

LET'S TALK

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THE CORRECTIONAL SERVICE OF CANADA
COAST TO COAST

24/7



Correctional Service
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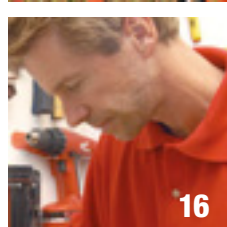
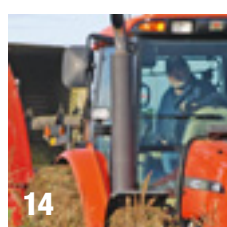


Inside this issue of *Let's Talk* you will read about the great variety of jobs within CSC and some of the people that fill them – coast to coast, 24/7. The occupations and locations may vary but the goal remains the same: public safety.

Clockwise from top left: CSC honour guard; a parole officer in the community; health-care instructor; a food service employee at Sainte-Anne-des-Plaines Institution; a correctional officer doing a formal count; security staff check surveillance monitors; a parole officer in Newfoundland; teachers during Literacy Day at Leclerc Institution; Japanese film crew and CSC legal counsel.

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COMMISSIONER'S EDITORIAL



A Common Goal: Advancing Canada's Public Safety Agenda

Welcome to a new edition of *Let's Talk*. This issue features the work of a variety of Correctional Service of Canada (CSC) employees, and these snapshots offer insight into some of the specialized work carried out by CSC staff.

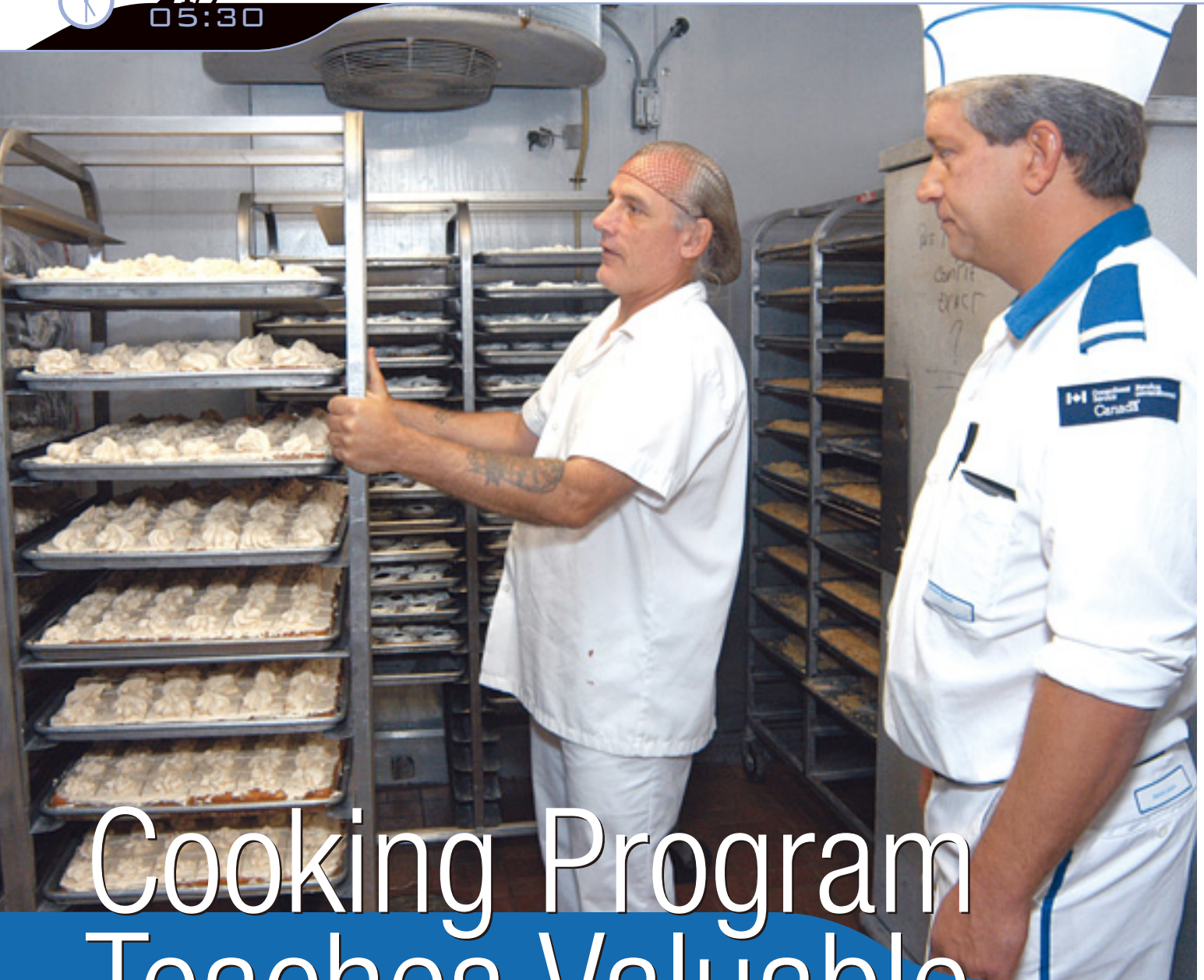
Regardless of where our work is carried out, or how widely our roles and responsibilities may vary in the Service, we all share the common goal of advancing Canada's public safety agenda.

The dedicated team at CSC has a proud history of working to make communities safer for Canadians. However, given the changing profile of the offender population, we cannot rest on our laurels. We need to strategically realign our priorities and resources to meet the challenges ahead.

An introduction to CSC's strategic priorities for fiscal year 2006-07 is on page 26 of this issue and a more in-depth look at our challenges and strategic responses will be featured in the next edition.

In the meantime, I would like to take advantage of this opportunity to wish you the very best in 2006. I look forward to working together with you in my first year as Commissioner as we continue to achieve results for Canadians. ♦

Keith Coulter
Commissioner
Correctional Service of Canada



Cooking Program Teaches Valuable Skills

BY **Djamila Amella**, Communications
Officer, Communications and Citizen
Engagement

Photos: **Bill Rankin**

Sainte-Anne-des-Plaines Institution, in the Quebec Region, has introduced a cooking program in which offenders supervised by six Correctional Service of Canada (CSC) employees help produce 2,500 meals (breakfast, lunch and supper) every day. These meals feed approximately 900 offenders housed in the three institutions in this penitentiary complex: the Regional Reception Centre and Special Handling Unit, Archambault Institution and Sainte-Anne-des-Plaines Institution. The cooking program allows offenders to acquire diplomas that will help them find employment on conditional release, thus facilitating their reintegration.



We are inside the largest federal penitentiary kitchen in Canada, at the Sainte-Annes-Plaines minimum-security institution, where some 40, white-coated and -capped offenders and CSC employees are busy working at huge steaming vats, at a meat counter and in the bakery area. They have been on the job since 5:30 a.m. and will continue until 11 a.m., returning at 12:30 p.m. and going off duty at 1:30 p.m. Today's menu, created according to Canada's Food Guide, features pea soup, salmon steaks, plain potatoes, small cakes, juice and a serving of milk.

Head of Food Services Roberto Trubiano, who has been with CSC for 23 years and is himself an expert professional cook, notes, "This institution houses as many as 175 offenders; 45 of them work in this kitchen, and 10 of those workers officially participate in the Cooking Program. The program prepares them for the labour market. In the morning they work in the kitchen, and during the afternoon they take academic courses here at the institution with a teacher from the school board.

"Our chefs have a great deal of experience and we make good use of that pool of expertise. We have an annual budget of approximately \$1.2 million for meal purchasing, cooking and delivery."

Opposite page: In the bakery area, with the help of an offender, a chef (right) prepares for delivery of the dessert of the day to institutions in the penitentiary complex.

A Brilliant Idea

According to Georges Flanagan, Assistant Warden, Management Services, and a 22-year CSC veteran, the idea of introducing a program of this type dates back some 15 years.

"We started to get this project going in the 1990s. Wanting to give offenders some skills they could use on conditional release, and having a pool of expertise available in the institution, Warden Jean Luc Gougeon and Unit Manager Josée Brunelle laid the groundwork. The school board was contacted, candidate profiles drawn up, and programs developed. Proponents travelled to institutions to publicize the program and recruit candidates.

"Of course, numerous checks were conducted, particularly in the case of candidates from medium-security institutions. In candidate selection, an offender's correctional plan, risk evaluation and security rating are all aspects to be taken into account. The program was structured over a period of time to become what it is today. The main objective has always been to teach offenders a trade."

Training Opens Doors

The Cooking Program was officially launched a year ago. Offenders selected to participate have the option of taking a 390-hour cook's assistant course, a 435-hour butcher's assistant course, or a 450-hour course to become a baker's assistant. "We require program participants to have completed Quebec Secondary III," notes Unit Manager André Bellemarre. "Participants are trained for a six-month period and earn diplomas that are recognized by Quebec's Ministère de l'Éducation."

Above, left to right: Georges Flanagan, Roberto Trubiano and André Bellemarre in the office from which they supervise the kitchen.

