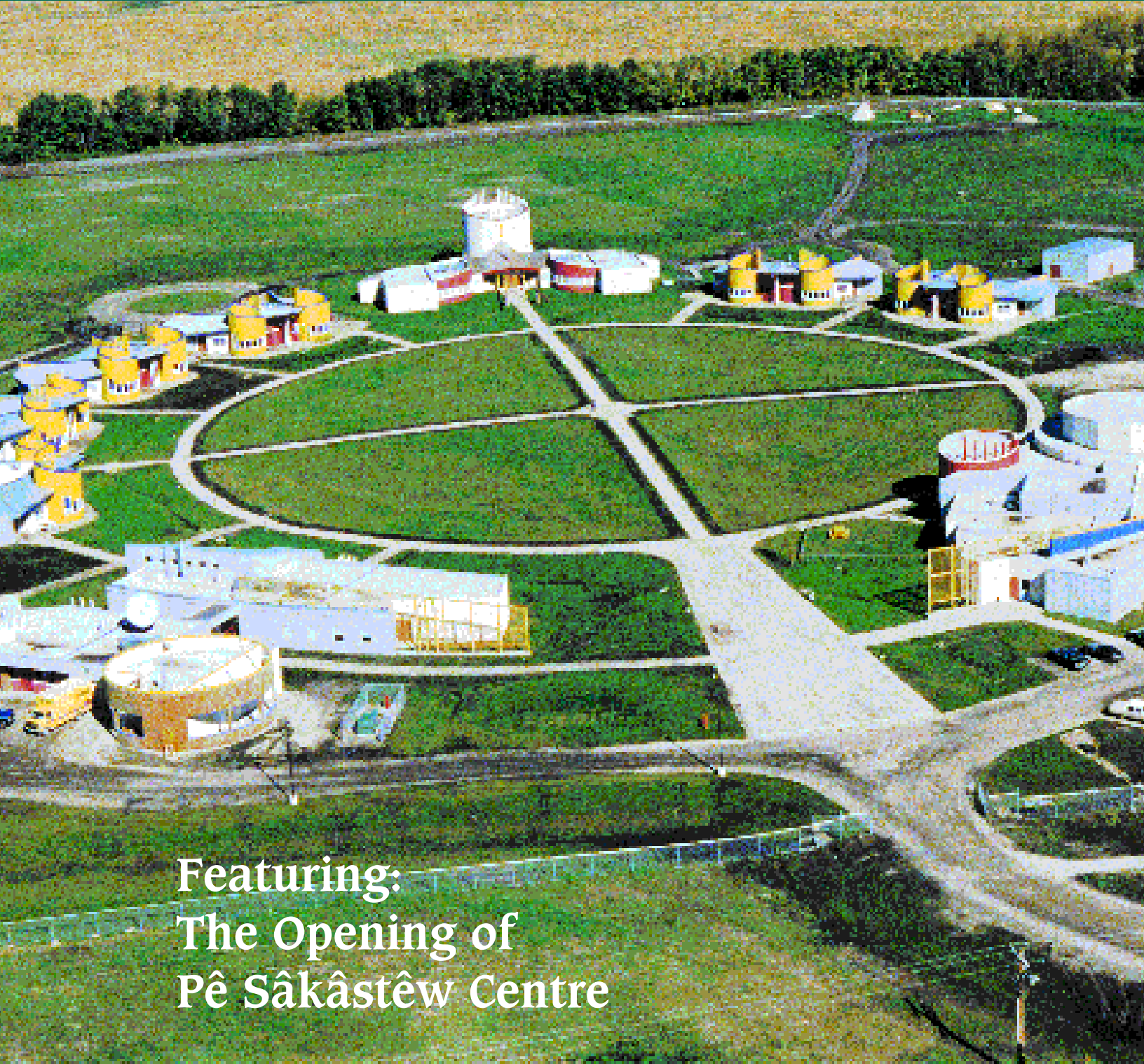


let's talk

Volume 22, No 4

October 1997



Featuring:
The Opening of
Pê Sâkâstêw Centre



Correctional Service
Canada

Service correctionnel
Canada

Canada

let'stalk

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*Cover photo
The new minimum security Aboriginal
facility at Hobbema, Alberta*

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let'stalk is published every two months by the Communications Branch of the Correctional Service of Canada

Director - Jean-Marc Plouffe
English Writer - Louisa Coates
English Editor - Diane Morin
French Editor - Julie Renaud
Translation Services - Translation Bureau
Graphic Design - Phoenix Creative Services

Articles may be reprinted in whole or in part with credit to the Correctional Service of Canada

Comments or submissions may be directed to:

let'stalk / entrenous
Correctional Service of Canada
340 Laurier Avenue West Ottawa,
Ontario K1A 0P9

Phone: (613) 995-5364
Fax: (613) 947-0091
Internet: <http://www.csc-scc.gc.ca>

ISSN 0715-285X

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1997

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Commissioner's Editorial

Our new Minister, the Honourable Andy Scott, has signed a Mission document. He is the fifth consecutive Minister of the Crown to do so and when he signed the document, he said "your Mission is my Mission". What that means is that the Mission Statement itself, the five Core Values, the Principles and Strategic Objectives, have now been reconfirmed as Government policy. And we, as public servants, must do our best to get as close as possible to what the Government wants us to do.

We are accountable on the basis of the points in the Mission Document. That means that if we do well, we will be acknowledged, and recognized for doing a good job, and if we do not do what the Mission says, we stand to be blamed. This is true for all of us who work in CSC for CSC.

It is not hard to understand, therefore, that we must know what the Mission

document contains. The difference between success and failure depends on how our work relates to the direction in the document. In the final analysis, the difference between promotion and release from the Service may depend on how well we know the tasks we are expected to perform.

I urge everyone to get a copy of the Mission Document, to read the text carefully and - like the government - re-commit to "good corrections". Discuss the text with people who report to you, if you are a supervisor. Discuss it with your colleagues, if you are not a supervisor. Make sure that you are not taken by surprise one day just because you forgot parts of what CSC and the Government have defined as "Good Corrections" - just because you didn't take a bit of time to read the Mission Document.

I am convinced that many of you will say "I have already read the Mission

Document several times. I know it well enough, and I am doing what I can to be in line with it". That is great! I think that would apply to me too. Nevertheless, I find that every time I re-read the document, I see more opportunities to do better. Quite often, reading the Document makes me think in a new way about an old problem.

Please, pick up the Mission Document and let it help you in your effort to do "good corrections".



Ole Ingstrup
Commissioner
Correctional Service of Canada

News & Notes

- To our readers: We are changing *let'stalk!* We are bringing in new sections including ***Sector Reports***, ***Regional News***, and ***Understanding Corrections***, a pull-out the reader can keep for reference.
- To CSC employees: All Senior Management conference information is available on the IntraNet.
- To our international readers: Please help keep us informed! If you have any news regarding upcoming international meetings or conferences in the correctional field which may be pertinent to the Correctional Service of Canada, please let us know.

Senior Management Meeting - “Working Together to Achieve Results”

One of the goals of the Senior Management Meeting (SMM), held for nearly 300 Senior Managers from across the country in Ottawa September 24-26, was for attendees to exclaim, “What a meeting!” according to France Lagacé, the new Assistant Commissioner, Communications. The theme for the fall conference was “Working Together to Achieve Results”.

The **Wednesday** afternoon plenary address, given by Mr. Ingstrup, outlined CSC's recent achievements and current areas of concern. These include: **Aboriginal corrections:** the opening of the Pê Sâkâstêw Centre, Okimaw Ohci and Prince Albert Healing Lodge are proud accomplishments, but there are still 14 per cent of Aboriginal people currently incarcerated and the number is rising; : significant improvement here, the incarceration rate is down, wardens



France Lagacé, Assistant Commissioner, Communications



Commissioner Ole Ingstrup

and staff at NHQ have put CSC's philosophy on women in corrections on the map, but Prison for Women still holds 15 inmates; **Security:** the number of incidents has risen and Managers need to listen carefully to what staff tell them. Managers used the right amount of force at Millhaven Institution during the disturbance early this year, but that facility needs to review its population mix and bring policies in line with CSC. Port Cartier Institution had a hostage-taking incident that was resolved with mediation and no harm occurred; Donnacona continues to manage a difficult population mix including bikers; **Positive drug testing** is down dramatically compared to four years ago, but the number of confiscated drugs has doubled since last year; **Firearms:** an ExCom meeting in September concluded there is a need to be able to

deploy firearms earlier; **Minimum security institutions:** the rate of escapes is climbing, at a rate today of 35 per 1,000 inmates, but they do not commit serious crimes while out; **Inmate disturbances** show the assault rate is low but higher than last year. A clarified definition of assault has been established. The segregation rate is under five per cent, compared to last year's six per cent, but the number of those in segregation who are Aboriginal is currently 14 per cent, which is a problem; **Reintegration** has been helped by Halfway houses which have accepted day parolees. There is some trouble in the area of reintegration, but we are making modest progress; **Training and Development:** we need more training for our front line officers; **CORCAN** recorded a surplus this year; **Programs:** an internal accreditation program will be put in place; **Inmate affairs** show a strong 86 per cent of complaints were resolved by wardens at the institutional level; **Health Services:** there are 175 cases of HIV but 10 years ago we forecast an even higher number.

Gerry Hooper, Assistant Commissioner, Performance Assurance, gave an overview of information from departmental sectors and urged Operational Managers to help ensure their staff input timely and accurate information into the Offender Management System. Mr. Hooper's main messages were that preparation of cases needs to be more timely so the National Parole Board can make



Gerry Hooper, Assistant Commissioner, Performance Assurance

its decisions closer to parole eligibility dates, and reliable statistics from staff are essential to performance assurance.

Arden Thurber, Director General, Offender Reintegration, gave a concise overview on the challenges of reintegration: (1) There is an overreferral to programs, where one offender is directed towards several programs. (2) Referrals may be inappropriate. (3) There is a lack of urgency in preparing inmates for release. (4) Programming is not always necessary. (5) Programs are not the only effective intervention; support, encouragement and setting up challenges are effective offender motivators. (6) There is a need for better tools to study the effect of programming on the individual. Mr. Thurber said he and his staff would be visiting institutions over the next few months to help with issues related to reintegration.

Denis Méthé, Director General, Correctional Programs, addressed the issue of effective delivery of correctional programming and encouraged staff to keep moving forward. Denis Levesque, Chairman of Operation Bypass Task Force, said the Service needs feedback from all the regions in the area of reintegration planning, intervention and decision making.

Thursday was “Quebec Day” at this fall’s SMM. The day began with a plenary session and opening remarks by Jean-Claude Perron, Deputy Commissioner, Quebec Region. Other speakers gave a review of reintegration in the Quebec Region and a brief resume of research being done with the CSC at the University of Montreal. A final talk was given by well-known Quebecois columnist Laurent Laplante. Managers then broke into workshops to discuss reintegration and in the afternoon attended others on topics in the field of corrections.

Thursday was capped by an historic evening on Parliament Hill, where staff mingled in the majestic Centre Block Hall of Honour, met Jocelyne Bourgon, Clerk of the Privy Council, enjoyed a fascinating talk in the Chamber of the House of Commons by the Speaker of the House the Honourable Gilbert Parent, and witnessed the signing of the CSC Mission Document by the Solicitor General of Canada, the Honourable Andy Scott, and Correctional Service of Canada Commissioner Ole Ingstrup. Awards to Senior Managers were also presented by the Minister and Commissioner.

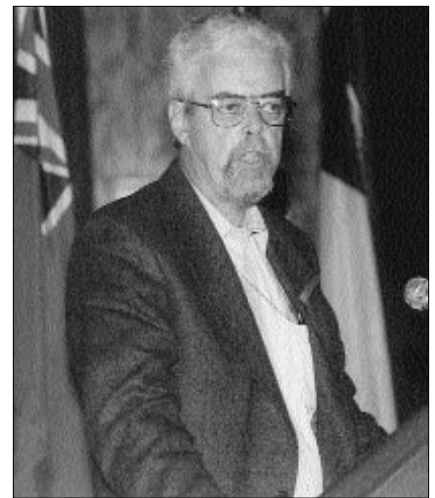
Friday, the final day of the SMM, Commissioner Ingstrup told the group that leadership is “those who give the courage and self confidence for their people to enter a territory where they would not have the courage to go”. Managers need to explain over and over again to staff what they are doing, to identify with work on a personal level, and to ask staff to “do as I do and as I say”.

