

let's talk

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Featuring:
International Visits Program



Correctional Service
Canada

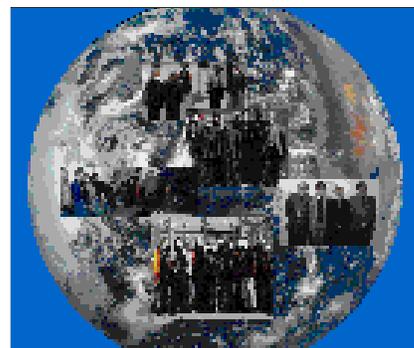
Service correctionnel
Canada

Canada

let's talk

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Commissioner's Editorial

THE LAW AND US

We have talked a lot about the law lately. About the importance of living by the law as we carry out our duties as employees of the Correctional Service of Canada.

This is not a discussion about the stupid statement that we hear from time to time that inmates have more rights than employees – of course they do not. As a matter of fact, they have a lot fewer rights and a lot more restrictions than anyone else (not difficult to observe at first glance of prison life).

What I have in mind is the much more serious discussion of finding ways to ensure that whatever we do in our line of duty is in accordance with the Corrections and Conditional Release Act and all other national and international laws which govern our Service. Regulations and CSC's own policies (Commissioner's Directives, Standing Orders) fall in the same category.

"Why is it suddenly so important that we do everything according to the book if I think that some other way of doing things is better?" – "The old way worked well for me, so why fix something that isn't broken?" – "My supervisor doesn't seem to care, so why should I?" We have all heard those and similar questions, especially after the Arbour Commission's report. We even sometimes hear that "the public would probably be more in favour of my way of treating the inmates, so...".

Let me suggest a few answers:

Firstly, our duty as public servants is to implement the laws of the land. If an Act has passed through Parliament, it is our duty – not an option – to ensure that the will of Parliament be carried out. If we decide to ignore the law (or other lawful instructions), we do so at our own peril.

Secondly, our Mission talks about CSC "...as part of the criminal justice system and respecting the rule of law..." – I don't think it can possibly be said in a more straightforward way. Respect for the law because it is the law, and laws must be respected if one wants to avoid unpleasant consequences. As a matter of fact, this is no different from what we have to do when we are off-duty.

Thirdly, when people ask me why I find it so important that CSC carries out its duties in accordance with the laws and our policies, I usually respond that CSC has a very special obligation to respect the law. We must demonstrate to the offenders under our care that it is possible to manage our affairs in an effective and efficient manner without resorting to criminal values or without breaking the law. Disregarding the letter of the law is exactly what brought the offenders into our system. When the offenders come to us, they should certainly see that CSC staff is different from the crowd that breaks the law. They should experience what it means to be in the hands of law-abiding professionals. Never should the inmates be able to argue that we don't take the law more seriously than they did.

Finally, working with respect for the law is part of being a professional. It is not the only thing, but it is the most important thing.

We are making considerable progress in this area thanks to many dedicated employees and I thank you for that. I also encourage you to continue to be vigilant in this area, which is so important to both our profession and our integrity.



Ole Ingstrup
Commissioner
Correctional Service Canada

New Year's wish from the Commissioner

As we embark on a new year, I would like to offer all CSC employees and their families my best wishes for continued success and happiness. I sincerely thank each and everyone of you for your continued efforts and great support, and look forward to another year working together.

Ole Ingstrup

News & Notes

- CSC's website is worth a visit. It offers information, publications and speeches, as well as announcements on events and news at CSC. Have a look for yourself at <http://www.csc-scc.gc.ca>
- Good News stories from CSC's five regions and National Headquarters appear weekly in our two-page newsletter titled CONTACT. It is available weekly on our website.

Inmate Art at National Headquarters

An exciting new venture to showcase original artwork by federal offenders has begun at National Headquarters. Set up last September, with the first display originating from all five regions, the rotating art program's goal is to establish a permanent presence for inmate art within the Correctional Service of Canada.

Art from across the Service will be highlighted in the elegant surroundings of the Commissioner's corporate boardroom, located on the fourth floor of National Headquarters in Ottawa. Regional staff notify inmates in art programs, who then decide what they would like to submit for consideration. Staff choose and send the selected artwork to the Commissioner in Ottawa. There the collection – composed of paintings, drawings or sculptures – is displayed and each piece identified with the inmate's name.

Displays will change every three to four months so all inmates have a chance to show their work and a new exhibit for visitors and staff is in place to enjoy. "The response was very positive in Ontario when we asked for submissions in September," said Ms. Connie Cookman, Regional Advisory Services, Ontario Region. "We had inmates who were working late in the hobbycraft rooms to finish up artwork so it could be considered...and mental health patients (who) were very anxious to have someone look at the best drawing they were capable of."

This is one in a series of initiatives by the CSC to give federally sentenced offenders the proper recognition and encouragement their often top-quality artwork deserves. n



In the past decade, the Correctional Service of Canada (CSC) has emerged as a high-ranking and forward-thinking agency. Based on its Mission document – which believes in assisting offenders to become law-abiding citizens while also exercising safe and humane control – the CSC has developed a strong research department and policy, programs and case management practices that are the envy of correctional jurisdictions around the world.

Canadian Staff Share their Expertise Around the World

CSC's 13,000 staff have earned an international reputation for high quality service. At the recent conference for directors of prison administration in Strasbourg, the United Kingdom's Chief Inspector of Probation, Mr. Graham Clark, said Canada was a leader in risk assessment and programming and a model on which other nations should base their correctional systems.

