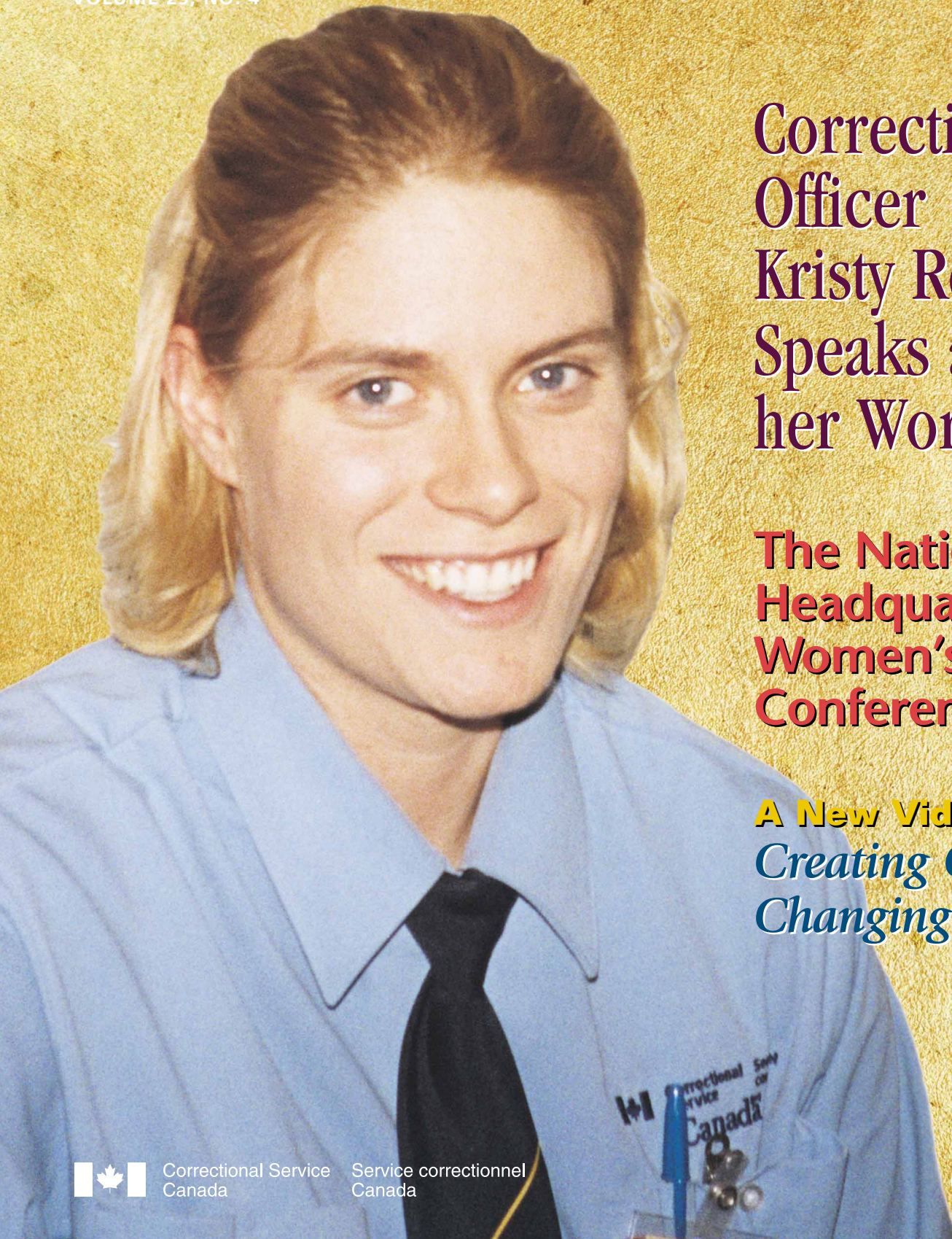


Let's Talk

VOLUME 25, NO. 4



**Correctional
Officer
Kristy Reesor
Speaks about
her Work**

**The National
Headquarters
Women's
Conference**

**A New Video
*Creating Choices,
Changing Lives***



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

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Erratum

Please note that in Vol. 25, No. 3 *Not all Thursdays are the Same* was written by David Cail, District Director, Nova Scotia Rural District Parole Office

Let's Talk

2000 VOL. 25, NO. 4

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A Community To Be Proud Of

Welcome to the Year 2001. I hope that you are as hopeful and excited as I am about the coming year. While there are lots of issues we need to tackle on a professional level, I have no doubt in our ability to overcome these challenges.

One of the things which has struck me since my return in September, is the corporate image we are using on so many of our publications, exhibits and on the Internet site. It says a great deal about community — both in terms of the society that we serve, as well as the community that we represent.

It's useful to think about corrections in these terms, because we are a community, like any other, and the way we relate to each other and to offenders helps to define what we stand for. Successful communities are inclusive, they empower individuals to play a productive and meaningful role, and they value and appreciate the contribution of all of their members. These concepts are an intrinsic part of our Mission and it's our responsibility to safeguard and uphold them on a daily basis.

It's very easy to be proud of our community, especially when so many others are now recognizing what we've known all along. In the past six months, two of our staff have received the highest awards

possible in the federal public service: Joey Ellis, a Correctional Supervisor at Mountain Institution, who received the Public Service's Award of Excellence; and Dave Mills, a Special Advisor to the Deputy Commissioner in the Prairie Region, who was recently honoured with a Head of the Public Service Award. Both are richly deserved. However I also know, after twenty years of being involved in corrections, that they are joined by thousands of other men and women making similar contributions across Canada.

So when you think of the Service, and when you see how we've chosen to depict ourselves, you have every reason to be proud of the community which you are part of. Don't allow the stereotypes to erode your confidence or your commitment for what we do, and remind others — as many times as it takes — of the significant role which we play in reducing crime and making Canada a safer and better place to live.

I wish you all the best in 2001.



Lucie McClung
Commissioner
Correctional Service of Canada



**Safety,
Respect
and
Dignity
for All**



**La sécurité,
le respect
et la
dignité
pour tous**

Pride on the Job

Correctional Officer Kristy Reesor Speaks about her Work

*By Graham Chartier, Communications Officer,
Communications and Consultation Sector*



Photos: Graham Chartier

**Kristy Reesor is a
Correctional Officer at
Bowden Institution in
the Prairie Region of
the Correctional Service
of Canada (CSC).
At the age of 21,
she is one of the new
generation of correc-
tional professionals
working at CSC.**

Correctional Officers are vital to the protection of Canadian society and the fulfillment of the CSC's Mission. Every hour of every day, they occupy posts at institutions across Canada and do their utmost to ensure that the nation's penitentiaries are safe, humane and run according to the law.

Each year CSC recruits and trains Correctional Officers in Correctional Training Programs (CTPs) that are run at staff colleges and institutions in each of CSC's five regions. The recruitment process looks for candidates that have the qualities and hopefully some of the intangibles it takes for that person to become an excellent Correctional Officer.

BECOMING A CORRECTIONAL OFFICER

Kristy Reesor from Alberta is one of the individuals recently recruited and trained to join CSC's staff. She was born in the small town of Buffalo, Alberta east of Calgary where she actually attended a one-room schoolhouse. When she graduated from the Law Enforcement program at Lethbridge

Community College, she took the entrance exam for the CTP.

"I applied while I was in college because one of my instructors worked a lot of years in corrections and he encouraged us all to apply and write the exam. I got the call to come complete the rest of the testing while I was training with Customs. Then I got the call to come and do the CTP."

Officer Reesor did all of her CTP at the minimum-security Annex located immediately beside Bowden Institution, a fact she appreciated while getting through the intense workload.

"Because we took our training here at Bowden, at the Annex, it was different than other training locations in that there were inmates around. We learned a lot of policy and procedure – that's the major portion of the training – and did role-playing for situational training. And then we did self-defence, firearms and those types of trainings. We learned a lot a things in a short period of time."

BEGINNING TO WORK IN AN INSTITUTION

After she had graduated from the CTP in November 1999, she began working as a CX1 at the institution, and though the training was intense and thorough, a number of things surprised her when she began to work as a CX1 within the institution.

“I had never dealt with inmates before – you do role-playing during the CTP but that doesn’t necessarily prepare you for the actual thing.”

The movement of inmates around the institution also surprised her and Bowden Institution’s particularly open layout. “People have a stereotype of prisons as being closed-in and very controlling. And here, you’re walking past inmates as they walk to their programs and school and work. That was a surprise. Of course their movement is controlled by passes, officer observations and we are in a controlled environment with the fences and the different systems that we have.”

LEARNING FROM WORKING WITH FELLOW STAFF

Officer Reesor has now worked at the institution for a year with other staff, most of whom have years of experience. Given the changes in the correctional system, she naturally sees some differences in the attitudes of staff.

“I think the more you work here, the more you adopt your own style of working,” she says, “and I think a lot of the other Correctional Officers went through a different phase of corrections, with different methods of dealing with inmates.”

“What I noticed here is that we were trained to talk to inmates more and not necessarily to put up a front,” she says. “You’re not their friend, by no means, but if they say ‘Boss, I have a problem’ you take the time to listen to that problem and try to help them solve it.”

“My understanding is that before there was a larger separation between inmates and staff,” she says. “Now we’re expected to talk to inmates more, not necessarily in a counsellor role, but talking to them, hearing their concerns. If it’s something concerning their safety, if they’re depressed or suicidal, you take the time to listen. And that’s what we were taught and trained to do.”

IMPROVING RELATIONS BETWEEN STAFF AND INMATES

She believes that it is possible to improve relations between staff and inmates “to a certain degree, by communicating with them, by talking to them, letting them feel that if they have a problem or a specific issue that they can talk to staff, that we’re not completely against them. I think that’s a good thing.” At the same time, she sees that a great deal of responsibility for any improvement lies with the individual inmate.

“They have to respect that we’re not here to wait on and serve them. In some situations, inmates seem to expect us to be at their beck and call if they have a problem or if something that is not necessarily urgent is bothering them. They feel you should be there for them. There really has to be that fine line,” she says. She is also clear in her belief that Correctional Officers bear an important responsibility for the security and safety of the institution.

“We are staff. We are here for security to make sure that everyone is safe, that nobody escapes and to protect the public. And those are our concerns.”

SAFETY ON THE JOB

Working at different posts throughout the institution, Officer Reesor is well aware of the tensions often underlying the calmest of prison environments, and she well remembers the first altercation she witnessed between staff and an inmate.

“When I was fairly new – I’d been here two or three weeks – I was working on a unit and an inmate was acting up and they were going to give him a cell move. He finally blew up in his parole officer’s office

with CX staff also in there. I was sitting at the console with another senior CX staff member. They came out the door – he had gone at the Parole Officer – and they managed to restrain the individual and did a proper escort to D and S (segregation).”

Officer Reesor says that such an incident can happen at any moment. One minute everything can be calm and then, in the blink of an eye, it can be all chaos. “I think that can happen anywhere, especially in here, and our blue shirt isn’t going to stop it – the whole Correctional Officer image isn’t going to stop it.”

She believes, however, that staff can be relatively safe because they take proper precautions. “You don’t put yourself in situations that are higher risk but it can happen at any time.”

“There is that line that they don’t like us to cross, ‘you’re an officer and I’m an inmate.’ There is that division in their minds,” she says.

A WOMAN OFFICER IN A MALE INSTITUTION

While many women Correctional Officers work at Bowden Institution and while she feels well accepted and respected by all her fellow officers, Officer Reesor is aware she is working in a male institution.

“I think in certain situations, when you’re new, when dealing with inmates, of course it’s noted that you’re a woman. I’m working with over 600 incarcerated male offenders; you’ll face comments and that sort of thing. You shouldn’t have to but you just deal with it and there’s certain means to deal with it.”

Continues on next page...



Correctional Officer Kristy Reesor, on the path to the Living Units at Bowden Institution, with the Administration Building in the far background

A LONG-TERM JOB

Even given her youth, Officer Reesor can see some good reasons to imagine herself working at Bowden Institution for years to come.

“I’ve always lived in Alberta, I like the area and Bowden, to me, is a good institution to work in. We have a lot of good and experienced staff that have helped me since I began.”

Her role as a Correctional Officer suits her fine for now and she enjoys it that way. As a CX1 at Bowden Institution she regularly moves to different posts.

“I prefer the line staff duties, working with other staff, doing the every day duties that we do – we have a lot of variety of different posts – eventually I think I would like to move up but I haven’t got a position in mind.” Bettering her education is a priority for Officer Reesor, and she feels that CSC would support her endeavour.

“I do want to take as many courses as I can because that’s always beneficial, and if you want to get a degree in some ways they’ll help you with that.”

PRIDE AND PERSPECTIVE

Ms. Reesor is proud to be a Correctional Officer. She says, “I think it is an accomplishment for myself, at the point that I’m at right now. I worked hard to go through school, I passed the exams to come here, I worked hard on the course and I’m proud that I’ve made it to this point.”

As much as she has trained for her position and as much as she appreciates the contributions she makes, Officer Reesor always makes time for Kristy Reesor when she is off duty.

“I don’t really think about work on my days off,” she says. “When I came in, some of the best advice I was given, and I think its good advice for new officers, was ‘you need a life outside of work’ and ‘you need to surround yourself with positive things like hobbies and things you like to do.’ Don’t concern yourself with work when you’re having personal time. It’s important because this can be a very negative environment. You don’t go home and say ‘wow, I had a really good day.’ You do your best to do a good job – you deal with the situation as it arises at work. Once you’re at home, you say ‘it can wait until tomorrow.’ ♦

ICCA Annual Conference

Changes that Work

By Heather Blumenthal, Freelance Writer

Photos: Ron Devries

During his keynote address at the annual conference of the International Community Corrections Association (ICCA) in Ottawa from September 24 to 27, 2000, former Commissioner Ole Ingstrup chose a childhood classic to illustrate the importance of managing change:

Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it. (Winnie-the-Pooh, A. A. Milne)

The theme of the conference was “What Works: Implementing What Works in the Community,” and change figured prominently throughout its four days of activities, workshops and events.

Anne Walker, President of the ICCA, welcomed delegates, saying that this year’s program will demonstrate where community corrections interventions are headed in the next decade. “In short, “What Works” will be better understood, better implemented and better evaluated in order to deliver true public safety,” said Ms. Walker.

THE THREE PILLARS

Former Commissioner Ole Ingstrup opened the conference Monday morning with his address on “Laying the Foundation for Effective Corrections in the Community.” He spoke of the three pillars of a good public service organization, the topic of a book he recently co-authored with Paul Crookall. A study of 40 organizations in 14 countries led him to find that successful organizations share three attributes: *Aim, Character and Execution*.

The following evening, at the Margaret Mead Dinner, Mr. Ingstrup received the Margaret Mead Award in recognition of his outstanding record in community correc-



Presentation of Margaret Mead Award



Anne Walker (right), President, ICCA, presents Elizabeth White, Executive Director, St. Leonard’s Canada with the President’s Award

tions. John Gorczyk, the Commissioner of Corrections with the Vermont Department of Corrections, delivered the Mead address.

CHANGE BY “PLAN AND CHALLENGE”

An afternoon session on offender assessment and case planning featured Dr. Steve Wormith, Chair of Forensic Psychology at the University of Saskatchewan. He presented his “top ten bugaboos” to illustrate the many challenges faced when imple-

menting assessment procedures. An international response panel comprised of Jean Sutton (National Parole Board) and Eric McMasters (Lincoln, Nebraska) also shared their experiences with assessment training and implementation.

Another highlight of the conference was the presentation by Arden Thurber, Correctional Service of Canada's Director General of Program Accreditation. He gave what moderator Gerry Hooper, Assistant Commissioner Performance Assurance called "the managerial twist on what works." He described how to ensure that programs improve and change "by plan and challenge, not chance and incident," through an accreditation process originally developed by Her Majesty's Prison Service of England and Wales and since adopted by the Scottish Prison Service and the Correctional Service of Canada (CSC). An international response panel also provided research perspectives on program accreditation. For Scotland (Dr. Ed Wozniak), the United States (Dr. Gerry Gaes) and Canada (Dr. Ralph Serin).

Research shows that well-designed programs based on solid evidence of what works can help achieve the goal of reducing recidivism. To the degree that a program fits this description, said Mr. Thurber, it either advances or detracts from the achievement of CSC's mission. Accreditation is a way for managers to make good choices about their programs and program delivery.

Research shows that well-designed programs based on solid evidence of what works can help achieve the goal of reducing recidivism.



Larry Motiuk, Director General, Research, hosted the gala evening at the Art Gallery



From left to right: Michelle Carpentier, Christa Gillis and Liz Fabiano

THE PROCESS

Under the accreditation process, an independent panel assesses both the program and the program delivery site using a set of published criteria.

CSC has several mandatory criteria, including:

- An explicit, empirically-based model of change
- The targeting of criminogenic behaviour
- The use of effective methods
- A skill-oriented approach
- The ongoing monitoring and evaluation of program results and the integrity of program delivery.

Other criteria, which are desirable but not mandatory, include addressing the offenders' needs, ensuring appropriate program intensity, and providing continuity of care.

International panels made up of 22 experts from seven countries have carried out program and site assessments since the accreditation program began in April 1998. Ten programs have been accredited to date. Each site delivering the accredited programs, which can range from as few as one

to as many as 50, has to then be reviewed by a team using standards endorsed by the panels. For each standard not fully met, the sites had to prepare an action plan demonstrating how they will meet the standard. These plans are reviewed and monitored until all standards are met. Of the 15 sites that have received accreditation for specific programs, Mr. Thurber said only six were accredited on their first review.

FLEXIBILITY

Like all attempts at standardization, Mr. Thurber said exceptions to the model are to be expected. These result from efforts to avoid the duplication of programs already certified and approved by another body, such as a provincial department of education; to allow the development of new programs and innovative approaches before they enter the accreditation process; and to customize programs for unique client groups such as women or Aboriginal offenders.

In addition, he pointed out several dilemmas that CSC is still working to resolve. For example, is it ethical to continue referring offenders to programs that have not yet been tested? What is the impact of cancelling a program that does not meet the standards if the agency providing the program shuts down as a result? Is it practical to subject low-cost programs involving a limited number of offenders to the expensive and time-consuming accreditation process?

Despite these very real dilemmas, Mr. Thurber believes that the accreditation process has served CSC well by helping to manage program changes and, ultimately, in achieving its Mission.

A STAGE-BY-STAGE APPROACH

Change was also a theme of the breakout sessions and workshops that occupied delegates' time outside the plenary sessions. A workshop on offender employment returned to the example of Winnie the Pooh in Mr. Ingstrup allusion, observing that given time to think, officials could alter program delivery to follow a change-staged approach. Several workshops referred to this model, which tailors program delivery to

the different stages of change: the pre-contemplation stage, when offenders are not ready to change; the contemplation stage, when they consider changing; the action stage, when they are ready to change; and finally the maintenance stage, when they have made changes and need support to sustain them.