A chef (left) trains an offender at the meat counter.

Under the supervision of a chef, an offender (right) stirs the soup of the day in the vat area of the large kitchen at Sainte-Annes-Plaines Institution.

Cooking Program participants earn as much as \$6.90 per day and live in a separate unit. "They earn what the other offenders earn," adds Georges Flanagan. "What they gain is knowledge."

Security in the Kitchen

Neil Elsmore, Acting Supervisor of Food Services, has worked in this field for six years. When asked whether security is a challenge in a kitchen where a number of offenders handle knives and other tools, he answers, "Even though we handle a variety of tools, there have never been any incidents and I have never felt that I was in danger. My job is to produce meals and to train people. The offenders who participate in the program are carefully selected. They show tremendous interest and are able to learn. And when you treat others with respect, you can only get respect in return."

A number of offenders on conditional release have been able to find employment in this field. They are proud of their achievements and their participation, which has allowed them to acquire not only cooking training but also many social skills needed to work as a team member and to keep a job. Sainte-Anne-des-Plaines Institution employees agree that the Cooking Program makes a vital contribution to successful offender reintegration. ♦

Creating Open and Effective Communication



Dennis Finlay

Pacific Regional Communications Manager Dennis Finlay has just completed a morning briefing for Dianne Brown, Special Advisor to the Regional Deputy Commissioner. The briefing — a daily occurrence — dealt with operational issues and a review of the media's coverage of the Correctional Service of Canada (CSC).

BY **G. Chartier**, Communications Officer,
Communications and Citizen Engagement

Photo: Courtesy of Dennis Finlay

“On an average day, we may get three or four calls from the media, but on a busy day, if some incident has happened, we can get 40 or 50 calls,” he says. “Today I am working on arranging a two-part television series on drug interdiction and substance abuse programs.”

He had told a television reporter about a new “tip line,” established so that staff, visitors and volunteers can report suspicious activities at institutions.

“The reporter became interested in how we work to prevent drugs from entering our institutions and that interest has led to a two-part series on the issue.”

Background as a Reporter

Speaking to reporters is something Dennis does with ease, as he himself was a professional journalist for 12 years before he began working for CSC. In 1979, his career took an unexpected turn when the paper he worked for — the *Montreal Star* — folded.

“I was covering Parliament Hill for the *Star* at the time in Ottawa,” he recalls. Once he received the bad news, he had to start looking around and exploring options with other newspapers. A friend told him that the media relations post at CSC was open.

“I signed a six-month contract and never imagined I would stay past that,” Finlay said, thinking it would be a temporary job. “After the contract ended, they asked me if I wanted to stay. I decided I enjoyed the work, I enjoyed the people, and I enjoyed the human dynamic of the Service, so I decided to stay.”

The MacGuigan Report

“At that time, our typical response to most questions from reporters was ‘I can’t tell you that because of the safety and good order of the institution.’ And no matter what we were asked, we hid behind that phrase,” he recalls.

Dennis recalls vividly that the system — including communications — was in a process of change. In 1977, a Parliamentary subcommittee investigating federal prisons had tabled its report, known as the *MacGuigan Report*. It proved to be pivotal.

“It was recommendation number 25; I remember it very well. It stated that the Correctional Service of Canada had to be open and accountable. That recommendation was taken very seriously by the CSC Commissioner at the time, Don Yeomans, and by Assistant Commissioner for Communications John Braithwaite.”

Talking About What We Do

Along with others in the Communications Branch at National Headquarters and with colleagues across the country, Dennis worked to modernize the approach to media relations for CSC. As the media relations spokesman at CSC’s National Headquarters in Ottawa, Dennis



played an important role in CSC's efforts to open itself up to the Canadian public.

Training CSC Officials Across the Country

There was no training at that time to help CSC officials communicate effectively with the media.

"Basically, we introduced training for senior officials across the country," Dennis says of the program he developed together with colleagues Les Shand, Linda Lee and Jack Stewart.

"It wasn't so much *how* to talk to the media but *why* it was important to talk and that reporters were our conduit to get our message to the public. We sat down and put together a course geared specifically for the Correctional Service of Canada about how to deal with the media effectively. We had to do more than answer questions — we had to be proactive.

"When you talk to a reporter, you are not just talking to him or her. You are talking to maybe 150,000 readers, 200,000 listeners or 500,000 viewers. We had to learn how to deal with reporters and get a message across to those viewers. I travelled across the country delivering the course for about 15 years."

Showing a Successful, Dedicated Service

From those early days many years ago, Dennis can see a great many positive changes.

"I think the Service today is a lot more accepted for its success stories than it was in the past. I think a lot of this is due to the fact that our senior staff are prepared to talk to the media, they welcome them into facilities, they know how to talk to them, they understand the importance of getting our message across.

"When we can say six out of ten offenders do not return to our correctional system, how remarkable that statistic is when you consider that offenders come to us after usually spending years living a criminal lifestyle. And for us to be able to succeed with those six out of ten and somehow help them turn their lives around in a few years — this is a remarkable story. People should understand that we do contribute to public safety by ensuring that those people who want to succeed can. And they don't go out and create new victims.

"People should appreciate that we are a very successful Service in that way. Our dedicated staff provide very effective programs." ♦



Iqbal Sangha

PREPARING, SUPERVISING AND MAINTAINING CONTACT

BY G. Chartier, Communications Officer, Communications and Citizen Engagement

Parole Officer Iqbal Sangha is doing a community assessment of an offender who will soon be released from Mountain Institution and supervised from the Nanaimo office. A great deal of work goes into preparing for the transfer from the institutional setting to the community and, consequently, Sangha has been in touch with the institution many times over the last few months.

Sangha currently supervises more than 20 offenders on various forms of conditional release. Community assessments — examining, confirming and evaluating where the offender will live and possibly work and the level of community and family support he/she will receive — are critical both for the offender's success and for the safety of the community.

Sangha began working for the Correctional Service of Canada nine years ago as a correctional officer at William Head Institution. His duties included working closely with institutional parole officers on case management, and from this experience he saw that a parole officer's job was a career he would enjoy.

He quickly discovered that there are differences between working on the inside and the outside. "In an institution, you know where your offenders are at all times," Sangha explains. "In the community, you must work hard at maintaining personal contacts with individual offenders and their families. We have a lot of one-on-one contact."

He knows that while most offenders will complete their sentences without re-offending, some will not be able to make the transition from institution to normal life. And if they fail, it is hard for Sangha to not feel responsible, despite all his efforts.

"You build relationships with the offenders, and it's tough not to take it personally," says Sangha. "But if the community is placed at risk, we have no choice but to return them to the institution while their risk is being re-evaluated." ♦



Academic Knowledge and Social Skills

INTERNATIONAL LITERACY DAY

On September 8 of every year the whole world celebrates International Literacy Day. To highlight the value it places on offender education programs, the Correctional Service of Canada (CSC) organizes a variety of activities in all its regions. At Leclerc and Montée Saint-François institutions in Quebec Region, the Let's Talk team met with a number of offenders who are attending school and with their supervisors.

BY **Djamila Amellal**, Communications Officer, Communications and Citizen Engagement

Photos: Bill Rankin

Early in the morning, teachers gathered at Leclerc Institution to celebrate with their students. A number of educational activities were already on the list.

"This year the theme of our celebration is 'corn,'" said Alain Sirois, Head, Education and

Employment. "Our activities were chosen based on offenders' interest and include general knowledge tests, games that test verbal skills, word searches and a thematic dictée. As well, we will officially launch the school newspaper. The graduation ceremony will be held in the afternoon."

Literacy – A Prerequisite

Research shows that some federal offenders have a lower literacy level than what is required for admittance to secondary school. This issue is a major priority for CSC. Accordingly, the



In a classroom at the Leclerc Institution school, Alain Sirois (striped tie) and the teaching team scan the editorial content of *Message*, the school newspaper, launched on International Literacy Day.

Service is working to provide offenders with education programs that promote literacy and the acquisition of other skills, as well. With this training, it is easier for offenders to participate in the correctional programs designed for them.

Today at Leclerc Institution, a team of nine motivated and committed teachers talk about their work: “We teach French, English, math and computers at the secondary school level. These are the skills that everyone is looking for these days. For those who are able, a college training program is also available. This training can be done outside through the Prêt 2000 program. In Leclerc Institution alone, an average of 10 offenders every year are admitted at college level.”



Warden Serge Gagnon (fourth from left) with teachers and inmates at the MSFI, during the Job and Training Fair, one of the International Literacy Day activities

Social Skills Are Essential

The instructors agree that school gives offenders confidence and teaches them how to interact in a group setting. “We motivate them and give them tools for their toolbox, but it is up to them to use these tools,” says math teacher Stéphane Nadon. And Raymond Maltais, who is responsible for job skills acquisition, adds, “Social behaviour is important because often people are hired for their academic or working skills but fired for a lack of social skills.”

Sirois concludes by saying, “School in prison is essential. It is where the knowledge transfer takes place — teaching students to think, discern, communicate and work as a team.”