Guest speaker Max Yalden, Chair of the Working Group on Human Rights in CSC, admitted times are changing rapidly and human rights goals have not yet been met but his Working Group will try to help CSC in this area.

Arden Thurber summarized discussions held by Managers on the ques-

tions: “What can the Service do so that offenders are effectively integrated into society? What can my staff and I do personally to encourage the reintegration of offenders?” His findings said: Reports are increasing, and we need to evaluate and integrate information; we need to give more help and direction to case management workers, and encouragement and confidence to front line workers; there is a need for greater partnerships with community organizations and for better communication between them and institutions; there is also a need for less bureaucracy and to better prepare for parole dates and the use of community resources to assist overworked institutional staff.

Lucie McClung, Senior Deputy Commissioner, told Managers the findings will go to the Executive Committee Meeting in October and “there will be some decisions”. She introduced CSC’s new Aboriginal advisor, Ms. Gina Whiteduck, former Chief of Staff for the Assembly of First Nations and Special Advisor to Ovide Mercredi.



Arden Thurber, Director General, Offender Reintegration

Finally, the Organizing Committee for the SMM was introduced and received an exuberant thank-you from participants. What a meeting!

Thomas Townsend Honoured

Wednesday's lunch honoured Thomas Townsend, former CEO of CORCAN during whose tenure sales increased from \$7 to \$50 million from 1977 to 1997, and offender employees increased to over 2,000.

Commissioner Ingstrup praised Mr. Townsend's thoughtfulness to every task and cited his numerous honours including receiving the prestigious Correctional Industries Association **Rodli** Award for excellence in corrections at the conference of the American Correctional Association. He said Mr. Townsend "would stay a friend of CSC... he is too important to us and us to him to cut the ties". An emotional Mr. Townsend replied that he felt honoured to have been able to help some of the more than 80,000 offenders who have passed through the system since he began 20 years ago and said not a day goes by when he does not think of his "friends for life" at the Service. He closed with a quote from a **Sufi** poet, "Out beyond ideas of wrongdoing and rightdoing there is a field - I'll meet you there."



Thomas Townsend, former CEO of CORCAN

New appointments to the Correctional Service as presented at the September 1997 Senior Management Meeting

Atlantic Region - Mr. Robert Babineau, Warden, Springhill Institution

Québec Region - Mr. Guy Villeneuve, Warden, Archambault Institution; Mr. Denis Cloutier, Director, Regional Reception Centre; Mr. Marc Hyppolite, Warden, Cowansville Institution; Mr. Jacques Labonté, Warden, Drummondville Institution;

Ontario Region - Mr. Lou Kelly, Acting Director, Millhaven Institution; Mr. Monty Bourke, Warden, Warkworth Institution; Mr. Mike Provan, Warden, New Ontario Medium Institution

Pacific Region - Ms. Brenda Marshall, Warden, Kent Institution

National Headquarters - Mr. Richard Clair, Corporate Secretary, Executive Secretariat; Ms. France Lagacé, Assistant Commissioner, Communications; Ms. Lucie McClung, Senior Deputy Commissioner; Mr. Brendan Reynolds, Assistant Commissioner, Corporate Development; Ms. Louise Saint-Laurent, Assistant Commissioner, Corporate Services; Ms. Denyse Plante, Director, Staff Training & Development; Mr. Bruno Kierczak, Director General, Information Management Services; Ms. Carolyn Kobernick, Senior Legal Counsel

International Agreement Signed by CSC and Great Britain

Commissioner Ole Ingstrup and Richard Tilt, Director General, Her Majesty's Prison Service, Great Britain, signed a Memorandum of Understanding September 25 that provides core principles for the investigation into major incidents in an institutional or community setting. The agreement will allow the two countries



Ole Ingstrup and Richard Tilt

to share information about how they handle investigations and thus improve the management of serious offender incident investigations. It is the first of potentially numerous agreements to be signed by Canada and the United Kingdom; the two countries share a basic philosophy and approaches to corrections, and responses to similar challenges may mean an improvement in future corrections.

Senior Management Meeting Awards Ceremony

The Senior Management Meeting Awards Ceremony was held on September 25 on Parliament Hill following the official signing ceremony of the Mission of the Correctional Service of Canada. The following exemplary individuals were honoured on this memorable evening.

Mr. John Gillis (Retirement); Ms. Lise Bouthillier (Exemplary Service); Mr. Normand Granger (25-year); Mr. Jean-Claude Perron (Exemplary Service 1st bar) (Professional Excellence); Mr. Gilles Thibault (Exemplary Service 1st bar); Mr. Michel Deslauriers (Exemplary Service 1st bar); Mr. Wayne Scissons (Exemplary Service); Rev. Pierre Allard (25-year); Mr. Laval Marchand (Teamwork); Mr. Frank Miller (Appreciation); Mr. Paul Oleniuk (Appreciation). ■

Mission Signing Ceremony

Parliament's Centre Block was the scene of a ceremony on Thursday, September 25 to mark the signing of the Correctional Service of Canada's Mission. In signing the document, the Honourable Andy Scott, Solicitor General of Canada, and Commissioner Ole Ingstrup pledged their commitment to Canadians to carry out their responsibilities as set out in the Mission.

The evening began with a reception in the Hall of Honour, where senior managers, staff from National Headquarters and invited guests had gathered to lend their support to Solicitor General Scott. Once Mr. Scott had arrived, everyone

was invited to the House of Commons, where the Speaker of the House, the Honourable Gilbert Parent, delivered a stirring address.



Commissioner Ole Ingstrup and Solicitor General Andy Scott

In the Railway Committee Room, Reverend Pierre Allard, Master of ceremonies and Director General of the

Correctional Service of Canada's Chaplaincy, elaborated on what the Mission represents in human terms: "I am heartened by the fact that, collectively and with our new minister, we have the courage to commit ourselves to a Mission that preaches solid, everlasting human values. We have embarked on an arduous human journey," said Reverend Allard. "Without deeply held values, it is impossible to look with compassion on a civilization in disarray."

Commissioner Ingstrup stressed the rule of law in a democratic society. "Thanks to the kind hospitality of Speaker Parent, we



*The Honourable Gilbert Parent,
Speaker of the House*

have the privilege of signing our Mission under the roof of the House of Commons, our grand national institution. It is in this very House that our

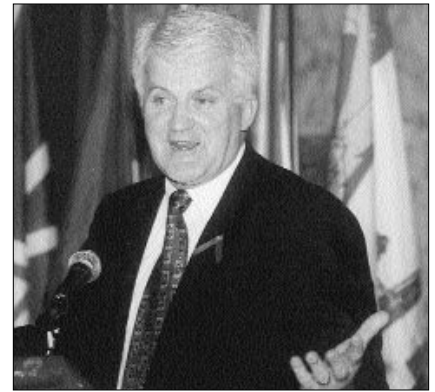
minister must account to Canadians for our actions, a place where Canadians can see democracy in action," said the Commissioner. "Like Canadian democracy, the Mission will stand the test of time and remind us of our legal responsibilities. We will never forget its significance, nor our commitment to carrying it out."

The Honourable Andy Scott indicated that the general public needs to be better informed about good correctional services. "As Minister responsible for the Correctional Service of Canada, I have the task of promoting dialogue between Canadians on what should constitute good correctional services," declared the Minister. "I will tell Canadians that the Correctional Service of Canada plays an important role in our fight against crime. The Mission Statement reads, and I quote:

*The Correctional Service of Canada,
as part of the criminal justice system
and respecting the rule of law, con-
tributes to the protection of society*

by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

"As Commissioner Ingstrup and I ratify this evening the Mission of the Correctional Service of Canada, my message to you is a simple one – your Mission is my Mission, and as each of you must be accountable for your actions to the Canadian public, so too must I," explained Mr. Scott.



Rev. Pierre Allard



Commissioner Ingstrup addressing Managers seated in the House of Commons

Pê Sâkâstêw Centre Opens in Alberta



Guest speakers at the Opening Ceremony

A first-of-its-kind Aboriginal facility for male minimum security inmates opened Friday, August 8, 1997 amidst fanfare and celebration near Hobbema, Alberta. The Pê Sâkâstêw Centre (pronounced Bay Sah-ga-stay-o) meaning “new beginning” or “new horizon” is located on the Hobbema Indian reserve just south of Edmonton. The ceremony was presided over by the Honourable Andy Scott, Solicitor General of Canada, Commissioner Ole Ingstrup of the Correctional Service of Canada (CSC) and Chief Florence Buffalo of the Samson Cree Nation. Also in attendance were Ms. Kathy Louis of the National Parole Board, Mr. Victor Buffalo, former chief of the Samson

Cree Nation, Mr. Rémi Gobeil, Deputy Commissioner of CSC’s Prairie Region, and Ms. Violet Soosay, Executive Director of the Centre. The audience was comprised of a host of well wishers and invited guests including Hobbema residents, justice officials, Members of Parliament and the media.

The day’s festivities began with a traditional pipe ceremony, followed by dances, speeches and a symbolic tree planting.

“Normally there is nothing to celebrate when a country needs to open a penitentiary,” said Commissioner Ingstrup, “but there is a lot to celebrate on a day like today. We are creating and

commencing an alternative to the traditional penitentiary system. And we are moving on our first corporate value in our mission statement, which says that we respect the dignity of individuals, the rights of all members of society and the potential for human growth and interaction.”

“It has been a long struggle for me and a joy for me to see this project come to fruition,” said former chief Victor Buffalo. Mr. Buffalo was one of the initiators of the project when it was first suggested in 1991.

The ceremonies began with a community round dance and barbeque on Thursday, August 7, but the real fes-



Solicitor General Andy Scott with former Chief Victor Buffalo

tivities got underway the next morning, the first day of the North American Ermineskin Pow Wow. At a poignant ceremony that evening, Commissioner Ingstrup was made Honourary Chief "Spotted Eagle" and adorned with a fully decorated headdress.

The 60-bed, federally-owned Centre will house 40 inmates and 20 day parolees and will be staffed mainly by Native people from Hobbema. It cost \$9 million to build and will operate on a budget of approximately \$2.2M per year. The facility was built on land owned by the Hobbema reserve and leased to the CSC for 25 years. Construction finished in January this year and the first offenders arrived in April. Today, there are 20 inmates in residence, with the remaining 40 to arrive by January 1998.

The Pê Sâkâstêw Centre was designed by architects in consultation with the values and suggestions of Samson Cree Elders. The architecture symbolizes the Aboriginal view of the world, with each of the six yellow buildings a tall, conical shape and the group arranged in a large circle on the 40-acre site. Bright primary colours herald Aboriginal ancestry, as does the eagle tail entrance to the main programming building.

Concerns for safety were raised by neighbours at initial meetings but a combination of several years of discussion and compromise allowed construction to begin. Security has been tightly structured: offenders must be classed as minimum security and have been cooperative at their former institutions before being hand-picked for the Centre. Deputy Warden Alvin Kube says there is a lot at stake for men who break the rules. "The offenders that come here are very close to a parole and it would be quite a loss for them if they were to blow that and have to be sent to higher security and re-assessed."

The Centre responds to a poignant and often-voiced need by Native Canadians who have seen their people disproportionately overrepresented in the penitentiary system. The first Native inmate entered the correctional system in 1972; today Aboriginal offenders make up 39 per cent of male prisoners in the Prairie Region and 56 per cent of females. Of a total of 14,114 federal inmates, 2,104 are Native, although they make up only 3 per cent of the Canadian population.