LITERACY

Another workshop on education programming observed that the top prerequisite for success is to change offenders' literacy rates. Since so many correctional programs are based on printed materials, literacy is critical to program success. Approximately 82 per cent of offenders test below the grade-10 literacy level.

Larry Motiuk, Director General, Research, and Jim Murphy, Project Officer with Community Reintegration Operations, coordinated the conference for CSC assisted with logistics by Heather Lockwood and Marty Malby. Mr. Murphy said he was delighted with how the conference went.

A SHARED COMMITMENT

"Many of the countries represented at the conference have very different philosophies of corrections, but we all share a commitment to reducing the likelihood of re-offending. It was extremely valuable to share our different approaches to achieving this goal. I learned a lot, and I believe that others did too."

The conference was the eighth in a series of research conferences sponsored by the ICCA. It focused on "what works" in four key areas: What Works in Community Corrections: Mission and Values; Offender Assessment and Case Planning; Correctional Programs in the Community; and Program Evaluation and Accreditation. The proceedings will be published in book-form within a year of the conference.

CSC, the National Institute of Corrections, and the Bureau of Justice Assistance also sponsored the conference. Next year's conference will be held from September 23 to 26 in Philadelphia on the theme "Family Issues and Programming in Community Corrections." ♦

Keeper of the Bear The Dan Rowan Memorial Award



By Lise M. Traversy, Communications Officer, Communications and Consultation Sector

Photos: Fred Cattroll

The boardroom at the Correctional Service of Canada's (CSC) National Headquarters in Ottawa was filled to capacity. It was standing room only. And there were many more people in the hallway. You could feel the excitement.

Reverend Pierre Allard, Acting Assistant Commissioner, Correctional Operations and Programs, welcomed family members and staff and talked briefly about Dan's career with CSC and his private life. "Dan was a family man whose deep and abiding love for his wife Pierangela, his children Elena and Michael, and for his parents and siblings, was the essence of who he was."

Mr. Allard asked people to observe one minute of silence to reflect on how Dan touched each person who had the privilege of knowing him.

CSC Commissioner Lucie McClung was then called upon to introduce Mel Cappe, Clerk of the Privy Council, who was interested in the work done by CSC and wanted to attend the first Dan Rowan Memorial Award ceremony.

Mr. Cappe spoke about Dan as being part of a group called "*fonctionnaires sans frontières*," which means staff who work beyond borders to assist other countries in



Left to right: Mel Cappe, Lucie McClung, Pierangela Rowan, Elena Rowan and Jim Murphy

The first annual Dan Rowan Memorial Award ceremony was held November 9, 2000. The award is an annual award created in memory of the spirit and energy with which Dan Rowan lived his life and approached his work.



Left to right: Michael Bettman, Louise Lalonde, Jim Murphy, Bonnie Murphy, Yvan Thibault, Shereen Benzvy Miller, Pierangela Rowan and Marcel Kabundi, President, Union of Solicitor General Employees, local 70041

achieving both democracy and economic stability. He added that, "there is a need for people such as Dan Rowan, and Canada owes its reputation as a leader and helper of other countries to individuals like Dan."

Ms. McClung explained the criteria against which the nominees were evaluated. "The aim of the award is to recognize an employee who, in the eyes of his or her peers, best exemplifies the following criteria:

- The individual is an active, visible participant in the workplace and is viewed by peers as someone who shows maturity, good judgement, effective communication, innovation, creativity and teamwork.
- The individual leads by example and strives for excellence while respecting and accommodating the needs, values and aspirations of others.
- The individual's relationship with peers is characterized by openness, mutual respect and trust."

The nominees were: Yvan Thibault, Director, Inmate Affairs, Michael Bettman, Manager, Violence Prevention Program, Louise Lalonde, Head, INET Technical Unit, and Jim Murphy, Senior Project Officer, Community Corrections Division.

The Dan Rowan Memorial Award, a soapstone carving of a polar bear, was presented to Jim Murphy, who was asked to be the "Keeper of the Bear" because he has heart and touches others deeply. Jim was visibly moved and thanked everyone on behalf of his colleagues.

Jim will be the custodian of the award for a period of one year. Each year, the carving will be passed on to the next "Keeper of the Bear."

Ms. Shereen Benzvy Miller, the Director of International Special Projects in the Intergovernmental Affairs Branch, was instrumental in the creation of this award to ensure that Dan Rowan will never be forgotten by his friends at the Correctional Service of Canada.

Mrs. Pierangela Rowan, was then asked to say a few words. It was evident in her soft spoken words how much she was like Dan. Her warmth and sincerity permeated the room as she shared her feelings about Dan, CSC staff and Jim Murphy, the first "Keeper of the Bear." ♦

Commissioner Signs Mission Statement of Citizens' Advisory Committees

By Heather Blumenthal, Freelance Writer

On October 11, 2000, during the Senior Management Meeting, Commissioner Lucie McClung signed the Mission Statement of the Correctional Service of Canada's Citizens' Advisory Committees.

"I believe strongly in Citizens' Advisory Committees," said the Commissioner. "We count on you to promote and facilitate the entry of communities into the operations of the Correctional Service of Canada (CSC)."

"It is a great honour to participate in the reaffirmation of the CAC Mission. As citizens representing our communities, we look forward to continuing our contribution to enhancing our correctional process," said Ron Warder, National Chair of the Citizens' Advisory Committees (CACs).

Mr. Warder told managers that the CACs are at a crossroads in their evolution. On the one hand, CACs are recognized both nationally and internationally as

models for citizen engagement. The Privy Council Office and the Canadian Centre for Management Development have jointly recognized CACs as a "best practice" for public engagement. It is one of only ten examples chosen from the entire public service. Internationally, CSC was recently declared "organization of the year" by the International Association for Public Participation because of the CAC program.

CACs can be of great benefit to CSC, Mr. Warder observed. They help ensure that the community perceives CSC as objective and impartial; they provide informed community feedback to staff that contrasts with the mostly negative feedback from the media; and they enhance CSC's credibility in the community.

Critical to their continuing success, Mr. Warder identified recruitment and orientation/training, an internal awareness campaign on the role of CACs, and ongoing contact between CACs and staff. ♦



Left to right, back row: Jim Davidson, Director General, Public Participation and Consultation Branch; Tim Farr, Assistant Commissioner, Communications and Consultation; Frank Purvis, CAC Regional Chair - Ontario; Hema Chopra, CAC Regional Vice-Chair - Atlantic; José Gariépy, CAC National Vice-Chair and CAC Regional Chair - Quebec; Trish Cocksedge, CAC Regional Chair - Pacific; Sean Taylor, CAC Regional Chair - Prairies
Front row: Commissioner Lucie McClung; Ron Warder, CAC National Chair

Photo: Ron Devries

Career Development: The National Headquarters Women's Conference

By Louisa Coates, Communications Officer, Communications and Consultation Officer, in collaboration with Brigitte de Blois, Performance Assurance Sector and Julie Fournier, Communications and Consultation Sector

Why hold a conference for women? Interested employees explored answers to this question during the recent National Headquarters Women's Conference held September 7, 2000 in Ottawa. Approximately 120 women and 10 men attended the day-long event.

The first step was to create a "Women's Roundtable" as an alternative to the committee structure in order to emphasize the philosophy of a non-hierarchical group that allows each member an equal voice. The Roundtable aims to enable women to help each other with issues they share in common. Such issues include actively taking career risks, abandoning the more traditional roles for women in favour of new fields and balancing parental responsibilities with work life. While these challenges are not unique to women, they are certainly more widespread among them.

"The conference came about because we took the initiative to deal with issues of concern to us. We did not intend to exclude men, but simply to gather as a group and focus on familiar areas that affect us and to help each other deal with them," said Brigitte de Blois, Project Manager, Performance Measurement.

"I personally wanted to make a difference where possible for women at National Headquarters, by helping equip them with the tools they need to move their careers forward, if they wish. In my opinion, the equal voice in the Roundtable is key to giving all members a sense that they can contribute and promote our work," said Trish LePage, Project Officer, Strategic Planning Division.

ORGANIZATIONAL SUPPORT FOR WOMEN

Senior Deputy Commissioner Nancy Stableforth told the group that outgoing Commissioner Ole Ingstrup, and in-coming Commissioner Lucie McClung, fully support the work being done by Correctional Service of Canada (CSC) women's committees at National Headquarters and in the Regions.

Ms. Stableforth said there have been several improvements for women at CSC over the past decade. These achievements result from the concerted efforts of women and men through such initiatives as the 1990 *Task Force on Women*, the 1991 conference *Towards Equal Partnership*, the 1997 national working groups and the 1998 conference *Taking Charge from the Inside Out*. Gains by women include the creation of a Deputy Commissioner for Women position, greater corporate support for balancing family and career demands, zero-tolerance for sexual harassment, selection boards that are no longer gender-biased, women's advisory committees and, in certain regions, mentoring, mediation and peer coaching programs.



Left to right: Suzanne Blais, Sandi Stoliar, Chantal Allen, Louisa Coates, Brian Ham, Trish LePage, Julie Fournier. Missing: Brigitte de Blois, Faith McIntyre, Ellen Henderson

KEYNOTE SPEAKERS

The conference included three plenaries and eight workshops. The first keynote speaker was Reva Nelson. Ms. Nelson, an inspirational speaker, consultant and author, gave a warm and highly motivating presentation on the importance of resilience. She also talked about achieving success in spite of adversity, and finding the bright side of difficult situations through humour, through sharing with others and through believing that "what doesn't kill us makes us stronger."

Dr. Linda Duxbury, a public researcher and professor at Carleton University's School of Business, spoke on career development in the federal public service.

She quoted Jocelyne Bourgon, former Clerk of the Privy Council, who said that years of downsizing, pay freezes, criticism, insufficient recruitment and the premature departure of experienced public servants have made it more difficult to retain, motivate and attract the people essential to the work of the public service.

Dr. Duxbury said that government jobs are no longer manual positions. The former economy based on a single male wage earner has given way to a society whose workforce is 45 per cent women. Today, 70 per cent of public servants are "knowledge-workers." The trouble is that the approach to promoting and assisting workers has not changed to accommodate these new realities and falls short of the mark. Today, the federal government needs to find new ways to help its knowledge-worker employees.

She said that employees must take control over their own career path, but that they also need support from the top. "A best practice is where career development is employee owned, manager facilitated and organizationally supported," said Linda Duxbury.

"Look after your employees and the work will look after itself," summarized one delegate afterwards.

PRACTICAL ADVICE

Dr. Duxbury's research showed that the most successful public servants – who had a sense of control over their lives and were happy with their work – are those who have moved around, taken acting positions, earned several degrees and had central agency experience. She counseled conference delegates to stretch themselves, even if it feels frightening, and to change positions when

Photo: Martin Bélanger

things get too comfortable (several women nodded their heads in agreement to this one!). She suggested that delegates not only do a good job, but that they make themselves visible as they perform their work. In fact, toiling alone in an office is not the way to steer your career to a higher level.

Later in the day, motivational speaker and humourist Andrée Jetté talked about body language and how a person's stress level can be gauged simply by observing the way they carry themselves and move. She gave listeners tips on different ways to deal with difficult situations and how to avoid draining our energies by taking other people's problems upon ourselves. Andrée had everyone roaring with laughter, and participants later wrote that her talk gave the conference that extra lift and excitement that made it such a success.

Other conference workshops and plenary sessions dealt with employee-requested topics, including: how to prepare for a competition; mentoring; the National Headquarters' assignment program; personal health and safety; Aboriginal spirituality; assertiveness training and dealing with difficult people; and career counseling programs in the federal government.

KEEPING UP THE MOMENTUM

The conference was a tremendous success and left participants satisfied and perhaps even a little out of breath. The day seemed charged with electricity, judging by comments about the usefulness of the information presented and the varied, constructive activities. Many felt it had ended too soon. In fact, respondents wrote on their evaluations forms that they hoped more meetings would be organized in the future to keep up the momentum.

The desire for more information on topics related to career, coping and communicating is exactly why Headquarters' employees organized the conference. A series of Brown Bag Lunches on topics of particular interest to staff will begin this fall. A future national conference is also being discussed.

"The Commissioner and I support the work you are doing and we will continue to assist employee-development through the Women's Roundtable, and through women's regional committees across CSC in the future," said Nancy Stableforth in her closing remarks.

For details on some of the sessions or to read more about the conference, please visit the CSC Women's Roundtable website, at <http://infonyet/womensadvisory/index-e.htm>. ♦

The Canadian Police and Peace Officers' Memorial Service

Honouring Those Who Gave Their Lives

By Lise M. Traversy, Communications Officer, Communications and Consultation Sector

Photos: Ron Devries

For more than twenty years, members of law enforcement agencies from all over North America, families, friends and colleagues have assembled on Parliament Hill and in other locations across the country to honour the memories of officers who have died in the line of duty. The 23rd annual Canadian Police and Peace Officers' Memorial Service was held on Sunday, September 24, 2000.

The one-hour service was emotionally charged from beginning to end. Choirs, pipe bands and ceremonial units, including the largest contingent of officers from the Correctional Service of Canada in the history of the Memorial Service, travelled great distances to participate in this solemn commemoration. There is an unspoken bond that exists and it is important to remember and pay tribute to those brave men and women who lost their lives to make society a better, and safer, place in which to live.

The first memorial service was held by Ottawa police officers following the murder of Ottawa Constable David Kirkwood, who died on July 11, 1977. This senseless killing launched a response that, today, has become the nationally recognized ceremony honouring police and peace officers killed in the line of duty. Ottawa police officers vowed to keep his memory alive and to ensure that the magnitude of his sacrifice and that of others like him would never be forgotten by Canadians.

Accordingly, on Sunday, September 24, 1978, a special service and tribute were held on Parliament Hill, the place where laws are made that directly affect police officer safety and, ultimately, the quality of life for us all.

The original ceremony was limited to police and correctional officers killed in

the line of duty, but that criterion was expanded in 1995 to include all peace officers so that all areas of law enforcement are now included in one single ceremony.

POLICE AND PEACE OFFICERS' NATIONAL MEMORIAL DAY

On September 24, 1998, twenty years after the original ceremony was held, the Government of Canada officially proclaimed the last Sunday of September of every year as *Police and Peace Officers' National Memorial Day*. In announcing the commemorative day on September 27, 1998, the Solicitor General of Canada stated that "A formal, national Memorial Day gives Canadians an opportunity each year to formally express appreciation for the dedication of police and peace officers who make the ultimate, tragic sacrifice to keep our communities safe."

Two years later, the Correctional Service of Canada (CSC), honoured the memory of another one of its fallen officers: Daniel Rowan, whose plane crashed in November 1999 while en route to Kosovo to take part in Canada's efforts in the Kosovar Reconstruction Initiative.



Solicitor General Lawrence MacAulay lays a wreath on behalf of the Government of Canada



Paul See discharging his duties of hat bearer for Daniel Rowan

It is a tradition to place the fallen officer's hat on the steps in front of the Peace Tower on Parliament Hill as a sign of respect and as a reminder to lawmakers. This is done moments before the actual service gets underway so that the officer's name is included in the homage being paid to those who have died in the line of duty. This year, five officers who lost their lives were honoured: three from the Ontario Provincial Police, one from the B.C. Delta Police and one from CSC. Paul See, a Correctional Officer at Fenbrook Institution, assumed the duties of hat bearer for Dan Rowan. Through Mr. See's demeanour, people sensed his dedication to his responsibilities as hat bearer and the professionalism with which he discharged his duties was a credit to CSC.

The Correctional Service of Canada was honoured to have another one of its officers, Marielle Lauzon of Beaver Creek Institution, read a passage from the Book of Wisdom. This was the first time a CSC Correctional Officer participated in the ceremony and Ms. Lauzon proudly demonstrated how staff can contribute.

The Canadian Police and Peace Officers' Memorial Service is a lasting tribute to the sacrifice of those brave men and women killed in the line of duty. As the Memorial Service reminded us, "They are our heroes. We shall not forget them." ♦

ACROSS THE COUNTRY

Even though some of CSC's staff from across the country could not attend the national memorial service in Ottawa, each region remembered the fallen officers in its own way.

In the Pacific Region, staff members attended the Police/Peace Officers' Memorial in Victoria. B.C. officers from William Head Institution included: Mike Clavelle, Celeste Faessler, Doug Holt and Beverly Farrell. Steve Marshall, Rip Kirby and Hjortur Helgason represented Kent Institution and Cathy Vigeant represented Mountain Institution.

In the Prairie Region, several institutions remembered the officers who were killed in the line of duty by holding memorial services, flying flags at half-mast for the day, observing a minute of silence and laying wreaths.

More than 30 correctional officers from the Ontario Region attended the national memorial service in Ottawa. Dave Woodhouse, a Correctional Officer from Collins Bay Institution, provided his impression of the national service in Ottawa. "This day is for us. The families at the podium are our families. The faces of hundreds of people along the parade route are testimony to the high regard in which our work is held in the hearts of the Canadian public."

Several Correctional Officers from the Quebec Region travelled to Ottawa to participate in the service. In addition, staff from the institutions and several retirees attended a memorial service held November 4 at the Regional Staff College to honour the memories of the fallen officers.

In the Atlantic Region, memorial services were held at several institutions, flags were lowered, a moment of silence was observed, and black arm bands were made available to staff. CSC was also represented at the Prince Edward Island Atlantic Police Academy service on October 15, 2000.

Honour the Fallen

The American Peace Officers Memorial Service

By Mark W. McComb, Correctional Officer, Beaver Creek Institution and Lise M. Traversy, Communications Officer, Communications and Consultation Sector

The American Peace Officers Memorial was held May 19, 2000, in Cleveland, Ohio. The memorial service attracts over 5,000 officers from across Canada and the United States of America who gather to honour those who have lost their lives in the line of duty.

Thanks to Deputy Warden Garry Flowers for his support, Stuart Fehrman, a Correctional Officer at Fenbrook Institution (and Ontario Provincial Police Reserve Constable), and Mark McComb, a Correctional Officer at Beaver Creek Institution, attended the service in Cleveland. Officers of Canadian law enforcement agencies who died in the line of duty were included in the "Roll Call of Officers Killed in the Line of Duty 1999."



Mark McComb and Stuart Fehrman in front of the American Memorial, where the names of fallen officers are listed

This was the first year the Correctional Service of Canada (CSC) had official representation at the American memorial service. In addition to Canadian Correctional Officers, a fully marked CSC vehicle was part of the parade that past through downtown Cleveland.