In preparation for the afternoon of this symbolic day, the entire team gets ready for the graduation ceremony and a corn boil.

Training, Orientation, Counselling

It is now afternoon. At the other end of the prison complex at Montée Saint-François Institution (MSFI), CSC staff and the offenders are busy preparing for the Job and Training Fair. The morning was very busy with the graduation ceremony and congratulating offenders who had successfully completed their programs.

“For us, the best way to celebrate this day is to hold a Job and Training Fair,” says Brigitte Bouchard, Program Manager at MSFI. “We present all the literacy programs to inform offenders about job opportunities outside and the training that is required for each job opportunity. They also learn about grants available for studying outside (at college) and distance education. This is one more opportunity to raise awareness.”

Behind the tables, which are arranged in a circle, teachers of various subjects are providing explanations and advice, such as how to be successful in an interview and how to bolster a weak point in a resumé. They also provide counselling on training. Some offenders have come to help their teachers by taking part in the games.

A Sense of Accomplishment and Pride

“We have a lot to celebrate,” declares Serge Gagnon, Warden of MSFI. “The teachers open doors — and that is a priority here. The employees in charge of programs feel strongly about it and are very involved. Offenders have very little schooling when they arrive. There are currently 210 offenders in the institution, 40 of whom attend school. The waiting list to get in is quite long. The teachers know how to motivate them, and some offenders leave here with a high school diploma. Others even go on to CÉGEP. This year, around five offenders were in the Prêt 2000 program and obtained certificates that are recognized outside. These results show how committed CSC staff is. We are very proud of them.”

As soon as offenders arrive in the CSC institutions, staff begins preparing them for their discharge and successful reintegration into the community. They start with the basics, reading and writing, and go on from there. Sometimes the students go far. ♦



Working to Create a Community Environment

Lucille Stewart, an institutional parole officer at Nova Institution for Women in Truro, Nova Scotia, has just finished talking to some primary workers. Stewart is their case management supporter/coach/mentor. Both here and at the four other federally sentenced women's facilities across Canada, primary workers perform many of the functions of correctional officers in men's penitentiaries. They also handle most parole officer functions, such as case preparation work.

BY **G. Chartier**, Communications Officer, Communications and Citizen Engagement

Paper Work

"While I do some one-on-one work and some case work, the biggest chunk of my time is taken with primary workers who run the cases," Stewart says. "I make sure they are on the right track, completing the necessary paper work, and ensuring that they're aware of the cutoffs so they can get the information to the parole board on time.

"The primary worker does all the recommendations and I think that really affects how they interact [with inmates]," she says. "They really have to know their women."

In total, there are two parole officers and 60 primary workers supervising 63 offenders around the clock at Nova Institution.

More Open Communication Here

"Primary workers here have to balance women-centred principles with their case management and security," says Stewart. "They have a huge responsibility in more than one area.

"There is plenty of open communication," she says. "Inmates know if they have a problem, they're supposed to go to their primary worker."

Helping People

Like so many CSC employees, Stewart had a previous career that involved helping people.

"I use to work at Children's Aid as a child protection worker with Aboriginal families. When Nova first opened up, they put a call letter out to the general public, so I applied.

I thought that it sounded interesting, different but similar to the work I had been doing — dealing with individuals and helping them along in life."

She was hired as a primary worker when Nova began operations in 1995.

"When we first opened, there was such a strong sense of commitment to working with people. I think what surprised me was how universal that commitment was. We all trained together, we were all committed to the same thing together — a very strong belief in creating choices."

Nova Institution and the Community

Nova Institution for Women has a correctional approach that promotes an open and supportive environment, which is essential for community living. Its goal is "to model, promote and empower women to make meaningful and responsible law-abiding choices with a focus on safe and timely reintegration.

"The community seems to be very accepting," says Stewart. "They held meetings before Nova was opened and now it's very rare that we get complaints. We're trying to create a strong community environment."

"Nova has the Structured Living Environment that assists individuals who have difficulty within our population as a result of mental health issues, rule violations and certain patterns of behaviour. We have psychosocial rehabilitation for the lower functioning women who require a higher level of staff intervention than the average offender. They don't have the know-how, the skills to take care of themselves, to protect themselves. They don't know how to shop for themselves, they don't know how to cook for themselves."



Lucille Stewart

Since 2003, Nova also has had a secure unit that accommodates up to 10 maximum-security inmates.

Setting the Foundation

Stewart was not surprised when she first started handling the problems that she now encounters daily.

"I think I had a good idea what kind of people I'd be dealing with. But I believe that people can change," she says. "The day that I lose that belief, I'll stop working here. I know it can't happen overnight, but we can help set the foundation for moving ahead.

"For some of these women, this is one of the few places that they're treated with a certain respect and dignity. They know that on some level, every person here cares."

After this article was written, Lucille moved to a new position in the Reintegration/Programs Division, effective November 1, 2005. She is coordinating Section 81 and Section 84 requests and liaising with the National Parole Board and Aboriginal communities in an effort to provide Aboriginal offenders support in their pursuit of Section 81 and 84 releases. ♦



CSC HONOUR GUARDS

A Growing Movement

After the World Trade Centre attacks in 2001, a Correctional Service of Canada (CSC) honour guard — made up of members from Fenbrook and Beaver Creek institutions — showed its respect for the American people and American law enforcement in particular by laying a wreath at the steps of the United States Embassy in Ottawa. In a similar gesture, on September 24, 2005, another CSC ceremonial guard paid homage to the British people in the wake of the July 2005 London subway bombings. A commemorative wreath was laid beneath the Union Jack at Earnscliffe Manor, residence of British High Commissioner David Reddaway.

BY **Bill Rankin**, Communications Officer,
Communications and Citizen Engagement

Photo: **Bill Rankin**

Mr. Reddaway invited the entourage — including Simon Coakley, Assistant Commissioner, CSC Human Resource Management, Charles Lemieux, Security Division, Public Safety and Emergency Preparedness Canada, and two members from the New York Department of Corrections — for tea and a tour of the manor. The High

Commissioner expressed his gratitude, saying he was “most pleased with this form of recognition” and “delighted with the presentation.”

The Early Days

These activities are two of many that have occurred in recent years thanks to the initiative of CSC honour guards across the country. Since the late 1990s when the Service began issuing 12 ceremonial guard uniforms to each institution, staff members such as correctional officers Reg Best, Pat Boudreau and Bob Creswell in the Ontario Region have promoted the Service

through their attendance at the Police and Peace Officer Memorial in Ottawa, mostly on their own time. They established the honour guard presence and maintained that connection until the Service caught up to them.

Younger staff members such as Correctional Supervisor Scott Ritchie from Joyceville Institution, Correctional Officer Peter Ruttan, Fenbrook Institution, and many others have carried on this growing tradition and are pushing to expand and formalize the role of honour guards in the Service.



Part of a Larger Family

Ritchie recalls his first exposure to honour guard activities: “In the early ’90s, we had an officer pass away in the line of duty at Bowden Institution. As a newer officer, I watched the sombre approach the honour guard took in the performance of their duties. I thought to myself, ‘Look at this family that pulls together during these times.’ Although I wasn’t on the honour guard at the time, I felt proud and at the same time I felt part of a larger family. From that moment on, I wanted to be involved in it.

“One of the most important messages we want to get across to the public,” Ritchie continues, “is that we are disciplined, well-trained teams that promote the safety and security of our communities. Honour guards are, in effect, ambassadors for CSC.”

Ritchie becomes animated when he describes the performance of other units across the country. Along with the work done in the Ontario Region, he notes the dedication of Ric Cameron, Bowden Institution, Robert Pageau, Leclerc Institution, Glen Wilson, Mission Institution, and Angus Hunter, Springhill Institution. The effort that these members have expended to support and demonstrate professionalism within the Service is what keeps him motivated.

“We know that everyone loves a parade,” Ritchie says. “Those and many other kinds of events are a perfect opportunity for members of the public to see us and to find out more about what we do, just as [other] organizations promote themselves and communicate a message to the public, such as the RCMP through their Musical Ride and other venues. These events help to bridge the gap between the public and law enforcement. We want to remind the public and other law enforcement agencies that we are an essential part of the ‘thin blue line.’”

A Special Invitation

Ritchie recalls an event in 2004 that stirred the hearts of honour guard members and made them even more determined to see their plans come to fruition: they were invited by The New York Department of Corrections, Emerald Society Pipes and Drums Band, to march in the St. Patrick’s Day Parade in New York City.

“Spectators along the parade route were truly impressed that we took the trouble to journey all that way from Canada to show solidarity with our American law enforcement partners,” Ritchie recalls. “And for *our* officers, well... you take any Canadian correctional officer who works the range, cell blocks, or on a perimeter post, day in and day out and you put him down there on Fifth Avenue, in the

heart of New York City, where a crowd in the tens of thousands is chanting ‘Canada! Canada!’ so loud that you can’t hear the pipes-and-drum band in the background. That is a moment that he/she will never forget. It’s a morale-booster that instills a profound sense of pride in the Service.”

