

# *Let's* Talk

VOLUME 24, NO. 2

MARCH 1999

## Restorative Justice

Towards a Satisfying Justice

Life Line

Section 13 of the *Inquiries Act*

Women's Conference

Recognizing the Value of Values

Citizens' Advisory Committees



Correctional Service  
Canada

Service correctionnel  
Canada

Canada

# Let's Talk

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

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## ERRATUM

On page 31 of the last issue, the person shown in the floral shop is a contractor, not a resident.

# Let's Talk

MARCH 1999

VOL. 24, NO. 2

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# We are Peace Officers

**W**e have said in our Mission that we are part of the criminal justice system. Most of us are proud to be peace officers. As public servants our role is to serve the public. If we do not serve the public in accordance with the law we lack respect for our jobs.

As peace officers of the Correctional Service of Canada, we have a very special obligation to respect the rule of law at all times. The obligation to abide by the law applies not only to the fulfillment of our professional obligations but to all aspects of our lives.

People's value systems tend to come into play especially when they encounter situations where their values are challenged. The value of maintaining a law-abiding behaviour at all times is never more important to respect than when a difficult situation arises and emotions are put to the test.

It would be disturbing for the citizens of Canada if they were to see peace officers who did not uphold the law. Even minor incidents could call into question the integrity of the entire correctional system if the images on television depicted correctional employees displaying inappropriate behaviours that did not respect the rule of law.

It is imperative for us as peace officers to remind ourselves that we lead by example and that our respect for the rule of law is maintained at all times.



Ole Ingstrup  
Commissioner  
Correctional Service Canada



# Restorative Justice

## Taking a New Approach to Crime and Corrections

By Ms. Heather Blumenthal,  
Freelance Writer

**A serious crime is committed, the offender caught and found guilty, a sentence handed down. Justice has been served. But the victims and their families are left deeply scarred, the offender's family is often in turmoil, and the community frightened and angry. For them, justice has not been served.**

“Our current system,” says Lorraine Berzins of the Church Council on Justice and Corrections, “is focused on determining blame and administering pain in a contest between the offender's lawyer and the state, determined by systematic rules. The victim, the community and even the offender are often left largely on the sidelines.”

The concept of restorative justice is emerging as a response to this gap in the way the current justice system deals with crime and punishment, and the dissatisfaction that citizens feel. It is an approach that includes the perspective and needs of victims. It is also a way of thinking about accountability that gives offenders a chance to make reparations, and provides communities with a voice. It also promotes reintegration for both victims and offenders. The concept is not a new one and has roots in faith communities, in Aboriginal traditions and in programs that value healing and community building.

Howard Zehr a contemporary writer on restorative justice says that “Our mainstream or retributive criminal justice system asks three basic questions when a crime occurs:

What law was broken?

Who did it? and

What penalty should be handed out?”

Restorative justice, he says, asks three different questions:

Who was harmed?

What harm was done?

Whose responsibility is it to make things right?

“In framing the key questions in these ways, we can bring a whole new view to community corrections, one that is more inclusive and potentially more satisfying for everyone,” says Bob Brown, Area Director of the Vancouver Island Parole Area and keen advocate for restorative justice.

Victim-offender mediation is the restorative process most familiar to those in the criminal justice and corrections community. Programs such as Community Justice Initiatives in British Columbia and Mediating Offender Victim Encounters (MOVE) in New Brunswick have shown high success in providing satisfaction to victims and offenders. Such programs can give peace of mind to victims and often strengthen an offender's commitment to his or her correctional plan. Other restorative approaches such as healing circles and community conferencing go beyond this two-way dialogue to involve other parties as well – the family of the victim, and the family and friends of the offender – for their lives have been changed as well. And community representatives have an important role to play, because an entire community is affected by crime.

The Correctional Service of Canada (CSC) established a Restorative Justice and Dispute Resolution Unit in 1996, under the leadership of Jane Miller-Ashton. Staffed initially by law and social work students, the Unit now also employs two project officers, Scott Harris, a former parole officer, and Carol Anne Grenier, on secondment from another government department. The Unit, which is part of the Offender Affairs Branch at National Headquarters, has been active in developing educational and training activities, and in establishing and supporting a variety of restorative justice pilot initiatives.



John Rama, Assistant Commissioner, Personnel and Training, co-chair of the National Steering Committee on Restorative Justice and Dispute Resolution.

From right to left:

Front row: John Rama, Ken Watts, Unit Manager, Stony Mountain Institution; Donna Morrin, Warden, Joyceville Institution; Ron Wiebe, Warden, Ferndale Institution.

Back row: Rod Carter, Ontario Regional Chaplain, and Melanie Achtenberg, Manager, Native Liaison and Intersectorial Policy Coordination – Aboriginal Issues.

“In CSC, restorative justice approaches have been championed by many people,” notes Ms. Miller-Ashton. “This way of thinking was pioneered by Chaplaincy, and by staff and external partners working to develop new strategies for Aboriginal and women offenders.” Elements of restorative justice at work can be found in Circles of Support and Accountability, which have been developed by community chaplains and faith groups for warrant-expired sex offenders, under the leadership of Evan Heise and Chaplain Hugh Kirkegaard.

**“What right does the criminal justice system have to stop someone from expressing regret, when the need for that is so great in a family trying to heal?”**

Restorative approaches can also be found at the healing lodges in the Prairie Region, and in the philosophy underlying the federally sentenced women’s facilities.

In May 1998, CSC through the Restorative Justice Unit developed a *Framework Paper on Restorative Justice*, which outlined a three-fold strategy for implementing and supporting restorative processes. “This key document identifies how we can use



Richard Tobin, Director General, Offender Affairs with the Restorative Justice and Dispute Resolution Unit.

From left to right:

Front row: Carol Anne Grenier, Project Officer, Ian Maclean, MSW Student at McGill University.

Back row: Jane Miller-Ashton, Director, Scott Harris, Project Officer, and Richard Tobin.

restorative approaches to create healthier workplaces for staff, to assist our safe reintegration mandate, and to support broad criminal justice reform to better meet the needs of victims, offenders, and communities,” says Richard Tobin, Director General of Offender Affairs.

Most experience with restorative justice approaches has been at the front end of the criminal justice system. But, whether the approach is used at the front or the back end, the goal remains the same: achieving satisfying justice. This was in fact the title of the first national conference on restorative models, which CSC helped to organize in 1997. The conference has since led to a number of significant developments in restorative justice in Canada, many of which were highlighted in an inventory that was published by CSC in September 1998.

#### COMMUNITY MEMBERS – KEY TO SUCCESS

In its commitment to restorative justice, the Correctional Service of Canada is joining with other government partners and community organizations across the country. As Ms. Miller-Ashton points out, restorative justice is based on alliances and partnerships, and government is but one seat at the table. As correctional agencies learn to

consult and work better to support victim and other citizen involvement, the role of government will shift as communities gain strength and confidence in building new ways to live together.

#### A VICTIM’S PERSPECTIVE

Susan Savereux, whose brother was killed by a drunk driver, told the 1997 conference participants that mediation helped her and her family by easing her hatred toward the perpetrator, and by letting her see that he will carry his remorse for the rest of his life. She explained to conference delegates that the offender had wanted to contact the family at the time of the court case to tell them how sorry he was, but his lawyer advised him not to.

“What right does the criminal justice system have to stop someone from expressing regret, when the need for that is so great in a family trying to heal,” she asked.

Indeed, one of the most promising aspects of restorative justice is the fact that it circumvents the barriers put up by the current criminal justice system, and gives the offender the opportunity to take responsibility for the crime he or she committed in ways that promote healing.

“Although we have some cautions, I do believe that restorative justice can open doors for victims, giving them an opportunity to participate, to address their issues, and to be taken seriously,” says Wilma Derksen, Director of Victims’ Voice.

#### OFFENDERS TAKING RESPONSIBILITY

Taking responsibility is an important step for an offender. “By focusing narrowly on legal definitions, the current criminal justice system discourages offenders from taking responsibility,” says Scott Harris. He notes

#### The core principles of restorative justice<sup>1</sup>:

- Inclusiveness
- Reparation
- Accountability
- Community involvement
- Accessibility
- Choice
- Fairness
- Equality
- Holistic approach

<sup>1</sup> From the *Framework Paper on Restorative Justice*

that, even after incarceration, some offenders still quote the law and deny guilt for a specific legal infraction. "The adversarial court system can really blur the fact that people have been hurt."

As Commissioner Ole Ingstrup said recently, "Offenders do not always make links between their own behaviour and the consequences of what has happened." Offering offenders opportunities to make things right assists them to take ownership of their offence and enhances their ability to avoid reoffending in future.

During Restorative Justice Week in November 1998, inmates at Rockwood Institution performed a play written by a member of the John Howard Society (JHS) of Manitoba about the impact of crime on victims, and the use of restorative approaches. "Playing the role of a victim had a profound impact on the inmates involved in the drama," says Michel Burrowes, Chief of Programs at Rockwood.



Andy Grier, Project Coordinator for the Restorative Parole Project, John Howard Society (Manitoba) makes a few remarks to the National Steering Committee on Restorative Justice and Dispute Resolution. In the background: Michel Roy and Lucie McClung, Senior Deputy Commissioner, CSC.

David Hough, Chairperson of the Citizens' Advisory Committee at William Head Institution, participated in training on restorative justice offered by CSC in June 1998. Soon after, he and a group of William Head inmates had an opportunity to share views on this subject. Since then, this group of inmates and some community members have met every two weeks to talk about restorative justice. This unique group is now in the process of organizing the first inmate-led restorative justice event which will bring more than one hundred community members into William Head Institution to participate in discussion and dialogue.

## FUNDING PILOT PROJECTS

Building on the Framework Paper, the Restorative Justice and Dispute Resolution



Jim Wladyka, Director of Employee Assistance, Safety and Health, Personnel and Training Sector, and members of the National Steering Committee brainstorming ideas for the terms of reference.

Unit teamed up with Jim Wladyka, Director of Employee Assistance, Safety and Health, Personnel and Training Sector, and the Ontario Region to obtain a \$50,000 grant from the federal government's Dispute Resolution Fund to support the implementation of a comprehensive strategy for guiding CSC as it promotes culture change in the management of conflict. A further \$350,000 has been requested to support the development of pilot projects in the next fiscal year to continue this work. CSC will also contribute to these projects.

A National Steering Committee on Restorative Justice and Dispute Resolution has been established recently to provide ongoing leadership to CSC in this growing area. "Part of the committee's work will include the development of funding criteria and the selection of pilot projects to expand our experience with Restorative Justice and Dispute Resolution," explains Michel Roy, Assistant Commissioner of Corporate Development, who will co-chair the committee with John Rama, Assistant Commissioner, Personnel and Training. In the Pacific Region, Pieter de Vink, Regional Deputy Commissioner, has established a complementary Regional Restorative Justice Committee.

Many projects involving partnerships with community agencies and other governments are already underway. These initiatives include Restorative Justice Week, a major educational undertaking held each November with leadership from CSC Chaplaincy and faith communities, and in which all regions have participated.

In the Atlantic Region, CSC supports the Atlantic Coordinating Committee on Crime Prevention to help educate Maritime communities with respect to restorative justice and citizen involvement. In the Pacific Region, Warden Ron Wiebe and Ferndale Institution staff have been active in promoting dialogue with community

members about restorative justice. In the Ontario Region, Regional Chaplain Rod Carter, with others, has promoted the development of a diploma program and graduate level courses on restorative justice at Queen's Theological College. Pierre Allard, now Assistant Commissioner, Correctional Operations and Programs, took a six-month sabbatical in 1998 to research the spiritual roots of restorative justice. This undertaking contributed significant learnings to the field of restorative justice and has added to Pierre's own personal conviction regarding the importance of these processes to CSC.

The JHS of Manitoba, with funding support from CSC and the Ministry Secretariat, recently launched a Restorative Parole Project which will develop reintegration plans that take into account the needs of victims, and community members. "Mediation and community circles will be used to bring people together to address the issues," says Graham Reddoch, Executive Director of the JHS.



Michel Roy, Assistant Commissioner, Corporate Development, co-chair of the National Steering Committee on Restorative Justice and Dispute Resolution, prepares to introduce special guests who joined the committee on January 26, 1999.

The CSC, the National Parole Board, and Aboriginal communities are working together to give Native people more involvement in release planning for offenders. For example, under Section 84 of the *Corrections and Conditional Release Act* (CCRA), and with an offender's permission, Aboriginal communities can participate in the development of reintegration plans for offenders. "Restorative processes based on traditional First Nations' experiences are often used to ensure that everyone's concerns are heard and addressed," says Dale LeClair, Manager of Aboriginal Community Relations for CSC.

#### **NOT JUST ABOUT OFFENDERS AND VICTIMS**

Restorative justice is not just about offenders and victims. Ms. Miller-Ashton believes that principles of restorative justice

can inform how CSC operates as a public service organization. "We can't expect staff or the public to take CSC seriously about the use of restorative processes with victims and offenders if we don't model similar attitudes and behaviours in our daily interactions with each other."

**"If each person looked at their job through a restorative lens, and found ways to make that job more collaborative, the result would be a better and more respectful working environment for staff."**

Mediation training has been occurring in all regions. For example, the Quebec Region recently trained twenty mediators and the Prairie Region has developed a peer mediation program. The staff and management at Joyceville and Kingston penitentiaries are planning a pilot project that will enhance the Ontario Region's capacity to prevent and resolve conflicts.

"If each person looked at their job through a restorative lens, and found ways to make that job more collaborative, the result would be a better and more respectful working environment for staff," says Ms. Miller-Ashton, who proposes that restorative justice become a part of core training for new employees. "Such a change would also strengthen our ability to have a more positive influence on offenders, and ultimately create a better way to carry out CSC's mandate."♦

## **FEATURES**

### **Life Line**

# **Lifers Helping Lifers Swim Not Sink**

*By Ms. Heather Blumenthal, Freelance Writer*

**No one knows the lifer's experience better than a lifer – so who better to help a lifer succeed than another lifer?**

**O**ffenders who receive life sentences have very different needs than other offenders. Unlike most offenders, they do not have a fixed release date. They also face much longer periods of incarceration – a minimum of 12 years, as opposed to the average of 43 months.

"What does that do to relationships you once had on the outside ... Can they be maintained for years and years?" asks Jim Murphy, a Project Officer in Community Operations.

But it is more than simply the length of the sentence. Lifers tend not to be experienced criminals, explains John Braithwaite. Most have killed in an aberrant moment – a fit of emotion or under the influence of substances – and, they don't have the experience in how to survive in an institution.

Now retired, John Braithwaite was a Deputy Commissioner of the Correctional Service of Canada (CSC) in 1976, when the federal government abolished the death penalty and substituted long periods of incarceration. Today, there are 3,442 offenders serving life sentences, about one-third of whom are on lifetime parole supervision in the community. The Service recognized that a new approach would be needed to deal with the high number of offenders serving life sentences as a result of the 1976 legislation.

That is where Life Line comes in. This innovative service offered by the CSC employs lifers who have successfully been reintegrated into the community for at least five years, to help other lifers.

**The program is unique in recruiting paroled offenders who will return to institutions and contribute to the development of programs, to motivate offenders, and to assist in their reintegration.**

The program is unique in recruiting paroled offenders who will return to institutions and contribute to the development of programs, to motivate offenders, and to assist in their reintegration.

**“Life Line merits our support as a unique partnership providing opportunities for long-term offenders to contribute, to change, and to become responsible citizens.”**

Ole Ingstrup  
Commissioner

Life Line was developed by a “tripartite alliance” of the Correctional Service of Canada, the National Parole Board, and proponents of the Life Line concept, including a lifer on parole. A grant from the Donner Foundation financed a study of the concept, which was released in 1990. The first In-reach worker began work in 1991. In August 1998, Life Line was recognized as a “best practice” by the American Correctional Association.

“Life Line merits our support as a unique partnership providing opportunities for long-term offenders to contribute, to change, and to become responsible citizens,” says current CSC Commissioner Ole Ingstrup.