Due to staff's impressive reputation, an increasing number of countries have made requests to visit. In 1997 alone, CSC hosted some 40 delegations from countries including the United States, England, Scotland, the Netherlands, Portugal, Denmark, Finland, Norway, Russia, Czech Republic, Hungary, Romania, Iran, South Africa, Ghana, Venezuela, Hong Kong, China and Australia.

"We have seen an unprecedented number of visits from foreign dignitaries this past year," said Director of International Relations, Mr. Peter Cummings.



In return, CSC officials have travelled abroad this year to locations including the Slovak Republic, Lithuania, Cameroon, France (Strasbourg), Malta and Haiti.

Why International Visits?

"The Mission defined what we wanted to be and how we would work with offenders; it put us into a rehabilitation model," says Mr. Cummings. Because of this innovative approach, many countries want to study the Canadian system firsthand.

The visits fulfil the Mission's Core Value 4, to contribute to and benefit from the development of international criminal justice policy. International Relations staff respond to foreign requests to visit with specialized itineraries to suit countries' research goals. These cover all aspects of CSC's work, ranging from offender programs to staff training, facility management, the needs of special offenders and more.

A delegation due from England this coming spring illustrates a somewhat typical visit. The group will arrive in Ottawa where it will meet with the Commissioner and talk to staff responsible for policy and program development. It will then travel to Kingston – to observe institutional programming and operations – where regional staff will prepare a training package based on areas of interest. "This requires a lot of planning but we feel it's important," said Mr. Cummings. When they return to England, delegates will have seen firsthand what programs are given, how correctional officers and trainers do their job, and how facilities operate on a daily basis.

Visiting countries pay their own way but CSC may offer services in kind such as accommodation at staff colleges and meals in institutions. In the case of Ghana, whose corrections officials will arrive this spring and are unable to afford hotel accommodation, arrangements such as these are the only way the trip would be possible.

Our Trips Abroad

CSC also travels to countries who request its expertise. Last fall, Mr. Fraser McVie, Director General of Strategic Planning and Policy, visited Vilnius, Lithuania. The goal was to assist that country in finding alternatives to incarceration – its rate is double that of Canada's and its population five million – and to teach about probation, conditional release and sentencing alternatives.

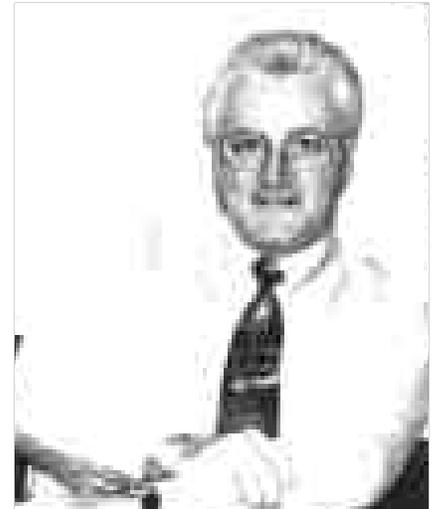
"This was a one-week trip but it established an ongoing collaboration

on criminal justice issues. It was a tremendous experience because it made me understand what we have in Canada," said Mr. McVie. "It shows we have progressed and developed a wide variety of programs and alternatives, and that our Corrections Act is a good one and ranks high in world standards."

Also last fall, an overview of the Canadian criminal justice system was delivered to 30 regional prosecutors in the Slovakian department of Justice. The three-day seminar was given by CSC's Mr. Arden Thurber, Director General, Offender Reintegration, Mr. Ian Nicholson, Staff Training and Development and Mr. Dan Kane,

Senior Investigator, Western Canada. Senior Crown Attorney Mr. Andrejs Berzins, Department of Justice's Mr. David Daubney and researcher Ms. Claire Cogin also gave advice. The seminar discussed conditional sentences, probation, fine options and preparing an offender for release.

"It is the staff whom we should congratulate for this fantastic international reputation and the response we have had," said Mr. Moe Royer, CSC's coordinator of International Visits. "It is the reason for the positive reactions we receive from other countries. Just as the Mission states in Core Value 3, our staff is our major resource in achieving our objectives."



Mr. Moe Royer, CSC's coordinator of International Visits

Sharing with Norway

This past fall, CSC hosted an especially enthusiastic group of correctional workers visiting from Norway.

The 10 correctional officers and two government representatives – Mr. Rune Fjeld of the Royal Ministry of Justice and Mr. Wilhelm Meek-Hansen, Director of Research at the Norwegian correctional staff college – arrived in Ottawa where they were whisked into an intense five-day 'reasoning rehabilitation' or 'cognitive skills' training session – the second in a series and this time designed to show them how to train new coaches in Norway – and then on to minimum-security Bath Institution in Kingston for a day of observation and sharing with its cognitive skills staff.

CSC's cognitive skills program is a 36-session course which, if recommended by a case manager, is then considered



Norwegian delegation tours Ontario Regional Staff College with Principal Julia Hobson

a requirement for a National Parole Board hearing. It uses real-life situations to help offenders develop reasoning skills for interpersonal relations – to think before they act – and gain a better sense of control over their lives.

The Norwegian government approached the CSC several years ago about cognitive skills programming, and hired consultants Ms. Liz Fabiano, formerly of Correctional Programs at CSC, and Mr. Frank Porporino, once Director General of Research at CSC, to teach its staff.