What Lies Ahead?

Nobody in the Service is sure just where the honour guard movement is going and to what extent it should be employed. Attendance at many of the events has, for now, been at the discretion of individual wardens. When they do get the green light to attend ceremonies, honour guard members often travel on their own time, hold fundraisers to pay for bus rentals, gas, meals and hotel rooms, and share best practices informally with other honour guard contingents. A reporting structure, dedicated coordinators and clear directives have not yet been developed, but one thing is for certain: with this grassroots movement gaining momentum, more operating funds will one day be needed if it is to grow.

“We’re not looking for a handout,” says Ritchie “We’re looking for a hand *up*. But first we have to document what we have been doing over the last few years — the plaques presented to us, the letters of recognition and thanks, the positive exposure we have given the



Service. And with the assistance of the good folks in the Security Division (NHQ), Communications, and many others, we will finish writing a national protocol.”

Honouring the Fallen

Besides presenting an image of excellence for the Service, Ritchie believes there is a more sombre duty the honour guard must fulfill even more than they do at present. “In the interest of modernizing and expanding the Service and becoming world leaders in corrections, I think we have, over the years, forgotten some of our own rich history. I think, first and foremost, we have an obligation to the employees who have died in the line of duty. I think we need to do a better job of remembering those who have fallen.”

To illustrate his intent, Ritchie tells a little story, relayed to him by Correctional Officer Matt Smith of Kingston Penitentiary (KP):

“Every year the daughter of a slain officer shows up on the same day in November at the grounds of the CSC Museum, which in the old days was the official residence for Kingston Penitentiary wardens. She quietly stands alone and says a few prayers in honour of her father who was killed more than 30 years ago while on duty at KP. When she’s finished her private ceremony she leaves.



Photo: Michelle Dorion

“Well, I’ve got a dream about that,” Ritchie continues. “One day soon she will be standing there all by herself and suddenly she will hear an unfamiliar sound that grabs her attention. She’ll look up King Street and she will see a Correctional Service of Canada pipes-and-drum band and honour guard marching towards her. They will march straight up to where she is standing and they will join her. Then she’ll know just how much her father’s sacrifice is valued.”

Ritchie smiles. There is a light in his eye, and he doesn’t need to say any more. ♦

Inside Earnscliffe Manor. Left to right: Matt Smith, Kingston Penitentiary; Maria Murzda, Green Medium-Security Institution, New York Department of Corrections; Jason Parliament, Fenbrook Institution; Liz Bongers, Fenbrook Institution; Denis Lanteigne, Fenbrook Institution; Peter Ruttan, Fenbrook Institution; David Reddaway, British High Commissioner; Richard Rowe, Fenbrook Institution; Gavin Brice, Pipe Major; Gordon Jack, Beaver Creek Institution; Judy Precoor, Beaver Creek Institution; Steve Murzda, Coxsaike Maximum-Security Institution, New York Department of Corrections; Scott Ritchie, Joyville Institution



24/7
15:00

LIFE ON THE

BY **Bill Rankin**, Communications Officer, Communications and Citizen Engagement

Photo: **Bill Rankin**

Instructor Larry Thomas is at the wheel of the big Agco tractor with a harvester in tow, cutting a broad swath through one of Frontenac Institution's cornfields. He's running against time, hoping that approaching rain clouds won't burst and make a slick mudhole of his work area. Riding beside him is an inmate, Jim, who is eager to learn farming skills. His most important lesson of the day: how to keep the tractor's rear wheels from bogging in the soggy earth on the field's lower reaches.



FARM

It's just one of the daily activities at this 900-acre penitentiary farm located in the west end of the city of Kingston, well within the city limits — a real estate developer's dream, if only they could get their hands on the property. But that's not very likely. It's been a working penitentiary farm for many years and is highly valued for the produce it supplies to local federal institutions and food banks in the surrounding area and for the skills passed on to the inmates whose labour and sweat keeps the production going.

Building a Work Ethic

Work starts early on the farm — long before sunrise at this time of year. Roughly 65 inmates are up and on their way to the cattle barns and poultry production and dairy-processing areas before the birds start to chirp, collars turned up against the damp, their breath hanging like fog in the chill air. They're grateful for a hot cup of coffee when they reach the shelter of the barns.

Frontenac Operations Manager Craig Chinnery is there too, his job being to keep the entire outfit running smoothly. He explains that some of the inmates had never held a steady job in their lives until they arrived at the penitentiary farm. "We're trying to develop a work ethic in these guys. Get them accustomed to getting up in the morning and putting in a full day's work. And teaching them certified skills they can take with them to the job market.

"Most of them really enjoy the work. In fact, they often prefer to stay here rather than go back to their living quarters after work hours!"

A Good Product

Inside the dairy-processing area, production is in full swing. The air is full of the strong odour of disinfectant, and normal conversation

is obliterated by the thump and hiss of pumps and compressors and the *clank-clank* of a sophisticated milk-bagging machine, operated by one of the inmates. Instructor Phil Dier, dressed in a long smock-coat, Wellington boots and a hair net, runs the processing plant. He's worked his whole life on dairy farms and is obviously at ease in this setting, wrench in hand, busy checking gauges on the separator and hollering terse instructions to the inmates above the din.

"The raw milk is pasteurized, homogenized, separated and shipped out to institutions in various bag sizes from here," he says with a smile. "The operation is fully inspected by health authorities. It's a good product and we're proud of it."

The Dairy Barn

It's quieter inside the dairy barn but just as hectic. Between 5:30 and 8:30 each morning, inmates are moving at full speed, darting in and out of each stall, milking rigs slung over their shoulders. The big Holsteins chew their breakfast and impatiently await their turn; the pressure of all that milk inside them has been building up overnight.

One inmate, Ross, a small and agile fellow, fits his rig to a cow's udder with a practiced air, springs up and attaches the other end to a pipe that runs the length of the barn and empties into a deep collecting vat. Then he's quickly on to the next cow. From start to finish during the entire process, the milk is never exposed to air or potential contaminants until the consumer actually sits down to a meal and pours a cold glass.

These inmates seem happy and eager in their work. It's obvious that they take pride in the operation.

"The animal/human connection is a good thing," Chinnery comments. "The offenders, under their instructors' watchful eyes, are responsible for the health of these animals. They

take a keen interest and quite often form a bond with some of the animals. This kind of work has a calming effect on many of these guys."

Chinnery recounts the story of one inmate in particular who was known as a difficult case until he started working in the cattle barns. He'd never set foot on a farm in his life and staff members were at first doubtful about his ability to fit in. But not only did he prove them wrong, he actually became one of their hardest workers and devoted much of his extra time to caring for the cows.

Thousands of Eggs — Daily!

The poultry operation is housed in a long, low shed where the light is purposely dimmed to calm the birds. The odour of 10,000 laying hens assails the nostrils when you first enter the building. As your eyes become accustomed to the dark, you can see the red and white heads bobbing and swivelling from side to side at the approach of inmate workers. There's a lot of nervous clucking going on, too.

The eggs are collected and loaded onto trolleys that are pushed to the sorting area in another room. Each egg is carefully inspected for quality and graded for size, then shipped in cases of 15 dozen to local institutions and food banks.

A Sense of Pride

"The good thing about farm work," says Chinnery, "is that the instructors have these inmates for seven hours a day. There's a level of trust that gradually builds up.

"The work instills a sense of responsibility in the inmate who must provide daily care for the livestock. There's a general feeling of accomplishment amongst both the inmate farm workers and the instructors as a result of their work."