Life Line is supervised by a National Resource Group, chaired by Mr. Braithwaite, with representation from the CSC, the National Parole Board, voluntary correctional agencies, and René Durocher, a lifer representing In-reach workers. The service has three components: In-reach, community programming, and public awareness.

#### **THE IN-REACH WORKER – THE FOUNDATION OF LIFE LINE**

The key to Life Line’s success is the In-reach worker – a lifer who has successfully reintegrated into the community for at least five years.

The first In-reach worker was Tom French, a former biker who was a diabetic,

and was confined to a wheelchair as a result of a motorcycle accident. French, who died in 1996, characterized his job as keeping lifers “alive, sane, and out of trouble.”

Today, nine In-reach workers in four regions help new inmates develop a “correctional career” that spans the length of their stay in the institution, to “work constructively from day one, while they’re incarcerated, toward their hope for release,” says Murphy, rather than drifting through their incarceration. In-reach workers work closely with parole officers to ensure a team approach to assist lifers.



René Durocher, In-reach worker, at the NHO meeting on Life Line. In the background: John Braithwaite, chair of the National Resource Group; E. “Skip” Graham, Executive Director, St. Leonard’s House, in Windsor; and Jim Murphy, Project Officer, Community Operations.

In-reach workers provide living proof to lifers that it is possible to survive their time in the institution, an indication that someone cares about them. They are also a living lesson to staff of the success of rehabilitation and reintegration.

A measure of Life Line’s success is the commitment by the Service to double the number of In-reach workers. Three new In-reach workers have recently been hired in the Ontario Region. One is a published writer and artist, one is a youth worker, one is an ordained minister, and all three have university degrees earned while serving their sentences.

#### **COMMUNITY PROGRAMMING – BEYOND THE INSTITUTION**

Once released on parole, a lifer faces new challenges: how to reintegrate into a community, and into relationships, that have changed dramatically since he or she was last out of the institution.

The lifer’s relationship with the In-reach worker may continue. But it is now the parole officer who is the main resource responsible for helping to steer lifers through the range of community programs that are available.

St. Leonard’s House, in Windsor, offers the only dedicated residential facility for newly released lifers. Elsewhere, lifers spend their first months outside an institution, in facilities geared toward individuals with determinate sentences, and receive needed services from the larger community.

Activities under the community programming area of the Life Line service can range from day trips to introduce the lifer to a dramatically changed society, to assist with learning how to live independently, and to help find and keep a job.

“This aspect of the Life Line service is so important,” Murphy says, “that the Service is considering whether there should be a separate category of worker, such as an “out-reach worker,” to focus on helping the one-third of all lifers under supervision in the community.”

**“Without Life Line, lifers will be released into the community with inadequate preparation, assistance, and supervision. I believe anyone in prison for 25 years, who is willing to work with the Life Line program must want to become a contributing member of society.”**

Sandra Atkin  
Victim



**PUBLIC AWARENESS –  
CREATING PARTNERSHIPS**

Apart from working with offenders, In-reach workers have an important role to play in raising public awareness of effective corrections and the special needs of the lifer community.

They do this by meeting with community organizations, volunteer groups, and others interested in the corrections community, to talk about their experiences as In-reach workers. They also spend a significant amount of time on “preventive” work, particularly with young people, talking about how they became lifers, what it has meant to their lives, and how these youths can avoid becoming involved in crime or drugs.

Public awareness work with non-governmental organizations is vital to the success of the Life Line service. Community-based non-government organizations hire the In-reach workers, by way of a contract with the Service and provide the resources needed to meet the offenders’ needs.

**IMPLEMENTING THE LIFE  
LINE CONCEPT –  
TOWARDS THE FUTURE**

Recently, the National Resource Group commissioned a task force, under the leadership of Warden Ken Peterson of Mission Institution, to look at how the Life Line concept could be improved and expanded. The most important recommendation the task force made in its February 1998 report was to hire one In-reach worker for every 125 long-term offenders, and this task has been given the highest priority. In addition, the task force recommended the development of new programs aimed at female and Aboriginal lifers; the production of detailed profiles of offenders serving long sentences on a regular basis; and the development of “career paths” for lifers to start serving others while serving their sentences. ♦

# The *Head of the Public Service Award*

*By Ms. Monique Parker, Ms. Sandra Bouwman  
and Treasury Board staff*



From left to right: Ole Instrup, Commissioner, Correctional Service of Canada, Jocelyne Bourgon, former Clerk of the Privy Council, and Pierre Allard, recipient of the first *Head of the Public Service Award*.

**M**adame Jocelyne Bourgon, former Clerk of the Privy Council and Secretary to the Cabinet presented the first *Head of the Public Service Award* to Reverend Pierre Allard at a ceremony held at the Museum of Civilization on December 7, 1998. Through this award, the Clerk of the Privy Council formally recognizes and honours employees who demonstrate excellence in meeting the challenges facing the Public Service of Canada. Recipients are considered leaders at all levels of the Public Service and whose contribution is essential to making it a modern and vibrant institution.

**A CALLING**

For more than a quarter of a century, Reverend Allard has dedicated his calling to provide spiritual support to all of those involved in prison ministries. His work as a prison chaplain has placed him at the forefront of the new field of restorative justice, which brings together communities, offenders and victims to talk about the way that crime affects a community.

His teambuilding skills enabled him to create the volunteer Christian Council for Reconciliation, and the National Associa-

tion for Chaplaincy Volunteers. Pierre Allard is a staunch supporter of prison chaplains around the world. He is President of the International Prison Chaplains’ Association.

**SPIRITUAL WORK IN  
CORRECTIONAL FACILITIES**

Pierre Allard believes very strongly that the community needs to continue the spiritual work that has begun in correctional facilities. Through the creation of community chaplaincies, he has helped communities across Canada carry out the Correctional Service of Canada’s goal of helping to rehabilitate offenders. There are now 23 community chaplaincies across Canada. His “Circles of Support and Accountability” have helped former prisoners safely reintegrate into their communities.

His vision, hard work and compassion also extend to the academic world. Pierre Allard was awarded an honorary Doctorate of Divinity by Queen’s University in May 1998. He recently established the first course of study in correctional ministries at the Theological College of Queen’s University in Kingston. ♦

# Women's Supervision Unit

*By Mr. John Currie, Area Director,  
Women's Supervision Unit, Central  
Ontario District*

The Women's Supervision Unit (WSU) offers a unique service to women offenders. The Unit is located in the Correctional Service of Canada (CSC) Central Ontario District Office in Toronto. It is responsible for the supervision of approximately 90 women who are under all forms of conditional release. The four parole officers in the Unit become involved with offenders at the time of sentence, when completing the preliminary assessment. This first meeting is instrumental in determining the placement of the offender. Most women are sent to Grand Valley Institution for Women in Kitchener, while the maximum security offenders are transferred to the Prison for Women in Kingston. Staff work closely with their institutional colleagues to develop the best possible release plan. Once the women are released, supervision is intensive and very supportive, with many agency and CSC programs available to assist them. There is a broad range of community services available and CSC also sponsors specialized programming for women including Community Residential Facilities, Choices, Cognitive Skills, Psychology, and Chaplaincy.

## CHAPLAINCY

The Chaplaincy initiative is a valuable and unique feature of the Unit. As a pilot project, the Ontario Region Chaplaincy has provided funding for a part-time chaplain to offer support and community advocacy services to our clients. Working on a distinct but complementary course with parole officers, the chaplain has been able to respond to a wide range of individual needs of the women. The focus is to do whatever is needed, in a context that will result in an increase of trusted community contacts. The ability to engage the spiritual needs of



Thanks to the Mother-Child Program, a mother is permitted to bond with her newborn infant in a nurturing environment.

women on an as requested basis has been an important addition to the services available through the Unit.

## MOTHER-CHILD PROGRAM

Perhaps the most distinctive feature of the WSU has been the development of the Mother-Child program. Through the Canadian Association of Elizabeth Fry Societies (CAEFS) of Peel and Toronto, satellite apartments have been developed to house women who have had their newborn babies residing with them. The apartments are located in ordinary community buildings, leased by the CAEFS with costs borne by CSC. Offenders receive support and supervision according to their individual needs, from both the CSC parole officer and the agency staff. This has been an important new venture and much learning is occurring along the way. Not many parole offices purchase baby cribs, strollers, diapers, and baby food. Thanks to the good will and co-operation of many individuals, these services are now in place. Currently, two women with their babies live in the units. Initial experience has been very positive and the apartment units have been a critical component in the successful reintegration of the women.

The experience that the Service has had with women offenders is considered very instructive. The Ontario Region has more women under community supervision (approximately 151), than in the institu-

tions (approximately 116 – which include Grand Valley Institution for Women, the Prison for Women and Isabel McNeill House). In Toronto alone, there has been about a 30 per cent increase in the community supervision population in 1998 (from approximately 60 to nearly 90 women), yet the revocation rate for women under the care of the WSU remains low. Since its inception some 20 months ago, there have been 10 revocations and no serious offences.

**Perhaps the most distinctive feature of the Women's Supervision Unit, has been the development of the Mother-Child program.**

While not being able to offer absolute guarantees, these figures support the belief that CSC, in working closely with offenders and support groups, can develop effective community options that contribute to public safety. It also shows the way for the development of more community options, including direct placement from the courts to a community-based residential facility. As we gain more experience in approaching and dealing with the unique issues faced by women offenders, we plan to build upon these achievements in promoting timely and effective reintegration. ♦

# An Opportunity to Hear and Be Heard

## Section 13 of the *Inquiries Act*

By Graham Chartier, Communications Sector

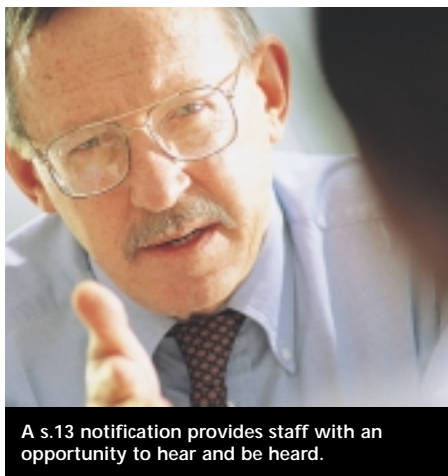
**When a staff member involved in an investigation receives a notification under Section 13 of the *Inquiries Act*, the purposes of such a notification are often misunderstood.**

Whether a person is interviewed by a Board of Investigation or subsequently receives a notification under Section 13 of the *Inquiries Act*, they may feel that they are being accused of something and that they will be used as a scapegoat for the incident. An article by Ms. Pat Patterson, Acting Senior Parole Officer in the Pacific Region, appeared in the January 1999 issue of *Let's Talk* ("Going Through A Crisis – A Parole Officer's Own Story", pp. 51-52). Her article made very clear the painful feelings that may be experienced by staff members who find themselves involved in an investigation and possibly receiving a s. 13 notification. Despite safeguards to ensure that everyone's rights are respected and that all decisions are rendered in a fair and equitable manner, persons in these situations often perceive the entire process as adversarial. Sometimes they may feel as Ms. Patterson did, that it was difficult to believe that a s. 13 notification "was designed to offer me protection in case there was incorrect information in the case report."

### SECTION 13 NOTIFICATIONS MAY OCCUR AS A RESULT OF A BOARD OF INVESTIGATION

The processes involved during an investigation, including the application of Section 13 of the *Inquiries Act*, were fully outlined in an article by Robert Dandurand, Senior Analyst, Investigations Branch, that appeared in the December 1997 issue of *Let's Talk* ("Investigations", pp. 6-8).

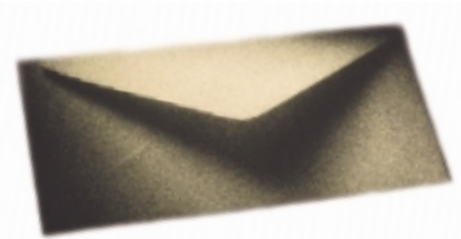
Briefly, the *Corrections and Conditional Release Act* (CCRA) and the Correctional Service of Canada (CSC) policy require that incidents be investigated when they affect the safety of the public, staff, offenders or



A s.13 notification provides staff with an opportunity to hear and be heard.

the operations of CSC. The *Inquiries Act* is the legislation that governs federal public inquiries and some departmental investigations. Sections 19 to 21 of the CCRA provide the statutory framework for Boards of Investigation within CSC, with s. 20 giving the Commissioner authority to convene national Boards of Investigation, the members of which have the power to issue summonses and question witnesses under oath. Section 19 of the CCRA provides the authority for other investigations within CSC, such as regional investigations that do not fall under s. 20. Section 21 of the CCRA specifically states that "Sections 7 to 13 of the *Inquiries Act* apply" to CSC Boards of Investigation convened under s. 20 of the CCRA. Section 13 of the *Inquiries Act* requires that anyone facing an allegation of misconduct be notified and allowed a hearing before any report is made.

When a Board of Investigation questions a person, an advisory is issued to that person that if they are implicated in any misconduct, they will be sent a s. 13 notification



and afforded the opportunity to clarify their story. Section 13 notifications are sent out before the report is finalized but after the Board of Investigation has examined all the facts at their disposal and come to some conclusions. Jim Vantour, Director of Investigations at National Headquarters, says, "in issuing these notices, we are basically respecting the principles of fairness." He says that s. 13 notifications present an excellent opportunity for an individual to correct a Board of Investigation's understanding of the facts. He adds that the Investigations Branch has been working to correct the perception that receiving a s. 13 notification is a very negative occurrence. Mr. Vantour says that this principle of fairness has been extended to cover regional investigations even though such coverage is not specifically required.

### THE APPLICATION OF THE *INQUIRIES ACT* AS A SAFEGUARD OF THE PRINCIPLES OF FAIRNESS

Charles Haskell of CSC Legal Services says that a s. 13 notification is initiated whenever an individual is the subject of adverse comment or an allegation of misconduct as a result of an investigation or the report of an investigation. According to Mr. Haskell, "elementary and essential principles of fairness are no more than what a reasonable person would regard as fair in the circumstances." He adds that one of the main principles of natural justice is that no person should be criticized without an opportunity to be heard and Section 13 of the *Inquiries Act* is the statutory codification of this principle. "Section 13 imposes obligations on a commission of inquiry that any reasonable person would consider as fair in the circumstances, namely a reasonable chance to tell their side of the story before being criticized."

To give a hypothetical example, suppose a Board of Investigation finds that certain important and relevant information was not on the file of an offender directly involved in the incident under investigation. If this observation could reflect negatively on a particular person's conduct, then the Board of Investigation would contact that person through a s. 13 notification. This would ensure that they have an appropriate opportunity to correct any possible misunderstandings the Board of Investigation may have had concerning this information.

**"Section 13 imposes obligations on a commission of inquiry that any reasonable person would consider as fair in the circumstances, namely a reasonable chance to tell their side of the story before being criticized."**

**Charles Haskell**  
CSC Legal Services

It may be that the person wasn't responsible for the information not being on the offender's file and the s. 13 notification provides an opportunity to correct the Board of Investigation's initial understanding.

**SECTION 13 NOTIFICATIONS WILL INCLUDE THE DETAILS OF ANY ALLEGATION**

A section 13 notification issued as a result of a CSC Board of Investigation will include the specific portion of the report that may allege or imply misconduct and also provide a date, time and place for the person or their counsel to be heard. As well, a person may respond in writing if they wish. However the person responds, all members of the Board of Investigation are briefed on any representations by recipients of a s. 13 notification and the Board of Investigation decides as a group what, if any, revisions are to be made to the report. The Chairperson of the Board of Investigation responds in writ-

ing to each notification recipient and shares any revisions that may have been made.

**SECTION 13 NOTIFICATIONS ARE ALWAYS CONFIDENTIAL**

It may be felt that receiving a s. 13 notification harms a person's reputation. In fact, since these notices are protected information sent directly to the person concerned, other staff members will only know of a particular notice if the person concerned tells them about it. Discussing her situation in her article, Ms. Patterson pointed out that talking with colleagues helped her cope and that she found it to be "the best thing I have ever done for myself." She felt better by sharing her feelings with other staff and knowing that they supported her. The decision to talk to other staff may be good and even advisable, but it is the individual's decision. Information about a s. 13 notification will be sent only to the person concerned.