The site for Pê Sâkâstêw's location was

chosen because of Hobbema's unique situation. Its four bands – Samson, Ermineskin, Montana and Louie Bull – own vast stores of oil and gas and are one of the country's richest reserves. But that significant wealth has not excluded its members from drug, alcohol, unemployment and suicide problems. "We've got people on [Band] Council with criminal records," said Victor Buffalo. Hobbema was the site of choice because between 60 and 80 Native offenders from the reserve were serving a penitentiary term in 1991, its residents needed gainful work, the Samson Cree Nation – the band that has fought to open the Centre – was strongly committed to spiritual growth and most Native offenders came from the prairies.

The Pê Sâkâstêw Centre has fulfilled a dream voiced by Hobbema residents for an alternative type of incarceration, both physical and spiritual. Native programming will include Elders as the Centre's main spiritual leaders. Elders will also integrate Native spiritual values – such as respect for all creation including animals and their natural



Mr. Ingstrup with former Chief Victor Buffalo

powers – directly into inmate programming so that inmates can re-learn and “claim” their own culture, becoming spiritually refreshed and able to live with a stronger sense of self once released. “Native culture and Native spirituality will be inherent, it will be an innovative approach to corrections. I’m confident this will change things,” said Mr. Buffalo.

“I was never taught spirituality when I was young and now I’m learning,” said newly-arrived inmate Joe Simeon. Native Elders sit on the Citizens’ Advisory Committee for the Centre, and most staff members come from the Hobbema reserve.

Endorsement for this philosophy – imbuing a correctional centre with traditional values and Native spiritual practices – has come from a host of sources. CSC has wanted to house offenders close to their homes and families in an environment compatible with their cultural and linguistic needs for many years. The 1987 Task Force on Aboriginal Peoples in Federal Corrections said, “Because of many Aboriginal peoples’ deep roots in their own culture, the delivery of service to those individuals must take their spiritual and cultural background into account, including such values as art, language, family and community.” And 1991 federal-provincial task force chaired by Mr. R.A. Cawsey called for the “indigenization” of the justice system and the recognition of that Native spirituality is key to offender rehabilitation.

CSC believes that when Pê Sâkâstêw Centre achieves a level of success, it will become a model for the country and perhaps the rest of the world. “We have opened a book, not turned a page, by establishing a truly respectful new partnership between Aboriginal people and federal corrections in Canada,” said Commissioner Ingstrup.

The Architecture of the Pê Sâkâstêw Centre

A team of architects and engineers was formed to design and build the new minimum security facility at Hobbema. The Correctional Service’s Habib Chaudhry, Senior Director, Construction Policy and Services, lead the team of expertise which included Elizabeth Sampson, Architect, Carola Bloedorn, Architect and Rod Miller, Engineer to translate the needs of both the CSC and the Aboriginal peoples into a sympathetic design. Ms. Sampson and Ms. Bloedorn held discussions with stakeholders and created a project brief which was presented to the Calgary-based firm of Ken Hutchinson Architects Ltd. for design. That architecture firm’s relevant

design work included the Teslin Community Correctional Centre, Kananaskis Correctional Centre, Medicine Hat Correctional Centre, and many related Aboriginal facilities and community projects.

Hutchinson Architects’ design derived from forms or symbols that were significant to the Samson Cree and meaningful to Prairie Native people. The Medicine Wheel, which symbolizes rehabilitation and a balance between mind, body, emotion and spirit, and the centre, as the meeting or spiritual axis of the four cardinal points, formed the basis for the massing of the buildings. The Native circle pattern was used to stress unity, reciprocity and social interaction. Finally, the colours chosen derived from Plains Cree culture including red for east, yellow for south, black for west and white for north.

Tribute to Gerry Hooper



George Saddleback presenting a “Coup stick” to Mr. Hooper

Tribute was paid to CSC’s Gerry Hooper, Assistant Commissioner, Performance Assurance. Mr. Hooper worked closely with the Samson Cree Nation as Project Manager since 1992 - by setting up public meetings, incor-

porating Native values into inmate programming and designing architecture - and was presented a brightly beaded and honourary “coup stick” for his “persistence and ability to overcome obstacles”. ■

Frank Miller

Returns to Kingston Penitentiary

Frank Miller, the first classification officer who landed at Kingston Penitentiary in 1947 and stayed until 1952, returned to tour that oldest of institutions 50 years later this past August.

Mr. Miller toured the facility accompanied by Deputy Commissioner, Ontario Region, of the Correctional Service of Canada (CSC) Irving Kulik, former Prison for Women Warden Austin Edwards, and Mrs. Jane Miller-Ashton, Director, Restorative Justice and Dispute Resolution at CSC. Also in attendance during the three-and-a-half hour tour were Mr. Dave St. Onge, Curator of CSC's museum at Kingston Penitentiary (KP), Ms. Laraine Hartley, secretary to the Warden, and Mr. John Vandoremalen, CSC's Manager of Communications Planning and Media Relations.

Mr. Miller was presented with a vintage Folger Adams key to the prison as well as a plaque engraved with the dates of his service at KP, in recognition of his pioneering work in the area of case management.

"He visited places that held special interest to him, and for that we were very grateful," said Mrs. Jane Miller-Ashton. The group's rounds included a visit to the former North West cell block, a family visiting trailer, an open range, the dis-

sociation unit and the Regional Treatment Centre, which is housed at KP.

"There are such tremendous changes today, it's remarkable how they've converted the inside of KP to modernize it, the old buildings have been modified and everything is controlled by computers and videos. There are



Frank Miller

even elevators," said Miller. "We were operating on a vision, or perhaps a naïveté, in the 1950s, and it made us

very successful," he said. "In my opinion, that was a time of great change. The atmosphere was ripe for rehabilitation."

Frank Miller's classification officer position was a new one in 1947, introduced to provide offenders with counselling and to act as a link between the inmate and warden. Mr.

Miller arrived at KP with experience as a student minister with the United Church of Canada and part-time worker at the John Howard Society. In 1952, he moved to Ottawa as Assistant Director of the Remission Service, where he "helped bring parole into the 20th century". He was a member of the National Parole Board from 1959 to 1965, and then Executive Director of the National Parole Service. He has been very active with the Church Council on Justice and Corrections and was appointed president of the Canadian Criminal Justice Association in 1971, of which he is still an active member.

From the novice classification officer, to Executive Director of the National Parole Service, Frank Miller learned firsthand about rehabilitation and parole from the inmates of Kingston Penitentiary. "We were honoured to have an individual of his calibre take the time to

come and revisit our institution" said Warden Jim Blackler. ■

••• Sector Reports •••

Okimaw Ohci Healing Lodge

by Norma Green



The 1990 report of the Task Force on Federally Sentenced Women entitled "Creating Choices" re-emphasized the need for specific programs and services for Aboriginal women as they had been doubly disadvantaged, suffering dislocation from their home community and from their culture.

Aboriginal women are over-represented in the population of women sentenced to federal terms in Canada. Though they represent only 3 per cent of Canada's female population, they make up about 15 per cent of women serving a federal sentence. Aboriginal women in the Correctional Service of Canada institutions have experienced even higher rates of physical and sexual abuse than their non-Aboriginal counterparts. Substance abuse, primarily alcohol, is another factor contributing to their coming into conflict with the law, and both male and female Aboriginal offenders are released at a lower rate than non-Aboriginal peoples.

Why a Healing Lodge?

The Healing Lodge was built specifically to meet the diverse and unique

needs of Aboriginal women. The principles promote:

- a safe place for Aboriginal women;
- a caring attitude towards self, family and community;
- a belief in individualized client-specific planning;
- an understanding of the transitory aspects of Aboriginal life;
- an appreciation of the healing role of children who are closer to the spirit world; and
- pride in surviving difficult backgrounds and personal experiences.

The Physical Structure

Okimaw Ohci (which means "Thunder Hills" in Cree) is a 29-bed facility located on 160 acres of the Nekaneet Reserve outside Maple Creek, Saskatchewan. The first group of women (we refer to them as residents) came to the Healing Lodge in November 1995. Both Aboriginal and non-Aboriginal women (minimum and medium security) who wish to practice a traditional Aboriginal holistic way of life are welcome.

The links between the physical design, the operational plan and the staff of

the facility are strong, innovative and clearly Aboriginal. The unique circular design of the facility and its location in the sacred "Thunder Hills" of southwest Saskatchewan is fundamental to the start of the holistic healing of the residents.

The need for privacy in healing is provided by the two- and three-bedroom residential lodges, the rural site and through in-house community interaction including a community kitchen and dining area, communal program space and the spiritual tipi-shaped lodge. The residential lodges look out on the naturally wooded landscape, reflecting the importance of nature in Aboriginal culture and healing. Staff were selected specifically to provide a safe and supportive environment, guidance through teaching and role modeling Aboriginal specific intervention strategies, and on maintaining a holistic way of life.

Our Focus Is Healing

The operation of the Healing Lodge focuses on healing and the process is premised on the following:

- self-knowledge – to acquire a thorough awareness of self and the issues that affected one's life in order to start the journey towards healing;
- equality – to acquire the knowledge and ability to empower oneself so that one can deal with the work from a position equally;
- Aboriginal spirituality and traditions – to acquire and/or deepen knowledge and understanding of one's role as a woman, mother and community member through Aboriginal teachings, traditions and spirituality.

Elder Services

Elders are available 24 hours a day. Local Elders live in the community. Visiting Elders live in their own lodge on the facility site. They rotate about every three weeks. Elders provide cultural teachings, spiritual support, guidance and counseling to the women. Sweats, healing ceremonies and feasts are held as the need arises, as well as fasts/vision quests and naming ceremonies. Several residents prepare for, and participate in, Sun Dances on the Nekaneet Reserve.

Due to the diversity of Nations of the residents at the Healing Lodge, the services of Elders of many tribes are used. Each tribe contributes its own teachings and spiritual practices to the Lodge, but the common teaching of all tribes is to respect and honour all Nations.

Mediation and Conflict Resolution

The operation of Okimaw Ohci has not been without its trials. The residents tend to manifest high needs but low risk. We deal with conflict through Talking Circles where Elders and staff are present. Concerns are discussed in a safe and supportive environment which means that issues are dealt with before they escalate into a crisis. Women are held accountable for their actions, and the consequences to their actions focus on reparation to the community of the

Healing Lodge and learning to handle conflict in a positive manner.

A Typical Day at the Healing Lodge

Spirituality is an important part of the holistic healing and this is the main focus at the Healing Lodge. The day begins with smudging with sweet grass, sage and cedar in the Spiritual



Spiritual Lodge

Lodge, followed by prayers by an Elder or Healer, and ending with a Talking Circle. Sometimes we spend up to two hours in the Lodge, depending on the need. The Talking Circle is attended by Elders, residents and staff. It provides a safe place for everyone to share their feelings and dreams, and are often a place to resolve issues and concerns.

Following this, programs and work are scheduled as in any other institution. Many varied programs, including core programs, are offered. They are presented in a manner that is cultural and gender sensitive, and we try to use Aboriginal facilitators whenever possible. The Elder contributes to all aspects of the resident's programming day. The day ends with a closing visit to the Spiritual Lodge.

Mother-Child Program

The mother-child program began as a pilot project in July 1996. Three children, ages one to four, lived with their mothers at the Healing Lodge two weeks out of each month. The other

two weeks, the children lived in approved foster homes in the immediate area to ensure ongoing contact with their mothers. During the day, when the mother is involved in education or programs, the child attends the on-site day care centre run by qualified staff. The presence of the children has a very positive impact on residents and staff alike, and brings great joy to all. The full-time residency part of the program is being implemented, where the children will reside with their mothers at the facility.

Community Involvement

Community interaction is very important to the social and cultural reintegration of the residents, and many events occur on site. The residents have also been on numerous, highly successful escorted passes for family visits, medical and compassionate purposes, Alcoholics Anonymous meetings, and recreational outings. They also perform volunteer work for the elderly on Nekaneet Reserve. Round Dances are held monthly and the first drumming for the annual community Sun Dance is held at our Spiritual Lodge. Several fund raisers have been held on site, and the facility's Community Open House has been a great success. The media, too, have been very supportive of the Healing Lodge, and coverage has been international.