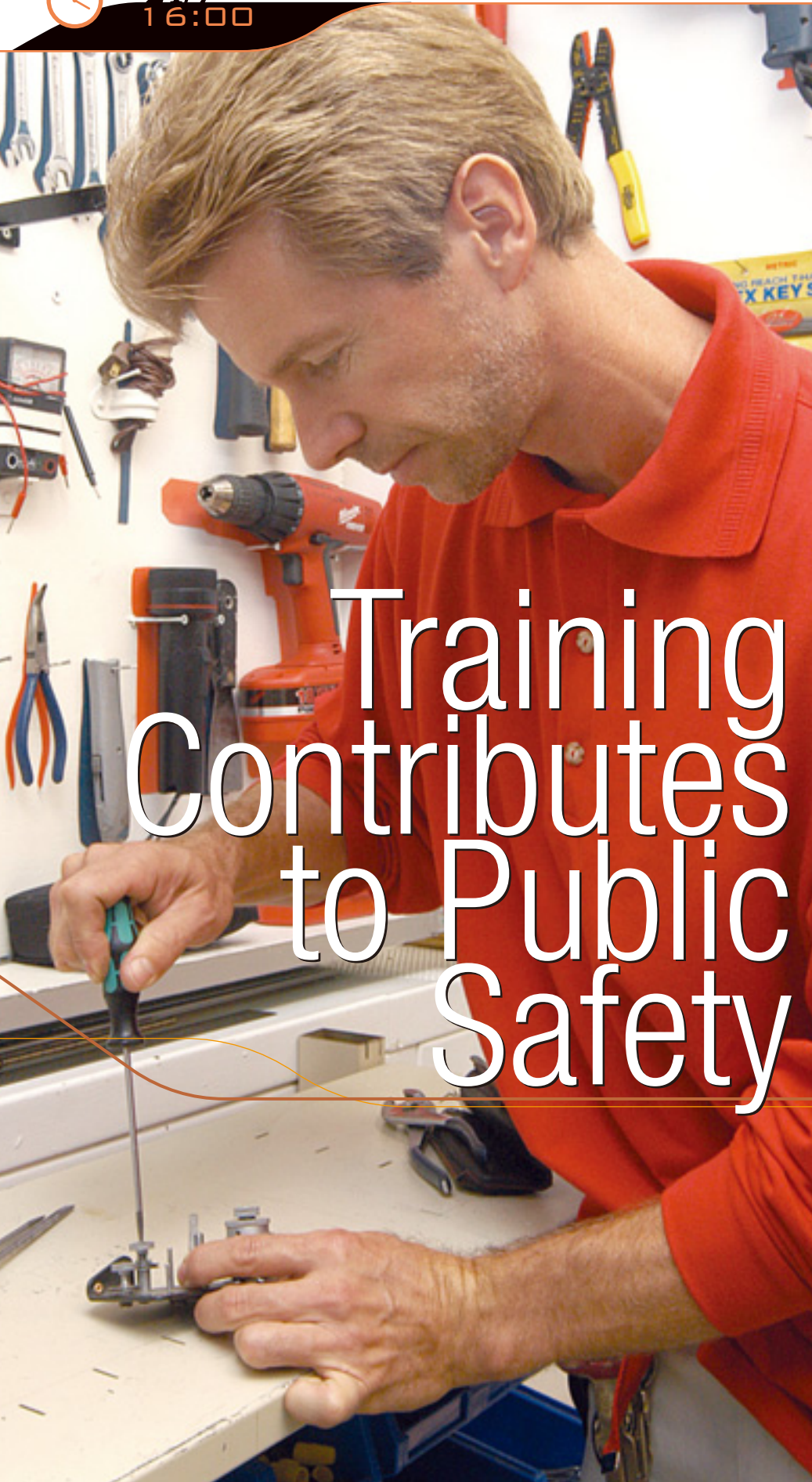
Perhaps it has something to do with the age-old cyclical nature of farm work that is so satisfying: the physical labour outdoors during the changing seasons, in all kinds of weather; and the crop production which in turn feeds the cattle, the cattle produce the milk, the milk nourishes the consumer.

Obviously, there's more than one good product coming from this farm operation and the most important one is the positive changes it makes in inmates' lives. ♦

Instructor Larry Thomas (left) and inmate farm worker Jim turn corn into "chop" to feed the Frontenac Institution dairy herd.



24/7
16:00



Training Contributes to Public Safety

In the core of Drummond Institution in Drummondville, Quebec, work inside the CORCAN textile shops gets underway at an early hour. Of the 320 inmates in this medium-security institution, nearly 90, under the supervision of CSC staff, work at producing various items including clothing for offenders and CSC employees.

BY **Djamila Amellal**, Communications Officer,
Communications and Citizen Engagement

Photos: **Bill Rankin**

A large building, clearly identified by the CORCAN logo, is located at one end of the yard. As we enter, we find ourselves in the largest CORCAN facility of any CSC institution. Moving down the long corridor, we pass three textile shops on the right, finished in glass walls so that work in progress can be observed.

In the first shop, supervised offenders are busy cutting and trimming various fabrics that will be sent on to the two other workshops. Polo shirts and jeans, in the process of being assembled, are fed through the industrial sewing machines. In the second workshop, offenders are working on the shirts and pants worn by food services officers and by inmates who work in the kitchen. In the third shop, workers are producing offenders' undergarments and shirts, as well as special-order bags for the Canadian Congress on Criminal Justice, to be held in Calgary. The fourth and final work area is used as the shipping and receiving

Left: Mechanic instructor Pierre Doucet performs regular maintenance on more than 150 shop machines.



warehouse: raw materials that arrive here are inspected and stored or distributed to the various workshops. This is also the point at which the finished products are inspected, packaged, placed on skids and shipped to outside clients.

“The raw materials are supplied by providers selected by Public Works and Government Services Canada, and the finished products are for use by CSC,” explained Lucienne Thibault, Assistant Director, CORCAN Industries, a CSC employee since 1984. “These products are sent to Montée Saint-François Institution in Laval, and from there they are shipped out to the rest of Canada.”

How to Motivate?

When asked how she manages to motivate 90 offenders to work in a calm and respectful setting, the experienced Ms. Thibault responds, “We have dedicated and determined instructors in the CORCAN shops who love what they do. They work closely with offenders who are discovering their own talents, and consequently, feeling a sense of fulfillment. Their first days here are not always a model of good behaviour, but over time a feeling of pride sets in. As the offenders begin to realize that they are manufacturing finished products that are worn across Canada, their self-esteem grows.”

Preparing Offenders for Release

Denis Courtois is a CORCAN shop instructor, a tailor by trade and 20-year veteran of CSC. “They may not be drawn naturally to textiles. I take the time needed to train them. We handle various tools, including scissors; however, they are warned at the outset that the control of these tools is very stringent. The offenders are motivated by the wages they earn, and this work helps to make time pass. Often, they have never worked, and when they discover their talents, they feel fulfilled. They

may work in the textile industry later, but even if they change occupations, they will at least have learned good habits such as punctuality, communication skills, teamwork, self-respect and respect for others. Employers in the community are uncompromising when it comes to such social skills and offenders learn them in the production process.”

A Demanding Employer of Choice

Drummond inmates take part in various programs in the institution, many of which are recommended in their correctional plan, or they go to school. According to the assistant director, a number of them are drawn to the textile shops because of the financial aspect.

“We are a demanding employer, but we pay them and devise ways to motivate them further. For example, in the beginning we pay them \$0.75 per hour. After six months of continuous work, their wages increase to \$1 per hour. Offenders can earn a maximum of \$70 every two weeks. It's highly motivational for them.”

Keeping Busy, Staying Safe

While the instructors in the shops train the offenders and keep up production, Pierre Doucet, a 17-year veteran mechanic instructor at CSC, maintains some 150 machines used in the shops.

“I work as a relief instructor on occasion, but my regular day-to-day work is to ensure that these fairly sophisticated machines are in running order. If one breaks down, I absolutely must repair it. This is assembly-line work, so we want to prevent bottlenecks in one shop or at one worker station.”

For Doucet, the work in the CORCAN shops not only provides an opportunity for training and preparing offenders for their release in the community, it also helps increase safety. “I love what I do because I feel like I'm helping the

institution and society. When offenders are busy, they have less time for trouble. This is how we contribute indirectly to safety in the institution and in the community.”

CORCAN: At the Core of the CSC Mission

With great satisfaction, Thibault concludes, “We have a small SME within these walls. We work closely with Programs and the school board, developing occupational certifications that are recognized in the community. When I see the progress made by offenders in the shops, and I look at the day-to-day production results, I feel pride in our accomplishments.”

All of this work, performed by CSC staff on a daily basis, motivates offenders and guides them toward success. CSC's strength lies in employees like these who treat inmates with dignity and who genuinely believe in the offenders' potential for personal growth and transformation into law-abiding citizens. ♦

Opposite page, bottom: Lucienne Thibault stands in one of the CORCAN textile shops, beside an offender who sews a pair of pants that were cut in another shop.

Left: Instructor Nicole Rougeau with two inmates in one of the shops. The machines are highly sophisticated, so instructors ensure that offenders are well trained before they begin work.

Right: Instructor Denis Courtois trains an offender in the fabric-cutting shop. Denis teaches him to protect his fingers by operating the sophisticated equipment safely.





REACHING OUT TO THE

Sue Bruff has just returned from the mainland to St. John's, Newfoundland, where she works as a community parole officer for the Correctional Service of Canada (CSC). "I was visiting prisons," she says of her week away touring several Atlantic Region institutions on the mainland. "We have 10 offenders, originally from Newfoundland, incarcerated in the federal system."

BY **G. Chartier**, Communications Officer,
Communications and Citizen Engagement

Bruff works with what is termed "complex-needs offenders with significant mental health issues."

"A lot of them have had long-term institutionalization, been in the system for years and years," she says. "I call them 'the forgotten few,' the more vulnerable population. For lack of better words, they fell through the cracks of the mental health system and they fell into the criminal justice system."

A Little History on Early Identification

The need for the provision of specialized services and a coordinated approach toward service delivery for this offender population has been recognized for a number of years. In 1998, a series of meetings between CSC Newfoundland and Labrador District, provincial government officials and non-profit organizations (including Stella Burry Community Services and the Waterford Hospital) helped plant the seeds for the Community Support Project. Research funding was provided by CSC and provincial government departments.