**SECTION 13 HEARINGS**

A hearing that results from a s. 13 notification is not a trial. Its purpose is to clarify and correct the initial impressions and understandings of a Board of Investigation. While employees in such a hearing may feel nervous, they should remember it is a time for them to clarify their version of the story, to present their view of the facts and to correct positions the Board of Investigation may have developed.

In practice, such discussion and clarification often cause a Board of Investigation to find that a person's representations clarify its understanding of events in such a way that they will decide to make revisions to the report based on the new information. In the fiscal year 1997/98, 19 national Boards of Investigation were convened under s. 20 of the CCRA, with s. 13 notifications being sent out as the result of the draft reports in nine of them, or less than 50 per cent of all national investigations. A total of 442 interviews were conducted by these national Boards of Investigations with only 24, or 5.7 per cent of those interviewed, receiving a s. 13 notification as a result. From the representations asked for and allowed under the provision, changes were made to a Board of Investigation's report in 11 of the 24 cases. Clearly, these representations are effective

and result in changes to approximately half of the reports.

**APPROVAL FOR PUBLICLY-FUNDED LEGAL ASSISTANCE**

When people feel pressured, they understandably may not hear and respond well to questions. Often, speaking to legal counsel or having one present during a s. 13 hearing may lower the degree of stress a person is feeling and allow an individual's explanations to be expressed more clearly.

On April 29, 1998, the Treasury Board of Canada Secretariat issued a *Policy on the Indemnification of and Legal Assistance for Crown Servants*. The policy states, in s. 7.2 (b), that legal assistance can only be authorized by the Deputy Head "when it has been determined that the servant acted honestly and without malice within his or her scope of duties or employment and met reasonable departmental expectations." As is the case across the entire Public Service, the provision of legal services at public expense is not an absolute right but is subject to case-by-case consideration.

Section 8 of the Commissioner's Directive 067 - Provision of Legal Services to Employees, requires that the "Department of Justice, through CSC Legal Services," shall be consulted concerning the provision of legal services to an employee concerning, among other things, "the need and justification for legal counsel in each case." In consideration of this, CSC Legal Services reviews requests for publicly-funded legal counsel on a case-by-case basis once they have concluded that an individual was acting in the performance of his or her duties and that the s. 13 notification by the Board of Investigation was justified.

**TOWARDS A CONSISTENT APPLICATION OF FAIRNESS**

Section 13 notifications provide opportunities for anyone who faces allegations of misconduct to explain their point of view and to clear up misunderstandings that may have arisen. Their purpose is to protect people against unfair allegations. Naturally, all would prefer that the incidents that lead to Boards of Investigations never take place. All would prefer that their actions be always considered beyond reproach. Unfortunately, incidents happen and they must be thoroughly investigated to prevent similar incidents in the future. In the reports on these incidents, individuals may be implicated in misconduct. Section 13 of the *Inquiries Act* is a step toward ensuring fairness by giving those individuals an opportunity to clarify their side of the story. ♦

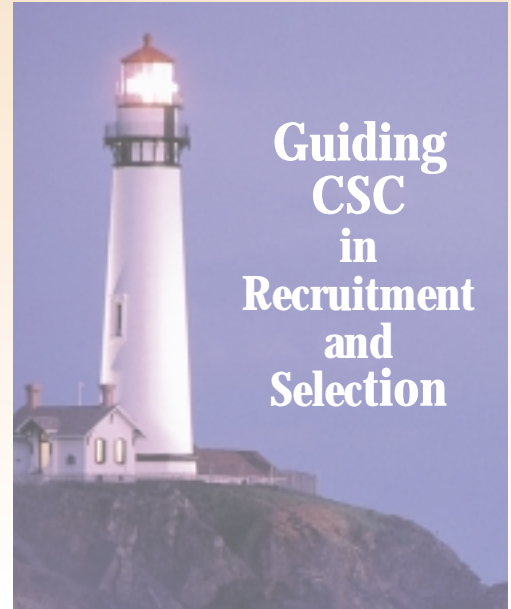
**FISCAL YEAR 1997/98**

|  |                          |
|--|--------------------------|
| <b>National Boards of Investigation</b>      | <b>19</b>                |
| Reports requiring s. 13 notifications        | 9 or 47 per cent         |
| <b>Number of interviews conducted</b>        | <b>442</b>               |
| Number of s. 13 notifications issued         | 24 or 5.7 per cent       |
| <b>Changes to report after s. 13 hearing</b> | <b>11 or 46 per cent</b> |

## Recognizing the Value of Values

# Values-based Human Resources in the Correctional Service of Canada

By Ms. Holly Flowers, Project Officer, and Mr. Brent Schwieg, Senior Project Manager, Personnel and Training Sector



*I can remember as a correctional officer facing many value conflicts as I performed my duties. The pressure to conform or compromise my own values to the influences within the institution's subculture were constantly subtle and at times significantly strong. I made my choices and other officers made theirs. Often-times these decisions were not made at a conscious level. I have seen what I would qualify as good and sensible officers compromising themselves, making choices that jeopardized their values, their safety, and even their careers.*

*I had the pleasure of working with a senior correctional officer early in my career and he had an influence on me that I am sure he will never know. Nick was a role model to me. He did not impress me with academic credentials or a wealth of knowledge of corrections, even though he had walked the ranges and patrolled the yard for over twenty years. And it wasn't his technical skills that made him worth emulating.*

*What I marveled at was his value system. It genuinely reflected in every task he performed. Nick was always positive and respectful and it did not matter if he was dealing with an offender, the institution's management, or a new recruit. He was receptive to learning and he tried to understand changes at the institution and do his best to get the job done, even when it was difficult for him. He had the strength of character to stand up for what was important, yet he always made time to listen to other points of view. He knew what it was like to work hard and he was always busy at his post.*

*He supported his fellow officers and was an unspoken leader amongst his peers. Nick was too modest to accept this title.*

*What truly amazed me was Nick's ability to survive in an environment where many other officers recruited in his era were so unlike him. Perhaps they always were. He seemed impervious to the jadedness, the cynicism, and the apathy that existed in pockets around him. I hear Nick recently retired after thirty odd years of service. He will be difficult to replace.*

*Brent Schwieg  
Senior Project Manager  
Career Management*

Over the last several years, the Correctional Service of Canada (CSC) has been actively recruiting correctional officers. In fiscal year 1996/97, we hired 400 correctional officers. And our need for additional correctional officers will increase over the next three years. In April 1998, the Solicitor General announced that 1,000 additional correctional officers would be hired over this period. Combined with an expected attrition rate of 2,000 correctional officers, mostly due to retirement, CSC will be looking to select approximately 3,000 new correctional officers by the end of fiscal year 1999/2000.

CSC has decided to embark on a values-centred approach to identify those candidates who will be the Service's best

performers. This approach recognizes that when an employee, or a future employee, has a value system that is inherently or intrinsically in direct conflict with the values of the organization, there will be performance problems.

If you pick up the CSC Mission, you'll find many references to the qualities of employees that are essential to ensure that we continue to address the challenging and sometimes difficult work in our organization. These are the underlying values that people contribute to our organization. These are the qualities that are needed in our future employees.

The value assessment is being introduced for the recruitment and selection of Correctional Officer I, II and Correctional Supervisor.

The assessment will be based on the Executive Committee's endorsement of five value areas:

1. Respect
2. Desire to learn and change
3. Integrity
4. Results orientation
5. Teamwork

*This article is one in a series of five that will explore the Values initiative. ♦*

## Women's Conference

# Taking Charge from the Inside Out

November 2-4, 1998

By Ms. Louisa Coates, Communications Sector



An inspiring and well-organized Correctional Service of Canada (CSC) women's conference, "Taking Charge from the Inside Out", was held in Saint-Sauveur, Quebec. The goal of this second meeting to be held by CSC on women's issues was to "create a forum for staff at all levels to identify issues facing women working within the Service and recommend actions to address them." Over 150 staff members, including men, represented front-line workers, administrative staff, senior managers and CSC's five regions and national headquarters.

Supported by Commissioner Ole Ingstrup on March 9, 1998, International Women's Day, the conference was chaired by Nancy Stableforth, CSC's Deputy Commissioner for Women. Under the direction of Denyse Plante, Director General, Learning and Development, NHQ,

sexual harassment, a lack of support for balancing family and career, and a belief that corrections was men's business. The 1991 Women's Conference, "Towards Equal Partnership" was the first national forum to address these issues and listed 26 recommendations for action in the conference report.

When government cutbacks were imposed, a second women's conference was deferred. In 1997, a series of focus groups were held across the country and revealed that many issues still needed to be addressed and that the time had come to hold a second conference.

### CONFERENCE GOAL: ESTABLISH A NATIONAL STRATEGY FOR WOMEN

The goal of the 1998 conference was to focus on national, regional and personal issues that affect women and find ways to address them. Its activities were designed to create a national strategy for women and to offer participants workshops to identify ways to improve their work environment and enhance their own skills and capacities.

"Every individual is responsible for her or his own career, but we need opportunities like this for people to share their experiences and to promote a dialogue," said Marie-Andrée Drouin, Director, Executive Services, Commissioner's Office.

### GUEST SPEAKERS AND BRAINSTORMING SESSIONS

In her opening remarks, Nancy Stableforth told participants that when CSC staff travelled across the country to speak to women staff in 1997, they found that management was doing well but could be doing better. "I have come to realize that I can't be Deputy Commissioner for Women without caring about women staff," she told the group.

Commissioner Ingstrup told the group that many of the issues of concern to women, which were highlighted at the 1991 conference, have been addressed by the organization. One area, harassment, has been dealt with at a national level through staff training and awareness sessions; according to staff surveys undertaken in 1994 and 1996, CSC is moving in the right direction.

The number of women employed at CSC has increased since 1991 from 31 to 39 per cent, as have their levels of occupation, he reported. There are 20 additional women in the Executive group (EX), representing a 66 per cent increase. There has been an increase of almost 600 women in the Welfare Programs (WP) and Administrative Services (AS) categories. One in five correctional officers is a woman.



Commissioner Ole Ingstrup giving his opening remarks.

the conference was organized by NHQ staff, in collaboration with representatives from the regional women's advisory committees across Canada.

### HISTORY OF THE CONFERENCE

In 1990, a CSC-commissioned task force identified challenges facing women staff including gender-biased selection boards,

## CSC'S MENTORING PROGRAM

One of the issues to be included in the National Women's Strategy is increasing opportunities for networking among women at CSC. One way to do this is through the development of regional mentoring programs.

CSC's Ontario and Prairie regions have a program in place: in the Ontario Region, the program was approved in September 1998 and, to date, seven mentors have been paired with seven associates. The Prairie Region's program has also been approved and is being implemented. The Atlantic Region does not have a formal mentoring program although an informal network exists among some senior staff members. A working group in the Pacific Region is currently preparing a strategy to present to the Regional Management Committee. The Quebec Region does not have a mentoring program, but supervisors act as coaches for staff members identified for La Relève and mentors exist for those in the Management Trainee program. At National Headquarters, a program has been developed but has not been implemented officially.

A mentoring program matches a staff member who is interested in learning skills related to higher-level positions (the "associate") with a senior-ranking employee (the "mentor"). The mentor is available to answer questions and provide information to the associate, with the hope that these mentoring relationships will shape future leaders. "Mentoring can improve an employee's performance and motivate both the associate and the mentor, which in turn improves the performance of the organization," said Correctional Officer Bev Arseneault, who wrote the initial draft of the Ontario Region's program.

"Over the next few years we will have 1,000 additional correctional officers (many of whom will be women). It would be shameful if we did not use this very unique opportunity to make some adjustments ... in the area of women's issues," he said.

"I await the results of your conference and I look forward to carrying out the necessary changes you will be identifying," said Mr. Ingstrup, and gave his commitment to support another conference.

Mr. Ingstrup also expressed sincere appreciation, on behalf of CSC, for the dedicated work of Prairie Region Correctional Officer Shawna Boudreau, one of the three remaining female correctional officers who started working at CSC in 1978.

## AUTHOR DELIVERS ENCOURAGING MESSAGE

Acadian author Antonine Maillet gave a lively talk that dealt with the sacredness of life and her belief that offenders can change and staff can help make this happen. She closed with a story about a frog that decided not to sink in a bowl of cream but to keep swimming. The result was that he was sitting on top of a lump of butter the following morning. Staff's persistence can achieve surprising results, she believes.



Keynote speaker Antonine Maillet.

## INSIDE THE FISHBOWL

A session called "Inside the Fishbowl" was held on the second day of the conference. In an informal and open discussion based on the 1991 report recommendation suggesting more support in the area of career progression, six senior-ranking women described their careers.

Marena MacLaughlin, Warden of Westmorland Institution, Heather Bergen, Warden of Saskatchewan Penitentiary, Nancy Stableforth, Deputy Commissioner for Women, Lucie McClung, Senior Deputy Commissioner, Thérèse LeBlanc, Warden of the Prison for Women and Kay Stanley, Assistant Deputy Minister, Employment Equity, Treasury Board, cited many similar positive experiences that helped their



From left to right: Shandy Lynn Bridge (Ontario Region); Hilda Vanneste (NHO); and Tracy Ryan (Prairie Region).

careers: having strong people at work who encouraged them to pick themselves up when they failed, surrounding themselves with capable women, refusing to show signs of fear, taking new positions (at the same level or at a higher level), taking chances, picking one's battles, enjoying the ride, developing a sense of humour, taking advantage of career opportunities at CSC (such as openings due to retiring senior and middle managers), creating one's own luck, ignoring job descriptions if they were intimidating, networking, upgrading one's education, seeking out men who were comfortable in dealing with professional women, taking sabbaticals to learn new things and doing volunteer and other professional work.

Some of their challenges included missing out on their children's lives by focusing on a career, and the need to work very hard at whatever they were doing.

## STAFF WANT A NATIONAL STRATEGY

The conference then proceeded with a three-session plenary, "Building a Framework for Action" which asked participants to describe achievements at CSC since 1991, their hopes for the future and the actions needed in a National Strategy for Women.



Élaine Gaudet, Organizational Development Consultant, explaining the conference concept to the participants.

### WHAT HAS BEEN GOING ON?

In the “Telling our Stories” plenary, achievements included the participation of staff in regional, national and international women’s conferences, the promotion of pay equity and employment equity issues, new initiatives in education and training (including a major study on pornography), the launch of the Federally Sentenced Women initiative and new facilities for women offenders, the introduction of female correctional officers in male institutions and emergency response teams, a departmental policy on harassment, the creation of regional women’s advisory committees, the creation of the post of Deputy Commissioner for Women, the initiation of orientation, mentoring, peer mediation and peer coaching programs and women’s participation in regional hiring boards.

### WHAT DO STAFF MEMBERS WANT?

During the second plenary, “A Bridge to the Future”, participants said that one of their principal expectations was the commitment of management. Participants said they want management to take seriously the Mission’s Core Value 3, which talks about valuing staff. They asked that more attention be given to women’s career progression, including promotions and role models in senior positions. They requested education leave, efforts towards workplace harmony and a better reflection of Canada’s multicultural and diverse population in the workforce. They expressed a desire for action regarding outstanding pay equity and child care issues and the establishment of a formal mentoring program at CSC.

### A PLAN FOR THE FUTURE

Finally, in a four-hour strategic planning session, called “Visualizing Success – A National Strategy on Women’s Issues” led by Denyse Plante, participants identified themes from the lists of contributions, hopes and fears and, from these, identified a set of specific issues which became the draft National Strategy on Women.

1. Networking should be developed through initiatives such as workshops, mentoring programs and a regular column devoted to women’s issues in the *Contact* newsletter.
2. Harmony in the workplace, through the promotion of dispute resolution through mediation and other mechanisms, the cele-

bration of workplace diversity and an environment of respect and dignity.

3. Career opportunities must be offered through succession planning (where an employee is given training and experience to prepare for a senior position), acting assignments and secondments, encouraging participation in federal programs such as the Career Assignment Program (a program that identifies individuals with executive potential and accelerates their development and advancement) and Interchange Canada (a program that promotes the exchange of employees through temporary assignments in federal departments) and providing educational opportunities, skill development and employment equity programs.