Norway's population of four million has 2,670 offenders, 80 per cent of whom are arrested for drug and alcohol related offences; violent crimes are much lower than in North America. Its correctional philosophy is similar to Canada's – a belief in the need to encourage rehabilitation and the safe reintegration of offenders to society.

The 12 Norwegians arrived at Bath Institution early on November 6 and were greeted by Ms. Diane Valentino, Regional Project Officer for Living Skills, and Mr. Paul McCarthy, Program Evaluation Officer. They then met with their Canadian counterparts, those who deliver the cognitive skills program to offenders. Later, Warden Al Stevenson described his own career, from inmate classification officer to institution head, and explained the history of CSC's current correctional programming. "While it isn't per-

fect, it's probably the most effective it has ever been," he said.

"For a time, we worked as correctional officers one day a week and then delivered cognitive skills programming for the next four, but it was too much," said one Norwegian coach during the coffee break, to the agreement of CSC staff. Information such as this was shared between Canadians and Norwegians all morning and is the reason international visits are so satisfying and beneficial – to both parties.

"This was the most rewarding international visit I have ever had the pleasure of hosting," said Ms. Valentino later in a note to Mr. Moe Royer, coordinator of International Visits. "There was 'magic'. Coaches openly shared their implementation and delivery experiences with great enthusiasm and passion. Coaches are 'people-type' people who love to interact and share experiences, believe strongly in what they do and are extremely enthusiastic. It was motivating to see that this passion knows no international boundaries."

"Many of the inmates ask for more courses like this (cognitive skills one) once it is completed," said Mr. Rune Fjeld at a luncheon held for CSC's Kingston-area program staff and the Norwegians later that day. Mr. Fjeld, who delivers training in Norway, said it was a joy to share experiences with staff and proved how much the two countries have in common. Mr. Meek-Hansen, a research psychologist at the staff college, echoed the sentiment, saying, "This is a very good visit because we are all on equal terms and we are talking about the same kind of issues."

The Norwegian visit provided a meaningful experience for all involved: it gave CSC staff a chance to learn about another correctional system which is similar in philosophy to our own, but has different practical aspects. It gave staff a chance to share knowledge it has accumulated in offender programming, and ask questions about cognitive skills programs' impact on offender rehabilitation in Norway. It also promoted a common goal: the development of good corrections around the world. n

Here are just a few of the comments made by our international visitors:

"My visit to your beautiful country was one of the most pleasant I have ever experienced as far as Corrections is concerned. I certainly have gained new perspectives that will be relevant when we develop new policy and re-draft our entire Correctional Services' legislation." Commissioner H.J. Bruyn, Pretoria, South Africa.

"(Filipino public servant) Allan Alcala told us that he had profited a great deal from his Canadian program, both professionally and personally. He spoke highly of staff's warmth and kindness during the time he was with you." Ms. Beverley Rix, Consultant, DPA Group (International) Inc.

"We wish to express our warmest thanks for the great hospitality we and the delegation received during our visit to Canada in August 1997. The visit was in every respect very interesting. In discussions with you and your colleagues we got a thorough picture of the correctional system in Canada and in particular of correctional programs." Mr. Kari Hakamies, Minister of Justice, Finland and Mr. K.J. Lang, Director General of the Prison Service.

"Once again, I wish to thank you for your warm welcome on our first meeting. I was impressed by your sincerity and by your desire to contribute to improve the conditions in the Romanian penitentiaries." Dr. Gheorghe Florian, Maximum Security Penitentiary, Bucharest, Romania.

"I would like to thank you for the kind cooperation that made possible the visit of the Chief of Social Services of the Consulate General and myself." Mr. Antonio Montenegro, Consul General of Portugal. n



Norwegian delegation and CSC Program staff from Kingston institutions and the Donald Gordon Centre in Kingston

Investigations

by Mr. Robert Dandurand
Senior Analyst, Investigations Branch

The Investigations Branch of the Correctional Service of Canada is responsible for the coordination, quality control and follow-up process of national investigations. Investigations are conducted into incidents that affect the safety of the public, the staff, offenders or the operations of the Service. The purpose of investigations is to present information that will help prevent similar incidents in the future. Investigations do this by uncovering the facts and analyzing the issues surrounding an incident, thus enabling management of the Correctional Service of Canada to make well-informed decisions concerning the need for changes to policy or procedures.

What is the process for conducting national investigations into institutional or community incidents?

As soon as an incident in the community or in the institution is reported to the Duty Officer¹ at National Headquarters and relayed through to the Investigations Branch, the guidelines found in Annex B of Commissioner's Directive 041 are used to determine whether an investigation will be a national or regional one.

For community incidents, the Service advises and invites the National Parole Board to participate in the investigation. A memorandum of understanding has been signed between the Correctional Service of Canada and the National Parole Board for conducting joint investigations.

The process of convening a board begins with the selection of

Investigation Board members. In addition to the Correctional Service of Canada staff members, and the National Parole Board staff when appropriate, all national investigations have a Community Member participating on the Board of Investigation either as a member or, in some instances, as a chairperson.

A Convening Order is prepared for the signature of the Commissioner (and the Chairperson of the National Parole Board when a joint investigation is convened). The Convening Order outlines the mandate of the Board generally and may direct it to examine specific areas of concern unique to the incident under investigation. It also outlines the responsibility of the operational unit during the conduct of the investigation.