At that time, there was talk of the need for early identification of these cases and for the community to link with the institution to follow them from the date of sentencing until release to the community. Proponents also

noted that there was a need for transition to community services once the offender had reached his/her warrant expiry date.

"It was recognized that we needed to start working with these people early in their sentences if we were going to be effective at all," says Bruff. "So we identified these offenders in the federal prisons in the Atlantic Region and I started visiting them."

Working with Complex-Needs Offenders

"I work closely with the team in the institution around the needs of the offender, decide what programs should be taken and encourage him/her to participate."

The offender's case is then referred to Stella Burry Community Services for consideration for supervision under the Community Support Project. At this stage, contacts are also made with other community resources in an effort to develop a plan for the offender upon his/her release. Ambulatory Services psychiatric nurses with the federal institution also play an integral role in connecting the offender with mental health resources in the community. The offender's family members and significant others are also included in this process. Most importantly, the offender is actively involved in all areas of release planning.



Susan Bruff

In addition to working with the case management team of the Community Support Project, the offender also works closely with the case management team of the Newfoundland and Labrador Community Correctional Centre (CCC). Many of the complex-needs mental health cases require residency in a structured environment in preparation for reintegration to the community. The staff of the CCC, therefore, plays an important role in the day-to-day management of these offenders residing at that facility.

"We fine-tune their plan for the community and they know who is going to supervise them. They've already established a rapport with me. I'm already after making my connections with the community team, I'm after fine-tuning the release plan so there are no surprises when they get out."

Forgotten Few

Fine-Tuning Release Plans

Ms. Bruff began working with this particular population of offenders in 2001. In addition to working with them post-release, she prepares them for release while they are still incarcerated.

“We must then come up with some sort of plan to supervise this person and also deal with their mental health needs as well as managing their risk in the community.

“There were a lot of pitfalls in that, of course, because when you’re dealing with this type of individual, each person is unique and each has such significant issues. You really have to fine-tune their release plan if you’re going to have them come out into the community and be successful in their reintegration.”

A Background in Social Work

Sue Bruff says that she is lucky to be doing the work she always wanted to do. She studied social work at the Memorial University of Newfoundland, spending her work terms in corrections at Her Majesty’s Penitentiary in St. John’s, a provincial institution, and working with mentally ill individuals in the community.

In her early 20s, a rare form of Meniere’s disease left her profoundly deaf for three and a half years. Shortly after she regained some of her hearing, she returned to the field of corrections, working with the John Howard Society for a number of years before commencing employment with the Correctional Service of Canada.

“So, from way back then, the seed was planted because here I am today and I’m working with the mentally ill offender population in the community and in the institutions.”

Long-Term Supervision Orders

“I have three on my case load now who are on long-term supervision orders [LTSO],” she says. Two of those individuals reside in the Newfoundland and Labrador CCC and one in the community.

An LTSO extends the length of time that CSC can supervise and support an offender in the community beyond the completion of his or her regular sentence. It provides an alternative to lifetime incarceration as a way of managing certain complex-needs offenders.

“You can imagine an offender sentenced in court to a federal term with 10 years supervision added on. Beyond that is dangerous offender [status], where an offender could be incarcerated indefinitely,” says Bruff of the serious nature of an LTSO.

“For most of these offenders, during their term of incarceration, I am their only contact in the community.”

Prison Is Their Home

“The cases I deal with end up being in and out, in and out, all the time, because the prison is in fact their home too, for some of them.”

The majority of offenders Ms. Bruff deals with are well known to every system in the city.

“The federal prisons know them, the provincial prisons know them, the police know them, legal aid knows them, social services and psychiatric facilities know them, food banks know them. There are certain pockets of people who just exhaust every system in the community — yet the systems aren’t coming together to meet their needs.”

Partners in the Community

In order to help these complex-needs offenders, CSC staff work very closely with other community-based agencies.

“I’ve got all kinds of contact with mental health professionals,” says Ms. Bruff. In particular, Stella Burry Community Services (SBCS) cooperates with CSC on the jointly funded Community Support Project, providing a range of services to Ms. Bruff’s offenders.

“I’m the parole officer on this team,” she says. The case management team for the Community Support Project also comprises other staff from CSC, including a senior parole officer, contract psychologist, psychiatric nurses from Ambulatory Services, as well as staff from SBCS (three social workers, an employment counsellor and community support workers). The support workers provide the one-on-one service to offenders to assist them in enhancing their basic living skills, such as cooking, budgeting, shopping, medication management, attending appointments and advocacy.

“When their sentence ends, the beauty of it is that the support services from Stella Burry do not end. SBCS continues to work with them over the long term. So there’s a reduction in psychiatric admissions and jail admissions once they’ve got the supports in place.”

Believing People Can Change

“After all these years, this makes sense to me. I get excited talking about it because I see the results. When you see an improved quality of living for these people, to me that’s what it’s all about. They view you as someone who is looking out for them and caring about what happens to them.

“To work in this field,” she adds, “you have got to be a people person, you have got to want to help people, and you have got to believe that they can change.” ♦



REASONING AND REHABILITATION

BY **G. Chartier**, Communications Officer, Communications and Citizen Engagement



George Asiamah

Photo: Gabriel Viscardi

From 6 to 9 p.m., Community Program Officer George Asiamah runs the Reasoning and Rehabilitation program out of the Toronto East Parole Office. Seven offenders participate in the program, which Asiamah delivers three times a week.

This is just a small component of Asiamah's duties. In addition, he participates in ongoing training to enhance his skills, delivers other programs and is a panel member on the Program Board meetings — just to name a few of his other commitments.

On a typical day, Asiamah may attend a weekly Program Board meeting at his office located within the Keele Community Correctional Centre (CCC) building. During

this meeting, the head of Correctional Programs, a program officer, a parole supervisor and a parole officer examine and discuss program referrals, the programming needs of each offender, and the suitability and availability of the referred program.

"We look at the appropriateness of a program, given the dynamic and static risk factors of the offender," says Asiamah.

The Keele CCC accommodates offenders with residency conditions, offenders on day parole, and those who chose to voluntarily reside there. It also accommodates the parole offices of Keele CCC, managers, chaplaincy and security staff.

Asiamah delivers programs to offenders residing in the Keele CCC and also to those being supervised out of one of the Greater Toronto Area parole offices. In addition to running the Reasoning and Rehabilitation Program, Asiamah delivers correctional programs such as Anger and Emotion Management, the National Substance Abuse Program, and the Moderate Intensity Family Violence Prevention Program.

"Having family and family contact helps motivate offenders," says Asiamah. "It's a factor that helps them stay focused on their goals and perform well in each program."

Asiamah became a community program officer for CSC in the Greater Toronto Area after working for two years delivering programs at the medium-security Warkworth Institution in Campbellford, Ontario. Now, just as when he first started four years ago at Warkworth, George hopes that each offender will succeed.

"I took it too personally at first," he says. He now believes an offender's relative success depends upon the effort and commitment he/she is willing to make. ♦

Keeping the Institution

BY **G. Chartier**, Communications Officer, Communications and Citizen Engagement

Correctional Supervisor Brenda Blackman arrives at Drumheller Institution where she will be supervising the midnight shift. "Normally it is very quiet at night," says Blackman, "but we do have 450 inmates and there's not always peace and tranquility."

Recently, she made the switch from days. She says she doesn't mind the changing routine and the demands it places upon her.

"You get used to it, but it's difficult scheduling," she says. "As far as planning on exercise time, it makes it a little more difficult. You have to manage your time a little better."

The rest of the staff on the midnight shift — 13 correctional officers — arrive about 20 minutes later, leaving enough time to be briefed by the supervisor from the previous shift.

Hourly Checks

Throughout the night, correctional officers patrol and check on the inmates in their cells, making sure everybody is safe and sound.

"Sometimes there are suicide risks. If an inmate is on a suicide watch, if a specific inmate has a history, or if there's information that he's depressed, we'll check him every 15 minutes," Ms. Blackman says. "If an inmate is a high risk to commit harm to himself or others, he'll be put in segregation or under observation by a health-care professional, in a cell with a camera," she adds.

Regular checks and vigilance are a constant, even when inmates are going to sleep. Blackman and all the other officers are aware of and are trained for potential difficulties.

Starting in Corrections

Ms. Blackman came to corrections after moving to Drumheller, Alberta, about 15 years ago.

"My kids were little and in a play group and I started talking to a couple of women who had worked up there [at the institution]. I always had an interest in policing but I had never considered corrections. When I started talking to them, I found it would be something I'd be really interested in as opposed to policing, which would take me away from home quite a bit."



Safe and Secure

Once she started her job at CSC, she found that the more she worked, the more she enjoyed the entire correctional process.

Getting a Different View

“I started out as a correctional officer (CO) and remained at that rank for about a year. Once I had a basic understanding of what was going on, I was asked to act as a CO II.

“I was permanent in that position in the unit for a few years. Then I went into Visits and Correspondence (V&C); I spent a year and a half there,” she recalls.

“I worked with wonderful correctional officers. And it was nice to get a different view of how things were run and a different view of the inmates. You only see the best of the inmates when they’re with their visitors. You get to see their relationships.”