For additional information, contact Mark McComb at mccomb@csc-scc.gc.ca or by phone at (705) 687-1717. ♦

Jailhouse Talk

By Denis Fossberg, Translation Bureau

For years, we have been able to translate texts about fisheries without ever setting foot on a trawler, or documents about national defence without ever taking a ride in a tank. Indeed, we rarely have the opportunity to see our clients in action in their workplace. Like my colleagues at the Criminology translation unit, I translate all kinds of documents about corrections and conditional release, but very few of us have ever had the opportunity to actually visit a prison. That is one of the reasons I jumped at the chance to go on assignment for a few days as an interpreter at the Joliette Institution for Women.

FROM TRANSLATOR TO INTERPRETER

The Correctional Service of Canada is producing a film about the changes in correctional services for women in Canada. By mid-June, the crew had filmed interviews in the four English-language institutions and just had the Joliette Institution left to visit. To assist the researcher, Kristi Squires-Redmond, the Correctional Service tried to hire an interpreter, but our colleagues at the Parliamentary Section were all busy and the Service had to take the next best thing: a translator who knows the area and has a great interest in interpreting: yours truly.

IN JAIL!

This was my first experience as a professional interpreter and I don't mind telling you I didn't get much sleep the night before. The next morning, my anxiety had reached fever pitch. But I was able to get over my stage fright and even forget it altogether the more interested I became in the subject matter I was translating and the environment I found myself in. For the first time in my life, I was in jail! Over the three days of filming at Joliette, we did around twenty interviews, working up to ten hours a day. I had to interpret for all kinds of speakers, ruthless motormouths who talked a mile a minute and merciful people who spoke calmly and slowly, taking the time to fully express their ideas. After each interview, I had a few minutes to catch my breath while the crew took down the equipment and set it up in another location for the next interview. I had the opportunity to translate a great variety of topics as well, from the

inmates' personal experiences, to correctional administration, legal concepts and criminal justice. I felt I had a good handle on the vocabulary, though I was sort of working backwards, since I normally translate from English to French. I also had to deal with different levels of language, from some choice Québécois swears to flowery poetry by one of the inmates. All in all, my experience helped me gain a greater understanding of the remarkable work accomplished by interpreters on Parliament Hill and elsewhere.

GREAT EXPERIENCE

I would have loved to have been able to record everything I saw and felt to share all I learned about CSC's work with my colleagues. I saw that the terminology we use

in our texts is generally applied in the field and that it reflects reality. After chatting with inmates, I realized they are people just like you and me and I am mad at myself for having been anxious about meeting them. After seeing the layout of the institution, I now have a mental picture of what I am describing in my translations. I know what a residential unit, a mental health unit and a prison classroom really look like. Finally, after having met inmates and employees of the CSC, I now have a very definite readership in mind for whom I write my translations. I know my work serves a purpose and draw motivation from the knowledge that my texts are being read. ♦



Members of the *Creating Choices Changing Lives* video crew filming an exterior scene

Photo: Raymond Charette

A New Video



Creating Choices, Changing Lives

Produced to commemorate the 10th Anniversary of *Creating Choices* (the Task Force Report on Federally Sentenced Women) and highlight advances in the area of corrections for women.


The inclusion of sincere, real-life testimonials by women offenders helps to shed light and understanding on this complex subject matter.

Should you wish to acquire a copy of the video, please contact:

Stéphane Bachand
Communications and Consultation Sector
Correctional Service Canada
340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9
Tel.: (613) 995-5364
Email: bachandsr@csc-scc.gc.ca

Produced by CSC's Communications and Consultation Sector, in collaboration with the Women Offender Sector
September 2000
Length: 20:43

Also available in French under the title *La création de choix, changer des vies*



Correctional Operations and
Programs Sector

Thank you Living Skills Regional Trainers!

By Nicole Allegri and Nancie Proulx,
Reintegration Programs Division

On May 4, 2000, former Commissioner Ole Ingstrup awarded certificates to the five Regional Living Skills Trainers. Charles LeBlanc, Joanne Reynolds, Diane Valentino, Bob Hayes and Jean Paquet have each dedicated years of service to training Program Delivery Officers in the Living Skills Programming series. To be certified, Regional Trainers must complete a number of requirements including specific instruction on training techniques, delivery of verbal feedback and program implementation procedures. Their primary role is to train, support and oversee Program Delivery Officers in their delivery of staff awareness and of all eight Living Skills programs and booster programs. To do this, they first had to become knowledgeable on program content and theory. Completing these elements has taken years of work and dedication, and the Commissioner recognized their achievement as he presented the awards. He emphasized the positive influence of the Living Skills Programming initiative on correctional services around the world. He stated that he regarded his decision to base program intervention in the Correctional Service of Canada on the cognitive model as one of his best during his tenure as Commissioner.

A REVOLUTIONARY CONCEPT

The Living Skills series of programs is based in part on the NewStart model. Many offenders were found to lack the problem-solving skills required to manage their everyday lives in five areas of life responsibility: self, family, job, community, and leisure. The Living Skills family of programs targets these areas. The Cognitive Skills

Training Program is the core program of the Living Skills series. The major premise of the cognitive model is that deficits in offenders' thinking contribute to criminal conduct. The program targets problem thinking, impulsiveness, problem solving and critical reasoning. The other programs in the Living Skills family include Cognitive Skills Booster, Anger and Emotions Management, Anger and Emotions Management Booster, Parenting Skills, Living Without Violence in the Family, Leisure Skills and Community Integration. Each of the Regional Trainers honoured by the Commissioner is an expert in all of these programs. The Cognitive Skills Training Program was piloted in 1988.

LIVING SKILLS PIONEER PROFILES

Charles LeBlanc ran the first pilot program at the Carlton Community Correctional Centre, in Halifax, Nova Scotia. He was a Parole Officer then and delivered the program in the community. He saw immediate effects of the program in offenders' lives, and was told by offenders' families and employers that they had noticed many signs of improvement. When Charles saw the program's impact on offenders, it propelled his professional interest in correctional programs. Charles explained, "Cog changed



Left to right: Ole Ingstrup, Bob Hayes, Diane Valentino, Jean Paquet, Joanne Reynolds, Charles LeBlanc, Lynn Stewart (front)

the way in which we treated offenders. It has revolutionized the correctional process." More than twelve years since the program was introduced, Charles LeBlanc is still involved in the program as Regional Trainer in the Atlantic Region.

Joanne Reynolds joined the Correctional Service of Canada (CSC) in 1986 and started working in Living Skills programming in 1990 after being trained by Liz Fabiano. She is currently the Regional Trainer for the Pacific Region. She was also

the National Trainer from 1992 to 1995. Joanne has the distinction of co-authoring the maintenance program for Cognitive Skills called, "Boosting Cognitive Skills." She feels that Living Skills programs are among the best in CSC because, "It is constantly growing. We learn from research, add components, we're always modifying and developing." She is a firm believer in the programs and has dedicated her career to them.

Diane Valentino started working for CSC in 1986. She is currently the Regional Trainer for Ontario. She received the first national trainers' training given by Liz Fabiano. Diane is also very proud of the strides being made by our correctional programs. "Living Skills programs have won international recognition as the 'best in the world.' I am proud to be part of this achievement," she said. Diane is also proud of "watching our Program Deliverers develop into the most enthusiastic, committed, diverse and effective treatment providers anywhere."

Bob Hayes has been employed by CSC for over twenty-five years and was involved in Living Skills programming for ten years. He is the Regional Trainer for Prairie Region. In 1995, he was awarded the Exemplary Service Medal. Bob enjoys receiving feedback from the Program Delivery Officers indicating how much impact the programs have had. "They believe in our programs and have taken the knowledge that we trained them to deliver to our offenders and have applied the skills in their everyday lives," he explained.

Jean Paquet was also honoured with a certificate. He was the Regional Trainer in Quebec until 1999. Jean was committed to working with offenders and decided to return to the institution as a Program Delivery Officer.

These Regional Trainers show tremendous dedication and commitment to the Service. This award is the culmination of years of perseverance and hard work. Congratulations! ♦

Corporate Development
Sector

Targeting Alcohol and Drug Abuse

By David Varis, Project Manager and Gilbert Taylor, Associate Director Operations, Addictions Research Division, Research Branch

Photos: Claire Perry

Put together over 260 enthusiastic delegates, a well-organized and interesting agenda delivered by knowledgeable experts for three sunny autumn days in beautiful Charlottetown and you have the formula for a successful conference! This describes the Corrections Research Forum 2000, hosted by the Research Branch, which took place October 25-27, 2000. Dr. Larry Motiuk, Director General, Research, welcomed participants to the conference, explaining: "the purpose of the Research Forum conferences is to demonstrate how crucial it is that correctional policy, programming and management be based on scientific findings and evidence rather than assumptions about what works!" He emphasized that this year's focus on alcohol and drugs highlights the work that the Correctional Service of Canada (CSC) and its criminal justice partners are doing to deal with substance abuse. For CSC, this includes the establishment of the Addictions Research Division in Montague, Prince Edward Island. Dr. Brian Grant, Interim Director of this new division provided everyone with more details on this exciting initiative.

COMMISSIONER'S CHALLENGE

Commissioner Lucie McClung opened the conference, stressing the importance of moving forward with the CSC addictions research agenda to ensure that it contributes to the safe reintegration of offenders into our communities. The Commissioner went on to tell the audience that the Addictions Research Division belongs to all CSC staff. She noted that the conference was a perfect venue for the many front-line staff in attendance to share their ideas.

This will ensure that best approaches and practices are the ones that will be researched and implemented. She expressed a sincere commitment to see CSC as a leader in corrections research, with exchange of ideas and knowledge an integral part of CSC's Mission.

CORRECTIONS RESEARCH FORUM 2000

Delegates attending the conference represented all segments of the criminal justice system including the National Parole Board, Royal Canadian Mounted Police, federal and provincial corrections, international partners, academics, addiction service staff, and community support volunteers. Among CSC participants from across the country were parole officers and managers, program providers, researchers, security specialists, psychologists and health care staff. They took part in many productive workshops and plenary presentations.

For example, the plenary session moderated by Monty Bourke (Warden, Kingston Penitentiary) on perspectives from our criminal justice partners provided views on the impact of substance abuse from CSC (Fraser McVie, Director General, Security), the Province of Saskatchewan (Don Head, Executive Director of Corrections), Prince Edward Island (John Picketts, Director, Community and Correctional Services), and the National Parole Board (Don Tully, Director, Policy, Planning and Operations).

Participants at the Corrections Research Forum 2000 also learned about Canada's Drug Strategy from Lisa Mattar (Health Canada) and the National Drug Strategy for CSC from Michel Roy, Assistant Commissioner, Corporate Development, CSC.

Another plenary session moderated by Robert Babineau, Assistant Deputy Commissioner (Atlantic Region) provided interna-



International Perspectives Panel

Left to right: Dr. Gerry Gaes, Director, Office of Research, United States Federal Bureau of Prisons; Dr. Jos Verhagen, Deputy Director, Department of Policy Affairs, National Agency of Correctional Institutions, The Netherlands; Peter Hassett, Director of Service, Phoenix House, Scotland; Robert Babineau, Assistant Deputy Commissioner, Operations, RHQ Atlantic, CSC



Dr. Serge Brochu, Director, Centre international de criminologie comparée, Université de Montréal



Workshops on Treatment in Non-correctional Populations

Left to right: Earl Miller, Community Support/Self-help Representative, Ont.; Donna Morrin, Warden, Joyceville Institution, CSC; Irene Shankel, Supervisor, Talbot House, P.E.I.; Jim Campbell, Manager Addition Services, Queen's Regional Health, P.E.I.; Hans Van Den Hurk, Community Support/Self-help Representative, Ont.

tional perspectives on the substance abuse problem for Scotland (Peter Hassett), The Netherlands (Dr. Jos Verhagen) and the United States (Dr. Gerry Gaes).

Over 20 workshops addressed topics as diverse as the health impacts of substance abuse, assessment methods and fetal alcohol syndrome.

SECOND ANNUAL D.A. ANDREWS LECTURE

One of the true highlights of the conference was the 2nd annual D.A. Andrews Lecture Series given by Dr. Paul Gendreau, Director of the Centre for Criminal Justice Studies, University of New Brunswick (Saint John). Always engaging, challenging, and humorous, Dr. Gendreau did not disappoint his audience.

WAS THE CONFERENCE A SUCCESS?

Overwhelmingly, delegates gave this conference a “thumbs-up” and were extremely satisfied with the content, venue and the overall package, particularly the informal networking which occurred. Warden Donna Morrin stated it best, “Thank you for the opportunity to attend the forum in PEI. I have received excellent feedback from my staff and new ideas to use at Joyceville Institution are already emerging.”

Further information about the Corrections Research Forum 2000 may be obtained by contacting the Addictions Research Division, PO Box 1360, Montague, PEI, COA 1R0 (Tel: 902-838-5900) or e-mailing: addictions.research@csc-scc.gc.ca. ♦



Alcohol and Drugs: Perspectives from Criminal Justice Partners

Left to right: Fraser McVie, Director General, Security, CSC; Don Tully, Director, Policy, Planning and Operations, National Parole Board; John Picketts, Director, Community and Correctional Services, Office of the Attorney General, P. E. I. ; Don Head, Executive Director of Corrections, Corrections Division, Saskatchewan Justice, Sask.; Monty Bourke, Warden, Kingston Penitentiary, CSC



Conference Closing Remarks

Left to right: Michel Roy, Assistant Commissioner, Corporate Development, CSC; Dr. Larry Motiuk, Director General, Research Branch, CSC; Dr. Brian Grant, Interim Director, Addictions Research Division, CSC

Communications and Consultation Sector

Listening and Talking to Canadian Communities

The Kingston Outreach Project

By Graham Chartier, Communications Officer, Communications and Consultation Sector

Since the Spring of 2000, the Communications and Consultation Sector of the Correctional Service of Canada (CSC) and the Ontario Region of CSC, have been developing and implementing a community outreach pilot project. If the pilot proves successful, the methods and tools used should help CSC communicate more effectively and positively with communities across Canada.

LINKING WITH CANADIAN COMMUNITIES

Describing to Canadians the complex role that the men and women of CSC fulfil in Canada’s justice system is a challenging task. Virtually all the individuals incarcerated in federal correctional facilities will one day return to the community and CSC must prepare them for that eventuality. Equally challenging is ensuring that communities recognize their own role in the safe reintegration of offenders and have a better understanding of the corrections and conditional release process. It is also important to create a meaningful dialogue so that the concerns of local citizens are heard and addressed.

For CSC, the objectives of this pilot project, and the future efforts that may flow from it are aimed at raising public awareness about corrections, boosting public confidence, encouraging citizen engagement and improving our relationship with partners, as well as learning from their experiences.

KINGSTON, ONTARIO - SITE OF OUTREACH PROJECT

The Kingston Outreach Project is an attempt to use one community to test the implementation of communications initiatives and tools. If it proves successful, other regions and communities across Canada could use or adapt any of the initiatives to reach members of their own community.

The choice of a site for the pilot project was not an easy decision. While Ontario was chosen because it contains 38% of Canada's population and is the hub of English-language media, several communities within the province were considered by CSC's Ontario Regional Management Committee. Ultimately, Kingston was chosen because of the pool of staff available who could support the project and the number of partners who expressed a willingness to get involved. Although Kingston is not a typical Canadian community, a telephone survey involving 600 people and focus groups with different target audiences showed that the community's understanding of corrections is surprisingly similar to that found in national public opinion research studies.

To encourage local support, CSC has invested considerable time and effort into talking to civic leaders, partners and staff to explain the objectives of the pilot and determine their interest in being involved. A partnership strategy was then developed to identify common areas of interest where partners could work together on specific issues to reach common goals.

DEVELOPING AND IMPLEMENTING USEFUL COMMUNICATIONS TOOLS

As a result of public opinion research and consultation which took place over the Summer and Fall, a number of initiatives are being developed. They include a Speaker's Bureau, which will involve community partners as well as CSC staff, plus a presentation binder containing information on various

aspects of corrections. Speakers will also be able to take advantage of training in both public speaking and media relations in the New Year.

Several events are planned to reach specific segments of the community. The first of these events took place on October 26 and involved Faith Communities. This event was co-sponsored by the Multifaith Council and the Church Council on Justice and Corrections and involved the faith community and its role in the safe reintegration of offenders (please see the accompanying article on the Faith Forum). This will be followed by events aimed at youth, business leaders and the community-at-large. Plans are also underway to create an event celebrating the contribution of volunteers to our criminal justice system, to coincide with the International Year of the Volunteer.

EVALUATING THE RESULTS AND PUTTING THE BEST INTO PRACTICE

Every single project being undertaken will be the subject of rigorous evaluation. The intention is to circulate these evaluations as widely as possible as well as posting them on CSC's InfoNet. A major goal of the Kingston Outreach Project is to share lessons-learned and best practices with other CSC staff, who may wish to undertake similar projects in communities where they work and live. In addition, another round of public opinion research will be undertaken in two years to determine if there has been a measurable change in understanding about correctional issues. All of the communications tools developed will be available to other CSC regions to use as-is or to adapt, although it's recognized that a targeted project and unique material will be required for Quebec.

The Outreach Project is being managed by a Steering Committee consisting of Tim Farr, Assistant Commissioner, Communications and Consultation at NHQ, and Brendan Reynolds, Deputy Commissioner of CSC's Ontario Region. They are being ably assisted by Elaine St Amour of the Communications and Consultation Sector and Chris Stafford of the Ontario Region. A number of working groups have also been established involving partners and employees involved in specific projects.

Staff who are interested in learning more about the pilot can contact Elaine or Chris, or visit the Communications and Consultation Sector's home page on CSC's InfoNet. ♦

Communications and Consultation Sector

The Kingston Faith Forum

Restoring People, Restoring Community

By Graham Chartier, Communications Officer, Communications and Consultation Sector

Photos: Elaine St Amour

On October 26, leaders of the faith communities in Kingston, Ontario, gathered together at a Faith Forum with representatives of the Ontario Multifaith Council on Spiritual and Religious Care, The Church Council on Justice and Corrections and the Correctional Service of Canada (CSC) to explore how to contribute to a safer community and to discuss the issues involved in helping offenders.

The tall gray walls of Kingston Penitentiary were lit by the setting sun as members of faith communities from Kingston and elsewhere in Ontario arrived at The Harbour Restaurant immediately west of the historic institution on the shores of Lake Ontario.

The restaurant's building was constructed as part of the sailing venue for the 1976 Montreal Olympics and the waters immediately in front of the restaurant and alongside the institution still contained a few sailboats that had not yet been put away for the coming winter.

CREATING A BETTER UNDERSTANDING

The Faith Forum was put together by the Ontario Multifaith Council and the Church Council on Justice and Corrections with sponsorship and support from CSC. The event brought 107 people concerned with corrections together for an evening of discussion and sharing. Its goal was to gather these leaders of the faith community together to create a better understanding of

Several events are planned to reach specific segments of the community.