The Okimaw Ohci Healing Lodge – An Innovative Model

The Okimaw Ohci Healing Lodge attempts to meet the cultural and diversified needs of the women who reside there. The majority of staff are of Aboriginal descent, and work cooperatively and collaboratively with the residents in an effort to meet their needs. We are confident that the concept of healing for federal women is succeeding and will continue to do so with the assistance of the residents, staff and

Offender Reintegration

Regional Progress Reports

The Reintegration process at Correctional Service Canada consists of three phases: Offender Intake Assessment; institutional case management and programs; and community supervision, including its program components. The operational design and management framework for the reintegration process are being examined and enhanced in order to meet CSC's ultimate goal: the safe reintegration of offenders into the community.

A Task Force was created in September 1996 to examine the problems identified by the Auditor General in previous reports on Offender Reintegration. The Task Force's mandate on reintegration was to: make suggestions to improve CSC's management of reintegration activities; propose short-term improvements to reintegration processes and activities in order to enhance effectiveness; and suggest changes to the current design of the reintegration activities in order to enhance CSC's ability to achieve its objectives. Recommendations made by the Task Force were accepted by the Executive Committee and are leading to making better use of correctional resources while enhancing public safety.

This issue contains two regional progress updates. Future issues will include updates from the other regions.

Pacific Region

Reintegration is off to a good start in the Pacific Region with the appointment of nine Reintegration Project Managers (RPMs): Dianne Livesey, Matsqui Institution; Lynn Bergeron, Mountain Institution; Dave Keating, Kent Institution; Dave Clouston, Elbow Lake Institution; Dave Dick, William Head Institution; Ken Mattinson, Mission Institution; John Zanatta, Ferndale Institution; Roger Sasaki, Regional Health Centre; and Colin MacKenzie, Community Corrections. In addition, Sara Shadbolt has taken on the coordination of the Offender Management System to support the reintegration activities. Marilyn MacNeil has been assigned to work at the National Parole Board office to assist in the communications and resolution of issues with respect to decision documents prepared for NPB consideration as well as associated issues.

Following an initial three-day meeting where goals, roles and communication strategies were developed, Reintegration Managers launched into the regional leg of the National Reintegration Case Management Review. The review was beneficial for the new RPMs from a number of dif-

ferent perspectives. They were able to identify some best practices and a number of technical, quality and timeliness issues. This also provided an opportunity to develop a strong team and a broader regional perspective. Reintegration Managers have met separately with members of the National Parole Board (NPB) and the Coordinators Correctional Programs to discuss issues which emerged from the Review.

Simultaneous to the Case Management Review, the Regional Management Committee approved an innovative strategy to open a Relapse Unit at the Regional Health Centre in the Pacific Region. This unit has been developed as one means of addressing the high number of suspensions of conditional release which are associated with substance abuse.

There have been many activities in the Pacific Region in recent months which have focused on an increased link between the institutions and community corrections. The first was a series of Case Preparation Projects, which brought community and institutional Case Management Officers together with Reintegration Managers

to review the cases of inmates who remain incarcerated past parole eligibility dates. During the first phase of the project, which involved Elbow Lake, Ferndale and Mission Institutions from May 26 to 28, approximately 65 cases were identified for action and a tight timeframe set for completion of the Reintegration Assessment Profile and Community Reintegration Management Strategy (RAP/CRMS) process and psychological evaluations. This step is progressing as scheduled.

A second Case Preparation Project took place June 24-26 for Matsqui Institution and the Pacific Regional Health Centre, while the third was scheduled for July 29-31 for Mountain and Kent Institutions. Because of William Head Institution's geographical location, it will be involved in a separate initiative and the dates are yet to be determined. A review of these three projects will be done in the Fall, once all cases have been heard by the NPB.

Other initiatives to enhance community and institutional linkages include the Vancouver Island Community Program Team meeting, which was coordinated by the Area Director of Vancouver Island Parole, and which was held May 29 and 30. The meeting involved management and staff from Vancouver Island Parole, William Head Institution, and community agency representatives and contractors.

Team goals and objectives were reviewed and all participants made brief presentations which offered an opportunity for questions and exchange of information. In addition, staff from both the community and institutions are being encouraged to visit other locations to become more familiar with programs and facilities available from a first-hand perspective.

Several channels of communication have been opened up to provide additional information on reintegration activities to staff. There is the "Reintegration Newsletter", which is produced bi-monthly through the Regional Headquarters Communications section and the monthly "Community Connections", which is produced by Community Corrections.

RAP/CRMS training on the new Chapter 3 was completed by June 24. Correctional Planning training will be offered shortly in the region at the sites coordinated through the Reintegration Managers.

Much work has been done in a very short time and the results should soon be evident.

Atlantic Region

As a result of the Reintegration Review, the Regional Management Committee within the Atlantic Region was disappointed with the results and has agreed to the following target areas which will enhance the reintegration efforts:

- i) Bill C-55 – To release all eligible Accelerated Day Parole Release cases to the community at eligibility.
- ii) Transfer all minimum-security offenders in a minimum-security institution.
- iii) Temporary Detention cases – Reduce the number of suspensions based on technical violations.
- iv) Statutory Release Residency – Reduce the number of residency cases by strict interpretation of law.
- v) Focus on all offenders serving four years and less who are past full parole eligibility.

An immediate action plan has been developed in the area of training, particularly as it relates to the development and presentation of decision documents. All Unit Managers have been trained in the new case reporting process, as well as given tools to assist in their quality control function (checklist). Training will also be completed with Associate District Directors and Senior Parole Officers in the new case reporting process. All Case

Management staff in the community and in the institution will be trained in the current process of Reintegration Assessment Profiles and Community Reintegration Management Strategy, as well as Content Guidelines as defined as part of the Reintegration Review. It is important that all staff realize what they were measured against and be given the necessary training to deal with deficiencies.

The Offender Intake Assessment Unit will be trained on the new procedures and compliance to complete Accelerated Parole Release cases at the time of reception, and will receive updated training on requirements for Criminal Profiles. The National Parole Board will also receive training on the new case reporting processes.

Judge's Comments, Police Reports, and Post-Sentence Community Assessments are being monitored on an ongoing basis as a result of increased attention being given to the Critical Document Checklist, which is now being completed in the Reception Unit for all offenders.

Should you require further information on the Atlantic Region's reintegration activities, please contact Mr. Del Amon at (506) 851-6331. ■



The 1996 CSC Staff Survey

Following the success of the first All Staff Survey in 1994, a second national staff survey was conducted in 1996. As before, the 1996 Staff Survey sought to capture the opinions of Correctional Service Canada (CSC) employees, to identify problems which may require corrective action, and to provide information to help guide policy decisions.

In the 1994 survey, all CSC indeterminate employees were asked to complete a questionnaire. The 1996 survey used random sampling to select a representative sample. The majority of questions asked in 1994 were repeated again in 1996, and totalled nearly 260 questions. The 1996 CSC Staff Survey covered the following issues:

- staff demographics
- unit management
- case management
- opinions about offenders
- offender programs
- work environment (e.g., job satisfaction)
- casual employment
- policy, rules, and regulations
- shift work
- harassment
- career development
- attitudes (e.g., commitment)
- occupational health and safety
- offender drug strategy
- volunteers
- relationship between CSC and NPB
- health and lifestyle
- information technology

To gauge change in the two-year intervening period, all 27 of the original composite scales used in 1994 were included in 1996. An additional 16

scales were added to the 1996 questionnaire to assess new issues.

The response rate was 69%, an increase of 8% over 1994. Thirty-seven percent of the respondents were female, the average age was 42, and more than one-third were college or university graduates. Fourteen percent identified themselves as belonging to a minority. These figures have remained unchanged since the 1994 All Staff Survey.

Major Highlights of the Survey

Overall Satisfaction with the Service. Seventy-three percent of employees are satisfied working at CSC. This is a slight increase of 1% for employees over the corresponding 1994 figures. Job satisfaction among correctional officers appeared to increase during the two-year intervening period (from 55% in 1994 to 60% in 1996).

Commitment to CSC and Public Accountability. Organizational commitment remained relatively strong, with an increase from 61% to 65% of staff reporting they felt loyal and proud to be a CSC employee.

The majority of staff (76%) agreed with statements concerning the need for CSC to be more accountable to the public. Correctional officers are particularly strong in their views concerning the need for CSC accountability (86%).

Effectiveness of Unit Management and Case Management. From 1994 to 1996, there has been an increase in positive perceptions about unit management effectiveness and a substantial

increase in favourable ratings about case management effectiveness (38% in 1994 and 53% in 1996).

Harassment in the Workplace. In 1996, there was a notable decrease in the number of staff who perceived that harassment is a frequent occurrence in CSC workplaces and there was an increase in the confidence staff placed in the ability of the organization to address harassment.

Opinions about Offenders and Offender Programming. Support for rehabilitation declined slightly from 70% in 1994 to 67% in 1996. A similar decrease is also noted for offender empathy. Despite this finding, the proportion of staff expressing an interest in participating in offender programs increased from about two-thirds in 1994 to more than three-quarters in 1996.

Employment Competition Process. In 1996, CSC employees reported very low levels of satisfaction (18% rated it favourably) with the employment competition process and there is a decrease over the corresponding 1994 figures.

Offender Drug Strategy. Staff expressed skepticism at the effectiveness of efforts made to reduce the level of drug use by offenders in institutional settings (only 31% rated the drug strategy as successful).

In summary, CSC staff are generally satisfied with their jobs and express relatively high commitment to the Service and its Mission. To obtain a copy of the synopsis of the 1996 CSC Staff Survey, please contact Dr. Larry Motiuk, Director General, Research Branch, at (613) 995-3975. ■

Ceremonial Uniforms

The implementation of a ceremonial uniform for Correctional Service Canada officers was approved earlier this year. Its design, more militaristic in style, resembles the uniforms currently worn by correctional officers in federal institutions.

The ceremonial uniform consists of a forage cap with cap badge, a long-sleeve white shirt, a regular CSC tie, a military-style navy blue tunic with gold trim on each sleeve, grey trousers with blue piping along each leg, a ceremonial belt, a black web belt for the pants, white gloves, and lanyard. A new Correctional Service Canada shoulder patch and CSC insignia complete the uniform.

Ceremonial uniforms will be worn by correctional officers from maximum and medium security institutions, during special events in institutions and in the regions, such as memorial services, attending funerals, graduation ceremonies, and other important or formal occasions. Each maximum and medium security institutions will be receiving up to twelve uniforms, for a national total of approximately 400 uniforms. Of the total uniforms required, 100 were to be ready in time for officers from the Quebec, Ontario and Atlantic regions, who participated in the 20th Annual Police and Peace Officer Memorial Ceremony held on September 28 in Ottawa. The remaining uniforms will be ready by the fall of 1998.

The regular uniform currently worn in Canadian correctional facilities has a more sober appearance than the ceremonial uniform. It consists of a navy blue blazer with a CSC crest, grey trousers, a white or blue striped shirt, and a tie. Uniforms express and communicate a prevailing correctional phi-

losophy and in so doing, influence the manner in which the wearer executes his or her authority, and the manner in which those confronted by the uniform respond to that authority.

The Correctional Service of Canada has experienced a number of philosophical and organizational re-orientations, some of which were accompanied by policy shifts with respect to uniforms. The introduction of the Living Unit concept in the mid-sixties led to the complete abandonment of the uniform for many uniformed officers, in the belief that social barriers between staff and inmates would be softened. Shortly thereafter, in the mid-seventies, a new khaki-coloured tunic was introduced along with the militaristic regalia and ceremonial practices in an attempt to increase employee loyalty and professionalism throughout all organizational levels.

A shift in uniform styles can be expected to have varying effects on both staff and inmates depending upon the extent of the shift and the extent to which the uniform change is made to articulate the goals and objectives of the organization.

Attire in general provides subliminal cues as to the values and judgment of the wearer. Thus, the military, police, or correctional uniform visually expresses in a symbolic but, nonetheless forceful manner, the role, authority and rank of the individual. The uniform articulates role identity for the wearer and facilitates role performance. The characteristics that are attributed to our own red-tuniced Royal Canadian Mounted Police illustrate the profound effects the uniform can elicit and, when steeped with tradition and folklore, the functions it can serve to establish group cohesion and an *esprit de corps*.