4. Corporate commitment is needed and conference recommendations should be presented as a national strategy for Executive Committee approval accompanied by a request for resourcing by the end of 1999.

5. Balancing commitments through information sessions organized by the Women’s Advisory Committee together with the Employee Assistance Program and Human Resources, developing performance and workload standards, encouraging fitness among staff and requesting that Treasury Board review child and elder care provisions.

6. Personal safety through training for all staff working in the community and in institutions.

7. Corporate recognition of the need for women to perform lighter duties while pregnant.



“Jane and Tarzan at Work” workshop.



The regional planning sessions and reports that were held shared several common points, including re-committing to or re-establishing their regional Women's Committee, networking through mentorship programs, highlighting women's achievements through a national newsletter, promoting career advancement opportunities posted on CSC's web site or the creation of a newsletter, delivering workshops on balancing one's life and on personal safety and the need for corporate commitment of regional plans.

During the conference, regional showcases displayed information concerning regional programs and initiatives.

Ms. Carla Sipos was recognized by Prairie Region staff for being the first woman in the region to qualify for the Institutional Emergency Response Team (IERT).

#### WORKSHOPS OFFER PARTICIPANTS A CHANCE TO LEARN

Conference participants' desire to learn about the work environment and managing their personal lives was addressed through a

variety of workshops that were held during two days. These included:

"Balancing a Professional and Personal Life" led by Ms. Lyse Blanchard;

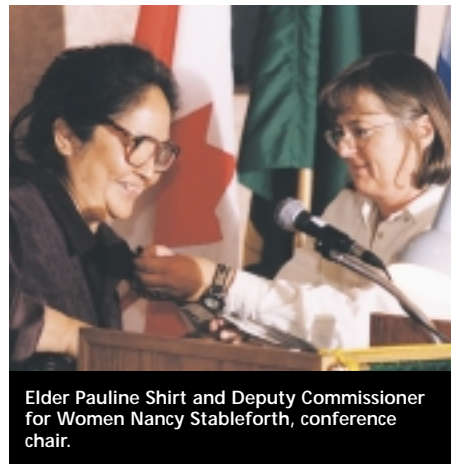
"Jane and Tarzan at Work – Improving Gender Relations" led by Ms. Reva Nelson;

"Building Support Networks and Partnerships" led by Ms. Lucie Vallière;

"Mentoring and Coaching – Differences and How To's" led by Ms. Suzanne Côté;

"Aboriginal Spirituality – A Holistic Approach to Life" led by Ms. Norma Green, Ms. Betty McKenna and Ms. Linda Mohan; and

"Alternative Dispute Resolution" led by Ms. Jane Miller-Ashton, Ms. Theresa Dunn, Ms. Francine Pitley and Mr. Jim Wladyka.



Elder Pauline Shirt and Deputy Commissioner for Women Nancy Stableforth, conference chair.

#### AN ENDING AND A BEGINNING

In her closing remarks, conference chair Nancy Stableforth said that CSC women needed a national plan for direction. She said she planned to present the draft National Strategy to the Executive Committee as a blueprint for further action at all levels of the organization – a move that participants unanimously requested during the conference.

"My challenge and that of other managers will be to work harder to create and sustain an environment where women are respected and recognized, at all levels, as colleagues and partners with opportunities for rewarding work," said Ms. Stableforth.

The conference ended with a prayer by Aboriginal Elder Pauline Shirt in which she said, "You have the knowledge inside you; all you have to do is to coax it out." ♦

#### VERBATIM

"According to the feedback we've received, the conference met its stated objectives. Our challenge now is to keep the momentum going and to better document and celebrate our progress as it occurs."

Ms. Denyse Plante  
National Headquarters

"There were front-line staff here at the conference, the ones who are 'out there', and I think we were asked what our needs are and they really wanted to know what we wanted to work on."

Ms. Susan McCarthy  
Atlantic Region

"I was very interested to see subjects of concern to men being discussed here at the conference. I was impressed with participants' interest in grappling with delicate questions, which shed light on important issues often overlooked by administration."

Stéphane Jaillet  
Quebec Region

"The conference stimulated new ideas and new solutions to ongoing problems. My hope is that the conference brings new energy to our regional women's committee."

Ms. Bev Arseneault  
Ontario Region

"I did some networking with the other regions and with Prairie staff I never get a chance to see. I want this information shared with all staff in the region."

Ms. Norma Green  
Prairie Region

"The Aboriginal speakers at the workshop were a highlight because they offered us tools for empowerment that will impact on your family and work life. The entire conference could be built on this concept of self-empowerment."

Ms. Carol Ann Lonsdale  
Pacific Region

"I really enjoyed the positive feeling and the liveliness of everyone and it was nice to see some positive changes that Mr. Ingstrup is willing to make."

Ms. Catherine Flament  
Pacific Region

**Participants said they want management to take seriously the Mission's Core Value 3, which talks about valuing staff. They asked that more attention be given to women's career progression, including promotions and role models in senior positions.**

# Operation Bypass Conference for Parole Officers

By Ms. Louisa Coates, Communications Sector

The Correctional Service of Canada (CSC) hosted a conference for 300 of its 600 front-line Ontario Region staff members in Kingston, November 24-26, 1998. The goal of the meeting was to provide a glimpse of the changes made to the monitoring of offenders' progress and decision-making – called "Operation Bypass" – and explain how it will reduce paperwork and allow staff to spend more time with offenders. It was also to allow staff to exchange ideas and network, something correctional field workers rarely seem to have the time to do. Many participants agreed the highly positive and enthusiastic atmosphere at the conference was because of this front-line staff's involvement.

"I am impressed that for the first time in my memory, which is 23 years, CSC engaged staff at all levels in developing a fundamental and significant change in the support systems for our essential business. At this meeting, I was so taken with the 'let's get on with it' approach by staff that I volunteered to assist with organizing the next conference," said Mr. Bruce Jefferson, Reintegration Manager at Collins Bay Institution.

"We wanted to showcase our strategy and to have it advertised and understood by all our colleagues who would be using it," said Conference Chair Mr. Les Judson, Warden of Beaver Creek Institution. "But we also wanted to give attendees a chance to share information and successful reintegration initiatives with each other."

"Operation Bypass" was designed to simplify the preparation of offenders' cases. It reduces the documentation and improves the analysis of an offender's progress, which is then used when making decisions regarding programming or release. It aims to speed up the processes of initial assessment and planning of the offender's



Reintegration conference organizers: Ms. Thérèse LeBlanc, Mr. Lawrence Bell, Ms. Janice Grant, Mr. Les Judson, Mr. Bob Markowski, Mr. Bob Willis and Ms. Ana Paquete.  
Missing: Mr. Peter White, Mr. John Armstrong, Ms. Kim Gillespie, Ms. Diane Valentino, Mr. Wayne Scissons, Ms. Julia Hobson.

sentence, and of preparing and presenting documents needed for decisions such as transfers to other institutions, temporary absences, day or full parole. Staff have been asking for a simpler system for several years.

## SOMETHING FOR EVERYONE AT THE CONFERENCE

A broad base of participants attended the meeting, including parole and program delivery officers, supervisors, managers, decision-makers as well as partners in the field of criminal justice such as provincial parole officers, directors of halfway houses and program deliverers.



William Staubli and Anne Kelly prepare for their Bypass presentation.

## DEPUTY COMMISSIONER WELCOMES PARTICIPANTS

Deputy Commissioner Brendan Reynolds reminded staff that they are the experts who deal with offenders and that they are succeeding in helping to safely reintegrate offenders into society. "We are not a prison service, we are a correctional service. We know a lot more today than 20 years ago about the right interventions for the right offender in the right circumstances making a difference." You are doing an excellent job, he told staff.

## THE BEGINNINGS OF "OPERATION BYPASS" AND THE ROAD AHEAD

In a presentation that gave more details on Bypass and explained the history of its raison d'être, staff were told about national and regional teamwork efforts to put Bypass in place. Denis Méthé, Director General, Offender Programs and Reintegration, Anne Kelly, Director of Institutional Reintegration Operations and William Staubli, Director, Community Operations, gave the presentation.

Mr. Méthé told the group his staff asked employees in CSC's five regions to choose teams of trainers to develop the curriculum of the program.

Today, 25 lead trainers and 200 on-site trainers are reaching out to more than 8,000 staff nationally to verse them in Bypass. This is a major undertaking but is also an opportunity for staff to affect change in policy and the offender management system at the same time, he said. Ms. Kelly indicated Bypass has been the result of teamwork and of listening to staff's concerns and will make a positive difference to caseworkers' jobs by eliminating duplication. Mr. Staubi said that in the Ontario Region alone, over 25 parole offices and institutions were visited to get staff feedback.

### CHANGE CAN BE FUN

In a lively and inspiring talk on dealing with change – a state resisted by humans perhaps for ancient reasons of survival – Dr. Dorothy Cotton, psychologist and newspaper columnist, told the group that “Operation Bypass” is requiring staff to change, and that this will require some



Ms. Chantal Albert, Regional Headquarters – Atlantic, presented at the “Atlantic Experience in Bypass” workshop.

experts in their respective fields, participants' evaluations later said the workshops were a conference highlight. Several sessions were “sold out”, including “Core Program Referrals – Matching the Offender to the Right Program” presented by staff including Dr. Bruce Malcolm and



Ontario Region parole officers at one of the conference workshops.

flexibility and open-minded thinking. Dr. Cotton said change means you leave your present state, go into one of transition and then arrive at the desired state. “It's not the changes that do you, it's the transition,” she said. Normal steps in the process include leaving a point of stability and feeling immobilized and later testing and eventually accepting the new system. “It's normal to screech to a halt and see the positive side of what you had,” she said, but suggests that staff not dig their heels in too deeply, look at those who are positive about change and divest yourself emotionally by reminding yourself it is only a job and one part of life. Try to see change as an exploration, an invention and a transformation, she said.

### WORKSHOPS

With the trend towards smaller groups and interactive learning at CSC conferences, workshops were held to complement the meeting's plenary sessions. Delivered by

Ms. Rachel Cantin, “Legal Liabilities in Risk Management” led by Mr. Kerry Scullion and “Motivational Interviewing and Responsivity to Programming” led by Dr. Sharon Kennedy.

### STATISTICS – THE STATE OF CORRECTIONS TODAY

Dr. Larry Motiuk, Director General of CSC's Research Branch, presented the group with encouraging correctional statistics. He said crime rates dropped in the 1990s and the adult incarceration admission rate, which peaked in 1994/95, has been on the decline ever since. The average federal sentence decreased from 44.9 to 43.1 months, and offenders with sentences from two to five years spend approximately 25 months in federal custody. The success rates for parole and statutory release are the highest they have ever been; of the almost three million new offences known to police in 1997, 2,404 were committed by federal

offenders. CSC's carefully researched and developed programs are proving to be extremely successful in helping offenders overcome problems and reintegrate safely into society. “Overall, the news is good,” he told the audience.

### COMMISSIONER PRAISES STAFF AND AFFIRMS HIS COMMITMENT TO THEM

Commissioner Ole Ingstrup, who was keen to attend the reintegration conference and meet front-line staff, told the group how grateful he was for their work. “It's wonderful to meet you people who are actually doing some of the work that is absolutely key to our ability to deliver on our promises to the Government of Canada and to our minister.”

He reminded staff of the challenges inherent to their work: that public sentiment is negative, with 75 per cent of the public believing there is more crime today, although many are becoming aware that sensational media stories create this belief; that staff must try to use the least restrictive measures possible when dealing with offenders; that an offender's reintegration potential must be measured against a risk assessment; and that staff must try to prevent offenders from returning to prison for technical violations or a minor breach of residency conditions.

He also reminded them of how much he values their work. “Let me thank you for your individual and collective contributions to the organization and rest assured that I am extremely proud to let people know that I am the leader of a group of people like you,” he said.



Parole Officer Lynn Bradford presented at the “Methadone” workshop.

## COMMENTS FROM CONFERENCE PARTICIPANTS

Regional Project Officer Bob Willis, who earned a certificate of appreciation for the dedication he showed in organizing the conference, said participants were overwhelmingly positive in their feedback during and after the event. "We received evaluations from a third of the attendees and they were very enthusiastic. It was a really co-operative endeavour between regional employees and staff at National Headquarters (NHQ). There is a wealth of information at NHQ and it's good to get it disseminated," he said.

The conference was also timely, said Mr. Willis. Right now he is in the midst of coordinating the training of parole officers across the region in "Operation Bypass", and Ontario Region participants told him the conference contributed to deepening their understanding of the material. ♦

### VERBATIM

**"I thought the conference was fantastic and very informative. Operation Bypass seems like it will make the job more manageable and we'll be able to have more time with the inmates."**

**"I think Operation Bypass is the thing to do. We've been talking about this for nine years, to simplify what we are doing and want to do."**

**"At one time, I thought this was like climbing a mountain and now I see we will have the resources to do it."**

**"I found the workshops very interesting and valuable."**

**"The conference gave me a chance to network and talk to people I rarely see."**

## SECTOR REPORTS

### Corporate Development Sector

#### Citizens' Advisory Committees

# Part of the Reintegration Process

*By Ms. Jodie Golden and Ms. Rowena Pinto, Consultation Branch*



Members of the Citizens' Advisory Committees are composed of volunteers who serve as a liaison between the Service and the community.

**T**he Mission of the Correctional Service of Canada (CSC) encourages and assists offenders to become law-abiding citizens by providing them opportunities to participate in community projects. By acquiring on-the-job training, many offenders find employment once they are released.

#### CITIZEN INVOLVEMENT PAYS OFF

In 1990, a number of federal offenders were given the opportunity to participate in a unique work program under the direction of a local community member. They provided labour on a highway rock cut leading into Kingston, Ontario. This project enabled the offenders to leave the correctional setting in order to work in the community and provide a service. Since then, a number of offenders have benefited from what is now known as the Barriefield Rock Garden Project. It has proven to be effective in providing offenders at Pittsburgh Institution, a minimum security facility in Ontario, with marketable skills and work experience.

One work project that was a success for both stakeholders involved landscaping. Thanks to the enthusiastic work and dedication of a Citizens' Advisory Committee (CAC) member, more than 150 offenders have participated in the Barriefield Rock Garden Project and have found subsequent employment in the landscaping industry. The degree of success

of such initiatives could not have been predicted a decade ago.

#### A JOB WELL DONE

The work program facilitates the learning of gardening and landscaping skills by providing on-the-job training and instruction. Work completed by the participants including walkways, stone walls, steps and garden plots can be found in the surrounding neighbourhood. Offenders develop a sense of pride for the work and make a contribution to society.

#### CITIZENS' ADVISORY COMMITTEE MEMBERS - DEVOTED VOLUNTEERS

Without Pittsburgh Institution's acting CAC Chairperson Bill Robb's dedication and perseverance this project would never have been realized. Moreover, without the devoted volunteers that make up the Citizens' Advisory Committees, a number of initiatives would not exist in the Correctional Service of Canada.

#### HISTORY OF CACs

Citizens' Advisory Committees have played an increasingly vital role in corrections since 1977, when the *Report to Parliament by the Sub-Committee on the Penitentiary System in Canada* (MacGuigan Report) endorsed the value of CACs and established their mandate

to assist in the development of Canada's federal penitentiary service. The report expressed a real need for citizen involvement in the correctional process so that both the public and the Service could share information and ideas on correctional issues.

#### **PURPOSE OF CITIZENS' ADVISORY COMMITTEES**

Following the report, the purpose of Citizens' Advisory Committees was two-fold. First, by having representatives of the community monitor and evaluate correctional policies and procedures, CSC would take the initial step in making itself more open and accountable to public concerns and scrutiny. Second, the creation of CACs would also help dispel myths held by the public on correctional issues and help foster community support by educating and informing the public about the correctional system.

#### **MOVING FORWARD**

In recent years, the Canadian correctional system has made great strides in creating even closer ties with the community and the role of CACs has contributed to this end. In fact, with the introduction of CSC's Mission Statement in 1989 and the *Corrections and*

*Conditional Release Act* of 1992, CACs have experienced an enhanced atmosphere of cooperation. Both pieces of legislation highlight the importance of the involvement of the public in matters related to the operation of the Correctional Service of Canada.