Open discussion between the participants of the Faith Forum and the panelists

CSC's objectives and to explore the theme of a safer community and how we can all contribute to it.

The Faith Forum provided the opportunity for participants to learn from each other what works, what doesn't and why. Participants were able to share with each other the need to address and deal with some of the risk factors, both inside institutions and during reintegration into the community.

"CRIME IS A COMMUNITY AFFAIR"

Deputy Commissioner Brendan Reynolds of the Ontario Region of CSC welcomed participants to the evening's forum. He spoke of the importance of forming effective partnerships and of reaching out and listening to achieve safer and more peaceful communities.

Acting Assistant Commissioner of Correctional Operations and Programs Pierre Allard saluted the faith communities for "humanizing people". He spoke of the "monastic" model of isolation and penitence on which our present day penitentiaries are based. Yet he was clear in his belief that it was a fallacy to think that change can be brought about through isolation and stated that crime is a community affair.

Hugh Kirkegaard, the Acting CSC Regional Chaplain for Ontario, spoke about the positive role played by community chaplaincy. He also spoke of the Circles of Support initiatives and the positive impact they can have on the fragile nature of an individual's reintegration into a complex society and the need to bind the community back together again.

Lifeline worker John Rives spoke of the challenges facing those recently released from prison and read from some of his moving, award-winning poetry which underscores the indelible humanity of all prisoners. Mr. Rives is serving a life sentence and is currently on parole in Kingston.



Rev. Pierre Allard, Assistant Commissioner, Correctional Operations and Programs and Rev. Rod Carter, Director of the Restorative Justice Program at Queen's Theological College, Queen's University exchange ideas during a break at the Faith Forum

PANEL DISCUSSION INVOLVES EVERYONE

The attendees also listened to speakers and later joined others in a lively panel discussion that involved many of the audience. The panel included Steve Orr, Executive Director of the Kingston Branch of the John Howard Society, Rick Prashaw, Communications Coordinator for the Church Council on Justice and Corrections, Liz Chappel, the Executive Director of the Ontario Multifaith Council, Hugh Kirkegaard, A/Regional Chaplain for Ontario and Reverend Ron Dube, LifeLine Worker.

During one part of the panel discussion, Brendan Reynolds noted that CSC is prepared to offer assistance for events or projects related to the safe reintegration of offenders, as part of the Kingston Outreach Project. He said that while we are learning a great deal as we go about safe reintegration, all efforts come to naught "if there isn't a community to welcome offenders back." And he added that the failure rate for individuals returning to society after serving a prison sentence has never been lower.

During the panel discussion, one woman who had served a federal sentence spoke with deep feeling about the great work done by volunteers and how "it was the first time someone accepted me... they didn't judge," she told the audience in a moving contribution.

Many other issues were raised, including educating police services and correctional staff about the positive nature of Work Release Programs, having children visiting prison and the need to understand that those serving a sentence are people, not just offenders.

Based on evaluations completed by more than half of the participants at the Faith Forum, the evening can be considered a success. A total of 94% said they learned "a little" or "a lot" about correctional issues, and 69% indicated that their perceptions or opinions had changed as a result of the forum. Nine out of ten respondents also expressed interest in learning more about correctional issues, in particular, community corrections, restorative justice and alternatives to incarceration. But perhaps most importantly, 72% said that they could see a role for their community in the safe reintegration of offenders. ♦

Corporate Development Sector

2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice

By Deborah Podurgiel, Freelance Writer

October 27, 2000 – It seemed very fitting that the inauguration of the 2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice should be held in the newly opened *Morris J. Wosk Centre for Dialogue* at Simon Fraser University (SFU) in B.C. Housed in a heritage building, the newest addition to SFU's downtown campus has been carefully engineered to provide a stimulating environment for effective communication and shared understanding. A roundtable, state-of-the-art meeting room featuring the latest in electronic communications technology,

carpentered with honey-coloured wood throughout and furnished with wide, leather, swivel chairs, invites participants to not only listen and be heard, but also, to share and reflect upon ideas.

Dr. Rob Gordon, Director of the School of Criminology, SFU, outlined the conference schedule for the day and invited Jane Miller-Ashton, Director, Restorative Justice and Dispute Resolution, Correctional Service of Canada (CSC); Alison MacPhail from the Ministry of the Attorney General, B.C.; and Dr. Dennis Cooley from The Law Commission of Canada, to make a few opening remarks on behalf of the supporting partner organizations for the conference.

Starting off the lecture series was Dr. Nils Christie, Professor of Criminology, Faculty of Law, University of Oslo, Norway. Dr. Christie has authored numerous scientific articles and a dozen books. Among them are *Crime Control as Industry: Towards Gulags, Western Style* (rev. 1994) and *Limits to Pain* (1981). Dr. Christie's interest is analyzing the growth of imprisonment in industrialized nations. While serving as a member on the National Criminal Justice Commission in Washington, he published a report on American criminal justice policy entitled *The Real War on Crime* (1996).

Dr. Christie's lecture was thought provoking. He talked about issues such as punishment, restorative justice, the variances between differing penal systems and the impact of society's minimalist and maximalist views of justice and restorative justice. During his roundtable address, Dr. Christie stated, "I'm not going to preach on the blessings of restorative justice, even though I deeply believe in the strength found in that method. Instead, I intend to test or examine your views about restorative justice. I want to find out how far you think we could go with the model if we had the political power to do so? I also want to raise awareness about the course of the phenomena and discuss the interrelationship between restoration and punishment. I want to discuss whether you think restoration should be the major solution to all conflict, an equal partner in conflict solution between the penal system and the restorative system, or remain as a minor answer to some specific conflicts." Dr. Christie challenged us as Canadians not to be complacent about our paradoxical and puzzling situation as a country that clearly over-incarcerates, and yet leads in the develop-

ment of some of the most promising and hopeful approaches to criminal justice.

Harold Gatensby, member of the Raven Clan, Inland Tlinget Nation, in Carcross, was the conference's next guest lecturer. Mr. Gatensby was instrumental in introducing Native spiritual programs in Canadian prisons and community-based justice circles across Canada, as well as in the U.S., and was also a founding member of the circle peacemaking team at Nares wilderness camp near Carcross. Her Royal Highness, Princess Anne, recently presented Mr. Gatensby with a prestigious justice award in the category of *Individual Merit – Practitioner* during the *International Community Justice Awards* ceremony at the *Probation 2000 Conference* in London, England.

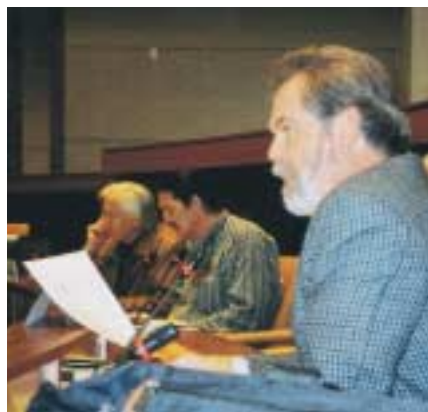


Photo: Jane Miller-Ashton

Dr. Rob Gordon provides opening remarks during the 2000 Ron Wiebe Memorial Lecture and Dialogue on Restorative Justice.

Front: Dr. Rob Gordon, Director of the School of Criminology, Simon Fraser University. Centre: Harold Gatensby, Member of the Raven Clan, Inland Tlinget Nation. Left: Dr. Nils Christie, Professor of Criminology, Faculty of Law, University of Oslo

Harold Gatensby discussed why his community and other First Nation communities are sharing their experiences, making pro-choices and taking on restorative justice initiatives. "We are not engaging in these approaches because they are wonderful things to do, but rather, because the pain in our communities has motivated us to action. We have no choice and it's a matter of life for us as a people to continue to live."

After lunch, participants attended two, one-hour discussion groups of their choice. Items for discussion included, *Seriousness and Range of Offences*: what is appropriate for restorative justice?; *Gender Issues, Power Imbalances*: particularly in relation to women, children and other vulnerable individuals; *Comparative Approaches*: how to put

restorative principles and programs into practice; *Implementation and Training Issues*: discussions on training challenges, lack of resources and how communities can pool existing resources to begin training for the practice of restorative justice; *Effectiveness Measures*: evaluating outcomes achieved from restorative justice practices and determining when it is right to do this; and *Critical Perspectives on Restorative Justice*: What various stakeholders have to say about restorative justice practices and how it can operate in a retributive system without compromise. This was followed by a lively plenary session at which time issues from the discussion groups were raised for comment by an expert panel that included Nils Christie, Karlene Faith and David Gustafson. Audience participation was encouraged.

The lecture and dialogue series was sponsored by the Centre for Restorative Justice, established in 1998 at SFU as a resource for research, training and technical assistance for local, national and international organizations in support of restorative justice practices and principles. It was created in memory of Ron Wiebe and was guided by a Steering Committee comprised of CSC staff, his widow Shirley, and his son Jeff. The only negative comment heard about this interesting and stimulating event was that there just wasn't enough time for all discussions to take place, and for all the many voices to be heard. ♦

Dr Christie challenged us as Canadians not to be complacent about our paradoxical and puzzling situation as a country that clearly over-incarcerates, and yet leads in the development of some of the most promising and hopeful approaches to criminal justice.

Corporate Development
Sector

Second Annual Ron Wiebe Restorative Justice Award Presentation

By Deborah Podurgiel, Freelance Writer

Photos: Jane Miller-Ashton

I did not know Ron Wiebe. In fact, I never had the opportunity to meet him. But after having read his book *Reflections Of A Canadian Prison Warden, The Visionary Legacy of Ron Wiebe: An Unfinished Conversation* and, after having attended the *Second Annual Ron Wiebe Restorative Justice Award Presentation*, which was as much about honouring the man and his memory as it was about honouring Ruth Morris, this year's award recipient, I realized how truly unfortunate that was.

On October 26, 2000, over 140 people ignored a typically raw, coastal evening in Vancouver and came to Simon Fraser University, to honour the memory of Ron Wiebe, to talk about the Restorative Justice work accomplished by him and by others, and to honour and recognize Ruth Morris, with the presentation of the *Ron Wiebe*

Restorative Justice Award for her determined energy in educating, challenging, and provoking new thinking in the Restorative Justice field.



Shirley Wiebe (right) presents the Second Annual Ron Wiebe Restorative Justice Award to Ruth Morris

The award was created as a lasting tribute to Ron Wiebe – a Correctional Service of Canada (CSC) staff member who died in 1999 of cancer. Ron, the former Warden of Elbow Lake and Ferndale Institutions was a person who believed deeply in restorative justice approaches and who put his beliefs into action on a daily basis. Developed by CSC's Restorative Justice Unit and National Steering Committee on Restorative Justice, the award recognizes Canadian initiative for work or lifestyle that transforms human relationships by enabling and promoting communication and healing between people in conflict – be they victims, offenders, colleagues, families or neighbours. This year, 33 very deserving and distinguished individuals and organizations were nominated for the award. They came from all walks of life and from all corners of Canada. The Selection Committee for the

Award included a variety of voices such as victims, ex-offenders and community and government representatives. The award itself is made of heavy crystal and is etched with a strong, healthy tree with far-reaching branches. For Ron Wiebe, the tree symbolized many things: endurance, regeneration, growth and interconnectedness.

For Ruth Morris, it was an award reflecting transformation. In her acceptance speech she admitted that she felt deeply honoured, noting that, "I have received other awards, but never one that is associated with a system I have challenged all my life." She felt that this reflected well on everyone involved in the award and in the system itself.

In the early 1960s, Ruth Morris and her husband were social activists in the United States as part of the Civil Rights Peace Movement and passionately continued their work when they moved to Canada in 1968. A qualified social worker with a doctorate in sociology and social work, Ruth Morris is the author of eight books on social justice, penal abolition and restorative justice issues.

Heather Bergen, CSC Assistant Deputy Commissioner, Pacific Region, spoke highly of Ms. Morris during her address. "Ruth is an energetic practitioner. She is living proof that the actions of one person can make a difference in society."

In addition to educating, publishing and advocating, Ms. Morris has created and nurtured eight community agencies that respond to the needs of disadvantaged people and that work directly or indirectly toward restorative justice. She has been the



Ruth Morris (right) and her husband Ray (centre) exchange a few words with Ron's parents, Elizabeth and William Wiebe, during the Ron Wiebe Restorative Justice Awards dinner

"Ruth's vision of restorative justice is about transformation. She has always sought to identify ways of assisting victims to be more than just survivors, offenders to be more than just rehabilitated perpetrators, and communities to be more than just relatively safe places to live."

recipient of several previous awards recognizing her contributions to social justice issues – most recently, the J.F. Woodward Award honouring her work in anti-racism. She was also the recipient of the Governor General's Award in 1993. As Heather Bergen pointed out, "Ruth's views have not always been the most popular, but she has stood by her principles. Ruth's vision of restorative justice is about transformation. She has always sought to identify ways of assisting victims to be more than just survivors, offenders to be more than just rehabilitated perpetrators, and communities to be more than just relatively safe places to live."

The award was presented to Ruth Morris by Heather Bergen and Ron's widow Shirley Wiebe who told Ruth that Ron would have been very pleased with the Committee's choice. Heather Bergen also read and presented Ruth with a letter of congratulations from CSC Commissioner Lucie McClung. Looking on in the audience were Ron's parents and three sons, as well as Ray Morris, Ruth's husband of many years. Three other award nominees were also in attendance: Glendon Flett, David Gustafson and Elder Art Shofley.

While the award presentation took centre stage, a posthumous book launch of Ron Wiebe's book – an informal view of Canada's prison system, edited by Bruce Nesbitt – was another highlight of the evening. In a brief conversation with Shirley Wiebe, she commented, "When you read the book, it's like Ron is there sitting in a chair and speaking to you."

Many people honoured Ron Wiebe throughout the evening. Ron's father, Bill Wiebe, shared with humour and feeling how Ron, even in his youth, displayed strong leadership qualities. While people dined and visited, Willis Taylor, who shared a friendship and a passion for the blues with Ron Wiebe, entertained everyone with his guitar and bluesy voice. After the final encore, the crowd showed their appreciation with a standing ovation, which was truly well-deserved.

But, it was a quote from Ron Wiebe made by his long-time friend, John Konrad, which stayed with me as the evening came to a close. "Ron Wiebe believed strongly in Family, Friends and Faith – the three Fs – which speak to the importance of relationships and the essence of restorative justice." ♦

Corporate Services Sector

Financial Information Strategy

A Change of Culture for CSC Comptrollership

By Viola Hennessey, Manager, Financial Operations, Corporate Services Sector and Louise Lépine, Communication Advisor, Communications and Consultation Sector

The Financial Information Strategy (FIS) is a government-wide initiative approved by Treasury Board in 1995 to enhance the government's decision making and accountability, and to improve organizational performance through the strategic use of financial information.

Former Commissioner Ingstrup, Assistant Commissioner Louise Saint-Laurent, Corporate Services and the Department's Senior Financial Officer approved the FIS Strategic Implementation Plan for the Correctional Service of Canada (CSC) (http://infonet/financepolicie/fatrf_e/fis_e/toc_e.htm). By integrating FIS with other government initiatives, CSC will provide managers with the very best management information available to assist their decision making and operations management. Supplying and using the necessary information is the cornerstone of FIS.

FIS is compatible with CSC's Mission, Core Values, Guiding Principles and Strategic Objectives, which direct CSC's action in implementing FIS.

CORE VALUE 5

"We believe in managing the Service with openness and integrity and we are accountable to the Solicitor General."

GUIDING PRINCIPLES

"We believe that the provision of relevant and timely information is important in order for the Service to demonstrate its accountability. As an agent of the federal Government, we will demonstrate fiscal responsibility by only seeking the necessary resources and using them in the best possible way."

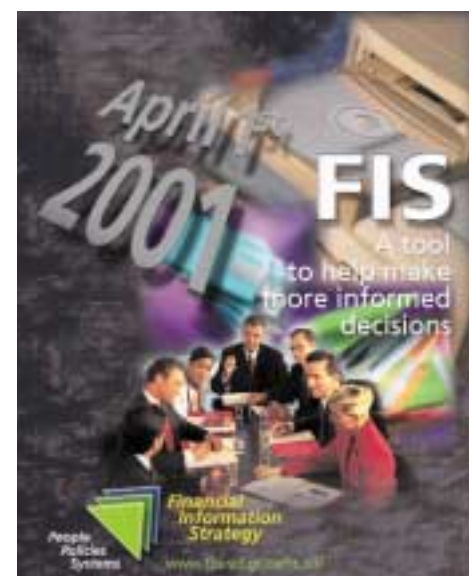
Viola Hennessey, of the Comptroller's Branch is Manager, Financial Policies, Authorities and Performance Measures, and Project Manager for the FIS initiative. She spoke to *Let's Talk* recently about the initiative and what it means to CSC.

WHAT IS MODERN COMPTROLLERSHIP?

First of all, in the federal government, comptrollership is a management responsibility. *The Report of The Independent Review Panel on the Modernization of Comptrollership in the Government of Canada* (http://www.tbs-sct.gc.ca/Pubs_pol/partners/rirp_e.html) reinforced this idea.

We can define modern comptrollership as focusing in four main areas:

- Ensuring that ethical practices and values guide our daily routines. For example, following such things as mission statements, codes of ethics and conflict of interest guidelines.



- Making sure that a mature risk management environment is in place. This means identifying significant risks and developing contingency plans to deal with them, such as our emergency response plans at the institutions.
- Shifting our focus to a results-oriented approach. More emphasis centres on achieving our results and having appropriate control systems than merely following rules and processes.
- Integrating our financial and non-financial information. This includes identifying the full cost of what we do in relation to the results we are achieving. This is what FIS is all about – getting the policies, procedures and systems in place and training our managers, their staff and finance staff to help achieve this objective.

WHY DO WE CALL IT MODERN COMPTROLLERSHIP?

In the past, government comptrollership has been seen as the exclusive preserve of financial staff. Traditionally, we in finance have been viewed as the keepers of the books who make sure that only authorized transactions are processed. We are not disregarding the need for controls and compliance, but adding a focus on results and values. We need to be able to demonstrate that CSC programs and services are producing results and are cost-effective.

By integrating FIS with other government initiatives, CSC will provide managers with the very best management information available to assist their decision making and operations management.



Photo: Ron Devries

Back row from left to right: Habib Chaudhry, Co-Chair, Capital Assets; Bram Deurloo, Team Leader, Integrating FIS in Departmental Processes; Judy Croft, Team Leader, Pacific Region; Ken Herbers, Team Leader, Prairie Region; Jim Carrier, Team Leader, Atlantic Region; Lincoln Wong, Team Leader, Ontario Region. Front row from left to right: Stan Fields, FIS Project Leader and Co-Chair Capital Assets; Robert Riel, Comptroller; Viola Hennessey, FIS Project Manager; Chantal St-Pierre, Quebec Region

HOW WILL FIS AFFECT CSC EMPLOYEES?