A copy of the signed Convening Order is distributed to the members of the Board of Investigation, the appropriate managers (the Regional Deputy Commissioner, the operational unit head, the Manager of Communications Planning and Media Relations), and the Correctional Investigator.

Investigation Board Members are provided with a vast and varied amount of background information, from the SINTREP², media clippings and Housebook cards³ to information about the offender(s) involved; information on section 13 of the Inquiries Act⁴; Guidelines for Writing and Reviewing Investigation Reports; related investigation reports (into similar incidents and/or at the same site); related investigation analysis reports (when appropriate), and much more.

In addition, since currently every national Board of Investigation is con-

vened under the authority of section 20 of the Corrections and Conditional Release Act, section 13 of the Inquiries Act applies (See the ensuing article).

The Board of Investigation proceeds with its investigation on-site, interviewing staff and offenders, and reviewing documents, reports, and videotapes.

Soon after the on-site investigation is completed, the Board of Investigation is required to brief the Commissioner, the Assistant Commissioner Performance Assurance, the Manager of Investigations, and the analyst assigned to the investigation.

When a report is submitted, it is reviewed by the analyst to ensure that all the terms of reference outlined in the Convening Order have been addressed, that the Board's findings and recommendations are clearly derived from the analysis of the issues, and that its messages to the Service are clear. Thus begins the quality control process.

¹ A Duty Officer at National Headquarters ensures that timely, accurate and complete information relating to major security incidents happening in both institutional and community offices, between 4 p.m. and 8 a.m., is disseminated to the senior management of CSC.

² SINTREP is a daily report (produced by the Security Division at National Headquarters) compiling the most important institutional and community incidents.

³ A Housebook card is a written briefing to the Minister on the issue at hand, with suggested public response for use either in the House of Commons or in the public forum.

⁴ The Inquiries Act is a federal legislation that sets the legal framework for conducting investigations.

Current Investigations

Incident title	Reference	Synopsis
Board of Investigation into the supervision and release of an offender charged with murder in Toronto on September 29, 1997.	359	On the 29th day of September 1997, an offender was charged with murder by the Toronto Police. The body of the male victim was found behind a residence in Toronto, on June 6, 1997.
Board of Investigation into the emergency, involuntary transfer of Millhaven Institution inmates to Special Handling Units in February 1997.	358	A series of disturbances and a murder occurred at Millhaven Institution between January 21 and February 14, 1997 and emergency, involuntary transfers were prepared and executed in late February 1997.
Board of Investigation into the release and supervision of an offender on day parole who is a suspect in a double murder in Summerland, British Columbia in September 1997.	357	On the 6th day of September 1997, an offender failed to return to the Seven Steps Halfway House in Calgary. Suspension Warrants were issued. RCMP in Summerland advised that an offender is a prime suspect in the murder of his ex-wife and mother-in-law. The offence is believed to have occurred on September 7, 1997. The offender remains at large.
Board of Investigation into a major disturbance at Kingston Penitentiary on August 27, 1997.	356	On the 27th day of August 1997, at approximately 22:00 hours, a major disturbance broke out at Kingston Penitentiary during which some inmates on Upper "H" range were involved. Property damage was done, staff members and inmates were assaulted, and the CSC emergency response team was deployed.
Board of Investigation into a hostage-taking at Kingston Penitentiary on September 7, 1997.	355	On the 7th day of September 1997, at approximately 11:13 hours, at Kingston Penitentiary, on upper "H" range, an inmate grabbed a Food Services Officer and held a razor blade to his throat.

Process for Applying Section 13 of the Inquiries Act to National Investigations

by Mr. Robert Dandurand
Senior Analyst, Investigations Branch

Section 13 of the Inquiries Act stipulates that "No report shall be made against any person until reasonable notice has been given to the person of the charge of misconduct alleged against him and the person has been allowed full opportunity to be heard in person or by counsel."

Steps involved:

1. Before the investigation begins, the Board of Investigation is briefed on section 13 of the Inquiries Act by the Investigations Branch. This includes providing the Board of

Investigation with answers to the most frequently asked questions. The Board members may refer to the list and use it throughout the investigation as necessary.

2. During the investigation, the Board of Investigation informs, via a standard advisory, all interviewees of the protection provided to them by Section 13.
3. The Board of Investigation, in consultation with Legal Services if the Board considers it necessary, identifies statements in the report that warrant Section 13 notices. That is, the Board of Investigation identifies

statements in the report that allege misconduct on the part of a person (not only CSC employees), with "misconduct" defined as:

Any breach of the law and/or any serious breach of policy where the breach is relevant and material to the objective of the investigation and the person who committed the breach is likely to be seriously affected in terms of his/her reputation.

4. The Board of Investigation determines what persons are implicated in the statements that have been identified.
 5. The chairperson of the Board of Investigation speaks to these persons to prevent as much as possible any negative reaction that may result when the Section 13 notice is received and to set up a supportive environment for the notice recipient.
- NB: When the recipient of a Section 13 notice is an offender or inmate, the chairperson of the Board of Investigation shall speak to the appropriate Warden/District Director, who shall speak to all individuals in the chain of command who have contact with the offender, to advise them that a Section 13 notice will be coming to the offender/inmate.
6. The chairperson of the Board of Investigation issues Section 13 notices to the persons implicated in the statements. These are sent in envelopes marked "personal and confidential." Each notice includes as an attachment the specific portion of the report where the statement alleging misconduct appears. Boards of Investigation ensure that

they also provide enough context to the statement that the recipient will be able to understand the statement being made. The notice provides a date, time and place for when the person may be heard in person or with counsel. The date shall be at least two weeks from the time the notice will be received. The notice also provides the recipient with the option of responding in writing by the same date. If recipients choose to respond in writing, they must so indicate to the chairperson.