She also found the security experience challenging, “because you’re always watching to see who may be trying to bring in drugs.”

Gaining Insights

After her stint at V&C, Blackman returned to the units as a CO II and was again handed the responsibility of an inmate caseload.

“You have input into all the activities that an inmate is doing. You write reports and you talk to each offender on your caseload in formal meetings,” she says. “But you also have that informal interaction with them every day — when they get up and go to work, when they have meals. They’re always talking to you and to the other staff. I think you get the full picture of what the inmate is actually like and where he’s headed. You can tell the ones who are motivated and the ones that have no interest in doing anything to better themselves.”

She found that parole officers and correctional officers sometimes form different opinions of particular inmates.

“An inmate could be angry and belligerent and not showing well in the units. Then they go see the parole officer and they’re very polite; they give a different impression,” she says. She quickly discovered that communication between the parole officer and correctional officer helps to gain insight into the true personality of the offender.

Working as a Correctional Supervisor

As a correctional supervisor, Blackman finds that the hierarchical structure leaves her a couple of layers removed from her former close contact with inmates.

“You don’t have the same interaction with the inmate but you do get the same information because the staff forwards it to you. You have to really trust your staff,” she says.

Her duties also include knowing where and what the officers on her shift are doing at all times.



Correctional Supervisor Brenda Blackman

“If anything happens, you get them to where they need to be,” she says. “We are the interim crisis managers. We deal with everything including illness, fires, assaults and suicide. We need to act and do it quick because lives are in danger. We’ll contact anybody that needs to know — the police, the warden, the institutional emergency response team.

“You do inform the warden of the circumstances and action taken and he has to be able to trust that you’ve made the right decision.”

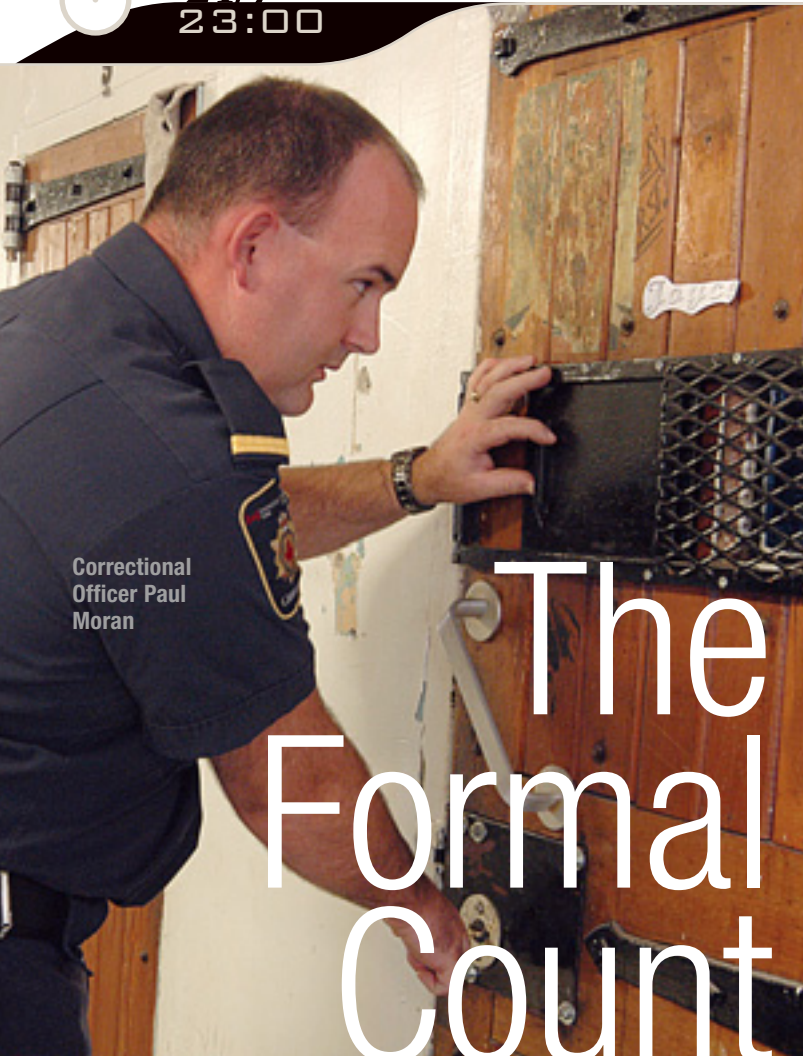
Love for the Job

The two things Ms. Blackman loves about her work are the constant challenge of never knowing what the new day will bring and the high calibre of the people with whom she works.

“Without them, it would be just another job” she says. “A correctional institution is its own society. You deal with unpredictable people and situations constantly in a closed environment. This makes every day unique. In order to know what’s happening in our ‘society,’ we have to communicate well and trust each other. The staff is great to work with. That makes what we all do a lot easier.” ♦



24/7
23:00



Correctional
Officer Paul
Moran

The Formal Count

By **Bill Rankin**, Communications Officer, Communications and Citizen Engagement

Photo: Bill Rankin

It's getting late, time for lights out. Collins Bay Institution Correctional Officer Paul Moran is in the midst of the nightly inmate count — one of four formal counts that occur every day. Up the range he goes, peering through the slot in each cell door, confirming that a living, breathing body is present in each cell.

His partner is doing his own count on the other side of the range. Once they finish, they switch sides, count again and then check to see if their numbers match. If the tally is correct, the number is recorded on a slip of paper and walked up to the correctional supervisor's office where it is verified against the master count.

If all goes well, the process takes only 10 or 15 minutes — a small measure that helps ensure the security of the institution and the safety of the Canadian public. ♦

Waste

With all the effort and sacrifice involved, who would start a diet to lose weight without weighing themselves first? It is difficult to set a realistic goal without a reasonable idea of the starting point. And how else would we keep measuring our progress? Similarly, to determine whether a program to reduce the amount of waste going to landfill has achieved its objectives, it makes sense to weigh what we throw out!

BY **Paul Provost**, M.Sc., National Coordinator, Environmental Protection Programs



Although the practice of estimating the volume of waste is a common one, it does not give a very reliable or accurate measurement because factors like the degree of compaction of the waste can change the figures without any real reduction in quantity. To assess the progress attributable to institutional recycling or composting programs, we need ways of assessing how much weight our garbage bags have lost. The Quebec Region has introduced an innovative approach based on a simple but reliable technology: a portable scale for garbage trucks.

Not Easy to Lose Weight

The 2003 edition of the Sustainable Development Strategy (SDS) set the target for reducing the amount of solid waste disposed of in landfills at 1.3 kg/occupant/day by March 2007, which is a 20 per cent reduction relative to the reference year (2000), when waste landfilled was estimated at 1.6 kg/occupant/day for all of CSC. The ambitious target of 0.6 kg/occupant/day set in SDS 1997 was moderated to 1.0 kg/occupant/day in SDS 2000.

Certainly, over the past decade, we have seen how difficult it is at the corporate level to reduce the amount of trash we produce. We must also acknowledge that waste management is something that holds little interest for the average person. Despite the initial enthusiastic response to the implementation of institutional recovery and recycling programs, maintaining the measures introduced has proven particularly demanding over time. Composting projects are equally complex and have also proven quite challenging to support, specifically because of the low costs generally associated with landfilling waste in Canada.

Weigh-In

A REGIONAL PROJECT OF SUBSTANCE

So why the insistence on reducing the amount of waste going to landfill sites? The first reason is an environmental one: landfilling waste creates contaminated sites, pollutes groundwater (and eventually surface water) and releases greenhouse gases (GHGs) that contribute to climate change. The next reason is an economic one: recycling waste is generally far less expensive than using virgin materials; it also conserves energy (thereby indirectly reducing other sources of GHGs), water and a disproportionate quantity of natural and in some cases non-renewable resources.

Better Management Through Weighing

Decisions and actions based on meter readings of water, electricity, oil and natural gas can help us get on the right track and manage our progress in the area of water and energy conservation. But, as far as solid waste is concerned, we just need a way to measure it with a certain degree of accuracy. In this regard, some institutions have used their waste disposal contracts to require contractors to weigh waste on a fixed basis. Others have opted instead to conduct waste audits, and Regional Technical Services (RTS) for Quebec Region has suggested the use of a portable scale that can be moved from institution to institution to weigh garbage trucks on a regular basis. Under the supervision of the regional environment team, the project got under way in the fall of 2005, to the great satisfaction of the institutions that have been obliged to introduce a waste measurement system to meet the accountability criteria associated with this environmental target.