While there are no clear directives as to the most appropriate design for a correctional uniform, it does suggest that attire can influence the performance and behaviour within an organization. Furthermore, it suggests that careful analysis of the interrelationship between goals, values and policies, and the manner in which these can be articulated by the selection and style of a uniform, could pay important dividends. ■



Ceremonial Uniform



Institutional Uniform

The International Prison Chaplains' Association

The International Prison Chaplains' Association (IPCA) is a non-profit and apolitical organization that seeks to provide a worldwide network to prison chaplains. Its main goals are to foster international communication and develop mutual support among prison chaplains, regardless of race, gender and religion; to invite the churches to provide the necessary support to prison chaplains, prisoners and correctional staff; and to affirm the obligation of all countries to adopt and live by the United Nations' standards for the treatment of prisoners.

The IPCA's inaugural conference was held in 1985 in Bossey, Switzerland, with a gathering of 50 participants from 20 nations. The 1995 worldwide conference was held in Canada and brought together 280 chaplains from 70 countries. These international conferences are held every five years, with the next one to be held in South Africa in 2000. Branches such as IPCA Europe hold their own meetings throughout the five-year period. Held in Ystad, Sweden, from May 6-12 this year, IPCA Europe issued the following Declaration, which proves to support the values endorsed by the Correctional Service of Canada.

There were 120 participants from 28 countries taking as its theme "Security in Prison? – Conference on the Value of Human Life".

DECLARATION

The IPCA Europe Conference holds that the Gospel is the basis of its work. Our Lord Jesus Christ identifies Himself with all human beings and especially with those in prison (Mt.25) and affirms their dignity. IPCA Europe, in accordance with Christ's example, cares for men, women, juveniles and children who are in prison. In the same spirit of compassion, we wish to affirm all efforts made by and on behalf of victims of crime to restore their dignity and wholeness.

The Conference of IPCA Europe believes that the ultimate security of society is not dependent upon the building of higher walls, barbed wire fencing, severe penal regimes or longer sentences but rather upon programmes which promote the human, personal, intellectual, social and spiritual development of the individual in order that the person may be successfully reintegrated into society.

- 1. We recognise the need for appropriate levels of security but the conference condemns the imbalance between amounts spent on technical and physical security measures against the amounts spent on the provision of the vital human development programmes.*
- 2. We recognise the increase during recent years of multi-ethnic prison population in our countries and call upon the responsible authorities to have regard for the special needs, cultural, religious or otherwise of foreign nationals in prisons and detention centres. We also urge governments and societies to be increasingly sensitive to the new world order where populations move with ever greater mobility and to be aware always of the stranger in their midst.*
- 3. We are mindful of the desire of all people to live in peace and security. The well being of nations is dependent upon the recognition of the human rights of every man, woman and child. Therefore we call upon the nations of Europe to accept and implement the Standard Minimum Rules for the Treatment of Prisoners and other standards in the field of crime prevention as laid down by the United Nations and the Council of Europe. In this context, the Conference calls upon all nations of Europe to assist one another in the development of basic laws, executive practices and judicial reviews to promote the provision of Chaplaincy services (where none such exist at present) and the continued development of humane prison regimes.*
- 4. We are especially concerned for the well being of all those who are weak and defenseless in the face of the powers of the State, whom God calls us to protect with special vigilance. The Conference urges all relevant authorities to transfer from prison all those who are mentally ill, juveniles and children to more appropriate institutions.*
- 5. We welcome with pleasure and great interest the efforts made by certain nations to minimise the use of custody as a juridical sanction. In pursuit of greater unity and reconciliation and the restoration of justice between victims and offenders a greater impact upon recidivism is achieved and also leads to a lessening of the fears, tensions and divisions which so characterize attitudes in these societies which rely upon imprisonment as a primary sanction and means to security.*
- 6. We condemn in the strongest terms use of the death penalty considering it to be a barbaric practice. This condemnation extends to the use of torture or any degrading treatment.*
- 7. We decry the focus given by the media to certain high profile crimes of violence which distorts the public perception of the actual level of criminal activity in society.*
- 8. We affirm and encourage the networking of human relationships by visitors, volunteers, chaplains, staff and churches which reduce the isolation and stigmatisation of offenders.*

IPCA Europe will continue to work in this way. ■

••• Regional News •••

Atlantic

1997/1998 EAP Training

The Basic Employee Assistance Program Course for referral agents in the Atlantic Region was held on May 13-15, 1997 at the Memramcook Institute in New Brunswick. During 1996-1997, over 300 CSC employees in the Atlantic Region benefited in one way or another by consulting confidentially with Employee Assistance Program (EAP) referral agents on a variety of work-related or personal problems.

Correctional Service Canada's EAP is a confidential and voluntary service available to all employees and their families. The program is made possible by the contribution of its volunteer referral agents. These specially trained employees guide their colleagues who may be experiencing difficulties ranging from substance abuse to personal conflicts. They devote their time and energy to improving the Service's work environment, and helping employees and their dependents maintain their health and well-being.

The referral agent's role is to quickly assist, advise and, if necessary, refer

the client to the appropriate professionals or agencies such as financial consultants, family counselors and psychologists who have the expertise to respond to their needs. Many of the employees who voluntarily seek assistance are in distress and need immediate psychological intervention, while others need an understanding and compassionate listening ear to unload stress or discuss problems that affect the quality of their life.

Fellow employees, management and the Union of Solicitor General

Employees have been very involved in the Employee Assistance Program. Together, their efforts contribute to healthier and more productive employees, better staff relations, and a stronger team-oriented organization.

The names and telephone numbers of all referral agents in the Atlantic Region are posted on each facility's bulletin board. The information can also be obtained from your Human Resources department or by contacting the Regional EAP Coordinator, Charles Léger, at 506-851-3656.



Participants of the May 13-15 EAP course:

Front row (left to right): Mike Gillespie and Paul Jamieson

Middle row: Eric Hadley, Linda Lou LeBlanc, Pauline Belliveau and Reverend John Tonks (Course Facilitator)

Back row: Charles Léger (EAP Coordinator, Atlantic Region and Course Facilitator), Tina Lamswood, Shannon Oickle, Eric McNeil and Glen Manthorne

Atlantic Institution Celebrates

The Atlantic Institution in Renous, New Brunswick, celebrated its 10th anniversary on June 13, 1997. Management, staff, former staff members, family members and representatives of the community were in attendance while The Honourable Marilyn Trenholme Counsell, Lieutenant Governor of New Brunswick, and other special guests presented awards to outstanding employees.

The Lieutenant Governor awarded **Exemplary Service Medals** to Émile Cormier, Wayne DeWolfe, Anna Gaston, Derek Green, John Harris, Peter Roberts and Tom Sharpe, as well

as a **30-year Bar** to Donald R. LeBlanc, who retired in December 1996.

Deputy Commissioner Alphonse Cormier presented a **CSC Retirement Certificate** to Don LeBlanc, and a **25-year CSC Service Pin** to Émile Cormier and Don LeBlanc.

Charles Hubbard, Member of Parliament for the Miramichi riding, presented a **Public Service Retirement Certificate** to Don LeBlanc, and an award for **25 years of Public Service** to Sherry Blackmore, Émile Cormier, William Criss, George Hambrook, John Harris, Roger Hébert, Ken St. Germain, and Syd Wiseman.

Warden Dale Cross awarded 90 employees with a **10-year Pin**, and presented **Certificates of Appreciation** to seven staff for having worked with the institution since it opened in 1987.

Jim West, who retired in June 1985 after 35 years of service with CSC,

was invited as a special guest speaker for the occasion. Mr. West lives in Miramichi and is very active in community affairs and various volunteer organizations such as the local food bank. Honoured retired guests also in attendance were: former Warden Don Wheaton, former Deputy Warden Robert L. Dawson, former Chief of Engineering and Maintenance Richard Massé, former Assistant Warden Correctional Programs Lou McGinn, and former Storeman Howard McEachern.

The ceremony was followed by a reception and a Union of Solicitor General Employees sponsored dance. Tours of the institution were also provided on Saturday and Sunday morning for families of staff. Approximately 225 family members availed themselves of the opportunity and were met by employees at each department, who gave a brief overview of their functions.

Correctional Service Canada congratulates and thanks all staff listed above for their years of hard work and dedication to the Service. ■



Front row (left to right): The honourable Marilyn Trenholme Counsell and Anna Gaston

Back row: Wayne DeWolfe, Peter Roberts, John Harris, Tom Sharpe, Émile Cormier, Don LeBlanc.

Quebec

Quebec Day at the Senior Management Meeting

This fall's Senior Management Meeting (SMM) had the Quebec Region as its focus. At future SMMs, a different one of the Correctional Service's five regions will be featured in order to present ongoing and new initiatives within that territory.

Thursday September 25 morning's plenary keynote address was given by



Jean-Claude Perron

Mr. Jean-Claude Perron, Deputy Commissioner, Quebec. Mr. Perron told Managers that considering careers as both missionary and ambassador prepared him well for work as a criminologist!



Laval Marchand

Mr. Perron gave an overview of the state of corrections in his region today. Quebec has the only Special Handling Unit in Canada, and has 11 institu-

tions with 3531 cells for men and one institution with 105 beds for women, 20 per cent of which are maximum, 58 per cent medium and 22 per cent minimum security. The incarceration rate of offenders in Quebec has risen from 54 per cent in 1990 to 66 per cent in 1997, while the percentage in the community has dropped from 46 to 34 per cent. He said lobby groups from the community are having an impact on corrections work, relationships with the provincial government and Parole Board are excellent, that the Quebec Region tries to resolve problems at the regional, versus national level, and sex offender research is underway through an agreement with the University of Montreal. Mr. Perron said staff are offered seven days of training a year, and one media day per institution.

Mr. Perron concluded his talk by describing the overwhelming burden of work wardens have today and the physical and personal toll this is taking on them. He said he was extremely proud of his staff and what they have accomplished this year.



Guy Lemire



Denis Cloutier

Next, Moderator Laval Marchand, Assistant Deputy Commissioner, told Managers he suggests the reduction of offenders may be attributed to the

increased quality of programs given by parole offices. Denis Cloutier, Warden, Regional Reception Centre, discussed the reception phase and

how his institution reduced that part of the inmate's entry to institutional life from 50 to 30 days. Guy Villeneuve, Warden of Archambault,



Guy Villeneuve

discussed incarceration and said staff may tend to retreat behind case management, but reintegration requires that they go further in order for it to succeed. Guy Lemire, Director of the

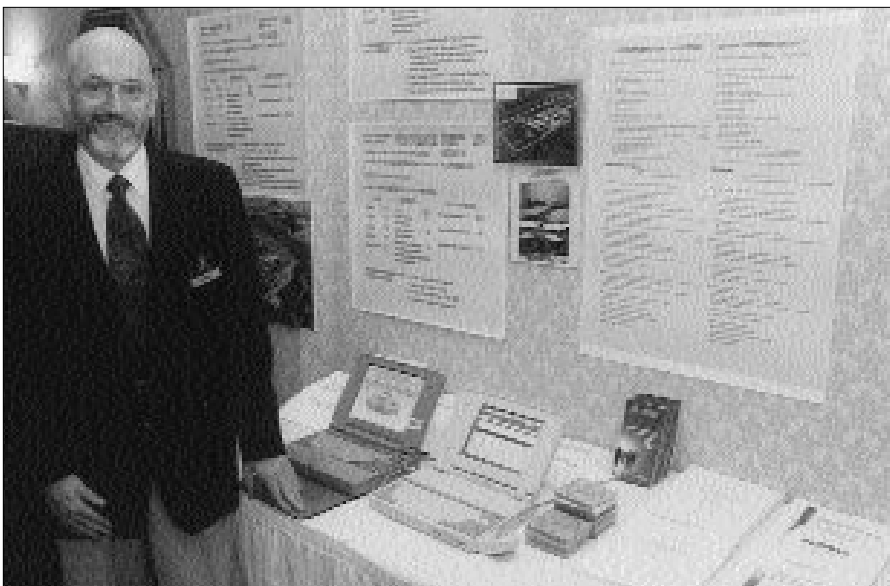
School of Criminology at the University of Montreal, presented fascinating information on CSC's challenges, inmates "rights" and divisions between the new, educated guards and the old-school staff, and within the increasingly aggressive and territorial inmate population. Normand Granger, District Director,



Normand Granger

Eastern/Western Quebec, spoke about the releasing phase and community supervision. He said many offenders are returned during supervision due to breach of special conditions and not crime. He also said the level of statutory release cases has increased dramatically over the past year and these new parolees require a different kind of community supervision.