7. Either a written response is received, a hearing is held or no response is received from the recipients. This is the opportunity offered to a person to protect his/her reputation and defend his/her actions. If recipients are heard in person or by counsel, at least two members of the Board of Investigation are present and make note of the submissions; it is not necessary for all members of the Board of Investigation to be present.
8. All members of the Board of Investigation are briefed on any representations that have been made by the Section 13 recipients (whether they occurred as a result of a hearing or by written submission). The Board of Investigation decides as a group what, if any, revisions are required to the investigation report as a result of the representations and makes those revisions to the report.
9. The chairperson of the Board of Investigation responds in writing to each notice recipient stating whether or not the report has been revised as a result of the recipient's representation and sharing any revisions made.

Once the final step in the Section 13 process has taken place, the finalization of the investigation report then proceeds with the report being sent to the heads of the operational units involved in the investigation for a review of the report's factual accuracy. After the factual accuracy review, the report is distributed to the Commissioner and other senior officials with CSC and actions plans developed in response to the recommendations, if any. n



**1997 NHQ
United Way
Campaign**

Fabulous results! By the end of the 1997 campaign, CSC's National Headquarters' Healthpartners/United Way drive had raised over \$40,000 for charity. In the final week Commissioner Ole Ingstrup and campaign leader Paul Braun officially thanked organizers, team captains, peer canvassers and volunteers for their tireless and dedicated efforts in making the year such a success. This past year's total exceeded our goal by 34 per cent.

••• Sector Reports •••

You Can Do It!

by Ms. Faith McIntyre
National Coordinator, Return to Work
Program (613) 995-2558

A retired Correctional Officer II who returned to work as a casual Correctional Officer I was required to take the Correctional Officer Physical Abilities Test (COPAT). This man is 58 years old, a smoker, and has been moderately active throughout his life. To prepare to take the COPAT, he embarked on a fitness regime. He began with long walks before progressing to jogging. After three months of preparation, he took the COPAT and passed on his first try with a time of 2 minutes 34 seconds, out of the allowable maximum of 2:40.

A 4 foot 9 inch woman is required to pass the COPAT to qualify for a position. She did not complete the test at her first session as she could lift the weights on the push/pull machine no more than one inch. The COPAT assessors provided her with suggestions as to how she could increase her upper body strength. She took the COPAT three weeks later knowing that if she didn't pass she would not qualify for the eligibility list. She was determined to succeed and after three tries at the next session, she passed with a time of 2:29.

A 5 foot 2 inch potential recruit is required to pass the COPAT to be accepted into the Correctional Training Program (CTP). Passing the

test meant a great deal to her. Her father retired after 30 years of service as a Correctional Officer and she was determined to live up to his reputation. She found success on her third try and can now begin to follow in her father's footsteps.

A 110-pound woman takes the COPAT. She attempts three tries within a four-month period. With much determination and hard work, she passes on her third re-test with a time of 2:35.



A 42-year-old woman attempts the COPAT twice within a two-month period. She does not complete the first attempt, but on her second effort, she passes with a time of 2:36. She said that she did it for her kids!

A 37-year-old, 5 foot, 90 pound female Correctional Officer takes the COPAT to renew her position. Over a nine-month period, she worked hard to train for the test and on her third attempt, passes.

The above successes confirm that the goal of passing the COPAT can be realized within the 2 minute 40 second time frame. In advance of the April 1,

2000 implementation of the Bona Fide Occupational Requirement (BFOR) for incumbent correctional officers I and II, emotions are high and many misconceptions are circulating as to the COPAT itself. These minimal medical and physical standards are currently in place for recruits to CTP. For the average person, it won't take years of intense and time consuming preparation to get in shape. The COPAT is an age and gender free occupational test. The key factor is not how old you are, or whether you are male or female, but how well you prepared.

Simple things like trying the push/pull machine, working with your COPAT assessor in developing a cardiovascular or weight-training program, or supporting your colleagues in their efforts will greatly assist you in achieving your goal.

The BFOR coordinators in each region have developed action plans to assist staff in preparing to take the test. In the Atlantic Region, institutional management have taken an important step in helping and supporting staff get fit by providing workout areas. For example, at Atlantic Institution, the push/pull machine has been set up in the stress lab. This area is a workout location for staff situated in a building outside the perimeter. At Westmorland Institution, management is showing its support for COPAT by allowing correctional officers to view testing sessions for CTP recruits at the Regional Training Facility. By attending these sessions, staff are able to see the layout of the COPAT and, between sessions, are given the opportunity to try the push/pull machine. The pass rate among men in the region is 98 percent and 33 percent for women.

The Quebec Region is considering the construction of a fitness facility for staff use. Currently, all institutions have push/pull machines on site for practice and testing sessions. Mr. Réjean Viola, BFOR Coordinator for the region, conducted demonstrations on the push/pull machine at the most recent Senior Management Meeting. Senior managers were also given the opportunity to use the machine. Evaluations held in 1997 confirm that 98 percent of men and 77 percent of women in the Quebec Region have passed the COPAT, out of a total of 72 evaluations. Mr. Patrice Tremblay, a Correctional Officer at Port-Cartier Institution, currently holds the record for the best time of 1:36.