In this new environment, financial specialists will take on the role of management advisors. We in the Comptroller's Branch will play an instrumental role in helping to shift the focus of CSC managers towards the future.

In a word, what FIS means to CSC is change. The implementation of FIS encompasses change in people, policies and systems:

- For people, it is a cultural change from an approach based on rules, processes and controls to one focused on results. With the introduction of the new accounting policies and new financial systems, CSC will have to create a learning and training environment for its people.
- FIS adopts accrual accounting, Generally Accepted Accounting Principles (GAAP), which is the same basis of accounting used in the private sector. CSC will therefore need to review the existing financial policy regime and determine any modifications and/or new policies and procedures required.
- On April 1, 1999, CSC implemented the Integrated Financial and Materiel Management System (IFMMS) to accommodate the implementation of full accrual accounting and to facilitate the move towards linking our financial and non-financial information to our results.

The adoption of accrual accounting means three basic changes for CSC. These include:

- Expenses will be recorded when incurred. Currently we only do this at year-end when we record the payables-at-year-end (PAYE).
- Revenues will be recognized when earned and accounts receivable will be set up until the amount is collected. Currently we only recognize revenue when the cash is received.
- Assets will be capitalized. This means CSC will, for the first time, account for and report on the value on **all** assets. Since the first days of CSC, our Real Property acquisitions – such as our land and buildings, equipment, furniture, etc., were always entered in our books as expenses only. With accrual accounting, assets are recorded on a balance sheet and a portion is charged to expenses each year.

In summary, over the next few years, CSC employees can expect to see continuing trends toward:

- more automated transaction processing with the use of freed up resources to provide more (and more relevant) analysis and advice;
- fewer rules, better enforced;
- a clearer and more sustained focus on results, supported by more relevant and useful performance information;
- managers and finance specialists working more closely.

WHAT TYPE OF TRAINING DO YOU HAVE IN MIND?

Since April, we have been giving FIS orientation sessions to the Executive Committee members and our Regional Administrators

of Finance employees to explain what FIS is about, what is expected from people and to answer any questions. Until December 2000, we visited most of our finance staff, program managers and their staffs, clerical and administrative support groups, and real property and materiel management staff in their workplace to give them a similar session. Courses will be offered in accrual accounting, capitalization of assets and business analysis. Soon, a FIS Learning and Training Plan will be completed that will specify the courses offered, the dates and who should attend.

WHAT DO YOU CONSIDER THE BIGGEST CHALLENGES CSC WILL FACE DURING FIS IMPLEMENTATION?

By far the biggest challenge is that in the coming months our staff will have to identify, value, record and amortize our assets, i.e., 160 properties, 1,908 buildings, 51 institutions, 18 Community Correctional Centres, 83 Parole Offices, 8 HQ's/Colleges and 15,000 acres of land. All custodians of our assets will have to participate to help us identify and value their assets.

We will have to develop some 30 policies and procedures, familiarize staff with them and train them to ensure that we can produce a full set of financial statements using full accrual accounting principles in reporting to Parliament for the 2001-02 fiscal year.

I would say that the most challenging task for CSC will be the cultural change demanded by modern comptrollership. We will have to figure out how to maximize the new accrual accounting information and systems in our daily decision making processes. As you can see, we rely on the involvement of the whole organization to meet this challenge. A team is in place to implement FIS in CSC.

I would like to take this opportunity to tell *Let's Talk* readers that we also plan to post a FIS newsletter on the Comptroller's Branch Infonet site (<http://infonet/finance/mainmenu.htm>) to keep everyone informed of our progress

For more information on FIS, contact Viola Hennessey (613) 996-3744 or visit the Treasury Board web site: <http://www.tbs-sct.gc.ca/fin/>. ♦

Correctional Operations and Programs Sector

Getting the Best Value for Money

By Robert Climie, Health Care Services

That's what the Health Care Coordination Initiative (HCCI) is all about. Established in 1994, the HCCI coordinates federal government spending on health care services and products for eligible clients. It all began when several departments and agencies believed they could lower costs and achieve significant savings by entering a partnership.

The departments involved in this partnership have included Citizenship and Immigration Canada (CIC), Correctional Service of Canada (CSC), the Department of National Defence (DND), Health Canada (HC), the Privy Council Office (PCO), Public Works/Government Services Canada (PW/GSC), the Royal Canadian Mounted Police (RCMP), the Treasury Board Secretariat (TBS) and Veterans Affairs Canada (VAC). Each year, these departments spend more than \$2 billion on health care for approximately one million Canadians.

LOWERING THE COST OF HEALTH CARE

A study led by VAC concluded that a strategy of coordinated effort could substantially lower the cost of health care services and products purchased for a diverse group of clients including veterans, military personnel and the First Nations and Inuit peoples. Given the complexities of negotiations involving a number of federal government departments and health professional organizations, a Secretariat attached to VAC was established to support interdepartmental activities and to provide project management expertise.

To clarify its vision, the HCCI developed a three-year business plan for 1998-2001 focusing on high-return activities in the areas of pharmacy, dental care, vision care,

audiology and oxygen therapy while consistently maintaining or improving the level of client service. It produced an accountability framework with performance measurement indicators and published the first of three annual reports.

A RESOUNDING SUCCESS

"Reporting on the results of the coordinated efforts of nine partner departments is quite an undertaking and an achievement in itself for this sort of horizontal management initiative," said Verna Bruce, Chair of the HCCI Executive Committee. "I commend the HCCI partner departments and the HCCI Secretariat for their hard work and commitment to this initiative."

A few highlights of the HCCI's accomplishments in 1999 are:

- Actual results indicated that **savings** exceeded **costs** by more than \$1.2 million even though the Business Plan had forecast **costs** exceeding **savings** by \$1.9 million in Year 1 – a significant difference
- Completion of a vision care agreement in the Atlantic provinces for HC, the RCMP and VAC saving more than \$260,000 per year
- A joint pharmacy agreement in Saskatchewan for HC, the RCMP and VAC that will result in total savings to these departments of \$1.7 million per year
- Expansion of the Health Canada Pharmacy and Therapeutics Committee to become a federal committee to make recommendations on new drugs
- Preparation of requests for proposals for hearing aids and dental supplies
- Ongoing joint negotiations for vision care in the Prairies
- Completion of a joint policy review of oxygen programs and policies to reduce costs and improve service
- Exploratory work on the joint development of Health Information Management initiatives such as Electronic Health Record systems

Although the Annual Report for Year 2 remains to be finalized, the work completed to date is expected to save more than \$9 million. This means that partner departments can use those funds to meet the other health care needs of their clients. While the HCCI has accomplished a great deal, much remains to be done as the partner departments continue to seek ways to reduce health care costs for the benefit of all Canadians. ♦

Personnel and Training Sector

United Nations International Day of Disabled Persons



By Suzanne Leclerc, Communications
Executive, Communications and
Consultation Sector

In 1992, the United Nations officially proclaimed December 3 as the International Day for Disabled Persons. Observance of the Day aims to promote a greater awareness and understanding of disability issues and to mobilize support for practical action at all levels. This awareness will improve the well-being and livelihood of persons with disabilities by establishing and upholding a platform of equality.

EVERYONE CAN MAKE A DIFFERENCE

The Correctional Service of Canada (CSC) is proud to commemorate this Day and to celebrate the achievements and the full participation of persons with a disability in its organization. Persons with disabilities are under-represented in the CSC. According to the 1998-99 Annual Report to Parliament on Employment Equity in the Federal Public Service, they constitute 3.2% of CSC's total employee population compared to the 4.6% national departmental benchmark produced by the Treasury Board Secretary.

The Service recently developed the Employee Self-Identification Form for members designated under employment equity legislation – Women, Aboriginal Peoples, Visible Minorities and Persons with Disabilities. All individuals, whether or not they belong to a designated group, are encouraged to identify themselves for statistical purposes in order to compile workforce representation figures for CSC and for a report to Parliament on employ-

ment equity in the Public Service. Everyone can make a difference in helping the Service become an organization that welcomes diversity by gathering the information required to assess the representation of designated groups, to set goals and to monitor progress in reaching those goals.



Photo: Barbara Ouellette

Gérald J. Daigle, Parole Officer and Chairperson
of the NACPD

NATIONAL ADVISORY COMMITTEE ON PERSONS WITH DISABILITIES

In 1990, as a tangible expression of the CSC Mission Statement, then Commissioner Ole Ingstrup created the National Advisory Committee for Persons with Disabilities (NACPD). This committee was asked to identify and investigate areas concerning persons with disabilities employed by CSC, and also to support activities that may improve the working conditions and environment of persons with disabilities. The NACPD has since become a significant component of the Employment Equity sector by representing employees with disabilities and advising senior management on workplace accessibility and accommodation issues for existing employees. Currently, the NACPD is developing regional subcommittees across Canada to take a closer look at specific accessibility and accommodation issues.

ATTITUDE IS EVERYTHING

During this year's annual conference, held in Vancouver, Gérald Daigle was elected Chairperson of the NACPD. To fulfill his one-year mandate, Gérald will continue to raise awareness among his staff on disability issues and will provide advice and recommendations to the Service in the pursuit of employment equity for persons with disabilities.

Gérald is a native of northwestern New Brunswick, where he has worked as a parole officer since 1989. Gérald's disability is easy to see because he is missing an arm. "It was amputated when I was seven years old following an electrocution accident," says Gérald. "I grew up without my right arm and I don't even think about my disability. It doesn't prevent me from playing tennis or bicycling, gardening or walking in the woods."

Gérald's office at CSC in Grand-Sault, New Brunswick has been adapted to allow him to open the door while carrying his briefcase. He uses two or three fingers to type on his computer keyboard, and dictates most of his reports and casework records on a dictaphone. His colleagues are understanding and helpful, and make his workplace experience pleasant. "It's all a matter of attitude," says Gérald. He says he is proud to represent his CSC colleagues on NACPD.

Gérald Daigle is a strong believer in forging a closer working relationship between "champions" of diversity and "champions" of a learning culture. He knows that the richness of a learning organization comes from its diversity of people and of ideas and perspectives.

For more information, visit the Infonet site at: http://infonet-pt-pf/ee/ee_documentation/ee_mandate.htm ♦

For your information

A **disability** is a mental, physical or sensory impairment, or a combination thereof.

A **handicap** is not a condition, but an environmental, societal or attitudinal barrier such as lack of awareness that limits or prevents an individual from fully participating in the everyday activities and opportunities that we all expect and accept in life.

It is important to remember that:

- The disability resides in the individual; and
- The handicap resides in physical and social environments.

Correctional Operations and Programs Sector

An Ounce of Prevention...

“This isn’t a job – it’s an adventure”

By Jerry Weller, Freelance Writer

“If something I do helps a staff member go home safely or feel more secure, then I think I’ve accomplished something,” said Correctional Service of Canada (CSC) staff member, Perry William Kelly, during a recent interview with *Let’s Talk*.

Mr. Kelly wears a number of hats as the National Coordinator for Use of Force and Institutional Emergency Response Teams at National Headquarters (NHQ) Security Division. He examines CSC’s security policy procedures, our Use of Force Management Model and reviews videos of staff responses. He watches over our safety training and equipment with the Learning and Development Branch and Technical Services. Recently, he teamed up with the Ottawa-Carleton Regional Police Tactical Team and our trainers in an Royal Canadian Mounted Police study evaluating the TASER less lethal weapon.

Mr. Kelly has worked in a number of criminal justice system jobs. He is a lawyer and a certified defensive tactics instructor. He writes on the subject. And, he worked at the Solicitor General’s Policing and Law Enforcement Directorate. These experiences have helped him look at situations in a number of different ways. But, his preferred vantagepoint is the same as average, line correctional workers.

For instance, at the recent Use of Force Trainer’s Workshop in Laval, Mr. Kelly brought in a speaker to offer suggestions on how to enhance our communication skills. “We are all in the people business,” he says. “We talk and interact with all sorts of

people on the job. I believe everyone benefits by enhancing their communication skills.”

People know much of these things intuitively but seem to forget them when interacting with each other. Think of the last time that someone told you something positive about yourself but simultaneously shook their head “no” or used an abrupt or annoyed tone of voice. Recall how you felt when an inmate or a staff member you didn’t know was speaking to you and standing within a few inches of your face. “Sixty to seventy per cent of the messages we send are nonverbal or involve voice tone or personal space. When we slip into using poor communications habits with inmates who may have difficulty communicating their needs verbally, they may react physically,” says Mr. Kelly.



Perry William Kelly, National Coordinator – Use of Force and IERT

He also likes to know how things are going by trying them out himself. For instance, tasked with conducting a recent review of the ten-day basic Institutional Emergency Response Team (IERT) training, Mr. Kelly decided to take the George Plimpton approach. “I decided to take the training myself and compare it with other similar courses I have gone through.” For ten days Mr. Kelly went through the physical paces and skills testing with the other candidates. Some were close to twenty years his juniors.

During that IERT course, he was able to meet and discuss NHQ Security Division’s role with many of the IERT instructors and candidates. Mr. Kelly thoroughly enjoyed

the experience and gained an insider’s view on the concerns of line staff. “I hope this helped put a human, caring face on the entity known as Security in Ottawa,” he notes.

In some ways, Mr. Kelly sees himself in the risk management business, making sure that everyone goes home safely and employed. “It’s more than a job,” Mr. Kelly concludes, “it’s an adventure.” ♦

Corporate Services Sector

Good for the Environment and Good for Morale!

By Paul Provost, Senior Environmental Advisor

Every minute of every day, our actions affect the environment in some way or other. When the effects are positive, we pat ourselves on the back and say: “I’ve done my part!” Yet to grasp their full scope and realize that our ecological efforts are not in vain, we have to be able to judge the worth of our daily actions, however trivial. With this in mind, large organizations have good reason to develop tools that can help them measure their ecological progress and work toward continuous improvement. Otherwise, they are merely shooting in the dark.

PERSONAL INCENTIVES

What motivates people to practice “environmentally-friendly” behaviour at home? Most are probably interested in saving energy, using less water and recovering recyclable materials for economic reasons (lower energy bills, lower or more stable water and waste taxes). Others act more out of concern for the environment, for society and even for moral ideals. Nowadays, a host of examples shows that environmental preservation is an increasingly important component of society’s generally accepted code of ethics. But regardless of why we

contribute to conserving our natural resources, the ability to judge the results of our efforts merely strengthens our underlying motivation.

CORPORATE INCENTIVES

Although the reasons for our behaviour at home often relate to our pocketbooks, how do we account for ecological action in the workplace? We are not personally responsible for paying the company's energy and water, or waste disposal costs. So why would we take the trouble to change some of our behaviours and lower operating costs, which invariably affects the environment?

Various examples clearly show that employees care about environmental costs. What accounts for this phenomenon? In my opinion, managers who vigorously convey their environmental commitment to their team outperform others in this area. Call it "ecologically mustering the troops." Our interest is sustained when we are consulted and informed on a continuous basis. When we have literally made some of the decisions designed to improve our mission, our work or our environment, we become more involved. When we participate in activities that achieve results, we are encouraged to surpass ourselves, even if the direct benefits are sometimes intangible.

MEASURING PROGRESS

When we talk about performance indicators, performance measurement, or results-based management, one particular aim is to establish the capacity to measure organizational progress. An environmental management system (EMS) like the one that CSC is continuously improving is a vital tool for showcasing the value of ecological initiatives in the workplace. This decision-making tool has the dual advantage of providing constant guidance and acting as a powerful incentive for continuous improvement (see figure 1). EMS users always know where they are starting from, where they are at and where they are going. EMS is an extremely useful tool for sustaining grassroots motivation, promoting action and reaping all of the rewards of efforts made.

Lastly, the feeling that we are making progress in the broad sense of the word is good for morale. We emerge uplifted, proud to be contributing to a group effort and carried far beyond our daily cares. This, I believe, far transcends the dollar-value of our paycheques. ♦

Personnel and Training Sector

A New Staff Website on the Universal Classification Standard

By Louisa Coates, Communications Officer, Communications and Consultation Sector

Remember the Universal Classification Standard? Remember the talk about converting the way federal jobs are classified to a new and simpler system?

If you were wondering whether the Universal Classification Standard (UCS) had dropped off the radar screen, rest assured. Thanks to hard-working Correctional Service of Canada (CSC) staff across the country, you can find out what UCS is all about. Better still, you can get a sense of how and when your job will be reclassified—all with a click (or two) of a mouse on your computer keyboard.

A brand new website, the "CSC-UCS website," was recently created to explain everything you ever wanted to know about this important part of your work life. The goal of this site is to ensure that all employees have access to all the information they need on the new Universal Classification Standard.

ENSURING FAIR VALUE

Jean-Paul Bélanger, Director General, Classification and Staffing, says conversion to the UCS system is one of the most important changes in the Public Service of Canada in over 30 years. "Treasury Board plans to introduce the UCS at its next round of collective bargaining in order to

establish new rates of pay. Many of our employees have been involved in preparing CSC for this massive change. CSC, which is one of the five largest departments in the federal government, is well advanced in the process," said Mr. Bélanger.

CSC is committed to ensuring that work performed by staff is valued fairly and appropriately under the new Universal Classification Standard. One of the issues that members of the CSC UCS conversion team have been working on is ensuring that CSC job evaluation ratings are comparable to job evaluation ratings in other government departments.



Jean-Paul Bélanger, Director General, Classification and Staffing

Photo: Stéphane Bachand

Each region is represented in the UCS team. The team has been working hard, on our behalf, to fairly evaluate job positions and to meet Treasury Board deadlines.

INSTANT ANSWERS

The UCS website is composed of one corporate site that is linked to regional sites; regional sites are tailored to each region's particular interests and needs. Corporate and Regional UCS team members communicate regularly with regional website designers and each other in order to keep the information up-to-date and relevant to staff.

Visit the site and learn for yourself that UCS will soon provide you and all other federal employees with a new method of job classification and that our future Public Service will have clearer and more measurable standards for the work we are doing. ♦

Atlantic Region Training Initiative

By Chantal Albert, A/Regional Administrator, Communications and Executive Services

An innovative approach to staff training was given a boost at the Heads of Corrections meeting held in St. John's, Newfoundland, in May 2000.

The Correctional Service of Canada (Atlantic Region), the National Parole Board (Atlantic Region) and the Correctional Services of the Provinces of New Brunswick, Newfoundland, Nova Scotia and Prince Edward Island signed a Memorandum of Understanding on the Atlantic Training Initiative.