#### **ROLE OF CACs**

Composed of volunteers representing a cross-section of a particular community, Citizens' Advisory Committees perform a multi-faceted role. They are associated with all institutions and most parole offices of the CSC. As a body of independent observers, CAC members provide objective advice to CSC with respect to the overall development of facilities, the implementation of programs, and the day-to-day operations. This includes assisting CSC in evaluating, monitoring and overseeing the process and activities of the Service.

CACs also serve as a liaison between the Service and community to help increase public support through education. They help foster a sense of community within corrections, particularly in the areas of institutional programs, recreation, workshops, social affairs, and cultural events.

In addition, CACs help to ensure that human rights legislation is adhered to within

CSC every time they observe CSC practices, question its actions, or represent the views of the offenders and the community. This is particularly significant in light of the 50<sup>th</sup> anniversary of the *Universal Declaration of Human Rights*. CACs serve as one of the external safeguards against the abuse of human rights of staff, offenders and the public within the correctional context. In their own capacity, CACs contribute to a correctional system that is more sensitive and accountable to community and offender concerns.

#### **MISSION OF THE CACs**

Today, there are more than 500 active citizens in CAC ranks and more than 60 committees across Canada. Every region within CSC has CACs who work under the following mission statement:

"Citizens' Advisory Committees, through voluntary participation in the Canadian federal correctional process, contribute to the protection of society by interacting with staff of the Correctional Service of Canada, the public and offenders, providing impartial advice and recommendations, thereby contributing to the quality of the correctional process." ♦

## **SECTOR REPORTS**

### **Corporate Development Sector**

## **Citizen Engagement in Federal Corrections**

# **A Report of the Planning Meeting of the Citizens' Advisory Committees**

*By Ms. Jodie Golden and Ms. Rowena Pinto, Consultation Branch*

**A** national planning meeting for the Citizens' Advisory Committees (CACs) was held in Victoria, British Columbia, November 28-29, 1998. Under the theme "*Citizen Engagement in Federal Corrections*", the meeting brought CAC members and representatives of the Correctional Service of Canada (CSC) together from across Canada to set the strategic direction for CACs in 1999 and to emphasize the importance of citizen involvement in effective corrections.

The objectives of the meeting were: the establishment of a clear, strategic direction; the development of a focused plan for the

implementation of CAC national objectives; the sharing of ideas and concerns; and the opportunity for CAC members to learn more about CSC's agenda.

Participants included the national CAC chairperson, the regional chair from each region and seven CAC members from each region. CSC was represented by staff from National Headquarters, including Michel Roy, Assistant Commissioner, Corporate Development, and one warden or district director from each region.

The meeting was opened by the Pacific Deputy Commissioner, Pieter de Vink, Ron

Warder, CAC National Executive Chairperson, and Jim Davidson, CAC National Director of the CAC Program. Workshops held on the first day focused on developing implementation frameworks for the CACs' national objectives, one of which consists of supporting CSC reintegration initiatives.

The second day focused on allowing CAC members, with the support of CSC/CAC program managers, wardens and district directors, to discuss "best practices" at all the institutions and in the community. Most of the participants said this was the most valuable part of the meeting.

## BEST PRACTICES OF CACs

A great deal of discussion during the conference focused on the exchange of ideas about the best practices of CACs. The Barriefield Rock Garden Project is just one example of the best practices put forth by our dedicated CACs. In fact, every region has its own success story. The following are but a few examples of the good work of CAC members.



Pieter de Vink, Pacific Deputy Commissioner, giving his opening remarks.

In the Ontario Region, the CAC at Collins Bay Institution in Kingston, Ontario, has constructed sandboxes and purchased toys for children who participate in the Private Family Visiting Program offered by the facility. The Guelph Parole CAC has developed a mentoring program that will befriend two or three families of newly incarcerated offenders. The objective is to inform the families of the types of support and services that are available to them through social agencies in the community. Addressing the special needs of these families will be a top priority. The CAC has been instrumental in getting this program off the ground and will be monitoring its progress. This is indeed a new venture that should prove very rewarding for all those involved.

CAC members in the Quebec Region have been very diligent in working towards making their CAC more visible, representative and sensitive to the needs of correctional staff and inmates. In the last two years, CAC members have paired up with correctional officers and accompanied them on a regular work shift. The members shadowed various officers in their work and took part in duties such as inmate counts. The objective was to foster communication between CSC staff and CAC members. It was an opportunity for both correctional staff and CAC members to exchange information about each other's role in the correctional process. More visits of this kind are planned for 1999.

In the Prairie Region, the Manitoba-NW Ontario District CAC considers their Citizen Observer Training Program to be a best practice. This practice originated in Winnipeg when CAC members organized a meeting to discuss the value of Observer Training. Its goals are to generate a bank of citizens willing to provide expertise in observing and reporting during crisis situations in the correctional facilities. This program consists of approximately 100 community volunteers. The citizen observers receive training annually, which is organized by both institutional staff and CAC members. A quarterly newsletter is sent to all citizen observers to keep them informed and up-to-date about CAC and CSC activities. Monthly meetings with CSC staff and institutional groups such as the Inmate Welfare Committee are also facilitated by CAC members.

CAC members in the Atlantic Region participate and help organize social activities within correctional facilities. On several occasions, CAC members have been invited to share a meal with inmates. This type of visitation provides an opportunity for both inmates and CAC members to engage in a discussion about themselves and the correctional process within a social context.



Claudine Daigle (CSC/CAC Regional Program Manager), received a certificate of appreciation from Mr. Roy and Mr. Davidson, Director General of the Consultation Branch and National Director of the Citizens' Advisory Committees Program, for her long-standing contribution to CACs, and to corrections.

CAC members attended the annual Christmas Social at Dorchester Institution, a medium security facility. The festivities included a meal, a gift exchange for the children, and social interaction between CAC members, inmates and their families. Social activities helped to promote positive interaction between CAC members, correctional staff, and inmates.

Over the last two years, restorative justice has been a major issue in the Pacific Region. Both the CAC at William Head Institution, a medium security facility, and the Victoria Parole, have created a Restorative Justice Study Circle involving the

## JOINT CELEBRATION

A banquet was held on the first evening of the meeting with Michel Roy, Assistant Commissioner, Corporate Development as the keynote speaker. He told the participants that the partnerships between the CACs and the CSC are invaluable, and that the CAC membership will continue to grow.

In a brief ceremony, Mr. Roy and Mr. Jim Davidson, Director General of the Consultation Branch and National Director of the Citizens' Advisory Committees Program, awarded certificates of appreciation to Beverly Marshall and Susan Melanson (former regional chairs), and Claudine Daigle (CSC/CAC Regional Program Manager), in honour of their long-standing contribution to CACs, and to corrections.

community, offenders, and CAC members. The study circle first met in July 1998 and has held thirteen subsequent meetings. The bi-weekly meetings are held at the institution and are facilitated by the CAC Chair. Approximately 20 inmates and several community members have taken part in the program. The purpose of the study circle is to provide information and resources, to raise awareness about restorative justice, and to engage in dialogue involving the community and the inmates. This is a prime example of how CACs can facilitate communication between offenders and the communities to which they will eventually return.

## CACs FOR THE FUTURE

There are many examples to illustrate that CACs make a meaningful contribution to correctional staff, inmates and the community. One such example came to Mr. Luc Doucet, Regional Chair of the Atlantic CACs attention, in the form of a letter of thanks from a former inmate. As Mr. Doucet said "we must be doing something right when a former inmate writes a postcard of thanks for the work we have done for inmates and for the smooth running of the prisons."

The future of corrections relies heavily on the work of various community members, especially those who diligently participate in Citizen's Advisory Committees. Over the years, the dedication and work accomplished by Citizens' Advisory Committees have far exceeded CSC's expectations. Their contribution to effective corrections is unique. ♦

## *La mort des masques*

# Montreal-based Film Company Gives Voice to Federal Offenders

By Ms. Louisa Coates, Communications Sector

Three federal offenders serving a sentence for murder, students, professors, and correctional staff who make decisions affecting the lives of offenders, met at a community college in November 1998, to view the screening of *La mort des masques*, a recently released film that tells the story of the federal inmates.

"It is vital that meetings like this are held so that the public has a chance to understand the inside of corrections and how parole decisions are made," said Ms. Renée Collette, Executive Vice-Chairperson of the National Parole Board (NPB).

*La mort des masques* or *No More Masks* is a one-hour, French language film (which is due out soon in English) that was created by the Montreal-based film and public education company Virage.

The Correctional Service of Canada (CSC) helped fund the film through a donation of \$30,000 from its Quebec Region. This year, additional funding to tour the film has been given to Virage by the Ministry of the Solicitor General, including \$25,000 from CSC's National Headquarters and \$10,000 from its Quebec Region, \$5,000 from the Secretariat and \$5,000 from the National Parole Board. Virage also obtained funding from Télé-Québec and Telefilm Canada.

The film describes the lives of three men – Christian, Guy and Georges – and their long road to rehabilitation after being sentenced to life in prison. Christian, at the age of eight, slept with a knife under his pillow to protect his abused mother. Guy, as a young man without the care of his family, learned that fast money could be made through crime and by the age of 15 was earning up to \$65,000 a year. Georges hated himself and the world but had two children for whom he had to change. All three committed murder, one in a moment of rage, the other two at the scene of a crime, and are paying the price.

Virage's *La mort des masques* was researched and produced as part of the company's mandate to run public awareness campaigns on issues that are generally misunderstood by society. In this case, the film gives offenders an opportunity to tell the world how they are trying to improve themselves and overcome problems that result in crime. The film also explains how alternatives to prison – such as halfway houses, work programs and a network of support offered by the community – can help them become productive members of society.



Panelists share their views with students following the screening.  
From left to right: Marie-Andrée Drouin, Guy Chabot and Renée Collette.

"We plan to show the film at about 50 community and public events over the coming year," said Mr. Pierre Pagé, president of Virage.

Mr. Pagé said that what was most interesting about the November film screening and discussion was the involvement of students and their desire to encourage a dialogue between such different parties: offenders, correctional workers and the public.

"What is quite impressive too is that there were two representatives from the federal government, and they were willing to open up the machine and have a real dialogue. To



have all the players talking, without the government being defensive or touting the party line, is fantastic," he said.

The public screening was the result of several months' work on the part of students and their instructors in the Correctional Worker Program at the college. Stakeholders in the field of criminal justice and community support, including the CSC, the NPB, the Canadian Association of Elizabeth Fry Societies, a halfway house and CAVAC, a victims' rights group set up information displays.

"We were interested in encouraging a discussion on reintegration, by getting the offenders to talk with the public. I believe this was a very successful event," said Mr. Alain Charpentier, professor and program coordinator of the Technical Worker Program.

After the film, a discussion was held between panelists – two of the offenders that appeared in the film, CSC's Ms. Marie-Andrée Drouin and the NPB's Ms. Renée Collette – and the audience, hosted by Mr. André Couture, Unit Manager, Correctional Services, Province of Quebec.

"When it sees this film, the public understands that an inmate serving a sentence is, above all, a person, and even a murderer can be rehabilitated. For our students, this screening is a very good preparation for their future careers because it gives them access to the inmates' perspective," said Mr. Charpentier.

# The CSC's Sustainable Development Strategy Year One Was Chock-full of Projects

By Paul Provost, Environmental Services Officer



Paul Provost, Environmental Services Officer – National Headquarters.

During the first year of the Sustainable Development Strategy's (SDS) existence, the agenda for Correctional Service of Canada's (CSC) environmental program was filled with consultations, planning, coordination and other activities. Various achievements can already be reported, including a series of projects on several key environmental aspects in the institutions:

- On-site environmental assessments – Phase I;
- Studies of closed-system composting operations in the institutions;
- Report on the development of environmental performance indicators;
- Environmental management manual for CORCAN Industries;
- Studies on NO<sub>x</sub> – SO<sub>x</sub> emissions generated by thermal power plants;
- Agreement on measurement and monitoring of energy in facilities;
- Commissioner's Directive on sustainable development and environmental management.

These environmental studies will lay the groundwork for rigorous planning and for making the environmental management program a permanent feature of the CSC landscape over time.

## COMPULSORY CONSULTATIONS

Following the first meeting held in June 1998, in Ottawa, a second national workshop on CSC's SDS was held in December 1998, in Vancouver. Altogether, 17 representatives from both regional and National Headquarters participated and shared their initiatives for implementing the SDS. People responsible for the promotion of the SDS agreed on several issues, such as time frames for environmental targets, environmental performance indicators to be established such as monitoring energy consumption in institutions – and training staff to achieve a greening of our operations.

## FIRST REGIONAL ENVIRONMENTAL OFFICER POSITION

Since November 2, 1998, the Atlantic Region has added its first Regional Environmental Officer position (PC-2 for "Physical sCiences") to its list of functions. This position was assigned to Marc Bélanger who acquired a solid background in green management in his previous position as Chief of Maintenance Works and Services at Springhill Institution, in Nova Scotia. Mr. Bélanger will now share all his environmental knowledge with all regional staff. His mandate will consist mainly of training, supporting and coordinating the efforts of the staff in Atlantic institutions who are working to meet the SDS environmental objectives.

When we interviewed him, Mr. Bélanger showed that he was well aware of the challenges he faced. He said that alternative solutions need to be found, and that staff members must be made aware of the problems and encouraged to embrace a new

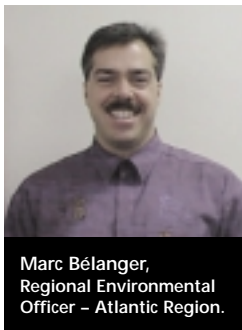
philosophy. For example, since the environmental costs of some of the projects or measures to be implemented in the institutions are often calculated over a period of years, decision-making should increasingly take the long-term view. Moreover, Mr. Bélanger felt that many people still needed convincing.

## UPCOMING CHALLENGES

In the coming year, initiatives deriving from SDS goals will focus on ways of consolidating good environmental practices and making them more systematically a part of institutional management. Operational units should be given effective tools that do not add unduly to the workload already borne by the staff.

Given the various environmental challenges that exist today, SDS officers have made a clear choice by giving priority to measures for reducing any CSC air emissions that contribute to climate changes or to the greenhouse effect. Because energy consumption is an ongoing factor that is critical for the environment, emphasis will be placed upon this aspect, which is a direct source of air pollution that contributes to climate changes. In this regard, one of the challenges will be to set up a system for monitoring energy consumption that will generate relevant information that may be used by local decision-makers, and will enable us to gauge successes or setbacks.

By the year 2000, other systems for monitoring the CSC's environmental impacts – waste generation, water consumption, use of hazardous materials – will complement the energy management system, so that local officers will have concrete means for greening their operations. ♦



Marc Bélanger, Regional Environmental Officer – Atlantic Region.



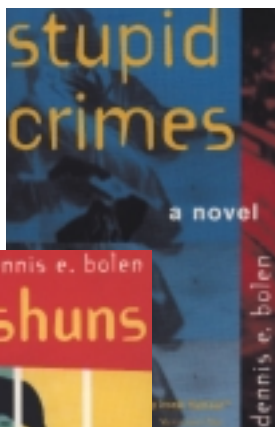
## *Stupid Crimes and Krekshuns*

# An Interview with Dennis E. Bolen, Parole Officer and Novelist

By Ms. Lisa Watson

**Dennis Bolen is a veteran CSC staff member who has been a Parole Officer in Vancouver since 1978.**

**In the last few years, while continuing his full-time career in CSC, he's developed a second career as an author of contemporary fiction. To date he's published four novels.**



Dennis E. Bolen's books are published by Random House and Anvil Press. Look for them at your local bookstore.

For those interested in corrections, two of Mr. Bolen's novels – *Stupid Crimes* and its sequel, *Krekshuns* – are about a Vancouver-based parole officer named Barry Delta (the third instalment of the trilogy, *Toy Gun*, is due out in early 2000). In this writer's opinion, Mr. Bolen's novels capture the essence of corrections and the parole officer's job; something that's often difficult to explain to those who don't work in the business.