In the Ontario Region, a push/pull machine has been set up on a permanent basis in the "Lower Deck" weight room at the Correctional Staff College. As well, each institution has COPAT equipment and assessors. The Region is taking steps in certifying community colleges as official testing centres for graduates of their programs and potential CTP recruits. To achieve this goal, 33 staff at 12 different colleges have been trained and certified as COPAT assessors. Testing has already begun at five certified sites. As of December 1997, 453 people have been tested: 98 percent of men and 69 percent of women have passed. The oldest woman to pass is 47 and the oldest man 55.

The Prairie Region has push/pull machines at each institution for staff to practice and COPAT assessors are working in developing individual programs with staff so they will succeed in passing the COPAT. A great deal of importance has been placed on the individual's overall health and physical fitness. Staff see the test as a challenge. When evaluations are held, several employees come out to offer their colleagues encouragement. As of August 1997, 299 evaluations were

conducted, resulting in a 95 percent pass rate for men and 51 percent pass rate for women.

In the Pacific Region, the Regional Fitness Facility has been officially opened at the old Regional Supply Depot. Management in the region have demonstrated their full support in promoting health and physical fitness for staff by supporting the construction of this site. The facility will be the COPAT testing centre and provides staff with the chance to practice on the push/pull machine. Weights and cardiovascular equipment are also available for use on site. As of December '97, out of 182 individuals tested, 98 percent of men and 61 percent of women have passed the COPAT.



Mr. Dan Ferguson, National Project Coordinator for the implementation of the BFOR, has succeeded in passing the COPAT himself. He says: "I am concerned about the correctional officer who fails the COPAT. I am particularly concerned if the individual does nothing to prepare or refuses to take remedial advice or participate in corrective action to pass the COPAT." As of September 1997, 833 COPAT evaluations were completed across the country. Overall, 96 percent of men

and 51 percent of women passed. Most exciting, however, is the fast improvement in success rates as more and more people improve their general fitness level. In February 1997, one out of every four women was passing and now one out of every two is successful! The secret seems to be in taking the time to prepare and never giving up!

Incumbent correctional officers I and II should start preparing as early as possible to take the COPAT. Staff can take advantage of the fitness facilities in their region, discuss physical conditioning programs with their COPAT assessors, and participate in practice sessions to try out the machines.

The health, safety and future of all incumbents will be positively impacted with the implementation of the BFOR. "You can do it!"

For further information, please contact your local COPAT assessors or Regional BFOR Coordinator.

Atlantic Region

Mr. Ed Muise
(506) 758-4804

Quebec Region

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(514) 661-9550 ext. 3424

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Pacific Region

Mr. Scotty Scodellaro
(604) 864-2513 n

Accreditation of Correctional Programs

This article was prepared in collaboration with Suzanne St. Georges-Trépanier, Project Officer, Program Planning and Management.

After a three-year period, the Correctional Service of Canada (CSC) officially restored its Correctional Programs Branch at National Headquarters in 1997 to oversee program activities across the country.

In the spring of 1997, a programs management strategy – which outlines such areas as the philosophy behind the branch, the issues at hand and future projects to be undertaken – was developed to provide direction in the area of correctional programs while addressing issues raised in the Auditor General's reports on Correctional Programs and on Reintegration.



Steve Steurer, Executive Director of the Correctional Education Association

The newly developed strategy has a number of goals: to ensure appropriate resources are allocated to those programs with proven results, to improve management information, to balance program capacity with demand, to

standardize delivery of programs and resources, to standardize the employment levels for those delivering programs, to initiate regular program evaluations, and to introduce the concept of program accreditation.



From left: Danny Clark, Frank Porporino, Ed Zamble, Larry Solomon (seen from back)

Accreditation of Programs – A New Concept Here to Stay

The goals of accreditation are to ensure that CSC's programs are research-based, legitimate, credible and meet the objectives of the Corrections and Conditional Release Act (CCRA). It also aims to ensure that programs are officially recognized as a valuable element in offender reintegration and related decision-making. And it seeks to establish program integrity, which is at the heart of successful offender intervention.

Program accreditation was initiated in April 1997 when Commissioner Ingstrup expressed to Parliament the view that it would be the most promising way to address the issues regarding correctional programming raised by the Auditor General.

In October, to begin the accreditation process, an international panel of correctional experts met in Quebec City to

evaluate the process and criteria for accreditation within CSC, and to agree on the program standards to accredit sites.

Panel members were chosen for their expertise in correctional programs and research or their previous experience with accreditation. The distinguished participants were: Professor Beth Grothe-Nielsen, University of Aarhus, Denmark; Ms. Maggie Hodgson, special advisor, Nechi Institute, Alberta; Dr. Ed Zamble, Queen's University; Mr. Ed

Wozniak, Head of Research and Evaluation Services, Scottish Prison Service; Mr. Danny Clark, Head, Strategic Research, Her Majesty's Prison Service, London; Mr. Gerry Gaes, Chief, Research and Evaluation, Federal Bureau of Prisons, Washington; and Mr. Larry Solomon, Deputy Director, National Institute of Corrections, Washington.