The morning was concluded with a lively and witty talk by well-known Quebecois columnist Laurent Laplante, who told managers that "your values are my values; I would hope there were as few inmates as possible and for as short a time as possible". Mr. Laplante said the public has zero tolerance for risk or mistakes for all government bodies, and CSC should simply admit that it is wrong, at times.



Quebec Exhibit

He also advised the Service to be open and proactive: "If you don't talk to the media, they will talk about you anyway," he said.

Managers then broke into workshops on reintegration, with facilitators and reporters provided by the Quebec Region. In the afternoon, a series of special interest workshops were offered with facilitators provided again by Quebec.

In the exhibits area, the Quebec Region detailed its facilities and their programs and included photos of each site.



Denis Levesque

Dual pressure on the prison system

I would like to make one thing clear right from the start: I, like yourself, want detention to be used as spar-

ingly as possible and to be as brief as possible. Having said that, I note--much to my regret--that two powerful forces are standing in the way of these objectives. On the one hand, the current hysteria in support of zero risk, and on the other, the fact that the media have a vested interest in spreading anxiety concerning public safety, on a personal and a societal level.

Zero risk is not only deceitful, but dangerous as well. The idea that risk can be reduced to nothing probably stems from the high regard in which science is held in our societies. I don't know for sure. What I do know, however, is that this idea has taken hold everywhere. People think it's possible to guarantee that never again will a school bus run over a child. Or that it's possible to produce water so pure that tests will reveal nothing, even to the 36th decimal place. Or that it's somehow possible to predict parolees' behaviour with 100% accuracy. Now there's a myth for you, and a dangerous one at that.

In an organization in the grips of this kind of illusion, managers are no longer permitted to make a mistake. In a society where such a myth holds sway, the public is scandalized by each mistake and forgives nothing. And since, on top of all that, this public regards social sciences with the same skepticism that Woody Allen reserves for psychologists, the pressure on managers and decision-makers becomes enormous. If they want to survive (be they psychologists or not), they had better not make any mistakes.

The other form of pressure, emanating from the media, is no less intense. The media have long known that anxiety-inducing headlines sell papers and boost ratings. What's more, the media--despite (or perhaps on account of) belonging to large

conglomerates--like to come to the defence of victims of violence, families that have been touched by crime, etc. They interview victims or their friends and loved ones and then print huge headlines critical of the justice system. They should know, however, that neither victims nor their friends and family are ever--and this goes without saying--in a position to seriously assess the sentence that should be meted out to the criminal who raped or killed their daughter or mother, for example. On top of that, the reporters working the crime beat are in cahoots with the police on a daily basis. These journalists need police information, and they end up--consciously or not--sharing the grievances expressed by rank and file police officers to the effect that the sentences being handed out are always light and that offenders are always back on the street too soon. Is it any wonder, then, that the media are making the population feel insecure?



So what are the solutions? For one thing, decision-makers must--in spite of all this--have the courage of their convictions. And for another, information needs to circulate.

Laurent Laplante ■

Ontario

The Twenty-First Exceptional People's Olympiad

The 21st Annual Exceptional People's Olympiad (EPO) was held on July 26 and 27, 1997 inside the walls of Collins Bay Institution (CBI) in Kingston, Ontario. Hosted by the inmates, the event enabled 118 developmentally challenged athletes to participate in various track and field events. Each competitor was paired with an inmate "Godbrother" who supported and coached the athlete throughout the duration of the Olympiad. The athletes and their chaperones were billeted at Queen's University for the weekend. Breakfast was arranged by the inmates of Frontenac Institution.

The EPO was started in 1977 by inmate George Marcott, and the "Groupe Social Francis" of CBI with only \$380, a record player, and most importantly, the will and desire to provide an opportunity for developmentally challenged athletes to participate in the "Collins Bay Children's Olympiad". By 1981, the event had grown to become a non-profit registered charity, and its name was changed to "The Exceptional People's Olympiad".

This year, a total of \$31,314 was raised through donations from individuals, businesses, and organizations in the community, and in large part through fund raising activities from the inmate population.

Every year, beginning in January, the EPO committee canvasses past and potential contributors for the money and goods required to run a successful event. This year's committee raised community donations totaling \$4,030 in cash, plus the following goods and services: chocolate bars from *World's Famous Chocolates*; bottled water from *Rock Springs*; hot dogs and hamburgers from *The Hindquarter*; tables, chairs and tents from *CFB Kingston*; socks from *The Bay*; watermelon from *Ontario Potato Inc.*; popsicles from *Superior Propane*; barbecues loaned from Princess Street *LOEB*; hats from *Auto House*; film from *Camera Kingston*; watercoolers and water bottles from *Crystal Springs*; coleslaw from *Keith's Deli* and *Heidi's*; buns from *Weston Bakery*; pizza discounted from *Tony's Pizzeria*; a band from *Bernie Dobin Agency*; the participation of the military band from *CFB Kingston*, coordinated by Sgt Ford of their Communications/Electronics division; and two representatives from St. John's Ambulance provided first aid for the event. Countless hours were donated by community volunteers from the Kingston Chapter of the John Howard Society, as well as the Collins Bay Institution Lifer's Group Volunteers from Ottawa, Audrey Howarth of the Citizen Advisory Committee, and the partners of two offenders.

The remaining \$27,285 required to stage the event was raised by the EPO committee directly from the CBI inmate population. This astounding amount was collected through the sale of various specialty items and from direct donations. In all, 240 CBI offenders participated in this year's

event, assuming roles such as: Godbrother for the approximately 118 athletes; statistics keeper; time keepers, crowd control; food service workers, as well as set-up and clean-up crews.

The staff liaison for this inmate orchestrated event is Lynn Baker, a Personal Development Officer at Collins Bay Institution. This was Lynn's third Olympiad, and the EPO committee presented her with a beautiful dried flower arrangement in appreciation of her contribution to the coordination of this special event. She was assisted by Doug Senior and Curt Bolton, both Personal Development Officers, and Larry Staley, an Acting Personal Development Officer. Staff worked in partnership with the Exceptional People's Olympiad Executive Committee to put on a successful event in a medium security institution.

The event was a success because, for two days, inmates spent their time focusing on the needs of 118 developmentally challenged individuals rather than their own. Inmates who may have struggled with the concept of asking for help had to solicit the aid of community organizations and businesses, as well as from each other. The important skills of managing a budget, planning all facets of the event, public speaking, overcoming cultural differences and language barriers, and teamwork were fostered and put into practice. The offender participants exercised their potential for human growth and development. For 21 years, the inmates of Collins Bay Institution have reached out to the community from beyond the walls and made a positive social contribution.

CBI will be hosting the event next year as well. Individuals wishing to make a contribution to the 22nd Exceptional People's Olympiad may do so by contacting Ms. Lynn Baker at (613) 545-8598 or by facsimile at (613) 545-8824.

The Ken Bolton Symposium: The Halfway House Within Corrections

The Ken Bolton Symposium, a four-day series of lectures, forums, and sermons on halfway houses, will be held November 6-9 in Windsor, Ontario. Named after Archdeacon Ken Bolton, a supporter of the halfway house movement, the symposium will mark the 35th anniversary of St. Leonard's House in Windsor, the first halfway house in Canada.

Plenary guest speakers include: **Mr. Ole Ingstrup**, Commissioner, Correctional Service Canada; **Mr. John Larivée**, President, International Community Corrections Association; **Dr. Maeve McMahon**, Professor of

Law, Carleton University; **Mr. Graham Stewart**, Executive Director, John Howard Society of Canada; **Mr. John Braithwaite**, Corrections Consultant; **Dr. Don Andrews**, Psychologist, Carleton University; **Dean Juanita Westmoreland-Traore**, Faculty of Law, University of Windsor; and **Mr. Don Evans**, Community Corrections Consultant.

Since its inception, the commitment of the halfway house movement has been to assist offenders in becoming pro-social members of society. This social justice ideology will guide the symposium toward providing a body

of literature that will assist in developing a more effective approach to halfway house governance, thus preparing the movement for the next millennium. The organizers' commitment is to increase the understanding of how the presence of halfway houses has furthered, and continues to further, the course of social justice.

There will be twenty sessions on issues pertaining to the halfway house, corrections within the community, and social justice. The symposium and its published proceedings will provide a blueprint on which to build a responsible, defensible program that will enhance the objective of social justice. Additional information on the Ken Bolton Symposium can be obtained by calling (519) 256-1878 or by facsimile at (519) 256-4142. The organization can also be reached by E-mail at: tkbs@uwindsor.ca. ■

Prairies

Family Violence Risk Assessment Pilot Project

A CSC research report entitled "The Incidence of Family Violence Perpetrated by Federal Offenders: A File Review Study" (Robinson, 1995), found that one in three men admitted to federal institutions have been violent toward their family members. Since it is well known that only a small percentage of family violence leads to official charges, the researchers concluded that the actual number of offenders who have been violent toward family members is probably far greater.

The research, combined with alarming reports from victim surveys of the actual incidence of spousal assault in Canadian society, points to a need for earlier and more efficient detection of actual family violence risk in our offender population. Only when identified as a case need, can the offender's risk for family violence be targeted for

treatment or taken into account in decision making about private family visits and conditional release.

To improve the early identification of offenders who have been or may become perpetrators of family violence, the "Family Violence Strategic Plan: Prairie Region" (Gitzel, 1995) set as its first priority, the assessment of all male offenders at intake for family violence risk. A project team consisting of Mr. Kevin Kindrachuk, Case Management Officer, Edmonton Institution; Mr. Vince Roper, Senior Psychologist, Edmonton Institution; Ms. Lisa Buys, Program Director, Interpersonal & Family Skills Program, Alberta Hospital; and Ms. Nancy Gitzel, Family Violence Coordinator, Bowden Institution, developed a simple three-phase Family Violence Risk Assessment which was piloted at the Intake Assessment Unit at Edmonton Institution.

Phase One consists of institutional Case Management Officers (CMOI) who determine if the offender meets four criteria which are risk indicators of family violence for federal offenders (Dutton and Hart, 1992). These criteria are: past assaults of family members; prior record of violence; victim of and/or witness to family violence as a child or adolescent; and personality disorder with anger, impulsivity or behavioural instability.

If the offender meets the criteria, in whole or in part, the CMOI, using the Spousal Assault Risk Assessment (SARA) (Kropp, Hart, Webster, and Eaves, 1994), determines the offender's level of risk, and recommends the appropriate intervention. To ensure that family violence risk is specifically addressed by the CMOI, a new heading entitled "Family Violence" was added to the "Criminal Risk Summary", to be included in all Intake Assessment Reports.

In Phase Two, psychologists conducting assessments of offenders at intake question inmates directly about marital history, prior assaults of family members, and childhood victimization. Again, to ensure that psychologists have included family violence potential in their assessment, a new heading entitled "Family Violence" was added to the Edmonton Institution's "Intake Assessment Screening Report". Under this heading, the psychologist flags the presence or absence of family violence indicators and provides in a narrative the rationale for his or her determination. Normally, CMOIs have the Intake Assessment Screening Report by the time they write their final Intake Assessment Report, increasing the probability that offenders at risk for family violence will be identified.