Finally, although it may seem strange to have to weigh our waste, it is important to remember that lack of knowledge breeds uncertainty. The time has come to consolidate the solid waste reduction achievements of CSC and back them up with statistics. The environment concerns us all and future initiatives demand that we take this approach. Otherwise, we will never have an accurate idea of our corporate performance. ♦

Regional solid waste management project, Technical Services, Quebec Region. Environmental officers stand in front of the Federal Training Centre. Left to right: Christian Ringuet (trainee), Benoit Richer, Élisabeth Baril, Martin Sarault, Michel Thessereault



Security/Intelligence Community Unites

Employees in federal institutions working in the security/intelligence field have for a long time coped with a paper burden that makes their work more difficult. Security/intelligence officers (SIOs) and community staff with similar responsibilities often have a need to store and share protected information. In addition, they have frequently had to deal with the inconveniences caused by the slowness of the data exchange process. Since there has never before been a network that can handle sensitive information, delays and difficulties in information sharing, along with the problems of retrieving and analyzing information contained on hard copy, have been common.

BY **Nathalie Gervais**, Senior Communications Officer, Information Management Services

But traditional intelligence gathering, analysis and dissemination of security intelligence information will soon be enhanced. Information Management Services (IMS) has been gradually installing the Secure Intelligence Network (SINet) since the beginning of summer 2005. All information sent on the network will be encrypted. Once it is up and running, SINet will have 175 interconnected workstations, located in all of the institutions, parole offices, and regional and national headquarters.

In addition to the network, IMS has developed a report distribution tool (RDT) to address the sensitive information issue. It will allow employees working in the intelligence field to electronically store and share sensitive information (Protected "C" and above) from dedicated laptops that have been enhanced with security features for this purpose.

Before embarking on this initiative, the IMS team consulted with the SIO community to identify deficiencies in the Service concerning sensitive information-sharing management. The community then identified three main needs: to be able to save and share information classified as Protected "C" and above; to have access to collaboration tools; and to use a high-efficiency research engine. Following the consultation, the IMS team worked diligently for months to set up a permanent network for the encryption and secure sharing of sensitive data, to develop an RDT to facilitate the saving and sharing of sensitive files via SINet, and to establish a new security/intelligence module.

The SINet module needs have been defined, and IMS expects to deploy the security/intelligence module over the course of this fiscal year. The module will operate somewhat like the Offender Management System (OMS), allowing classified inmate information (Protected "C" and above) to be stored and saved. Information stored on the system



will be organized individually, opening up new and highly useful research possibilities that did not exist before.

This is good news for staff in the security/intelligence community who often need

information or advice from SIOs in other parts of the country. By being aware of the security issues faced by the other institutions and their communities, SIOs will be able to better understand what is happening in their own backyard. This will result in better-informed staff, timely information sharing, and coordination of sensitive information analysis between various CSC staff working in the intelligence community.

Other critical information shared through SINet will include details concerning the witness protection program, gangs, incompatibilities, illegal activities and suspected illegal activities occurring in CSC facilities and in the community, as well as threats to staff members, offenders or the public at large, which are classified Protected "C" or above.

Once the necessary infrastructure is in place, the Secret Communications Interoperability Project (SCIP), an initiative sponsored by Public Safety and Emergency Preparedness Canada (PSEPC), will be linked up with SINet by the end of 2007. This will allow SIOs from CSC to exchange and share sensitive information with other members of the security/intelligence community serving in various federal organizations, including the Canada Border Services Agency, the Canadian Security Intelligence Service, the Royal Canadian Mounted Police and the Canada Firearms Centre. ♦

LEADERSHIP RENEWAL

Regions

Wilfred Hal Davidson

Warden, Westmorland Institution
Effective: May 16, 2005

Glen Brown

Warden, Matsqui Institution
Effective: June 6, 2005

Bruce Anderson

Warden, Mountain Institution
Effective: May 30, 2005

Nancy Wrenshall

Warden, Fraser Valley Institution for Women
Effective: June 20, 2005

Cecil Vrieswyk

Warden, Collins Bay Institution
Effective: June 27, 2005

Arthur Ding

Warden, Grande Cache Institution
Effective: August 15th, 2005

France Poisson

Warden, Cowansville Institution
Effective: June 13, 2005

Marie-Andrée Cyrenne

Director, Montréal District
Effective: June 13, 2005

Derek Orr

Special Advisor to the RDC
Ontario Region
Effective: June 8, 2005

Gisèle Smith

Special Advisor to the RDC
Atlantic Region
Effective: July 12, 2005

Pierre Bernier

Warden, La Macaza Institution
Effective: July 27, 2005

Theresa Westfall

Warden, Joyceville Institution
Effective: August 8, 2005

Dianne Brown

Special Advisor to the RDC
Pacific Region
Effective: June 20, 2005

Alfred Légère

Warden, Nova Institution for Women
Effective: September 12, 2005

Alan Alexander

Special Advisor to the RDC
Atlantic Region
Effective: September 5, 2005



Japan Studies Sex Offender Treatment in Canada

Japanese film crew members Tomoo Sono and Makoto Takakura speak with CSC Senior Legal Counsel Michel Laprade. The crew was interested to learn that the treatment of any offender in Canada has its legal foundation in the *Canadian Charter of Rights and Freedoms*.

Recently, federal sex offender programs were the focus of a Japanese documentary film crew that visited the Correctional Service of Canada (CSC). The Japan Broadcasting Corporation (known as NHK) toured Millhaven and Warkworth institutions and National Headquarters to interview authorities and gain insight into the assessment and treatment of sex offenders in the federal correctional system.

BY **Bill Rankin**, Communications Officer,
Communications and Citizen Engagement

Photo: Bill Rankin

The visit was sponsored by the Japanese Department of Justice in response to a public outcry over the growing number of sex-related crimes in Japan in the last decade. NHK, Japan's sole public broadcaster, intends to share its Canadian findings with Japanese government officials and aired a special presentation to their television audience in November 2005.

"We were surprised to learn how many resources are dedicated to your efforts," commented NHK film producer Makoto Takakura in an interview at National Headquarters in Ottawa. "Canada's federal sex offender programs are so highly structured, detailed and in-depth. You employ so many specialized staff — psychologists, psychiatrists, case workers, parole officers. It is impressive."

At Warkworth Institution, the crew interviewed Dr. Ed Peacock, Coordinator, Sexual Behaviour Clinic, witnessed a mock group therapy session and spoke with an inmate who

is soon to be released. They wanted to know what the inmate had gained from his program and how he would apply those lessons in the community while on conditional release.

As part of this same initiative, the Japanese Justice Department funded a trip to the cities of Tokyo and Osaka by Dr. Bruce Malcolm, Acting National Manager, Sex Offender Programs, to present findings on the benefits of the Service's treatment programs. Malcolm became the subject of considerable media attention and maintained a hectic schedule during his stay.

The Japanese government sent a delegation of researchers and prison officials to Canada in late 2005 to learn more about sex offender treatment programs. Their itinerary included stops at Millhaven, Bath and Pittsburgh institutions and the Regional Treatment Centre in Kingston. ♦

Building CSC's Strategic Plan for Fiscal Year 2006-07



The Correctional Service of Canada's management team from coast to coast met at the annual Executive Development Symposium at the end of November, where Commissioner Keith Coulter led discussions on developing the plans and priorities that will guide delivery of the Service's correctional results in the coming fiscal year and beyond.

BY **Cheryl Fraser**, Assistant Commissioner, Performance Assurance Sector

Priorities were developed in accordance with our Mission and aligned with our public safety agenda: we exercise safe and secure custody in institutions and effective supervision in the community, and treat offenders in a reasonable and humane manner, actively encouraging and assisting them to become law-abiding citizens.

We know the future will be different from the past because the profile of our offender population is changing and becoming more complex. CSC must continuously realign resources and efforts to respond to the challenges ahead.

In the next issue of *Let's Talk*, there will be more information about CSC's strategies to deliver good correctional results in four key areas:

Preparing offenders for a safe and timely transition to the community

With close to two-thirds of new admissions receiving sentences of three years or less, CSC is developing and implementing integrated intervention strategies that focus on modifying the intake assessment process, improving offender preparation for release, and on providing better community support.

Enhancing the safety and security of staff and offenders in our institutions

Enhanced new strategies to address safety and security issues are required in order to protect the safety of staff and offenders and to

increase offenders' potential for safe reintegration. Increased emphasis needs to be placed on reducing violence among inmates and curtailing the supply, use and negative impacts of drugs in our institutions.

Enhancing capacities to provide a continuum of culturally appropriate interventions that address the specific needs of First Nations, Métis and Inuit offenders in a way that contributes to safe and healthy communities.

Presently, almost 19 percent of inmates are of Aboriginal ancestry. Consistent with government-wide initiatives to reduce the gap in life chances for Aboriginal peoples, CSC is proceeding to develop and implement a strategic plan for Aboriginal corrections that is more responsive to the needs of Aboriginal offenders and, in turn, contributes to safe and healthy communities.

Enhancing our capacity to address the mental health needs of offenders

Given that more than one out of ten men offenders and one out of four women offenders have been identified at admission with mental health problems, CSC must provide a full-spectrum response to the broad and multi-dimensional mental health needs of offenders.

Operational priorities cannot be translated into results without a well managed organization to carry out the delivery, so in addition to these four operational priorities, CSC will also work to strengthen management practices. ♦