The Quebec City Meeting on Accreditation – October 18-24

International Panel Members were greeted by Mr. Denis Méthé, Director General, Correctional Programs, on the eve of their arrival. The next day, Dr. Frank Porporino made a presentation on the Development of Effective Correctional Interventions, and Mr. Richard Harvey, Director, Program Planning spoke about CSC's Program Management Framework. Commissioner Ingstrup and Senior Deputy Commissioner Lucie McClung

welcomed the group at that evening's formal dinner.

The Commissioner's address spoke of the importance of Program Accreditation, particularly as it relates to CSC's mission. He said the Accreditation Process is a management tool and a historically proven technique in such fields as corrections and health care. The product – successful, offender-oriented programs – will be outcome-focused, and will provide a way to identify what works in offender programming. CSC's accreditation process will be "robust", able to adjust to specific populations, such as women and Aboriginal offenders, and meet our need for accountability.

The next four days of the meeting were devoted to discussions on the proposed criteria for program accreditation and the process required to do this. National Headquarters program specialists presented standards and guidelines currently in place to manage the programs. The panel assessed these and provided suggestions for enhancements.

Presentations were made by program specialists, including Ms. Linda McLaren, Manager, Program Development and Implementation; Dr. Sharon Williams, Manager, Sex Offender Programs; Dr. John Weekes, Manager, Substance Abuse Programs; Ms. Lynn Stewart, Manager, Living Skills and Personal Development Programs; Mr. Denis Barbe, Manager, Education Programs accompanied by Mr. Steve Steurer, Executive Director of the Correctional Education Association. Also presenting were Dr. Carson Smiley, Director of Psychology and Research at the Pacific Region's Health Centre, and Dr. Ralph Serin, Acting Director, Program Research, who provided a presentation on programs for offenders who commit violent offences. Ms. Gina Whiteduck, Director General, Aboriginal Issues gave insight into Aboriginal issues in

a correctional environment, and Ms. Hilda Vanneste, Manager, Women Offender Sector, told about the development and delivery of Women Offender programs at CSC.

International Panel Members completed their intense, one-week long meeting with a tour of Drummond Institution, accompanied by Mr. Laval Marchand, Assistant Deputy Commissioner, Quebec Region; Mr. Jacques Labonté, Warden, Drummond; and Ms. Doris Fortin, Chief, Programs and Training. The visitors spoke with inmates enrolled in two of the substance abuse programs, namely Alto and the Offender Substance Abuse Pre-release Program.

Panel Members said the meeting had been a worthwhile and rewarding experience and that they were returning home with even more valuable information than that which they had contributed. Some of the members

committed themselves to return as "guardians" of the Accreditation Process once programs begin to be evaluated.

What is Next?

The next steps in CSC's Accreditation Process involve the refinement of the criteria for program accreditation and establishment of the standards to be used. Criteria of a more generic nature are being developed to address resourcing, planning, and program management issues. A training strategy is also being developed with respect to the accreditation of the program sites.

After such a successful meeting, it is clear that the ongoing networking with international panel members and other experts is key to the Accreditation Process and offers tremendous benefits to program design and delivery. n



From left: Gerry Gaes, Beth Grothe Nielsen, Ole Ingstrup, Maggie Hodgson, Danny Clark, Richard Harvey, Lucie McClung, Ed Wozniak, Ed Zamble, Denis Méthé, Lar ry Solomon, Lynn Stewart (seated)



From left: Maria Valenti, Lar ry Solomon, Lucie McClung, Danny Clark, Bram Deurloo, Denis Méthé



Gina Whiteduck, Director General, Aboriginal Issues

Edmonton Institute for Women

then and now

This article was written by Ms. Lisa Watson, Senior Project Officer, Women Offender Sector, National Headquarters, in collaboration with Ms. Jan Fox, Warden, Edmonton Institution for Women.

Then

Edmonton Institution for Women (EIFW) had a turbulent beginning. Construction was not yet completed when it opened its doors in the fall of 1995; over the course of the next four months, inmates were quickly moved from Prison for Women, from the Regional Psychiatric Centre (where Prairie women had been housed since 1994), and from Alberta provincial facilities, who chose to no longer house federal women inmates.

About half of the women, most of whom were classified as maximum security, experienced serious adjustment problems to both the new surroundings and the community living approach. Incidents of self-injurious behaviour were numerous, exhausting inmates, staff and management. At the end of February 1996, an inmate was found dead in her cell, an apparent suicide. It was three months later that the police received information indicating that the death was, in fact, a murder. Seven escapes (though no crimes were committed, no one was hurt and the last three inmates were recaptured within minutes of their escape as they were never out of the sight of the vigilant staff members) led to the decision in May 1996, to transfer the maximum and medium security inmates to provincial custody until the static security system could be upgraded.

These events also impacted on all the regional women's institutions: perimeter security was upgraded everywhere and women classified as maximum security were no longer housed in regional institutions (they are now incarcerated in separately contained units in men's institutions and at Prison for Women). At the same time, an Intensive Healing Program began on the women's unit at the Regional Psychiatric Centre in the Prairie Region.

As described below in the open letter from Primary Worker Susan Jacknife (a Correctional Officer II) who has been part of the EIFW team since the beginning, the staff of EIFW went to the wall and continued to persevere; they are now stronger, more sure of themselves and of their role at CSC and in the lives of the women they work with.