In the third phase, offenders are also assessed for family violence risk in the Community Assessment, completed at intake by Case Management Officers in the Community (CMOC). A new heading, Family Violence, will be added to

the Marital/Family target domain in all Community Assessments completed for intake. Case Management Officers in institutions and in the community were cautioned during training to emphasize collateral information (e.g., City of Edmonton Police information on "peace bonds" and "orders of protection") in their appraisal of this aspect of the Marital/Family target domain, since it is well known that in many cases the offender's partner will not feel safe disclosing incidents of abuse, and should not feel pressured to do so.

The pilot conducted at Edmonton Institution was completed in December 1995. On the basis of promising early returns, the three-phase model for Family Violence Risk Assessment was approved for region-wide implementation by the Prairie Region's Regional Management Committee in April 1996. Family Violence Risk Assessment was approved by the Assistant Deputy Commissioners, for national implementation in March 1997.

A quantitative analysis of the impact of the Family Violence Risk Assessment project is currently in progress under the direction of the Edmonton Institution Psychology Department. The department has acquired University of Alberta research assistant, Eunice Kim, to measure empirically to what extent the project's more focused assessment of family violence has actually increased the number of offenders flagged for family violence risk. The results are available through the Family Violence Coordinator mentioned below. Two of the developers of the Spousal Assault Risk Assessment, Randall Kropp and Stephen Hart, are also evaluating CSC's use of the SARA.

For more information on the Family Violence Risk Assessment Project, contact Ms. Nancy Gitzel, Family Violence Coordinator, Bowden Institution, at (403) 227-3391 or by facsimile at (403) 975-4435.

Deterring Crime

In March 1995, inmates at Drumheller Institution in Alberta completed the production of a half-hour video titled *Full Impact*. Their goal is "to reach out and explain to kids of all ages to be more aware of the use of alcohol and drugs, and what the abuse of those substances have meant to us".

Inmates in the video share their experiences with the audience. "We believe that in order to show what can happen, our lives must be open to examination. Our life stories go in-depth. They are filled with the consequences that have brought us to where we are today: incarcerated."

The first public screening of *Full Impact* was held at Drumheller Institution and was attended by 23 teenagers and their parents, as well as members of the media. The event was a success and the inmates were given permission to make presentations to the outside community. Since then, a number of presentations have been made to various schools and community centres in the province.

Founded by three inmates, *Full Impact* has grown to three times its original size. It has commanded the dedication of its founders, coordinators, and successive participants. Of the nine offenders currently involved with the project, four have been released from the institution and are still involved with the program.

The inmates are grateful for the continued assistance offered by Drumheller's administrative coordina-

tors and several other CSC staff, who make it possible for them to give presentations in the community. For more information on the project or to obtain a copy of the video, contact Mr. Jim Spiers at (403) 820-6091 or Mr. Gary Storrs at (403) 820-6081.

Cops for Cancer Campaign

The Correctional Service of Canada (CSC) component of the Saskatchewan Cops for Cancer campaign concluded recently by almost doubling the fundraising target set out at the start of the campaign.

Saskatchewan CSC employees and inmates helped raise almost \$20,000 in

support of cancer research efforts. Participating in the campaign were the Saskatchewan Penitentiary, the Prairie Region Staff College, Prairie Region Headquarters, the Regional Psychiatric Centre and Okimaw Ohci Healing Lodge.

Ms. Nicole Nolin, daughter of Regional Headquarters employee Nadine Nolin and also a cancer patient, was the honorary chairperson for the campaign and participated in many of the Cops for Cancer events throughout Saskatoon, in addition to being named an honorary correctional officer by CSC.

Cops for Cancer was started in June of 1994 by an Edmonton Police Officer. After meeting a young cancer patient who had lost his hair due to chemotherapy, the officer was able to get a number of his colleagues to shave their heads in exchange for pledges to support cancer research. In total, seven officers raised over \$12,000 for cancer research. Since that time, the Cops for Cancer initiative has grown in leaps and bounds, and this year, leaped over the border into Saskatchewan. Vince

Streukens, a training officer at the Staff College, played an instrumental role in getting Cops for Cancer up and running in Saskatchewan.

"I was aware of the program in Alberta and thought it would be a good thing to get going here. After making a few phone calls, the local chapter of the Canadian Cancer Society also thought it worth pursuing. From there, the Saskatoon Police Association became involved, as well as the RCMP, the CN Police, Provincial Correctional Officers and of course CSC," Mr. Streukens said.

The fundraising effort in Saskatchewan was a total team approach. Barbecues, bake sales, raffles were all used to augment the usual pledge drive to support officers who agreed to have their heads shaved. In total, 22 CSC employees are now walking around with new hairdos – or rather lack of hairdos, including three women. Most find the shaven head experience cooler and pleasant to the touch. At least one is contemplating making the Kojak-look a permanent feature.



Back row (left to right): Barb Banks, Staff College (SC); Vince Streukens, SC; Fraser Grant, Regional Psychiatric Centre (RPC); Rhonda Hendricks, RPC; Shelly Klama, SC; Nicole Nolin, Honorary Chairperson for the Cops for Cancer campaign and Honorary Correctional Officer; Leon Durette, SC; Don Ediger, RPC; Roger Cossette, RPC; Marcel Chiasson, RPC.

Front row: Paul Skidmore, RPC; Michelle Landry, RPC; Marc Langlois, SC; Jim Beaulieu, RPC.

Farewell to Father Paul

Working with inmates on a day-to-day basis, a job that most would call daunting at best, Father Paul says, "It's my life, it's what I'm about." He has been helping staff and inmates at Drumheller Institution over the last nine years.

Father Paul has made the institutional chapel a place of quiet solitude and worship, accommodating over 500 inmates and their respective beliefs. "I believe strongly in multi-faith," he says. "Faith is what is important, and I want to encourage us all to find our way, a good way. I see the best in what we can achieve, to transform to a new creation that is beyond a single faith and beyond the petty differences of everyone." He has consistently shown his kind nature and has accepted every inmate that has ever walked through his doors, regardless of faith. His pleasant demeanor and gentle guidance have comforted many people over the years and he has always made sure to have an open

door, an open ear, and an open heart for those in need.

He did not worry about the reaction he would receive when he decided to make the chapel a center of many faiths. "If I fear, how can I help. Interfaith is what the chaplaincy is, and faith is something better. It must always drive us. It's our moral responsibility to help all who ask it, who want it, and who need it. I know I have angered some, everybody has bad days, including me. It's not about differences, it's about seeing beyond them." When commended for having turned the chapel into a multi-faith sanctuary, Father Paul modestly replied that it was hardly him that did it.

Father Paul will be leaving us "to reconnect with the religious community," and will subsequently join the Edmonton Institution. From time to time, we have the privilege of seeing the very best a person can be. We shall miss Father Paul as he prepares to move on. We shall never forget him either. He leaves behind a truly united church and the respect of all those whose lives he touched. We wish him the best as he has always, and will continue to, wish for all of us.

This article was written by James Wrigley, a lifer at Drumheller Institution. ■

Pacific

Raising of a Totem Pole

About 50 people attended a traditional, native spiritual ceremony on July 9, 1997 to raise a totem pole at William Head Institution.

A large group of regional elders and members of the nearby Becher Bay First Nations participated in the emotional event, which culminated with a group of inmates raising the five-metre tall pole atop a rocky outcropping beside a newly-planted tree.

The pole was carved primarily by inmate Narcisse Baptiste, who learned

traditional native carving while incarcerated. This was his first major project and the result is sensational. "The pole stands now where all inmates can draw comfort and serenity from it," one elder said.

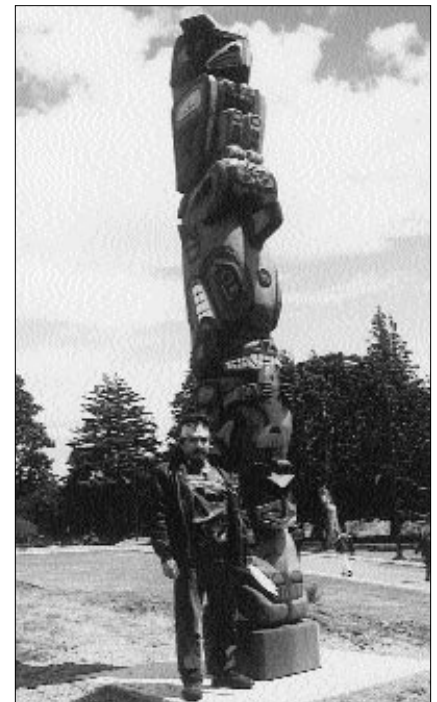
It took Mr. Baptiste about two months to carve the elaborate pole which represents the sky, the sea, animals and humans. The carver is a member of the Kamloops Indian Band. He paid tribute to an offender who has left the institution and who helped him with the pole.

Regional Administrator, Correctional Operations Jeff Christian, who represented Deputy Commissioner Pieter de Vink, and Warden Michael Gallagher spoke on behalf of the Correctional Service of Canada.

The ceremony began with all the women in the audience joining with the female elders to bless the pole while it was still lying horizontal in front of the carving shed.

Then, a most extraordinary and wonderful thing happened. A group of Native dancers began performing an Eagle dance. After a minute or so, an

eagle appeared in what had been an empty sky. As the incredulous participants watched the beautiful bird circle, one of the female elders muttered softly to all, but to no one in particular, that "there will be four who come".



Inmate Carver Narcisse Baptiste standing in front of pole on its new site.

Within 60 seconds, there were four eagles circling the bright blue sky, moving closer to the ceremony. One young eagle left the group and swooped down just over the heads of the dancers in front of the pole. It was a moment which left most participants with a lump in the throat and a tingling sensation. Many elders smiled, accepting without the need for explanation.

Following the ceremony, the Aboriginal inmates prepared a feast for the guests. During the dinner, Mr. Christian presented William Head Institution Spiritual Advisor Lloyd Haarala a plaque for his invaluable contribution to the Service and to Native offenders.

Friday Night in the County Jail

As a result of a friendship I have developed with an employee of the King County Jail, just outside of Seattle in Washington State, I was invited to participate in a simulated incarceration on March 14 and 15. The new King County Regional Justice Center had just been completed, and 250 people from various walks of life were invited to spend a night at the new facility before the first inmates were admitted.

It was because of my friendship that I was the sole Canadian to be invited. I arrived at the Center at 5 p.m. on Friday afternoon. Once I had been “booked”, myself and nine fellow “inmates” were escorted to cellblock ‘H’, where we were seen by the principal officer and assigned our cell for the night. After settling in, we were

allowed to meet our neighbours: there were media reporters, talk-show hosts, county court judges, chaplains, state and county correctional officers and managers, labour leaders, state and county elected officials, victims’ rights groups, and interested citizens.

At 6 p.m., we sat down to a pre-portioned meal served in insulated, partitioned trays. We were given a chicken thigh/leg, one scoop of mashed potatoes with gravy, one scoop of carrots, shredded lettuce with a cream-style dressing, an “airline bun”, one pat of margarine, no condiments, and a paper cup of fruit punch. This was luxury to the officials from this area. A cup of coffee would have been nice after dinner, but it wasn’t available because officials believe that cutting it out saves the county about \$20,000 per year.

By now, the effects of nicotine withdrawal among smokers were becoming apparent. The non-smoking policy in Washington State jails was implemented several years ago, and has virtually eliminated cell fires and the use of tobacco as an underground bartering tool for contraband.

After dinner, we went on a tour of the facility. Occupying 590,000 square feet on an 18.7 acre site, with a capacity for housing 898 offenders, its size is astounding. Imagine an inmate population in one facility equal to that of the combined population of British Columbia’s Kent, Mountain and Elbow Lake institutions, all under one roof. By the time we were through, it was 10:30 p.m. – time to get to our cells and lock up for the night. Sleeping without pillows on a rubber coated mattress was a little different, but I did manage to get some sleep.

The sound of unlocking doors and lights being turned on at 5:45 a.m. was a bit jolting. The morning routine began. Breakfast without coffee was a bit difficult for me, and it soon became

apparent that some of the smokers were NOT morning people.