Mr. Bolen always wanted to be a writer and studied it in university. In addition to his correctional career, he's the associate editor of *Sub-TERRAIN*, a quirky literary magazine, has written editorials in *The Vancouver Sun*, reviewed books for several magazines, taught creative writing at the University of British Columbia and does volunteer work with various literacy outfits – most recently the *Word On The Street Festival*. As Mr. Bolen notes, pursuits outside the day job are essential for mental health.

I interviewed Dennis Bolen in late 1998.

*Q. What kind of response have Stupid Crimes and Krekshuns received from the general public? Your clients? Is the Vancouver parole office really this interesting?*

Last question first: No, I've jazzed it up quite a bit! Though these books are about corrections, I keep my writing life and my correctional career as separate as possible and few of my parolees relate to me in any way other than officially. I've been gratified by more rave reviews for literary quality and humour, than pans from critics. I suspect people outside corrections hope what I write is fiction, but have an uneasy feeling that it may not be.

*Q. Tell us a bit about the main character, Barry Delta, Parole Officer. He goes the distance, coming perilously close to crossing the line, yet he respects and enforces the rule of law.*

Barry never says as much, but he loves the job of parole officer; it suits his wandering spirit and his boredom phobia. He's a

dedicated law enforcement officer, yet he gets away with things that no mortal parole officer ever would!

*Q. Barry has an aptitude for reading what goes on in his parolees' heads, yet has difficulty with his own impulsive emotions. Is Barry a character you created? a caricature? a composite of people you've met?*

Barry is a blend of several people I've known and a whole lot of just me. His empty spirit/full sex life is an extreme representation of what seems to be happening these days to career-driven people. Perhaps, it is because he's so dysfunctional, seeing inside others isn't such a challenge as it would be for those who are less trouble-oriented. As for this kind of character being typical in the correctional setting, perhaps, but I've not met any Barry Deltas in my work.

*Q. Administration vs the front-lines of corrections. Comment?*

Neither Barry (nor me, for that matter) is trying make a statement. He simply wants to get through the job (and life) with as few bruises as possible. If there is a comment on bureaucratic structures in my books, it might be that, while good work gets done on the street, it's likely due more to the pure will of the workers – and the humanistic ideology that placed them there – than to any administrative wizardry we might occasionally experience.

*Q. Your most recent books, Gastank & Other Short Stories, and Stand in Hell, about a man trying to discover his family's history and involvement in the Holocaust, deal with quite different topics.*

I fear being pigeon-holed as a "crime writer." I'm not. History is a hobby of mine and both these books are fictionalized versions of traumatic past events. The writing business is even tougher than corrections, so I'm trying my best to swim in a shark tank. ♦

*Lisa Watson is a Senior Project Officer, Women Offender Sector.*

# New Centre to Assist Long-term Inmates

By Ms. Claudine Daigle, Regional Administrator, Communications and Executive Services

**On September 4, 1998, representatives from the Correctional Service of Canada and the Christian Council for Reconciliation gathered at Springhill Institution with inmates and institutional employees for a sod-turning ceremony to mark the beginning of St. Luke's Renewal Centre.**

**W**ith the help of friends and volunteers from the community, the Christian Council for Reconciliation (CCR), a non-profit organization specializing in prison ministry, will build a renewal centre within the perimeter of Springhill Institution. Its goal will be to assist with the reintegration into society of inmates, particularly long-term offenders.

The centre will feature a program room, dining room, library, meditation room and sleeping accommodations for six. It will also feature a Japanese garden and will be staffed by an in-residence facilitator.

The programs will vary and be tailored to the specific needs of the participants. Topics could range from learning the difference between right and wrong, to coping with loneliness, understanding family violence and managing finances. The programs will also provide the inmate with quiet time for personal reflection. "It is hoped that participation in the reflective life of the centre will allow the inmate to stand back and see his life from a different perspective. The programs are designed to help him work through some of the areas in his life that need to be explored," explained CCR president Warren Ervine.

The Christian Council will fund the construction of the centre, at an estimated cost of \$150,000, while the Correctional Service of Canada (CSC) will provide financing for the utilities, telecommunications, furniture, equipment and



From left to right: Brian Wheaton, Springhill Institution inmate committee chair, Lucie McClung, Senior Deputy Commissioner, CSC, and Warren Ervine, President, Christian Council for Reconciliation, turn the sod to officially begin the construction of St. Luke's Renewal Centre.

fencing. Inmates from the institution will be involved in the construction project.

This sod-turning symbolizes a new partnership between the Correctional Service of Canada and the Christian Council for Reconciliation, an initiative we know will succeed if we look at our past track record with the CCR," said Alphonse Cormier, Deputy Commissioner of the Atlantic Region.

Lucie McClung, Senior Deputy Commissioner, CSC, and keynote speaker for the event, welcomed the partnership between the institution and the Council. "The Centre will help the institution meet its mandate of preventing crime and protecting society by transforming people in difficulty into law-abiding citizens," she said.

"The centre will do this by breathing life and hope back into these offenders by enabling them to stop and think of where they are at and to think about their future ... in the same way that we like to look at our future," she added.

Inmate Brian Wheaton says he and most of the 482 prisoners at Springhill Institution look forward to the opening of the St. Luke's Renewal Centre in the fall of 1999. "The Centre will help us learn to cope with what is happening outside when we are released and will give us a more positive outlook on life, more so than what we have right now in this square box," said the chairman of the institution's inmate committee. ♦

**"The Centre will help the institution meet its mandate of preventing crime and protecting society by transforming people in difficulty into law-abiding citizens."**

# National Joint Committee Celebrates 25 Years of Co-operation

By Ms. Claudine Daigle, Regional Administrator,  
Communications and Executive Services

**An Atlantic regional meeting of the National Joint Committee of the Canadian Association of Chiefs of Police and the Correctional Service of Canada was held in Summerside, Prince Edward Island, on October 22-23, 1998. The theme of the meeting was *Celebrating 25 Years of Co-operation*.**



Willie Gibbs, Chairperson of the National Parole Board and former National Joint Committee Chair, was the keynote speaker at the 25th anniversary celebration banquet held October 22, 1998, in Summerside, Prince Edward Island.

**M**ore than 40 employees from both correctional jurisdictions, police services and Crown Attorney's office attended. The agenda included discussion and information sharing on topical criminal justice issues such as the National Crime Prevention Strategy, Conditional Sentences and the National Youth Justice Strategy. Alphonse Cormier, Deputy Commissioner of the Atlantic Region of the Correctional Service of Canada (CSC) talked about the Solicitor General's vision for effective corrections and describes efforts currently underway to ensure that the least restrictive measures consistent with public safety are being used to discharge the sentences imposed by the courts.

The National Joint Committee (NJC) was formed in 1973 to promote mutual understanding and support activities to improve communications, information sharing and co-operation among the major stakeholders of the criminal justice system.

The importance of information sharing both within the criminal justice system and externally to enhance public confidence in the system was the common thread during the one and a half-day event.

At the commemorative banquet held October 22, 1998, Willie Gibbs, the current Chairperson of the National Parole Board and the first correctional official to head the NJC in 1990, traced the history of the national committee. "No one talks about how informally this organization came about," he said. "Jean-Paul Gilbert, a former Montreal police chief, appointed to the Parole Board, grew tired of the animosity between the various components of the criminal justice system and their blaming each other in the media when things went wrong. He decided to bring together former colleagues in a forum where they could attempt to better understand each other and debate common issues."

Mr. Gibbs said that in 1983 when he became involved in the NJC, there had been progress in the first decade of existence of this national forum, but there was still much room for improvement. There was still a lot of tension among the various players in the criminal justice system. It was at that time that the national body decided to expand its organization to the regions in



David B. Riley, Deputy Minister, Community Services and Attorney General, Province of Prince Edward Island and Cheryl Grant, Correctional Service of Canada, National Headquarters, at the recent Atlantic Regional NJC meeting.

order to further its objectives. This would amplify the impact of what was being accomplished on the national scene. Thus, regional NJC forums were created, followed by local committees that brought together front-line workers in parole/police workshops in communities across Canada. The Atlantic Region was one of the first to embark on this venture.

And the efforts have paid off. The current NJC Chair in Atlantic Canada is Phil Arbing, Department of Community Affairs and Attorney General, Province of Prince Edward Island.

In this 25<sup>th</sup> anniversary year, the former NJC Chair and current National Parole Board Chairperson issued a new challenge to his partners: to concert their efforts as crime fighters – and seize every opportunity to tell the Canadian public about their successes. "With the kinds of results we have been achieving in the last years, we have a good story to tell," he concluded.

A handbook for use within the five CSC Parole districts in Atlantic Canada was produced by the NJC in commemoration of the 25<sup>th</sup> anniversary of the organization. Copies can be obtained by calling (506) 851-6655. ♦

## Taking Ownership at Local Level

By Colin Topshee, Senior Parole Officer, Truro Parole Office

What can we do, within our control, to enhance corrections and contribute to the safe release of offenders into the community? This was the question posed on September 29, 1998, when the Rural Nova Scotia District staff held a brainstorming session.

Participants included Robert Babineau, Assistant Deputy Commissioner, Atlantic Region; John MacDougall, Associate District Director, (Sydney); David Cail, Rural Nova Scotia District Director; Paul Giffin, Reintegration Manager, Springhill Institution; parole officers Alfred Boudreau (Yarmouth), Steven Preceskey (Annapolis Royal), Mike Kilburn (Truro), and John Mont (Springhill Institution); and senior parole officers Ken Graham (Kentville), Bob Thompson and Colin Topshee (Truro).

Seeking excellence in corrections at the local level was the predominant theme of the session. The group identified and prioritized three types of actions in the context of reintegration: actions that should be initiated to facilitate safe releases; current actions that are promoting effective corrections; and actions that should be eliminated.

Some of the proposed ideas that will be translated into action will increase the interaction between institutional and community parole officers. Institutional parole officers will participate in Community Residential

Facility Selection Committees involving difficult cases in an effort to increase the acceptance rate. To help decrease the number of revocations, community parole officers will attend National Parole Board hearings in those cases where they are recommending cancellation of suspension.



Front row, left to right: Ken Graham, Senior Parole Officer (Kentville); David Cail, District Director, Rural Nova Scotia District; Paul Giffin, Reintegration Manager, Springhill Institution. Back row, left to right: Robert Babineau, Assistant Deputy Commissioner, Atlantic Region, and Alfred Boudreau, Parole Officer (Yarmouth).

Other action will involve a more strategic approach to programming, meetings between institutional and community staff, and the development of shadow caseloads, where community parole officers interact with inmates who are soon to be released under their supervision. The District Office staff will also request that community residential facilities explore the possibility of holding selection committee meetings more frequently. One meeting per month is insufficient because clients must wait for decisions.

Basically, some of the ideas generated were new ones; others were old ones revisited. "But the bottom line is that the day was interesting and productive," said District Director David Cail. There was much evidence of enthusiasm to improve the way we do business. And there was a genuine commitment on the part of all the participants to make these ideas come to life. "If we do the best we can, we will be successful in producing more releases, with no increased risk to the community," concluded Mr. Cail. ♦

## Business to Business

By Brian Richard, Chief Administration and Materiel Management, Atlantic Institution

As part of small business week held October 26-30, 1998, Atlantic Institution took part in the "Business to Business" trade show in Miramichi, N.B. on October 29, 1998. Brian Richard, Chief Administration and Materiel Management and Pat Hallihan, Supervisor Materiel Management manned the booth, from 8:00 a.m. to 8:00 p.m.

### MAKING CONTACT

During the "Reverse Trade Show", there was a presentation by larger Miramichi firms to show what they are prepared to buy from the smaller businesses. The institution prepared and distributed a booklet that itemized all goods and services it purchased during the year. This booklet provided the



Pat Hallihan (left), Supervisor Materiel Management discusses purchasing with Wayne Carpenter at the Greater Miramichi Chamber of Commerce booth.

smaller businesses with an opportunity to meet with the Materiel Management staff at the institution and discuss potential business transactions.

### INSTITUTION ATTRACTS BUSINESS

Approximately 20 suppliers, not currently used by the institution, were identified and appointments to visit the institution were scheduled to acquaint the interested parties with the products and services required.

The one-day event was sponsored by the Greater Miramichi Chamber of Commerce, of which the institution is a member, with Mr. Richard being the Chamber Treasurer.

The show featured 40 display booths that were set up at the Miramichi Exhibition in Miramichi City. Organizer Suzanne Martin had expected a larger turnout of visitors. She concluded by saying that "most of the businesses were quite happy since they made good quality contacts." ♦

# Sexual Victimization and Sex Offenders

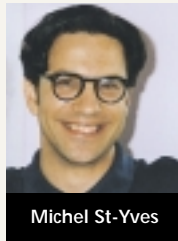
By Michel St-Yves, Psychologist and Bruno Pellerin, Criminologist, Regional Reception Centre

Jean-Pierre (fictitious name) is a teenager who has just been apprehended by the police for sexually touching a number of children. When questioned by his parents and by police investigators about the reason for his deviant behaviour, he said that when he was a child, he had been a victim of sexual abuse at the hands of his mother's ex-spouse. The investigators tracked down the man in question and confirmed the complainant's allegations. Is Jean-Pierre responsible for his actions or simply a victim who has been unable to deal with the trauma he suffered?

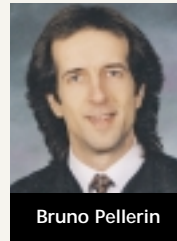
Many authors write that unresolved sexual trauma (deviant sexual experience at an early age) plays an important role in the development and persistence of deviant sexual behaviour. Some point out that sexual offences often reproduce sexual abuse that has been experienced by the offender. This may explain Jean-Pierre's deviant behaviour, but raises another question: should he be judged on the basis of what he did or on the basis of what happened to him? In other words, should his sexual victimization be deemed to be a contributing factor and should his sentence therefore be reduced?

## STATISTICS

At the Regional Reception Centre (RRC)<sup>1</sup>, recent statistics reveal one sex offender in two – all categories included – claims to have been the victim of sexual abuse before reaching adulthood. The ratio of childhood sexual victimization in the case of child abusers is twice that of rapists. Recent studies show that the rate of victimization among men who were not in trouble with the law is between 10 and 15 per cent. With these kinds of figures, it is not surprising that so much emphasis is placed upon this form of abuse to explain the development and persistence of criminal sexual behaviour. What is often forgotten, however, is



Michel St-Yves



Bruno Pellerin

that at least 50 per cent of sex offenders report no sexual victimization (this was the case with the man who assaulted Jean-Pierre). By the same token, many individuals who were victimized as children or teenagers did not go on to repeat the same pattern.

## THE ABUSED-BECOMES-ABUSER THEORY

The hypothesis of a cycle of sexual abuse is very appealing but there is little support for it in empirical studies. The theory of the abused individual who goes on to become an abuser is based on hindsight. First, the fact that approximately 50 per cent of sex offenders report having been abused does not necessarily mean that 50 per cent of boy victims will become sex offenders. In fact, most boy victims do not become sex offenders as adults. Second, the subjects of most studies are adults or teenagers who have been charged with or convicted of a sexual crime. Such individuals may well claim to have been victims in order to excuse their behaviour or to justify their crime. Third, the abused-becomes-abuser theory faces a big empirical problem: the majority of victims of sexual assault are female and the majority of sex offenders are male.

## STUDY RECENTLY CONDUCTED

We recently conducted a study to explore the relationship between the sexual offences committed by individuals who say they were victimized as children and the scenario involved in that victimization. The results failed to show any significant correlation between the modus operandi of subjects' childhood abusers (the context of the victimization) and the modus operandi of

the subjects (the context of the offence). None of the features of the modus operandi are repeated: method of coming into contact with the victim, method of taking the victim to the scene of the crime, method of non-sexual coercion (kidnapping, confinement, use of physical force, use of physical restraints, use of weapon), or type of sexual act.