The Memorandum of Understanding strengthens and enhances regional staff training and development opportunities for each jurisdiction. It aims to provide each jurisdiction with a variety of regional training opportunities and to create a forum for exchanging training information and/or resources.

FROM VISION TO REALITY

During an October 1999 meeting of the National Heads of Correctional Training (consisting of representatives from each of the ten provinces and two territories, the five Training College Directors of the Correctional Service of Canada and the Director General, Learning and Development), some discussions centred on the difficulties of sharing training initiatives across Canada. The Atlantic Canada representatives decided to work together to facilitate staff training. The proximity of the four Atlantic Region provinces made the goal seem feasible. Atlantic Canada representatives therefore agreed to create a working group that would explore ways to make this vision a reality.

In December 1999, the working group held a video-conference to discuss training issues and initiatives. The representatives asked for copies of training material and research documents in order to be able to implement such training initiatives in their jurisdiction. Without a formal agreement,

sharing such information seemed impossible. In order to truly enhance learning and share information, a Memorandum of Understanding was needed.

OBJECTIVES

As stated in the Memorandum of Understanding, the objectives of this partnership are:

- to improve the sharing of staff training materials, curricula and calendars and to enhance overall communication linkages on staff training issues;
- to identify the legal and/or policy requirements in each jurisdiction that would impact training within each jurisdiction;
- to develop, improve and/or strengthen correctional training programs and their availability regionally;
- to create and/or enhance opportunities to address correctional staff training issues for all correctional employees in each jurisdiction whether dealing with adult, youth and/or community corrections;
- to analyze the cost-effectiveness of co-sharing the costs associated with joint federal-provincial training opportunities;
- to provide a cost-sharing process for inter-jurisdictional training opportunities;
- to provide assurances that each partner jurisdiction could opt out of any specific training activity not deemed to be cost effective for that jurisdiction or not in the best interest of that jurisdiction;

- to acknowledge that each jurisdiction may have training priorities that differ from those of the other partners;
- to review the possibility of creating an established set of criteria regarding the training required for each major occupational group within corrections;
- to explore means of offering train the trainer developmental opportunities;
- to endeavour to establish a jurisdictional library or reference centre consisting of course calendars, curricula, lesson plans and visual aids;
- to determine the major yearly training priorities within each jurisdiction;
- to explore successful methods of staff recruitment and retention and to create succession planning initiatives; and finally
- to identify two major training initiatives that could be undertaken in the Region each year.

ADVANCING OUR MISSION

One of the major benefits of this Memorandum of Understanding will be to augment staff development opportunities for correctional employees, which in turn will enhance correctional services in the Atlantic Region. This initiative directly relates to one of the Core Values of the Correctional Service of Canada, which states that "We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission." ♦



Left to right: Marvin J. McNutt, Director Corrections and Community Services Department of Justice, Province of Newfoundland; Fred Honsberger, Executive Director, Correctional Services Division, Department of Justice, Province of Nova Scotia; Willie Gibbs, Former Chairperson, National Parole Board; Ole Ingstrup, Former Commissioner, Correctional Service of Canada; Michel Thériault, Assistant Deputy Minister, Community and Correctional Services Division, Department of Public Safety, Province of New Brunswick; Dave O'Brien, Director, Community and Correctional Services, Office of the Attorney General, Province of Prince Edward Island

Spring House Breakfast

By Sister Mary Byrne and Sister Christina Doyle, Spring House Managers

The ninth Annual Spring House Breakfast took place Friday, Oct. 13, 2000 at the Anglican Parish Hall in Springhill. Every year at this time, the Spring House Board of Management, assisted by Springhill Institution staff, inmates and local churches, unite in the worthy cause of raising funds to maintain and successfully operate the Spring House facility. Unique to Springhill, this partnering spirit connects local residents, offenders and staff with the families of inmates in an effort to maintain supportive family relationships. This year is of particular significance to the hospitality house as it celebrates its fifteenth anniversary of operation.

Located on the outskirts of Springhill not far from the Institution, Spring House provides meals and accommodation at a minimal cost to family members visiting an

incarcerated relative. For many families that must travel long distances to maintain contact, Spring House has been a "home away from home." Sister Mary Byrne and Sister Christina Doyle presently manage the house and have seen the benefits of Spring House hospitality first hand. One guest expressed it this way: "There is a feeling of shame associated with having a loved one in prison. Just being with others going through this same experience and with the Sisters who welcome us and listen, removes that terrible feeling of shame." Another guest, an aging mother, has told how the warm and welcoming atmosphere at Spring House eases the anxiety of coming to visit her incarcerated son.

Owned by the Christian Council for Reconciliation, a non-profit organization, Spring House is operated by a Board of

Management made up of staff from the prison and people from throughout the county. The Board assists with the day to day operation of Spring House, and provides a liaison with the various groups involved. In an effort to support local businesses, care is taken to purchase goods and services in the community.

The Spring House Board of Management is grateful to the various businesses and companies that donate food for the breakfast. The Food Services staff at Springhill Institution, coordinated by Don Guilderson, Food Services Officer, provides food, expertise and professional services to ensure a well-rounded menu. Others who assist with the breakfast include inmates, church volunteers and interested members of the community. ♦

CSC Booth at Rural Exhibition

By David Cail, District Director, Rural Nova Scotia District

County fairs offer an important segment of Canadian society a venue to annually gather in celebration of a lifestyle. Competitions, rides, exhibits and entertainment provide a backdrop for thousands to share the best of their interests.

For these reasons, the Citizens' Advisory Committee (CAC) for the Rural Nova Scotia District organized a display booth at this year's Nova Scotia Provincial Exhibition in Truro, Nova Scotia. "We want to take advantage of any opportunity to educate the public," said CAC Chair Hank Neufeld, when asked about the reasons for a Correctional Service of Canada booth at the event.

To provide adequate coverage, Mr. Neufeld elicited support not only from the Nova Scotia Rural CAC, but also from CAC members at the Nova Institution for Women and Springhill Institution. In addition, staff from the Dismas Society, which operates a community-based residential facility in Truro, supported the project.



Deputy Warden Hal Davidson and family were among the many visitors to the CAC-organized booth at the Nova Scotia Provincial Exhibition



CAC member Helen Lowthers and District Director David Cail sit ready to meet with the public at the Nova Scotia Provincial Exhibition

In all, some 14 people volunteered over 50 hours of their valuable time, including the Wardens from both institutions and the District Director from the Nova Scotia Rural District.

Media presentations, pamphlets and direct conversations with interested individuals occurred over a five-day period. The cooperative efforts of three CAC chapters, a private agency and the Correctional Service of Canada staff reflect an effort to inform the public about an often misunderstood realm of the Canadian criminal justice system.

The interest generated by the CAC information booth highlights the need to heighten our profile by educating the general public. Our CAC Chair, Hank Neufeld, and his committee provided such a service and should be congratulated on their success. This District looks forward to its next adventure. ♦

Bike Patrol at Westmorland Institution

By Chantal Albert, A/Regional Administrator, Communication and Executive Services

On July 14, 2000, Westmorland Institution in Dorchester, New Brunswick launched an innovative way to conduct dynamic security. This minimum-security institution now has Correctional Officers (CO) conduct ground patrols on mountain bikes. In addition to monitoring the 2,700 acres of institutional land, the COs also patrol the village of Dorchester.

Although the institution had been considering "bike patrols" for many years, Robert Myers, COII, was able to get it off the ground. Westmorland Institution Warden, Mike Corbett, immediately supported Mr. Myers' idea. The initiative has given a tremendous boost to the morale and professional pride of staff members. Of the twenty COs who volunteered to work as patrols, ten were chosen.

This type of dynamic security has many advantages. To name just a few: increased contact with offenders during recreation; improved monitoring of offenders working on the farm; and most importantly, more frequent contact with the villagers of Dorchester. This enhanced visibility will help alleviate the concerns of Dorchester residents that offenders might leave the institution and enter the village.

Some offenders begrudgingly compliment the project with a smile, saying "we don't see or hear them coming now." ♦



Left to right: COII Mike Belliveau, Wayne Feindel, Mayor of Dorchester and COII Gilles leger. Bike patrols are supplied with mountain bikes, helmets bearing CSC Crest, T-shirts with CSC crest in front and logo on back, rain jackets with CSC logo on back and front, and water resistant, separable sports pants. The blue uniform offsets the white logos making them clearly visible to the public. Bikes are equipped with halogen night lights, carry on racks and water bottles. Each COII also carries a portable radio

First class of graduates Community Corrections Ministry Program

By Reverend Lorne K. Freake, Northwest New Brunswick Community Chaplaincy

The 2000 graduation exercises at St. Stephen's University in St. Stephen, New Brunswick, included six graduates with a diploma in the "Community Corrections Ministry" Program. This two-year program is a pilot project initiated by the Correctional Service of Canada and the University of St. Stephen Board of Governors.

Restorative Justice is alive and well, as half of the six graduates are ex-offenders themselves and now serve as ordained ministers. Most of them are already involved full time in Community Chaplaincy in the Atlantic Region. ♦



Photo: Lomax Baker

Left to right
Back row: Larry Morin, Gordon Green, Dave Hardy and Lorne K. Freake
Front row: Associate Dean of Ministry Studies Dr. Peter Fitch, graduate Al Ingram and Regional Chaplain (CSC) John Tonks
Missing: Katrina Phillips

Visitor from the Land of the Rising Sun

By Sam Johnston, A/Unit Manager, Atlantic Institution

On August 15, 2000 the Warden of Atlantic Institution, Simonne Poirier, was honoured to host Hie Yoon Jung for a briefing and tour of a unique maximum-security institution operated by the Correctional Service of Canada (CSC). Mr. Jung, a supervisor with the South Korean Bureau of Corrections, was seconded to the Atlantic Region for six months under an international exchange program. He arrived in Moncton, New Brunswick in May with his spouse and two children and has made many new friends at RHQ, Springhill Institution and Dorchester Penitentiary, his main postings. The experience has been extremely enriching for his entire family, which has enjoyed learning all about Canadian culture.



South Korean corrections official, Mr. Hie Yoon Jung and A/Unit Manager, Sam Johnston at the Main Entrance of Atlantic Institution in Renous, NB

Mr. Jung was deeply impressed by the innovative mixture of security and programming offered at Atlantic Institution. To quote Mr. Jung, "Canada has a very

advanced correctional system. CSC has developed a special method of balancing the security and programming needs of inmates. The rest of the world could learn much from your Service." In particular, Mr. Jung was interested in the gallery posts where correctional officers can monitor various departments, the main central control post that serves as the nucleus of the institution and the visiting and correspondence area, which includes the private family visiting program. Mr. Jung was especially impressed with the concept of a link between the institution and the community, and said he intended to submit the idea on his return to South Korea. At the end of the tour, Acting Unit Manager Sam Johnston made a special presentation in Mr. Jung's honour. ♦

Official Opening of the Regional Mental Health Centre at Archambault Institution

By Mario Lévesque, Director, RMHC, Archambault Institution

The Quebec Region's Regional Mental Health Centre (RMHC) officially opened at a ceremony held on October 4, 2000 at Archambault Institution. To highlight the event, regional managers of the Correctional Service of Canada (CSC) and the National Parole Board, along with district and institutional managers, wardens and staff, various key community stakeholders, citizens' advisory committee members and college and university representatives were invited to attend. Yves Fafard, Warden of Archambault Institution, and Mario Lévesque, Director of the RMHC, hosted the event.

NEW MISSION

In addition to its current mandate, the Centre was officially assigned responsibility for the mandate formerly carried out by the Institut Philippe Pinel de Montréal. With this new, expanded mandate, the Centre can now deliver the full range of intensive



Mario Lévesque greets participants

care and treatment services to inmates in the Region struggling with mental problems and offer complete out-patient psychiatric services to offenders at all Quebec Region institutions.

THE NEW MISSION OF THE REGIONAL MENTAL HEALTH CENTRE

The Regional Mental Health Centre provides specialized assessment and treatment services to offenders in Quebec Region to help them attain mental stability and develop the skills they need to successfully reintegrate into the community.



Richard Watkins underscores the outstanding dedication of RMHC managers and staff



Yves Fafard (right) hands the certificate of the Canadian Council on Health Services Accreditation to Richard Watkins

REGIONAL MENTAL HEALTH STRATEGY

In his speech, Quebec Region Deputy Commissioner Richard Watkins emphasized the outstanding dedication of RMHC managers and staff, which has allowed a more comprehensive application of the regional mental health strategy. By enlisting its own resources, CSC increases its effectiveness while upgrading its own efforts and developing its own expertise. Mr. Watkins also announced that a master development plan is under study for the construction of new facilities better suited to the Centre's new mission.

THE NEW REGIONAL MENTAL HEALTH STRATEGY

- The new Regional Mental Health Centre will deliver acute care and intensive treatment. Women offenders at Joliette Institution and dangerous offenders at the Special Handling Unit who require acute care will be referred to Institut Philippe Pinel for short-term hospitalizations.
- Intermediate care and treatment will be delivered at Joliette Institution and the Special Handling Unit.



RMHC employees and managers proudly display a banner underscoring the Centre's accreditation by the CCHSA



Ghislaine Carrier, Head Nurse and Sébastien Pilon, Criminologist/Parole Officer give the first "Award of Excellence" to Réal Delcourt, Correctional Officer at the RMHC

- All of the Region's institutions will offer out-patient psychiatry and counselling services.
- Aftercare and relapse prevention services will be provided in the community. The Martineau Community Correctional Centre and the Lafleur Community-based Residential Centre will deliver structured programs.

Mr. Watkins, Mr. Fafard and Mr. Lévesque took the opportunity to sign the new RMHC Mission document. Mr. Fafard reminded the audience that the Centre had been following a clear strategic policy over the last two years in its pursuit of continuous quality improvement. As a result, the Centre achieved a first important objective this year: official accreditation by the Canadian Council on Health Services Accreditation (CCHSA).

As an accredited facility, the RMHC is promoting its multidisciplinary structure that combines solid clinical and correctional components working in tandem to more effectively meet the needs of a challenging clientele.

Mario Lévesque, Director of the RMHC, also took the opportunity to praise the RMHC team for its unflinching efforts,

tenacity and initiatives, all of which were key to the Centre's accreditation.

RMHC CLIENT PROFILE

The RMHC admits, supports and now treats the offenders with the most acute needs in the Region. These include offenders at a very high risk of self-inflicted injury or suicide, as well as others struggling with major psychiatric problems or severe personality disorders.

Criminologically, the average offender admitted to the RMHC is 39 years of age, a second-time federal offender serving a sentence of 8 years, with a medium-security classification and a low reintegration potential. Clinically, such offenders exhibit high comorbidity rates (multiple diagnoses), including drug-related disorders.

PEER-VOTED "AWARD OF EXCELLENCE"

To underscore the excellent work of their peers, RMHC staff suggested creating an "award of excellence" two years ago during the RMHC's fifth anniversary celebrations. Management immediately approved and encouraged the initiative. Recipients of the award are honoured for their professionalism, sense of initiative and team spirit.

The selection committee, chaired by Parole Officer Sébastien Pilon, bestowed the 1999-2000 award of excellence on Correctional Officer Roger Desjardins at the official opening ceremony.

The Warden also gave two immediate bonuses and a certificate of appreciation to three RMHC staff members, Paule Laforest, Gilles Desjardins and Michel Baroudi, for their outstanding performance this year. ♦

First Reintegration and Research Conference

By Jacques Bigras, Senior Psychologist, Regional Headquarters

The first regional conference on reintegration and research kicked off at the Château Hotel at Mirabel Airport on May 24 and 25. Funded by the Research Division at National Headquarters and organized by Quebec Region, the conference hosted university professors, professionals from the Correctional Service of Canada (CSC) and other organizations, representatives of the National Parole Board and many researchers. Taking a multidisciplinary approach, the conference addressed a range of issues related to sexual offences, suicide, mental health, dangerousness, family violence and restorative justice.

The Regional Deputy Commissioner of Quebec, Richard Watkins, opened the conference by underscoring the importance of research to an organization like CSC. He gave examples of how research had helped CSC make progress by allowing us to measure and assess the relevance of our activities. Regularly updated statistical and research reports enable the CSC to educate lobbyists, editorial writers and radio and television commentators who sometimes transmit alarmist information to the public about CSC's operations and clientele.

Next came a comedy sketch by a young theatre group portraying the problems involved in gathering information in a correctional facility. The stereotypes portrayed in the sketch light-heartedly depicted a few of the approaches used with inmates, eliciting laughter from the audience.

An opening panel discussion, chaired by Dr. Luc Granger, head of the Department of Psychology at the Université de Montréal, featured Larry Motiuk, CSC's Director of Research; Guy Lemire, Director of the School of Criminology at the Université de Montréal, and Gilles Côté, Director of Research at the Philippe Pinel Institute. These panelists underscored the contribution of actuarial tables in assessing dangerousness and criminal risk.

Participants could choose from some twenty theme-based workshops covering a wide range of corrections-related topics: sex



Panel members: left to right: Carole Plante, Deputy Warden, Joliette Institution; Michel Roy, Assistant Commissioner, Corporate Development; Sonya Ellefson, Programs Coordinator, Archambault Institution; Yvon Nadeau, Coordinator, Integrated Sentence Management Program



The organizing committee. Left to right: Adrien Grégoire, Recruiting Officer; Lise Leclair, Technical Support, Paragraphe Company; Jacques Bigras, Senior Psychologist; Dominique Daigle, Management Trainee

offender treatment; profile of federal offenders who commit suicide; the criminal personality; motivation and receptivity with regard to correctional programs; profiles of substance use and abuse among CSC inmates; family violence; mental disorders and incarceration; women offenders and crime; the violence prevention program; and a profile of federal inmates in Quebec.

Also covered were the following topics: the impact of an aging offender population on correctional operations; success factors in psychological counselling; the specific problems of inmates belonging to ethno-cultural groups; the concept of restorative justice; dangerousness factors in psychiatry and the effects of physical activity in treating mental health problems.

At the closing session, Yvon Nadeau, Coordinator of the Integrated Sentence Management System Program, gave a pres-

entation on how programs have evolved over the past 30 years, from recreational activities in the 1970s to group therapy today. Sonya Ellefson, Program Coordinator at Archambault Institution, then described how correctional programs now depend on research data; and Michel Roy, Assistant Commissioner, Corporate Development, explained the major thrust of future research. Carole Plante, Deputy Warden at Joliette Institution, chaired the panel. The audience had opportunities to ask the panel members questions and offer their own comments on research at CSC.

Normand Granger, Chair of the Regional Research Committee and Director of Quebec's East-West District, gave the closing speech and thanked the organizing committee and the workshop chairs. He also pointed out that over 80 research projects are currently underway within Quebec Region.

To the organizing committee's credit, a compilation of conference evaluation reports showed that participants were very satisfied with the organizational arrangements.