There were times during my “incarceration” when I had to remind myself that I was in a different country, with somewhat different attitudes. Women correctional officers in the King County Jail are responsible for the full range of correctional officer duties, including strip searches, while in Canada women cannot do strip searches on men unless it is an emergency situation. Additionally, male officers in this facility are routinely assigned to work in the female inmate population whereas in Canada, they do not routinely work in proximity to women inmates. I also had to remind myself that I work in a facility that houses inmates serving sentences of more than two years, whereas the King County Jail holds inmates on remand, or serving short-term sentences of one year or less, therefore incurring a very high turnover.

Although I had spent only one night in “County Lock-up”, I was definitely looking forward to getting home. After breakfast we cleaned up our cells, returned the bedding and checked out of the facility. I went to the Admissions and Discharge unit, and called my friend to pick me up and bring me some coffee!

All in all, the experience was an interesting one, although a little disconcerting. It made me reflect on the freedom and privacy I experience every day and take for granted. It also gave me some good ideas on design of correctional facilities, and I hope that I brought back with me some ideas and vision that can be incorporated into the redevelopment we are embarking on with Mountain Institution. Now, where did I leave that cup of coffee?

Bruce Anderson is Assistant Warden at Mountain Institution, a medium-security facility in Agassiz, British Columbia. This was an account of his experience in a U.S. prison. ■

UNDERSTANDING CORRECTIONS

This supplement will be a regular feature in Let'stalk in coming issues. It will present information on the Correctional Service of Canada which readers can keep as reference material.

#1 Overview of the Correctional Service of Canada

The Correctional Service of Canada (CSC) administers the sentences of offenders imprisoned for two years or more. As part of the criminal justice system, and respecting the rule of law, it contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

The constitutional and legislative framework that guides the Service is set out by the *Constitution Act 1982*; the *Canadian Charter of Rights and Freedoms*; the *Criminal Code of Canada*; the *Corrections and Conditional Release Act* (CCRA) and supporting regulations (CCRR); the *Transfer of Offenders Act*; and various international agreements and conventions, including the United Nations Standard Minimum Rules for the Treatment of Prisoners and the International Covenant on Civil and Political Rights.

CSC currently manages:

- 42 federal penitentiaries for male offenders, which are classified as maximum, medium and minimum security and include four regional mental health facilities. As well, a new medium-security institution in the Muskoka region of Ontario is under construction.

- The Prison for Women and Isabel McNeil House in Kingston, and five new regional facilities for federally sentenced women located in Truro (Nova Scotia) Edmonton (Alberta), Joliette (Quebec), Kitchener (Ontario) and Maple Creek (Saskatchewan). Prison for Women will close once all women offenders have been transferred out of the institution.

- 15 community correctional centres for offenders on conditional release.

- 69 parole offices, grouped into 17 districts, which are responsible for supervising conditionally released offenders in the community.

In addition, CSC maintains exchange of service agreements with most provinces and territories. It has contracts with over 172 Community Residential Facilities to accommodate conditionally released offenders, as well as with community agencies for parole supervision and various support, treatment and education programs for offenders.

In total, CSC is responsible for approximately 21,000 offenders, of whom 14,000 are incarcerated and 7,000 are on conditional release in the community. CSC employs over 11,000 people and an additional 10,000 volunteers are involved in CSC activities such as

tutoring, literacy training, visiting programs, social and recreational activities, multicultural activities and substance abuse programs. Over 400 of these volunteers serve on nearly 60 Citizens' Advisory Committees across Canada, advising on the development of correctional facilities and programs, working as independent observers of the day-to-day operations and acting as liaisons with communities.

Organization of CSC

CSC is part of the Ministry of the Solicitor General. The Commissioner of Corrections is the Senior Executive Officer of CSC, accountable to the Solicitor General of Canada. The Commissioner is assisted by a Senior Deputy Commissioner, a Deputy Commissioner for Women, five Regional Deputy Commissioners, five Assistant Commissioners, a Corporate Secretary, a Chief Executive Officer for CORCAN and a Senior Counsel.

The Service has three levels of management: (i) National, (ii) Regional, and (iii) Institutional and District Parole Offices.

National Headquarters (NHQ) provides support to the Commissioner and the Executive Committee (EXCOM), and delivers services to all of CSC including: provision of information to

Parliamentary Committees, Central Agencies and the public; ministerial liaison; communications, correctional operations, corporate human resource and financial management; corporate review and audit; corporate performance assurance; corporate policy and planning; program development; research; international transfers; legal services and information management.

NHQ also monitors corporate compliance with the *Corrections and Conditional Release Act*, ensuring that standards are developed and implemented with national consistency; and that accountability mechanisms are in place to monitor performance and measure results.

The following positions comprise the management team of National Headquarters:

- Senior Deputy Commissioner
- Deputy Commissioner for Women
- Assistant Commissioner, Corporate Development
- Assistant Commissioner, Performance Assurance
- Assistant Commissioner, Corporate Services
- Assistant Commissioner, Personnel and Training
- Assistant Commissioner, Communications
- Corporate Secretary
- Chief Executive Officer for CORCAN
- Senior Counsel

The Correctional Service is divided into five regions; Atlantic, Quebec, Ontario, Prairies and Pacific. Regional Headquarters (RHQs) provides support to the Regional Deputy Commissioner and Regional Management committee in: implementing national policies and programs; developing regional policies, plans and programs for performance measurement, human resource and financial management; federal/provincial relations, liaison with the Commissioner's office, public consultation, and provision of information to the

media, elected officials, interest groups and the public.

Although the incarceration and supervision of offenders will be addressed in more detail in future articles, the following two sections are a brief overview of these issues:

Incarceration of Offenders

As mentioned above, there are three levels of security for CSC institutions: maximum, medium and minimum. There is also a Special Handling Unit in one of the institutions in the Quebec region to house offenders who have caused death or serious harm within an institutional environment.

In accordance with the CCRA, CSC must ensure that offenders are housed in the facility that provides the least restrictive environment for that person, taking into account the degree and kind of custody and control necessary, accessibility to home community and compatible cultural and linguistic environments, as well as the availability of programs and services that meets the offender's needs (if the offender is willing to participate in such programs).

Offenders who are starting a sentence, or who have had their conditional release revoked, are initially sent to an Assessment Unit, where criminal risk and needs are assessed based on the inmate's criminal and social history. In addition to the offenders criminal background, factors examined include employment, community functioning, substance abuse, personal/emotional orientation, marital/family, attitude and associates/social interaction. This information provides the basis for managing the offender's sentence and eventual reintegration into society.

While incarcerated, offenders have the opportunity to participate in a variety of activities including programs, work, school, recreation, hobbycraft, visits and group meetings. Of primary importance are activities that contribute to the

reduction of the risk presented by the offender and that will assist in their reintegration into society as law-abiding citizens.

Release and Community Supervision

When they are eligible, offenders may apply (or be automatically reviewed) for conditional release, either a Temporary Absence, Day Parole, Full Parole or Statutory Release. Some offenders are released at the end of their sentence (Warrant Expiry) if they meet certain criteria for detention. The National Parole Board is the primary decision-making body for the conditional release of offenders.

Once released, offenders are required to report on a regular basis to their parole supervisor and may be subject to certain additional conditions to manage their risk. These conditions could include, among others, abstaining from drugs and alcohol, avoiding certain places or people, or attending programs. Failure to abide by the conditions imposed on their release could result in the suspension and/or revocation of the offender's release and see them returned to custody. Offenders remain under supervision until their Warrant Expiry Date if they are serving a fixed sentence, or indeterminately, if they are serving a life sentence.

In summary, CSC is an important member of the criminal justice system, working in partnership with many other departments at the federal, provincial, territorial and municipal levels as well as foreign governments, academic institutions, non-governmental agencies and the public. Their role is to assist in the rehabilitation of offenders and their reintegration into the community, while contributing to the maintenance of a just, peaceful and safe society. ■

Source: This article was prepared in cooperation with Ms. Trish Trainor, Acting Case Management officer, Joyceville Institution

Opening Ceremonies at the Pê Sâkâstêw Centre

**COMMISSIONER INGSTRUP named
CHIEF SPOTTED EAGLE
at opening of PÊ SÂKÂSTÊW CENTRE at HOBHEMA**



The Samson Cree Nation held a special ceremony to honour Commissioner Ole Ingstrup for his help in establishing the first-ever Aboriginal minimum security institution at Hobbema, Alberta.

On Friday August 8, 1997, immediately after the Grand Entry led by the Chiefs of the four Bands at the annual North America Ermineskin Pow-Wow, Mr. Ingstrup was given the name of Chief Spotted Eagle of the Samson Cree Nation.

"We have a good friend of the Indian people. He has said he wants to help us and I believe him. He has said he wants to work with our people to help so they go back to their culture," said the Samson Cree Elder George

Saddleback, who performed the honour on Mr. Ingstrup.

Native dancers performed inside the stadium for hundreds of onlookers from the local community including the Correctional Service's Senior Management, Prairie Region. The ceremonial dancer, Mr. Saddleback, dressed in traditional dance wear including eagle feathers, porcupine quills, an Indian armoury breastplate and buckskin pants, danced the honorary ceremonial dance as Mr. Ingstrup knelt on a brightly coloured blanket. Mr. Saddleback then said a sacred prayer in Cree, and the title "Honourary Chief Spotted Eagle" was given to Mr. Ingstrup.

According to the Samson Cree, the name Chief Spotted Eagle is very symbolic: the eagle represents courage, strength and wisdom, and it is said that the eagle delivers prayers to the Great Spirit.

"I feel honoured when I do that and when someone has earned that title," said Mr. Saddleback, who said the honorary chief's name came to him in a vision.

At the end of the ceremony, the Commissioner was presented with a ceremonial head dress, the highest honour given to an individual. The head dress, according to Native ceremony, represents respect for the wearer but also bears certain responsibilities. In this case Mr. Ingstrup is to deliver culturally appropriate programs for Native offenders, as well as exhibit qualities suggested by the beadwork and ornamental construction of the head dress. These qualities include adaptability, fellowship for community, leadership and understanding.

The ending of an official title pays tribute to a system that seems to be changing for the better. It also reflects an evolving and respectful relationship between the Correctional Service and Native offenders, where Native programs are offered by correctional staff and where members of the Native community are reaching out to encourage dialogue and understanding. Overall, this occasion illustrates the all-encompassing possibilities already expressed in the *Correctional Conditional Release Act*. ■

Pull out: keep for reference



Administrative Building



Programs Building



Ceremonial Building



Residential Units



The Honourable Andy Scott, Solicitor General, speaking during the opening ceremonies
La cérémonie d'ouverture a été présidée par l'honorable Andy Scott, Solliciteur général



Ms. Kathy Louis, Chief Florence Buffalo, Solicitor General Andy Scott during the Opening Ceremony
M^{me}. Kathy Louis, Chef Florence Buffalo et le Solliciteur général Andy Scott



Master of Ceremonies Roy Louis leading in the dignitaries to begin the Opening Ceremonies
Le maître de cérémonie Roy Louis accompagnant les dignitaires à la cérémonie d'ouverture



Commissioner Ingstrup presenting a blanket to Ms. Violet Soosay, Executive Director, Pê Sâkâstêw Centre
Le Commissaire Ingstrup remettant une couverture à M^{me}. Violet Soosay, directrice général du Centre Pê Sâkâstêw



Commissioner Ingstrup presenting a blanket to former Chief Victor Buffalo
Le Commissaire Ingstrup remettant une couverture à l'ex-chef Victor Buffalo



Solicitor General Andy Scott participating in the ceremonial tree planting
Le Solliciteur général Andy Scott participant à la plantation symbolique d'un arbre



Danseur à la danse en cercle
Dancer at the Round Dance



Joueurs de tambour à la danse en cercle
Drummers during the Round Dance

M. George Saddleback dansant à la cérémonie d'ouverture
Mr. George Saddleback dancing at the Opening Ceremonies



Pow-wow de la communauté d'Ermineskin
Ermineskin Community Pow Wow



Le Commissaire Ingstrup participant à la plantation symbolique d'un arbre
Commissioner Ingstrup participating in the ceremonial tree planting



Danseurs au Pow-wow de la communauté d'Ermineskin
Dancers at the Ermineskin Community Pow Wow