## RESULTS

The study identified only two variables that are statistically linked to both childhood victimization and adult sexual offences: the number of abusers and the age at which the victimization occurred. Sex offenders who reported being abused sexually by more than one person had more victims than those who reported being abused by a single individual, irrespective of the frequency of the abuse. Also, among those who reported being victimized by several people, 75 per cent had a police record for crimes of a sexual nature. At first glance, these results suggest that repeated sexual victimization, by several abusers, may lead to more compulsive deviant behaviour. Since we are dealing with self-reporting, it is possible that subjects who have had several victims tend to report a higher number of abusers than those who have had only a single victim – a kind of overvictimization designed to explain or excuse their deviant sexual behaviour.

## AGE OF VICTIMS

The study also suggests that the age at which subjects claimed to have been abused is closely related to the age of their victims. Those who say they were sexually abused only before puberty more often had pre-pubescent victims (age 11 or less) than those who reported abuse during adolescence. This might be interpreted in such a

<sup>1</sup> The RRC implements the centralized penitentiary placement policy. Its primary responsibility is to assess federal inmates and, depending on their need for institutional programs and any security considerations, to assign them to institutions in accordance with the recommendations of multidisciplinary teams made up of correctional officers, criminologists, psychologists, occupational training counsellors and medical staff. The RRC is a maximum security institution.

way that the age at which the offender was abused plays an important role in selecting victims. The fact that only half of the subjects who were abused only before puberty then went on to abuse a prepubescent child would need to be explained. Also, one rapist in three claims to have been abused only before the age of 12. One possible explanation would be false allegations. Those who make such false allegations may have more of a tendency to claim they were abused at an age similar to that of their victims, in order to give meaning to their crime or add credibility to their testimony.

### VICTIMIZED AND NON-VICTIMIZED SEX OFFENDERS

Studies of sexual victimization reveal differences between victimized and non-victimized sex offenders. Some researchers have observed that while victimized offenders were more deviant than non-victimized offenders, they also came from more disturbed family backgrounds. Was it the sexual abuse that had the most impact on

the development of these subjects, or was it prolonged exposure to inadequate parental models? Would it not be legitimate to think that children growing up in a disturbed family environment are perhaps more likely to fall prey to sex abusers? Researchers have noticed that the rate of sexual victimization is indeed higher among sex offenders than among men who do not have a criminal record, but that it is similar to the rate found among offenders who have committed non-sexual crimes. This suggests that several forms of mistreatment during childhood may generate a variety of behavioural disorders and psychological problems among adults.

The results of sexual victimization studies call into question the role of childhood victimization in the development of criminal sexual behaviour. These studies are usually based solely on self-reporting by individuals who have been charged or convicted. It is therefore possible that some of them invent sexual victimization scenarios, or else they exaggerate and use certain past

traumatic events and adapt them to the current situation. A U.S. study has shown that after being informed that they would have to take a polygraph ("lie-detector") test, the percentage of sex offenders who claimed to have been victimized dropped from 67 to 29 per cent.

### FUTURE RESEARCH

Regardless of whether allegations of sexual victimization are true, such victimization is surely not the only factor to have a negative impact on the emotional, social and sexual development of an individual. To explain the deviant sexual behaviour of Jean-Pierre's abuser, and of Jean-Pierre himself, two basic questions will be addressed in our future research: 1) What are the other factors – personal and environmental, linked to the development and persistence of criminal sexual behaviour? 2) If there is indeed a link between past victimization and current criminal behaviour, what is the nature of that link? ♦

## REGIONAL NEWS

### Quebec Region

# TV Crew from France Films Documentary on Private Family Visiting

By Marc Lanoie, Unit Manager, Drummond Institution



From left to right: Élizabéth Drevillon (France 3 journalist, Paris), inmate's spouse with daughter in arms, Louis Robillard (inmate) with his son on his shoulders and Zora Hamdam (France 3 cameraman).

Staff at Drummond Institution welcomed a team of reporters from the France 3 television network on November 7-13, 1998. They had come to film a documentary on the Correctional Service of Canada's (CSC) Private Family Visiting (PFV) program.

There is currently no program of this kind in France's prisons. The authorities would like to introduce it into their

correctional facilities, but the plan is generating a lot of controversy. While many people support the program others, including the guards' union, are strongly opposed to it and equate it with pimping. The reporters sought to highlight the positive aspects of such a program, from a human perspective and from a reintegration stand-point. One of the journalists was particularly interested in the way the program might reinforce the maintenance of family ties or encourage family members to grow closer.

The crew followed a private family visit between an inmate and his wife and children from start to finish. Some of the filming was shot at the home of the inmate's spouse, in order to show the preparations and capture the emotions of the family the day before their stay in the penitentiary's PFV unit. While their privacy was respected, some sequences were shot in the PFV unit at various points, in order to bring out the emotions that a family may experience during such a visit. The crew filmed the



Zora Hamdam filming an interview with inmate Jocelyn Garneau in his cell.

family's arrival and departure as well as the activities available to inmates at Drummond Institution. Finally, the reporters gathered comments on the PFV program from staff and other inmates.

This one-hour documentary was scheduled to be aired in France in January 1999, as part of a program entitled "Des racines et des ailes" [roots and wings]. It seems the Minister of Justice was to be present. The crew hoped that the broadcast would incite the audience to request action on a private family visiting program in France. ♦

## Clinical Development Days

# Values and Attitudes in Clinical Care

By Louise Quimper, Parole Officer, Quebec Area/Marcel Caron CCC, Raymond Lebeau, Program Coordinator, East/West Quebec District Parole Office, and Richard Beaudry, Assistant Director, East/West Quebec District Parole Office

For the third consecutive year, Clinical Development Days took place at the Notre-Dame-de-Foy campus in Quebec City, from September 30 to October 2, 1998. In order to create a synergy conducive to contemplation and to interaction among the participants, they were housed in the same building where the activities were taking place.

The session began with a word from Normand Granger, Director of the East/West Quebec District Parole Office, and Richard Watkins, Deputy Commissioner for the Quebec Region. They used this opportunity to recognize the



Members of the organizing committee with the Director of the East/West Quebec District Parole Office.

Front row: Marie Sarrasin, Laval Area Parole Office clinician, Louise Quimper and Normand Granger.

Second row: Alain Asselin, Parole Officer, Quebec Area/Marcel Caron CCC; Monique Dusseault, Parole Officer, Des Laurentides Area Parole Office/Laferrière CCC; and Jude Bélanger, Parole Officer, Chicoutimi Area Parole Office.

Back row: Laurent Thouin, Des Laurentides Area Parole Office/Laferrière CCC clinician, Jean-Pierre Labrie, Parole Officer, Trois-Rivières Area Parole Office; Françoise Frénette, Parole Officer, Lanaudière Area Office; and Réjean Arsenault.

Missing: Marie-France Loïselle, Hull Area Parole Office).

workers at the Detention Centre, Laval Area Parole Office, who received a "best practices" certificate awarded to the Correctional Service of Canada (CSC) by the American Correctional Association.

The "Matching Values and Attitudes to Behaviour" conference opened with a workshop led by Jean Routier, a management and communications consultant. The workshop was intended to serve as preparation for a panel presentation on "matching values and attitudes to behaviour at various levels of the organization." Mr. Routier started his presentation stating that values are not entirely relative, and that human beings often tend to delude themselves about how their values relate to their real capabilities. He asked participants to think about the relationship between our values, attitudes and behaviours in our dealings with inmates, managers and with the organization as a whole. He extended this line of thinking to the relationship between the CSC, society and the government.

For example, he pointed out that society is very critical of the Service and harbours unrealistic expectations. Our organization, intimidated by pressure from citizens and the media, develops stricter standards and monitoring measures in an attempt to control the uncontrollable.

Mr. Routier focused on the importance of having a global vision in order to better deal with media pressures. He also high-



Left to right: Normand Granger and employees of the Laval Area Parole Office: Réjean Arsenault, Pierrette Soucy (clinician), Claude Hubert, parole officer, Jacques Beauchamp, parole officer, and Richard Watkins.

lighted the need to make citizens and politicians aware of and accountable for the dynamics of criminality. This way of thinking will require time, but it is necessary.

### IN RECOGNITION

The first day was demanding yet stimulating. At the end of the day, a reception was held to introduce new employees and honour the ones who had left during the year. The Quebec Area/ Marcel Caron CCC saw the retirement of Guy Leblanc, who, until August 28, 1998, has been Director of Community Operations. His commitment, tolerance and humanity had earned him the recognition of his peers.



Guy Leblanc

Michel Gilbert

Such a strategic position needed to be filled without delay, and it was. The new incumbent, Michel Gilbert, addressed the participants who could see he was a dynamic, open individual with many years of experience in the correctional environment.

### THE IMPACT OF COMPUTERS ON CLINICAL WORK

The following day was spent in workshops. During the morning, there were discussions about values and attitudes in clinical care in an information society. These workshops sought to encourage reflection on the im-

mode of intervention he favoured (listening, monitoring, guidance, motivation, support), and comment on the extent to which our behaviours match our values. Finally, the possible impact of administrative pressures, expanded monitoring measures, social trends and policies on intervention were discussed.

district over the course of the year, highlighting our two-fold mandate, the pressures of accountability, and the impact of regular monitoring on offending. They noted the complexity of the task combined with the complex dynamics of our clientele, and the emotional burden that may result. They further noted a tendency for officers to become isolated – definitely a paradox.

The positive comments show how relevant and important such gatherings are as they pertain to prevention and to clinical training and development.

### COMMITMENT

The final day was devoted to the topic of commitment. Social worker Pierre-Yves Boily – an unaffected and dynamic speaker – used both humour and emotion to make us see the paradox of our mandates, our daily exposure to clients' problems, and the great value inherent in differences among colleagues. He pointed out the problem: in our democratic system, elected representatives hand us certain mandates without really understanding criminality and all the obstacles that affect the reintegration process.

Mr Boily focused on the importance of not distancing ourselves from our emotions and our daily exposure to our clients' problems. Co-operation is both useful and essential in order to improve our skills and avoid stagnating, but also to provide mutual support. He concluded by encouraging us to cultivate the clinical side of our work even if this is difficult both professionally and personally. He said that we should avoid any tendency to protect ourselves by hiding behind an administrative wall but ask for help from our colleagues.

These days of discussion were an unusually concentrated experience. This was the third such event, and it reinforced the conviction that such breaks from the workplace are a necessary and important opportunity to share thoughts and experiences in a respectful, mature and attentive way. Bringing together officers, clinical people and managers makes direct communication possible.

In his closing speech, Normand Granger said how proud he was of the committee's achievements and emphasized that the direct involvement of the grassroots made such success possible. ♦



Parole officers and managers of the East/West Quebec District Parole Office.

pect of computers on the quality of our clinical work, as it pertains to interviews and to the form and content of our reports. The discussions suggested that generally speaking, computers have – fortunately – had little effect on the clinical aspect of our work, but numerous glitches were nevertheless identified in other respects. The areas most often mentioned were the time entering data in the Offender Management System, particularly the casework records and notes on programs, as well as the lack of training and the influence of computer culture on writing. The advantages noted were access to data and consultation. The topic generated some frustrations but the discussions focused on measures that might be taken to reduce irritants. Training, more accessible technical support, and the value of keeping high-quality, personalized reports were among the proposed options.

### INTERVENTION MODEL

The intervention model developed by the East/West Quebec District Parole Office Clinical Committee in 1996, which is set out in the document on clinical care was examined. Each participant had to take a position on the rational course of action for a scenario that was shown on video. Each participant also had to try to identify which

### EMOTIONAL CHALLENGES

The day's program ended with a presentation by Luc Mercier and Alain Paré, who led a seminar on the emotional challenges of the job. They spoke about their experience with five groups of parole officers from the

In our democratic system, elected representatives hand us certain mandates without really understanding criminality and all the obstacles that affect the reintegration process.



# Regional Mental Health Unit Celebrates Fifth Anniversary

By Normand Daoust, Management Trainee, Archambault Institution

To celebrate its fifth anniversary, the Regional Mental Health Unit (RMHU) welcomed approximately 100 visitors to an open house at Archambault Institution on November 18, 1998. Richard Watkins, Deputy Commissioner, Quebec Region, attended the event. Since April 1, 1993, the RMHU has complied with the Mission of the Correctional Service of Canada (CSC), by providing personalized assessment and treatment services to all Quebec Region inmates who have psychiatric problems or severe personality disorders.



Ms. Annie Charbonneau, a nurse, is presented with a certificate of appreciation by Richard Watkins. From left to right: Richard Watkins, Mario Lévesque, Annie Charbonneau and Guy Villeneuve.

## CONSTANT EVOLUTION

The Regional Deputy Commissioner thanked the RMHU employees for the work they had done to date, and provided background information on the origin and development of the Unit in the context of CSC's Mission and its national health care strategy.

Then, Guy Villeneuve, Warden of Archambault Institution, recalled how the context led to the establishment of the Unit, and highlighted the persistence and professionalism of the small team that had been



Réal Delcourt, recipient of a citation for excellence, surrounded by members of the Selection Committee and Mario Lévesque. From left to right: René Asselin, Ghislaine Carrier, Réal Delcourt, Pierre Landry, Mario Lévesque and Sébastien Pilon.

there at the start. After a brief assessment of the past five years, he stated how pleased he was that the Unit was seeking accreditation from the Canadian Council on Health Services Accreditation. "This is proof of the will to seek excellence in program delivery."

The Unit's clinical director, Lise Turcotte, outlined the treatment program. She described the type of clientele that uses its services, spoke briefly about the admission and release procedures, and then focused on the multidisciplinary approach and its practical application in the daily operations. She described the role of the Unit's director and of each group of caregivers, and described the therapeutic approaches used in the psychiatric section (the Virginia Henderson and Callista Roy models) and in the reintegration section (the cognitive behavioural approach). Ms. Turcotte ended with a review of the clinic's treatment activities and programs as well as the services it provides in the areas of work, sports, education and recreation.

The RMHU is a multidisciplinary centre that serves as the focal point for a global strategy of ensuring that inmates have proper access to specialized mental health services. The team draws inspiration from both institutional and community models and is not afraid of innovating or developing a new approach while simultaneously complying with recognized professional standards. In August 1998, the Unit sub-

mitted an application to the Canadian Council on Health Services Accreditation, requesting that its performance be compared against nationally recognized standards of excellence. The team is preparing to face the challenge of excellence, with the full support of Archambault management and Regional Headquarters.

Over the past few months, the Unit has taken a new direction consolidating its staff, adding a clinical director position, and improving the facility. The additional costs of these changes are for the most part offset by the savings accrued since April 1998, when the Unit became the only place that referred psychiatric cases to Montreal's Philippe Pinel Institute (with the exception of cases at the Special Handling Unit and at Joliette Institution).



A certificate of appreciation is presented to Ms. Lise Paquette, a volunteer, by René Gagnon, chaplain. From left to right: René Gagnon, Mario Lévesque and Lise Paquette.

With all the changes that have occurred in the past year, 1999 holds great promise. The Unit will complete the accreditation process, and proceed with the second phase of renovating the facility, set up an improved training program for its employees, and recruit new people. "The skills, devotion and goodwill of our employees will make it possible to achieve these ambitious objectives," concluded Mr. Lévesque. ♦

# Work Release on Upswing

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

On Monday morning, Bob went to work at a farm near Winnipeg.

Shayna resumed her work on a series of murals in a residential centre in downtown Edmonton.

Betty teamed up with a home care worker in Maple Creek and went out to a nearby reserve to provide care to seniors.

A group of volunteers in Grande Cache went to work expanding a local municipal campground.

In Prince Albert, another group of volunteers resumed their efforts to help a local museum restore old buildings and farm implements.

You must be thinking these are ordinary Canadians doing everyday jobs?

Think again.

All of these people are federal inmates who have been granted a "work release" to work or provide community service in their neighbouring communities.

Every day across the Prairie Region, more than 100 offenders leave their institutions to take up jobs in the community – jobs that range from career-related paid positions to volunteer community service assignments. In the first nine months of 1998, more than 200 men and women participated in work release initiatives. That translates into more than 65,000 hours of community service.

The law allows wardens to grant work releases of up to 60 days; and the Regional Deputy Commissioner can authorize releases for longer periods.