Finally, the event increased awareness about the research being done within CSC and made everyone realize the importance of verifying the effectiveness of intervention targeting offenders. Many participants hoped for another conference to fill the need for discussion and sharing. ♦

Sainte-Anne-des-Plaines Institution Promotes Youth Awareness

By Georges Flanagan, Assistant Warden, Management Services, Sainte-Anne-des-Plaines Institution

On the evening of June 27, 2000, at a meeting organized jointly by a local youth centre and Sainte-Anne-des-Plaines Institution (SAPI), the Assistant Warden, Management Services, Georges Flanagan, led an information session at the centre for a group of 20 young people aged 14 to 17. Also at the session were two members of the youth centre's staff, special-education teacher Mélissa Poirier and remedial teacher Marie-Claude Cadieux.

A federal penitentiary is a rather mysterious place that generates a lot of public curiosity and sometimes concern because people don't know what goes on there. In order to make our operations more transparent and establish links with our local community, SAPI has set up a communications program that includes meetings with various segments of the community.

The gathering at the youth centre lasted over two hours, during which the Assistant Warden described the Correctional Service of Canada (CSC), the Institution, as well as a number of topics designed to raise young people's awareness about correctional realities. Taking care to use language suited to his audience, the Assistant Warden paid special attention to the way inmates progress through the correctional system, the positive contributions they make to the community, and the work we do in correc-

tions. After the presentation and discussion, the audience watched a video by the Region's communications sector on public protection and reintegration.

At the end, the audience bombarded the presenter with questions, making it clear that the presentation had sparked interest and that we had achieved our goal of informing and raising awareness.

Because of the enthusiastic response, we agreed to arrange a visit to the Institution for the early fall. The visit took place on September 21, 2000. The group was greeted by two of the Institution's employees and accompanied throughout the visit by the president of the inmates' committee.

The visitors heard talks by institutional employees about their various duties. For example, Parole Officer Nathalie Arbec explained her job and the qualifications it involves. Chaplain Pierre-Alain Argouin talked about his relationship with the inmates and what they seek through chaplaincy services.

At the end, the visitors each received a small souvenir made by the Institution's inmates as part of the training program in horticulture: a small green plant symbolizing the regenerative process underlying all of CSC's efforts. ♦



Left to right: (front row) Marie-Claude Cadieux, Mario Danis, Mélissa Poirier and Myriam Verdoni of the youth centre, and André Ayotte of Sainte-Anne-des-Plaines Institution

Crime Prevention Port-Cartier Institution Participates in Film

By Michèle Fournier, Offender Reintegration Coordinator, Port-Cartier Institution



Employees of Port-Cartier Institution, working with the Baie St-Paul youth forum and the Quebec City regional health and social services board, recently helped make a film designed to prevent youth crime. Over twenty corporate and community partners as well as volunteers from the Charlevoix region also contributed.

The involvement of Correctional Officer Marc Bouchard allowed the Baie St-Paul youth forum to complete the film in a real prison environment in order to maximize its impact on young people. Recognizing the importance of preventing youth crime, management at Port-Cartier Institution allowed a group of correctional officer volunteers to film the final scene in the administrative segregation unit.

Entitled *Amours glaciaux*, the film primarily targets senior high school students and deals with such topics as addiction, suicide and sexual assault. The actors are high

school students. The film tells the story of Pascale, a student who is in love with a drug trafficker. It shows how drug use upsets the lives of several young people from Baie St-Paul, leading to sexual assault, abortion and suicide. The film's realism undermines the image of crime as "cool."

Eventually the film will be used as a youth addiction prevention tool. Currently at the pilot project stage, it has been viewed by some 200 Baie St-Paul high school students and was broadcast on regional television.

The involvement of Correctional Officer Marc Bouchard allowed the Baie St-Paul youth forum to complete the film in a real prison environment in order to maximize its impact on young people.

Michèle Fournier, Offender Reintegration Coordinator at Port-Cartier, attended the film screening. She took the opportunity to deflate a few myths and answer questions about corrections. The students asked insightful questions, mainly on the daily life of an inmate.

All participants agreed that this sort of event should take place every year because it helps prevent youth crime. Parents were also very pleased that a Correctional Service of Canada representative was present to answer the students' questions.

All in all, a memorable experience for everyone! ♦

Port-Cartier Institution Employees take to the Stage

By Gilles Ringuette, Assistant Warden, Management Services, Port-Cartier Institution

Last May, a group of elementary students from the town of Port-Cartier attended a play put on by Port-Cartier Institution employees. Performed on May 24 and 25, the play aimed to inform and raise awareness and interest in natural resource conservation and recycling.

Lucie Dignard, an employee of Port-Cartier Institution and a member of its Green Plan Committee, came up with the idea of producing a play. Hedwige Herbiet originally wrote *La poubelle à Pimpim*, or Pimpim's wastebasket, in 1974. Directed by Robert Lavallée, another Port-Cartier Institution employee, the play featured ten characters: Crayonnet and Tarzan (Gilles Ringuette, Assistant Warden, Management Services), Cannette and Mauvaise Idée (Linda Robertson, Aboriginal Liaison Officer), Disquette (Réjean Thomas, Food Services Officer), Chaussette and Snoopy (Alain Boulianne, Supervisor, Correctional Operations), Pimpim (Yvette Desrosiers, Clerk, Inmate Pay), Bonne Idée (Sylvie Paquet, Clerk, Case Management) and Tintin (Nancy Cormier, Clerk, Segregation).

All of the sets were made from reusable materials such as wood scraps, paper and leftover paint. They were first assembled by Technical Services employees and then painted by two Port-Cartier volunteer inmates. The employees who participated in this production worked for nine months to bring it all together and rehearse their respective roles.

Some 300 youngsters from two schools, Mère d'Youville and St-Alexandre de Port-Cartier, came to see the play and interact with the players. They watched as the various other characters managed to persuade Pimpim not to just plop things into a wastebasket but to consider recycling them instead.



Left to right: Réjean Thomas (Disquette) and Alain Boulianne (Chaussette)

The play was such a huge success that a third performance was organized for the Institution's employees, their families and friends. All of the feedback we received, especially from teachers, was positive. The youngsters were quite impressed with the characters and understood the key messages about conservation and recycling.

Port-Cartier Institution employees were thrilled by their experience of working with youngsters and look forward to making an encore in the near future. ♦



Yvette Desrosiers (Pimpim)

Reaching Out: The Muskoka Community Fenbrook Institution and Beaver Creek Institution

By Susan MacLeod, Community Proposal Liaison, Fenbrook Institution and F. Craig Johnson, Inmate Volunteer Co-ordinator



Inmate George Mancini presents a quilt and receiving blankets crafted for Birthright Muskoka



Inmate Shon Hart starts to get the hang of knitting. The small squares made by inmates learning to knit were sewn together into dog and cat blankets and donated to a local animal shelter



Inmate Daniel Mesgun sews receiving blankets



Inmate David Pallister begins learning how to knit

Long before the “bricks and mortar” of Fenbrook Institution came to dot the Muskoka landscape, the Correctional Service of Canada (CSC) began engaging the local public in a forum of exchange. Muskokans naturally wanted to know more about the facilities and their operations, and CSC wanted to both inform the public and receive its input.

To this end, the Community Liaison Committee (CLC) of Fenbrook and Beaver Creek Institutions was created as a forum for discussion between the community and the Institutions. The CLC is made up of community volunteers who represent organizations and agencies active in the Muskoka community, along with CSC representatives, including the Wardens of both Institutions.

CLC members foster an ongoing dialogue with the greater community by supplying accurate, helpful information on issues and perceptions inside and outside the Institutions. This shared knowledge is a powerful tool in furthering mutual understanding and clear interpretations among the correctional facilities and their host residents, the people of Muskoka.

In general, the Muskoka region CLC has acted as a liaison between CSC and the public by such means as encouraging tours of the facilities and scheduling public information sessions. It has helped provide an effective platform for voicing concerns and fostering factual discussions of the issues among CSC and the Institutions' neighbours.

INMATE VOLUNTEERS GIVE BACK TO THE COMMUNITY

An opportunity to accomplish even more came when several inmates at Ferndale Institution decided to “give back” to the community. Inmate enthusiasm for volunteerism was identified clearly at the “Corrections 2 Community” forum, chaired by the John Howard Society and held at Fenbrook Institution in the fall of 1999. As part of its vision, CSC embraces the concept of inmate volunteers actively sharing their skills for the benefit of the larger community. The CLC was encouraged to champion this process and it succeeded with flying colours.

Since May 2000, Fenbrook Institution has employed one inmate full-time as the Inmate Volunteer Coordinator. This inmate works with the CLC in processing applications from community agencies and managing the inmate volunteer effort.

Under the direction of Volunteer Coordinators Jim Spicer and Cindy Jamieson, and along with Community Proposal Liaison Susan MacLeod, a program was established that would allow inmates to volunteer for charitable activities involving the community.

The inmates' first project was a combination of proposals from three different community organizations, all of which had requested that certain items, including infant clothing for local hospitals and for needy families, be knit or sewn.

FROM COOKIES TO QUILTS

The St. Joseph's Catholic Women's League was approached and agreed

to solicit for donations, train and supervise weekly Knitting & Sewing evenings at the Institution. Every Wednesday evening, inmates meet to produce different items such as baby booties, receiving blankets and quilts.

Another project in the works is to create a logo for the Muskoka Volunteer Network. Six artists' impressions have been made and submitted to the organization for its consideration. Additionally, inmates will produce a display board for the group.

Inmate groups have been encouraged to take on individual projects. The Lifers' Group has designed and made an artist's easel for use in a local public school, and the Native Brotherhood is organizing a cookie drive for the Girl Guides of Canada.

The volunteers held a food/money drive for the Bracebridge Manna Food Bank and are planning to develop a cookbook for sale, with the proceeds donated to a local youth group.

So far, 71 inmates have signed on for volunteer work. Inmate Volunteer Coordinator F. Craig Johnson believes that volunteering for charitable and non-profit agencies is an excellent way to spend quality time, especially in institutions, where free time can all too often be a drawback.

“This program offers individuals a very positive experience where everyone wins,” says Mr. Johnson. “The future of this program looks very promising. The whole team is working together to make it a success”. ♦

Man's Best Friend Extends a Helping Paw to Older Offenders

By Monika Stolte, Parole Officer, Bath Institution and owner/handler of Alexi

Ms. Marie-Andrée Drouin of the Older Offender Division at NHQ recently visited Bath Institution during her "fact finding" tour of various institutions in order to speak to, and about, older federal offenders. While here, she discussed various issues of special interest to older offenders, such as accommodation, health care, recreation, programs, security, employment and community after-care.

I am a Parole Officer at Bath Institution who also enjoys showing and training a number of purebred German Shepherd dogs that I have. After Ms. Drouin left, I met with the Chairman of Bath Institution's "50 More or Less Group" and explained that I take my dog Alexi (Canadian Champion Nacasha's Brandi Alexandra) to visit residents at a local retirement home. I asked him if that was something of possible interest to older offenders at Bath Institution.

The inmates he spoke to all gave an enthusiastic "thumbs up" to the idea.

PREPARING THE RIGHT DOG FOR THE JOB

I then gathered up all the dog's certificates (such as Temperament Tests, Canadian Championship, Canine Good Citizen, and St. John Ambulance Therapy Dog), wrote a letter of "introduction" and provided these to the Bath Institution's Administration for approval. The Management Team, as well as the Union of Solicitor General Employees, approved the initiative.

Alexi is a 3-year-old female German Shepherd, who has been visiting residents of Briargate Retirement Village (near Kingston) since October 1999, where she "visits" and interacts with a variety of older and infirm

residents, many of whom are bedridden, use walkers or wheelchairs, and suffer from Alzheimer's Disease. She has always been very well received there and has gained considerable esteem for her behaviour, temperament and gentleness.

A great deal of work, time and effort goes into having a dog certified to work as a



Robert W. Brown and Walter Cheney from the "50 More or Less Group" and Monika Stolte, Parole Officer, Bath Institution with Alexi being presented with a Certificate of Appreciation

St. John Ambulance Therapy Dog, to achieve a Canine Good Citizen certificate, to pass the Temperament Test, and to become a Canadian Champion show dog. The dog must be familiar and comfortable with situations and tests that include: meeting and greeting strangers (including other dogs); a gun test; a drunken/aggressive stranger test; crowds; obedience exercises and being examined by a stranger.

THE OLDER OFFENDERS MEET A NEW FRIEND

The arrangements were made and many of Older Offenders were awaiting our arrival at the institution on August 6 when I brought Alexi in for the first visit with the Institution's "50 More or Less Group."

Alexi was very well received by the dozen or so men in the group and I am sure Alexi was happy because I had provided the men with tiny dog biscuits and a ball for them to toss to her. Many of these offenders have not had the pleasure of playing with a dog for a long time and others have never really been comfortable around dogs but Alexi's obvious pleasure made all relax. We spent a good hour and a half with the group while many of the offenders played with and petted the dog and asked me many questions about her. We discussed everything from feeding, to

training, to dog show procedures and rules. Everyone, including the dog, had a good time. The group appeared to be very appreciative of Alexi being there with them, and indicated they wanted it to happen again.

The second visit to Bath Institution occurred September 3 and again the visit was a great success. This time, many of the men chose to have the institutional photographer take their pictures with Alexi. The group even presented Alexi with an "appreciation" certificate, indicating she has been made a member of the Bath "50 More or Less Group."

Arrangements have been made to bring Alexi in on a regular basis, depending on what the group wishes to do.

Although this program is in its infancy, it is very obvious that there was nothing but appreciation and delight in this dog visiting with the offenders. It appears to be very therapeutic for the offenders. They were able to have "fun" as well as get close to a "pet" once again and feedback from the group's chairman was entirely positive.

We hope to keep this program going. We also recognize that this is just a small effort to acknowledge that, on occasion, we can assist in bringing some positive "feel good" influences into a prison environment, as well as provide some special programs for certain offender groups, such as the older offenders. ♦

CSC Runs for Breast Cancer

By Jane Tassielli, Communications and Executive Services

On Sunday October 1, the Correctional Service of Canada (CSC) entered two teams in the CIBC Run/Walk for the Cure. Over 1,500 local residents participated in the run/walk to raise money for breast cancer research. It began and ended at the Regional Correctional Staff College. The first team, the "CSC Crime Busters," included Jane Tassielli from Ontario Regional Headquarters and her two children, Jacob and Alexandra, Suzanne Kellermann from Kingston Penitentiary and her son, Justin,

Theresa Westfall and Steve Dine both from Regional Headquarters, and Susan MacKenzie, Regional Health Care Administrator. Steve Dine raised a significant amount of the total team contribution of \$805.00



CSC Crime Busters

The second team entered was the "Millhaven Road Dogs." Its members, Paul Chaves, Laura Light, Kim Racicot, Tracey Fenton, Gervais Serran and Judy Burstyn, were able to raise a total of \$1,965.50. Paul Chaves was the team's top pledge collector. ♦



Millhaven Road Dogs

International Day of the Older Person Reception at Pittsburgh Institution

By Janet Clark, Assistant Warden, Management Services, Pittsburgh Institution

On Thursday, October 5, Pittsburgh Institution held a small reception in recognition of International Day of the Older Person. Approximately thirty members of the senior's group enjoyed cake and coffee. The Chief of Health Services, Jan Holland, in collaboration with Food Services and the President of Pittsburgh's senior's group, organized the reception.

Mrs. Holland welcomed everyone in attendance and introduced the group to Deputy Warden Ron Fairley and Unit Manager Robert Clark, nursing staff Greg Stewart and Didi Hillberdink.

Mr. Fairley began his presentation by explaining what International Day of the Older Person is all about and its significance to the Correctional Service of Canada (CSC). He described the initiatives in progress within the Service to deal more effectively with the unique and specific needs of an aging population. He also explained the challenges facing CSC when

it comes to making changes. He told about the problems facing policy makers who have no first-hand experience in the area. Then, he challenged the group to enlighten CSC on seniors' needs and make suggestions that could start the ball rolling.



Peter Mulder (chairperson of Pittsburgh's Senior Group) is shown cutting the cake at the celebration held at Pittsburgh on International Day of the Older Person

Mr. Clark addressed the group in turn and promised to meet with the seniors on a regular basis in an effort to work out some interim changes in the Institution while awaiting a national policy review.

During a question and answer period, the offenders mentioned a few generally held generic concerns related to the education and employment needs of older offenders. They praised Pittsburgh Institution for giving older offenders placements on admission and for its excellent and accessible Health Services. ♦

The Three Amigos

By Jane Tassielli, Communications and Executive Services

How did these three men help over 900 people?

At a recent appreciation night sponsored by the Kingston Branch of the Canadian Blood Services, three Correctional Service of Canada employees were awarded certificates for their many blood donations.



Left to right: Rick Chalmers, Al Meloche and Mark McIntosh have donated 75, 100 and 50 units of blood, respectively

Al is the Ontario Region Employee Assistance Program and Critical Incident Stress Management Coordinator. Mark is a Clerk at Ontario Regional Headquarters, and Rick is a Correctional Officer at Collins Bay Institution.

The three are presently spearheading a Christmas blood donor drive among correctional employees in the Kingston Area.

Since each donation can help up to four recipients, their total donations could help over 900 people! ♦

Friends of the Correctional Service of Canada Museum Boat Cruise

By Rae Gately, Correctional Supervisor, Kingston Penitentiary

The Friends of the Penitentiary Museum at Kingston Inc. hosted a cruise aboard the *Island Star* on September 6, 2000. A resounding success, the cruise was intended to raise funds to advance the development of the Correctional Service of Canada (CSC) museum. Those attending included MP Peter Milliken who continues to demonstrate his support for the Museum.

The event was relaxing and informative, as guests were served an excellent assortment of canapés and treated to a presentation by Curator David St. Onge. The curator provided some very entertaining glimpses into the history of the prison and its relationship to the waterways linking the prisons of Ontario and Quebec.

One highlight of the cruise came when the *Island Star* proceeded west beyond its normal route to provide a rare view (for

Photos: Rae Gately



David St-Onge, Curator of the CSC Museum, displaying artifacts



Winston MacLellan, Chairman of the Friends of the Penitentiary Museum Inc. at Kingston and MP Peter Milliken



View of the Kingston Penitentiary from the water

most of us) of the south wall of Kingston Penitentiary as it appears from the water. All in all, the cruise was a pleasant and memorable event.

The Friends of the Penitentiary Museum at Kingston Inc. would like to thank its members and the community for their ongoing support, with a special word of gratitude to the retired volunteer staff members who have donated so many hours and contributed so generously to making this a record year for the Museum.