To qualify for work releases, offenders must reach the date they would be eligible for unescorted temporary absences or UTAs and must have been assessed to determine whether or not they can work in the community safely and successfully.

Offenders must demonstrate a need for a structured release program and that their behaviour while in prison must have been positive.

Finally, the release must be in accordance with a plan that is developed before the decision to release has been taken.

Any program that places offenders in the community involves an element of risk, no matter how cautious the decision-makers may be. The results of a survey of the institutions, the employers, and the community volunteers involved reveal that few problems have been encountered, and when problems are encountered, they are dealt with quickly and effectively. With the increased freedom, escaping custody is the greatest concern, and yet this occurs much less frequently than expected.

Another problem that prison officials face is an attempt to use work releases to smuggle contraband such as cash or drugs back into the institution. The selection process screens out inmates who may be more tempted or pressured to deal in contraband. Frisks, drug detection dogs and ion scanners make smuggling contraband a very risky venture for the inmate. The majority of offenders are not prepared to jeopardize the program, and their hopes of an early release from prison, by violating this trust.



In Drumheller, a crew of men work to restore the historic "Murray House", originally purchased from the Eaton's catalogue in the early 1920s.

The success of the program does not depend solely on the vigilance of correctional officials. Many offenders reported that they police each other. The work release program is seen as an opportunity for them to leave prison sooner, and they don't want someone else to spoil it for them.

The success of work releases involves more than the absence of problems, or that the offender doesn't violate the trust. The real success may be found in the tremendously positive outcome for the community, the institution and the offenders. Work releases are seen as a valuable reintegration tool, with the offender re-establishing links in the community, in addition to enhancing his credibility with the National Parole Board members when being considered for other forms of conditional release.

The value of this program to the communities is best illustrated by describing some of the programs in place.

- In Winnipeg, at North America's first "Habitat for Humanity" project, it is estimated that a crew of men from Rockwood Institution raised more than \$70,000 for the organization by selling supplies salvaged from buildings that the men helped demolish. "Habitat for Humanity" is a

church-based community organization that builds homes for disadvantaged people.

- A Boy Scout camp, Woods Project near Red Deer, had developed a five-year plan for park development, clearing brush and building a road. A crew from Bowden Institution completed the five-year plan in one summer, developed a new plan for the Boy Scouts, and committed themselves to continued support for this project.
- Because of the efforts of work crews from Grande Cache Institution, the community has been able to expand its municipal campgrounds, thereby increasing the town's much needed revenues.



A work release crew works on the rodeo grounds near Grand Cache, Alberta.

- In Drumheller, a community park with a beach, ball diamonds, camp sites and children's play areas, has benefited from hundreds of hours of labour spent expanding and grooming the area. It would have taken the community association years to complete, had it not been for the help of inmates from Drumheller Institution.
- Other projects across the region include developing hiking trails, landscaping, community clean-up, recycling, developing tourist facilities, renovating and repairing churches, schools, seniors' centres, and maintaining grave sites.

The value of such initiatives to the communities is often more than just the tens of thousands of hours of service involved. The fact is, for many communities, the projects would simply never have been completed without the offenders' help.

To the prisons, who have a legal obligation to provide programs that help the offender prepare for release and reduce his/her risk of re-offending, work release represents a unique opportunity to involve the community in the correctional process.

The disclosure of information about the offenders and their background is a problem that surfaces when the community becomes

involved. A woman said she felt very uncomfortable having an offender working on the family farm, and being a guest in their home, until she knew more about his background. Others felt it was important to know more about the offender so that they could recognize when there may be cause for concern or, on a more positive note, what behaviours they should encourage or mentor.

Not all people in the community feel the same need. The law allows the prison to share information with the public but must ensure that everyone understands the importance of this disclosure. Many institutions require that the offender sign a release form, consenting to the disclosure of personal information.

Many community representatives reported that being involved with the work release program changed their understanding of corrections. They developed a better understanding of the value of gradual release programs and, in particular, they discovered that the offender is really "just an ordinary person."

Inmates participating in the work release program identified several types of rewards. Not all inmates are involved in community service. Some are employed in the community and for them employment represents an opportunity to put some money in the bank, send money to their family, or establish a positive work reference for when they return to the community permanently.

Some plan to keep their job and for them it is reassuring to know that there is work waiting for them once they are released.

Work release programs are completely voluntary; none of the offenders involved reported feeling they were being exploited.

**Many community representatives reported that being involved with the work release program changed their understanding of corrections. They developed a better understanding of the value of gradual release programs and, in particular, they discovered that the offender is really "just an ordinary person."**

Most said the activity was a good opportunity to "get out of the joint." Also, the majority of offenders acknowledge that the program is an opportunity to prove to the National Parole Board members that they are ready to be trusted with a more expanded release on parole.

Community volunteers reported seeing the prisoners' confidence and self-esteem increase, and many of the offenders themselves reported that the experience helped them feel they were once again a part of the outside world.

Recently released offenders tend to believe that the public labels them as ex-cons who cannot be trusted, but the inmates on work release reported that for them this was no longer a problem. They felt accepted by their community sponsors and this gave them a great sense of self-esteem.

Many reported having a sense of pride for the ongoing or completed projects. They also reported that it was good "to give something



The grounds around the Tourist Information Centre at Grand Cache, Alberta, are a tribute to the efforts of the work release crews.

back to the community." On the First Nations reserve near Hobbema, Alta., the prisoners working in the community were described as role models for the young people, because of the hard work they were doing in the communities and because of the respect they showed the Elders and citizens while away from the prison.

The feeling that they were giving something back to the community they had harmed in some way was best described by a woman in Edmonton who works in the inner city with troubled youths – children who find the drop-in centre preferable to returning to their homes – why she does this type of work. She replied in a soft and very sincere voice ... "By speaking to groups and working with the kids, it may be a way of giving life back to my victim. If I can only reach one or two out of thirty, I will have made a difference." ♦

## Computers for Schools

# A Practical and Community-oriented Work Release Project

By Ms. Kirsten Sigerson, *Community Corrections*



The Correctional Service of Canada (CSC) is committed to improving the skills, training, and employment opportunities of federal offenders as part of the reintegration process. It also endeavours, as stated in the Service's Mission Document, to "be a positive presence in the community," to "foster good relationships with other components of the criminal justice system," and to "promote teamwork and partnerships as a critical means of fulfilling these objectives." The newly developed "Computers for Schools" work release project in the Pacific Region contributes to each of these goals by enabling offenders to acquire practical experience relevant to the current labour market; by benefiting the local community through the by-products of their work; and by creating a unique social partnership involving CORCAN Industries, the Vancouver Police Department, the Salvation Army, the Vancouver Parole Office, and B.C. Technology for Learning.

## IMPROVE COMPUTER ACCESS

"Computers for Schools" (CFS) is a non-profit organization, founded in 1994 by Industry Canada and the Telephone Pioneers of America. Its goal is to improve computer access for both elementary and high school students in Canada, with particular emphasis on inner city schools and others that have insufficient access to this technology. Computers are donated to the organization by both the public and private sectors, refurbished by local volunteers, and then given to schools to enhance their educational curriculum. With one branch in every province of the country, "Computers for Schools" has donated over 80,000 computers since its inception, 9,000 in British Columbia alone. In 1997, the B.C. division (managed by B.C. Technology for Learning) received more than \$300,000

in computer donations, and with growing interest and support for this initiative, it is expected that the current year's collection will exceed this amount.

## WORK RELEASE PROGRAM – AN OPPORTUNITY FOR GROWTH

While the majority of CFS volunteers have come from the ranks of retired telephone company employees, the utilization of federal work release participants has provided the opportunity for significant project growth. Having officially opened the CSC "warehouse" at the Salvation Army Harbour Light Facility on November 1, 1998, the new "Computers for Schools" outlet produced 20 refurbished computers in the first two weeks of operation. According to John Houck, CFS Program Manager for British Columbia, "the effectiveness of the workshop is expected to increase even further over time, as more and more offenders become involved in the project, and as their level of computer knowledge and expertise increases." It should be noted that individuals admitted to the program require no related experience, but are rather trained "on-the-job" by student interns from the Career Development Institute of Canada (Computer Maintenance Technology and Network Specialist Program). Upon successful completion of the work release, offenders receive "skill-set" certificates and/or reference letters to assist them in their search for meaningful employment outside CSC. During their volunteer tenure, they are awarded honorariums of either \$7.50 or \$15 per day, a function of part or full-time status.

According to Ian White, Director of CSC Programs at Harbour Light and work-site supervisor, the "Computers for Schools" project represents a "textbook win-win situation for all parties involved." While

enhancing his own organization's role in the community and ability to meet its "service" mandate, Mr. White has the opportunity to see first-hand how the offenders benefit from participation. "Not only does it help them acquire skills and self-esteem, it also enhances their credibility and suitability for more advanced forms of conditional release." John Houck, Ian's project partner adds "The substantial funding contributions of CORCAN Industries, the efforts of CSC staff in finding suitable and productive offender participants, and the assistance of the Vancouver Police Department in delivering the computers to schools in need, make this program a well-rounded and much-needed community-service initiative." ♦

**Upon successful completion of the work release, offenders receive "skill-set" certificates and/or reference letters to assist them in their search for meaningful employment outside CSC.**

# Happy Days Are Here Again

By Mr. Leo Valentine and Ms. Liz Drocholl, Ferndale Institution

In July 1998, Ron Wiebe, Warden of Ferndale Institution, was approached by the Mission Community Services Society with a special and unique problem. A building had recently been donated to the Society, which was to be administered as a pre-school. Though charming to look at, it was 75 years old, in need of repair, and was



"Happy Days" Pre-school

inadequate in terms of space usage, electrical utilities and plumbing. Mr. Wiebe immediately recognized an opportunity to do something for the community.

Time to complete the project was limited because the targeted date of completion was set for September – when school started. Inmates needed to be interviewed, the paperwork for the temporary absence permits needed to be completed and other arrangements had to be made.

Construction crews began work almost immediately on the "Happy Days Pre-school". The construction crew consisted of one staff supervisor and 15 inmates from Ferndale Institution. Of the 15 inmates, four were the main crew that carried out most of the work.

The crew worked from sunrise to sunset. Inside the building, there were walls to be

moved and new ones to be built. The only bathroom was renovated and a second one was added. A kitchen complete with cabinets was built. Most of the structure was rewired and safety features such as fire alarms and emergency lighting were added. The lighting was upgraded to meet the standard. Ceilings were rebuilt, windows repaired, doors and cabinets were installed and the entire building was drywalled and painted. In the yard, trees were trimmed, grounds were cleared, refuse was removed and the playground was repaired and renovated.

Despite the considerable time constraints, all the inmates remained positive for the duration of the project. The crew came through and the building was completed in time for school. Under normal circumstances, the job would have taken three to four months to complete. Both the supervisor and the inmates contributed a total of 1,410 hours. ♦

# Candlelight Parade Float

By Mr. Dennis Finlay, Regional Communications Manager

*Hundreds of people watching the Mission, B.C. Candlelight Parade on December 4, 1998, looked twice when they saw that the Rotary Club's float was "Built by the Ferndale Yacht Club – 1998".*

There is no yacht club in Mission, except in the minds of staff and inmates at Ferndale Institution, a minimum security facility, who built the replica of the sternwheeler, called the "Beaver". This project was to commemorate the 100<sup>th</sup> anniversary of the building of the original boat that operated on the Fraser River



Kelly Wymer and John Ceh, two of the four inmates, who worked the most on the float.

between New Westminster and Chilliwack until 1913.

The "Beaver" was scrapped in 1930, but a member of the Mission Rotary Club who is an architect designed the replica from pictures. The workers at Ferndale built the float from these sketches. The float, complete with Christmas lights and a paddle wheel that turns mechanically, is powered by a generator. It measures 15 metres long, 5 metres high and 3 metres wide.

Ron Wiebe, Warden at Ferndale Institution, who is a member of the Mission Rotary Club, was the project's catalyst. Tom Smith, Ferndale's Chief of Works, was the project manager who provided the measurements and engineering design for the sketches provided by the architect. Leo Valentine, a casual employee who normally acts as the CORCAN Forestry Crew supervisor, was the project site supervisor. Tim

Horton, an industrial fabric craftsman employed by CORCAN, did the canvas work.

Kelly Wymer, John Ceh, John Foulds and Mike Muller were the four inmates who worked the most on the float.

Work on the float began November 17, 1998, and the staff and inmates did not complete the float until the afternoon of the parade. The men worked approximately 477 hours over a 17-day period, including evenings, to get the job done.

"These have been long days and long hours," Mr. Valentine said. "We worked weekends, too."

Some Rotary Club members came to the institution to help build the float. Wilson Sieg, a former National Parole Board member in the Pacific Region, said the float will continue to be used by the Mission Rotary Club in future parades around the Lower Mainland. ♦

# Review of the Temporary Detention Unit

By Judy Leykauf, Coordinator/Senior Parole Officer at the Temporary Detention Unit

The Temporary Detention (TD) Unit at Kent Institution commenced operations April 1, 1998. A senior parole officer, two community parole officers and one clerk are responsible for the case management functions of the Unit. They report to the area director of the Fraser Valley District. A unit manager and a full complement of correctional officers oversee the day-to-day operations of the Unit and perform security functions. Two program deliverers are responsible for the Self-monitoring Program, and the Cognitive Booster sessions given in the TD Unit is open with a maximum capacity of 47 beds and can house individuals of all security levels.

## CRITERIA FOR ADMISSION

The TD Unit accepts suspended parolees provided they do not have any serious

outstanding charges. In addition, any parolee who has been apprehended after being unlawfully at large (UAL) will be sent to the unit where an assessment will be made regarding his suitability. Should a decision be made to send him to his parent institution, the Unit staff will continue their involvement in the case until the Parole Board meets. Depending on the circumstances of the case, the number of times a parolee can be returned to the facility will vary.

## SIX-MONTH REVIEW

Since the date of the opening of the TD Unit, until September 30, 1998, there have been 242 admissions.

- Vancouver Island Parole District has made 33 referrals to the Unit;
- The Fraser Valley, 53 referrals;

- The Northern Interior, 31 referrals; and
- Vancouver, 102 referrals.

These figures do not include the number of people who were actually in the Unit on September 30.

The average length of stay in the Unit during this time period was 18 days. There have been 166 parolees returned to the community via a cancellation. Of this number, 18 have been recommended for revocation. The percentage of cancellations for the six-month period is 85 per cent.

The Unit staff have returned:

- 53 parolees to the Fraser Valley;
- 66 back to Vancouver;
- 27 to the Northern Interior District; and
- 16 to Vancouver Island. ♦

# Turning a Dilemma into a Rehabilitation Opportunity

By Ms. Crystal Grass, Occupational Therapist, Regional Health Centre (Pacific)

The growing concern about waste disposal weights at the Regional Health Centre (Pacific) has spurred co-operative efforts between Institutional Services and the Occupational Therapy Department to establish a recycling depot as a vocational skills development program. Recycling has always been an option for staff and patients but recently there has been a more definitive attempt to educate and promote environmentally responsible practices that are becoming mainstream in communities across the country.

Institutional Services obtained and set up the physical structure and materials according to the program needs identified by occupational therapy staff. They continue to monitor the waste disposal weights leaving the institution that will indicate the effectiveness of this endeavour. The occupational therapist is responsible for hiring, training, and supervising the workers. Offender employees wanting to work at the recycling depot are selected through a job application and interview process, in order to give them as realistic an experience as

possible. The program is designed to employ patients suffering from mental illness and/or low functional abilities who have deficits in vocational skills; particularly those patients for whom employment is a criminogenic factor.

The focus of this work experience programming is to promote and instill acceptable work skills that can be applied to employment opportunities in the community. Many offenders with mental illness and/or low functional abilities report having

few or no successful job experiences. Certain skills are part of all work situations, such as coming to work every day, arriving on time, co-operating with supervisors and co-workers, dressing appropriately, and being aware of safety issues. These are the skills being acquired through on-the-job training. In addition, all workers participate in an educational session that focuses on job-related activities such as job searching, resumé writing, and learning what to expect at job interviews. ♦