For information on becoming a "Friend" of the Penitentiary Museum, please contact: Connie Cookman at (613) 547-7510, or by e-mail, cookmanca@csc-scc.gc.ca ♦

Employee Assistance Program Week

By Michelle Korzenowski, EAP Referral Agent, Riverbend Institution

Saskatchewan Penitentiary stood by with disbelief as Riverbend's tug-a-war team pulled up to compete in the tug-a-war competition. Unfortunately, team leaders "Mike and Pat" were sent back to pasture for exceeding their weight class. Unit 2 staff of Saskatchewan Penitentiary, were recognized for winning the competition. The annual Employee Assistance Program (EAP) week was a great success filled with plenty of activities and fun to promote the Program. ♦



Relocation and Expansion of the Oskana Community Correctional Centre

By Dale Delainey, Commissioning Officer

On July 27, 2000, the Correctional Service of Canada (CSC) announced that a proposed site had been chosen for the construction of a new, 42-bed facility replacing the aging 20-bed Oskana Community Correctional Centre in downtown Regina.

Oskana has operated in the core area of the City of Regina since 1972. Over the last 28 years, the CCC has built an excellent working relationship with the City of Regina, the Regina Police Service and the local Core Community Association. The proposed site would keep the Oskana Center in the same core area, six blocks from its current site. The Correctional Service of Canada selected the site with the assistance of Public Works and Government Services Canada along with the support of the local Core Community Association.

Initially, the plan was to renovate the existing facility. However, the current building's numerous occupational health and safety deficiencies and offender population projections indicating a need for increased bed space prompted CSC to seek and obtain Treasury Board approval for the construction of a new, expanded, 42-bed facility.

The proposed facility would comprise seven independent living units, each accommodating six residents. It would blend with the architectural style and character of existing neighbourhood homes. Construction could be completed by the spring of 2002.



Photo: Regina Leader Post

Core area resident, Beth Gleason, in attendance at the Oskana Centre Open House held on August 22, 2000. Preliminary design drawings of the proposed new CCC are behind her

The public consultation phase of the project started in mid-July with a letter hand delivered to the immediate neighbours of the proposed site and a news release. An open house took place August 22 from 2 p.m. to 8 p.m. at the existing Oskana Centre to allow the public to find out more about the proposal and to seek community input. Although public attendance was low, the media turnout was strong.

So far, community feedback has focused on safety issues and property values. Some residents are dissatisfied with the amount of public involvement in the project to date.

Next steps will include taking advantage of opportunities to provide accurate, factual information to the community in order to help ease its concerns, and to work with the City of Regina in evaluating other possible locations for the facility.

A final decision on a new location for the facility is expected by the end of the year. ♦

Correctional Service Award for Humanitarian Contribution

By Joanna Pauline, A/Assistant Warden, Management Services, Edmonton Institution

Warden Chris Price presented Correctional Supervisor Terry Sharun with the Correctional Service Award for Humanitarian Contribution at the General Staff Assembly on July 27, 2000. Terry's example shows how one person's enthusiasm and commitment as a volunteer can affect the life of a community. He and his family are all very active in the Leduc (Alberta) community.

Terry led and organized the 1995 powerlifting competition in preparation for the Alberta Provincial Championships for the Physically Challenged at Leduc, Alberta; the 1996 Canadian National Championships; the 1998 World Bench Press Championships; and the 1999 Western and Alberta Championship. In July, 2000 Terry acted as Director and hosted the Strongman Competition in the City of Leduc. The Competition consisted of tractor-pulling, truck pulling, tire flips (weight of 295 kg), carrying 114 kg in each hand for 30 m and back. This was a first time event for Leduc and it was received very well. There were 40 competitors. Applications were received from as far away as Holland.



Left to right: Chris Price presents Terry Sharun, Correctional Supervisor, with the Correctional Service Award for Humanitarian Contribution

In addition to organizing major competitions almost every year, Terry is Treasurer of the Alberta Powerlifting Association and teaches powerlifting. He is currently President of the Leduc and District Minor Football Association.

His leadership was recently honoured with a Citizen of the Year Award from the City of Leduc in February 2000. Terry also received an Athletic Achievement Award in 1999. His community involvement has helped spread a positive image of the Correctional Service of Canada. ♦

Ceremonial Table Installed at Regional Headquarters

By Tim Krause, Regional Communications Officer

A beautiful, 2.4-meter round table was installed in the Aboriginal cultural room at Prairie Regional Headquarters in October. The table was designed and built at the Saskatchewan Penitentiary CORCAN cabinet shop.

The idea for the cultural room came from Deputy Commissioner Rémi Gobeil whose travels and activities had generated quite a number of special gifts from Aboriginal organizations that required a special place for display. During the recent renovations at Prairie Regional Headquarters, one of the meeting rooms was converted into an

Aboriginal theme room. In keeping with the Aboriginal theme, a round table seemed suitable.

With little more than a rough idea to work from, the Saskatchewan Penitentiary CORCAN cabinet shop was approached to take up the challenge. According to instructions, the shop was to build a round table and try to incorporate a few Aboriginal design elements.

The finished product far exceeded everyone's expectations. The table is made of oak with walnut edging and inlay. Its base

resembles a ceremonial drum. The top consists of four quadrants constructed from wood specifically chosen to ensure that the grain runs toward the centre. Only top quality wood was used in the construction. A clear, water-based stain was applied to finish and protect the wood and to enhance its natural colour and beauty. The tabletop was built in two sections to fit through normal sized doors.

Spearheading the project was cabinet shop Instructor Don Wiegiers, along with offenders Vince Nahbexie and Mike Nelson. Mr. Wiegiers gave credit for the project to Mr. Nahbexie and Mr. Nelson who played a critical part in both the design and construction. Mr. Wiegiers estimated that over 200 hours of painstaking work went into the finished product.

Mr. Nahbexie drew a parallel between his current healing process and the process he followed to construct the table. "I took great pride in my work and saw the project as a real challenge - just as life involves changes and challenges."

Along with the table were eight beechwood chairs. The chairs were supplied by another company, but finished and upholstered at Saskatchewan Penitentiary.

Mr. Nahbexie and Mr. Nelson were on hand for the table's delivery at RHQ. They were honoured and thanked for their contribution at an informal ceremony headed by Regional Elder John Stonechild. The table will certainly be a treasured, welcome addition to Regional Headquarters for years to come. ♦



Left to right: Regional Elder John Stonechild, Vince Nahbexie, Mike Nelson and CORCAN Cabinet Instructor Don Wiegiers in front of the ceremonial table

Convicts, Computers and Kids

By Ellen Henderson, CORCAN Corporate Communications

Sounds like an unlikely combination doesn't it? Well think again! A new program launched in the Pacific Region of the Correctional Service of Canada (CSC) is teaching parolees new skills they can use to get a job while also providing desperately needed computers to children in inner-city elementary schools throughout British Columbia.

Computers for Schools is a nation-wide program that started a few years ago. It aims to recycle computers that companies and governments discard for newer, more powerful models. Volunteers from a variety of service clubs refurbish the older computers and send them to schools across Canada. The concept is brilliant and helps prepare all of our children for success in the rapidly changing world of technology.

THE KEYS TO SUCCESS

The program appeared at a critical time when school budgets, already strained to the limit, were finding it tougher and tougher to keep up. Poorer inner-city schools were suffering the most, rapidly failing to meet their students' needs for computers to learn even the most basic keyboarding skills. By denying them equal access to technology, the key to job market success, we are jeopardizing our children's futures.

Since the Computers for Schools program started in the mid-nineties, over 200,000 refurbished computers have been delivered into the hands of the nation's grateful schools. In British Columbia alone over 27,000 machines have found their way into classrooms and to the eager fingers of young keyboarders.

DOUBLE THE VALUE

Combine this concept with the needs of another segment of society that also wants to learn how to succeed in today's technology-driven market place – people paroled from federal institutions – and you double the social value of the whole program.

That's what's happened in Pacific Region when, in 1998, CORCAN offered to fund a pilot workshop in partnership with Computers for Schools and the Salvation Army to teach paroled inmates how to refurbish computers.



John Houck, General Manager of Computers for Schools, quickly saw the proposed program as a win-win situation for everyone: "We've had about 35 parolees participate in the program so far and some have gone on to obtain a solid background in computers through a more formal education. So they've actually started building a career for themselves."

WINNERS ALL-ROUND

Since opening in December 1998, CORCAN workers have refurbished a grand total of 1,700 computers for British Columbia schools.

And what do the children think? Recently, students from a grade six class in Inman Elementary School in Burnaby took the time to write to CORCAN's Regional Director, Pacific Region, Sandra Thiessen, to thank CORCAN for its fine work.

One grateful student explained, "We use the computers for typing poems and reports and also for researching. They are great resources for kids our age," adding, "I hope you continue what you are doing so that kids in the future can get an equal opportunity to learn how to type and use the computers." Another student offered the view that "recycling computers saves pollution and saves money for schools."

For Ms. Thiessen, Computers for Schools is a proven winner. "Our parolees learn valuable skills that give them an edge in the work force and they are really thrilled to make an important contribution to society and to the kids. It gives them a real sense of pride and satisfaction." ♦

Spiritual Care in Prison Where Freedom Begins

By David Hough, Citizen Advisory Committee Chairperson, William Head Institution and an active member of the Restorative Justice Coalition

The following article was written by Tim Newell, Governor (Warden) of HMP Grendon and HMP Springhill, two prisons in the United Kingdom located near Aylesbury in Buckinghamshire. Governor of these prisons for the past 8 years, Tim Newell has served as a prison governor in the UK for more than 30 years. In 1999, he co-authored *Murderers and Life Imprisonment: Containment, Safety and Risk*, and in 2000, he wrote *Forgiving Justice: A Quaker Vision for Criminal Justice*. He is also editor of *The Prison Journal for England and Wales*.

Earlier this year, Michael and Anita Hadley, active members of the Restorative Justice Coalition, were residing in England on sabbatical. Before returning to Canada, they met Governor Newell and spent some time at Grendon and Springhill. When Governor Newell and his wife, Ann, came to Canada for their son's wedding in Vancouver, he graciously accepted the Restorative Justice Coalition's invitation to visit William Head Institution for the better part of two days, on September 11 and 12, 2000.

Governor Newell started his visit with a breakfast meeting with Bob Brown (Director, Vancouver Island Parole District) and staff at Victoria Parole followed by a presentation on Circles of Support by Andrew McWhinnie. From there it was off to prison. Governor Newell met Michael Gallagher, Warden of William Head Institution, and other staff members, toured the Institution, attended a special meeting of the Restorative Justice Coalition, observed two elder-assisted parole hearings, and ended his visit by joining in a sweatlodge prayer ceremony with members of the Native Brotherhood. Lloyd Haarala, Native Spiritual Advisor, honoured

Governor Newell during the sweat by giving him the Native name "Manitou Mukwa" or "spirit bear."

This article is expected to be published concurrently in *Out of Bounds* (a magazine published by inmates at William Head Institution) and *Let's Talk*. The Restorative Justice Coalition would be delighted to receive feedback on the article in order to foster constructive dialogue on this important subject. This feedback will be passed along to Governor Newell and other interested parties. Please send mail to: The Restorative Justice Coalition, William Head Institution, P.O. Box 4000, Station A, Victoria, British Columbia, V8X 3Y8.

A Spiritual Perspective on the Role of the Prison Officer

By Tim Newell, Governor, HMP Grendon and HMP Springhill, Buckinghamshire, United Kingdom

Supervising and caring for prisoners in places of security demands very specific skills, attitudes and role perceptions. For the prison regime to be re-humanizing rather than de-humanizing, it is important for the prison officer's role to be clearly and well developed. By losing sight of the uniqueness of the individual, practice can become centred on trying to fit the "average" prisoner into traditional patterns of prison regimes. The Chief Inspector of Prisons regularly reveals the dangers of depersonalization and abuse that can result from such an approach. Those caught up in the management of prisons somehow fail to perceive the reality of the experience of prisoners.

The connection between role perception and the treatment of prisoners raises important questions about the professional and institutional role of the prison officer. This paper proposes that a lack of role definition leads to practices and procedures that sacrifice the unique individuality of each prisoner to the demands of impersonal regimentation and security. Poor role definition replaces individuals by nothing more

than their diagnoses and behaviour and restrictive routines and strategies designed to control rather than enhance their lives.

We need a vision of care that fixes the prison officer's focus on the centrality of the person, while developing a realistic, practical approach to the challenges arising from the prison setting. Officers should be empowered to work toward forms of care that can maintain and creatively negotiate the critical balance between treatment and security. Prison officer practice that takes the importance of spiritual care seriously can help achieve such a balance and provide a new vision on prison care.

Why, in this post-Christian, materialistic and technologically oriented society, should we give serious consideration to something as ethereal and unscientific as spirituality? What could a focus on spirituality in prisons rife with violence, behavioural disorder, risk and the need for control possibly achieve? I will argue that this context is precisely why spirituality is so important, both for officers and prisoners. The term "spirituality" and its implications must be clarified in relation to the prison world.



Left to right: Tim Newell, Governor, HMP Grendon and HMP Springhill; Michael Gallagher, Warden, William Head Institution (WHI); David Hough, Citizen Advisory Committee Chairperson, WHI; and Michael Hadley, WHI Restorative Justice Coalition member

DEFINING SPIRITUALITY

A broad view of spirituality will help us approach the subject in relation to prisons. If we see it as a philosophical, relational and psychological term as well as a religious one, it begins to make more sense. We can define spirituality as the aspect that gives human existence its "humanness." It thus includes the significant structures that give meaning and direction to life and help us deal with the problems of living. Such elements include the search for meaning, purpose, meaningful relationships, love and commitment as well as a sense of the holy among us. Spirituality has been separated into three components:

- The need to find meaning, purpose and fulfillment in life, suffering and death;
- The need for hope and the will to live;
- The need for belief and faith in self, others and God.

Seen in this way, spirituality is clearly not an optional extra for the “religious prisoner,” but an integral part of all human effort to make sense of life and the world, regardless of religious persuasion. Spirituality is not an exclusively religious concept. Religion is only one of many vehicles for the expression of a person’s spirituality; it is not the property of the chaplain or the religious professional. Spirituality is a fundamental human need essential for developing the type of physical, psychological and social well being that is central to the goals of the healthy prison.

SPIRITUAL DISTRESS

Prisoners are particularly prone to spiritual distress and chronic spiritual need. However, in the prison setting, such needs run a real risk of not being taken seriously or of misinterpretation as anti-social or criminogenic tendencies. Prison officers must therefore remain alert to signs of spiritual distress and deal with them as they arise. Spiritual needs would include:

- Fear or anxiety – relating to treatment or sentence, the possibility of permanent or long-term imprisonment, the behaviour of self or others and future possibilities.
- Depression, sadness and grief – relating to issues of imprisonment, fear of other prisoners, inability to develop and maintain meaningful relationships with self and others.
- Hopelessness and despair – no hope of getting better, an awareness of the apparent hopelessness of their condition.
- Anger – frustration at self and others.
- Expressions of helplessness – verbal and non-verbal, feelings of powerlessness over the situation.
- Searching for meaning – a focus on questions of why particular experiences are happening to this individual.
- Expressions of guilt – implicit or explicit, searching for forgiveness.

This list contains aspects that do not necessarily relate to a person’s offending behaviour and therefore need not always be considered in terms of sentence planning and treatment goals. By developing a focus on spiritual aspects, the officer is able to look beyond the expected behaviour and explore aspects of a prisoner that are often hidden, simply because we fail to ask the appropriate questions.

SEPARATING THE PERSON FROM THE OFFENCE

There is an inevitable overlap between the two concepts of the person and the offender. To develop a constructive approach to working with people in prison is to focus on the humanity of the individual. People do not become their offence or their offending behaviour but remain individuals with particular needs, hopes and desires. This model goes some way towards explaining the split in the prison officer’s perception of prisoners as persons to whom they relate and offenders whom they may struggle to control. Addressing offending behaviour can be understood in terms of growth and personhood, which although clearly affected by the person’s criminal experience, is not necessarily defined by it. Addressing offending behaviour can thus be seen as providing the person with enough resources to grow as unique individuals and to live their lives humanly as persons-in-relationship.

Understood in this way, prison regimes inevitably incorporate spiritual aspects such as:

- The capacity for growth
- Adequate sources of meaning
- Hope for the future
- A sense of empowerment
- An ability to accept challenges and grow in the midst of struggle and conflict
- A future orientation
- Adequate resources to ensure that one has the possibility of healthy interpersonal relationships with self and others
- An experience of feeling that there are possibilities for the future irrespective of one’s circumstances.

All of these contribute to enhancing the personhood of individuals and allowing them to live their lives humanly, even in the middle of prison.

NEW ROLES FOR PRISON OFFICERS

In seeing the prisoner as a person, we acknowledge aspects often overlooked in our search for security, control and effective prisoner management. The role of prison officers takes on new meaning in the light of this discussion.

AS PROPHET

Care in this setting demands that staff speak out against structures and values that impinge on their practice. Prophets reveal new truths in situations of injustice. They recognize the personhood of the weak and vulnerable and adopt a powerful stance as advocates for the needy. The possibility of

abuse in the prison setting remains ever present as regular reports demonstrate. The prison officer is obligated to challenge structures and policies that clash with the proper personal care of prisoners.

AS PRIEST

The prison officer can often be the main source of spiritual sustenance for prisoners, whether or not the officer acknowledges the fact. The officer mediates between the outside world and the inside experience. The officer can mediate wholeness or brokenness in relationships with prisoners. This can involve developing a trusting relationship. It may mean modeling the possibility of forgiveness through acceptance, irrespective of the individual’s past.

AS FRIEND

A common thread between spirituality and offending is the theme of interpersonal relationships. Interpersonal relationships are one of the main ways of exercising spiritual care. In addition to the need for a professional relationship with prisoners, friendship can form part of the caring relationship. The detached and distant approach that sometimes characterizes models for prison officers is a ploy to maintain boundaries. But professional relationships can allow for humanness and still avoid the danger of manipulation and loss of security without compromising the clarity of risk assessments. Friendship in prisons could nurture the development of whole persons in the community.

CONCLUSION

Given the longer and longer sentences confronting more people today and the growing reality that some will live their entire life in prison, a focus on spirituality can reframe the hopelessness of such situations. Focussing on meaning, hope for the future and ultimate possibilities instills a sense that the prison experience can bring a form of freedom. Prison staff can provide sanctuary – a safe place where people escape the condemnation of society. But also through the process of confession and forgiveness, people can receive absolution for their own failings. Sanctuary can pertain to social pressures as well as the internal pressures of troubled human beings. Whilst the sanctuary experienced by offenders is enforced rather than freely chosen, the prison officer can create an atmosphere where acceptance, forgiveness and protection can become a reality. Spirituality leads to inner freedom, which leads to hope for even the most troubled and dangerous members of society. ♦