Now

EIFW re-opened in September 1996. It, as the other regional institutions and the Okimaw Ohci Healing Lodge, houses only minimum and medium security inmates. EIFW is **now** becoming the institution it had always planned to be.

The CORCAN Graphics shop at EIFW is a big hit. Eight women work on a full-time basis in a shop that is continually receiving contracts from the community and CSC. The creation of banners for minor hockey and ringette, specialty pucks with team logos, t-shirts for community group fundraising events, and signs for new office buildings are just a few of the projects completed by the inmates in the graphics shop.

Core programs on substance abuse, cognitive skills, survivors of abuse and trauma, parenting skills, anger management, and school are well attended and offered year-round. Peer support program and training is an integral part of the EIFW approach, as are several Aboriginal programs. Innovative programs (for corrections), such as relaxation and stress management training, healing touch therapy, music therapy, tai chi and aikido, skills assessment course, hobby craft, mentoring programs (mentors come in from the community) are part of life at EIFW. A team of trained, qualified, inmate caterers prepares meals for groups of 2 to 200. The women are developing working partnerships with the community and many of their activities are designed to let them give something back to the community.

The EIFW Community Reintegration Centre, developed jointly by staff and inmates, is assisting women while incarcerated and in preparing for release. The specific focus is on the various challenges of reintegration into the community and employment. A full-time social worker helps the women establish links between the institution and the community. It also has a Resource Centre with valuable information on numerous topics affecting women's lives, as well as providing access to a computer and printer to produce letters and résumés. Work release placements for several residents are just one of the positive impacts of the Centre to date.

EIFW is showing that it is possible to bridge the gap between correctional operations and management and the philosophy of Creating Choices (the

Report of the 1990 Task Force on Federally-Sentenced Women, which recommended the replacement of Prison for Women with regional facilities and a healing lodge). Staff believe the evidence is in the growing self-confidence and belief the women have in themselves. While it has not been without its continuing trials and difficulties, staff and inmates have worked hard towards the shared vision. Below is an excerpt of Ms. Jackknife's view of the history of EIFW:

"For the last two years I have worked with the most courageous women I have ever known. The 28 women on staff were hired out of approximately 556 applications. Talk about the odds! Some have left and taken other paths now, but they will never be forgotten. All began this journey by getting to know one another; these are memories I will always cherish.

Even though we passed the test and the interview, we still had challenges ahead of us (more than we imagined!). There was the extreme physical testing, the exams, and on-the-job training. We all had to pass...if not, we could not continue with the rest of the group.

Victory after victory came as we passed each test. Cheers of joy and happiness filled the classroom. We were a team of women sharing our happiness with one another, growing stronger together.

After our victories, we were finally able to begin our mission. I thank God for all of us – we all carried our own special gifts. Our dreams of being able to help other women who came across misfortune was finally a dream come true. Little did we know or even expect that slowly, this dream would begin to crumble. We came across trouble some of us never experienced before. The women we wanted to help turned on us and themselves. We were faced with blood spill after blood spill, threat after threat. Sadly, we were faced with the death of one of our women. Some of our women ran; day by day, week by week, it only got worse.

Our families grew scared and worried for us. Some of us were advised not to go back to work. We were the "talk" of the media. Family and friends watched us on television nightly. People laughed at us, called us inca-

pable! There were jokes... Meanwhile, others prayed for all of us, hoping for better things to come. Finally, the news came...we were told we had to shut down.

It was as though this strong group of women were told, "Okay, you had your chance, you failed!" How could they ask us to quit? We were believers, we had faith, we still had strength to carry on, we all had wanted this dream to work. Nonetheless, we closed. I remember looking at our dream: it was as though we were in a ghost town, I could literally see the tumble weeds roll by. Tears rolled down my cheeks as I looked upon the broken dream. We had to continue as though we were still functioning. As we went in the women's houses, you could feel the bare, empty, coldness of each room. Items were left as they were...popcorn on the table, dirty dishes in the sink, unfolded laundry. Everywhere we turned there was nothing left but an empty sad memory.

When we talked to one another, tears swelled in our eyes and many fell. We would continuously ask ourselves and one another: What went wrong? Why did this happen? Did we honestly fail? We told each other to continue having the faith, the hope, the dreams. We had to hang on to all we had left...each other. We shared the worst of the worst. We overcame the hurdles and the challenges together. It was our strength, our gifts we had to offer that kept us going.

Today we are a functioning dream. The prayers are slowly being answered. There are women who were once called misfortunate, leaving here feeling more fortunate. Dreams and hopes fill this place daily. We see the smiles of strong women everyday now; the only tears we see are tears of happiness. Not all of it is perfect nor do we ever expect it to be. I know and pray that all of us will continue to shine together..." n



Aerial view

The Regional Psychiatric Centre – An Overview

The Regional Psychiatric Centre's Transition to Program Management

by Mr. Marcel Chiasson, Executive
Director

Introduction

The Regional Psychiatric Centre (RPC) in Saskatoon, Saskatchewan has been in operation since November 14, 1978. The RPC was established to respond to needs identified by the Chalke Report (1972) in regard to the treatment of offenders with a mental illness. The early years were filled with challenges which emerged from the dual custodial and mental health mandate of the Centre. However, by 1984, the RPC had solidified relationships with the University of Saskatchewan and received its first accreditation as a hospital. Subsequent to this, RPC consolidated these gains through stabilizing staffing levels, program delivery and the organizational model.

This article outlines a change of organizational approach from functional matrix management to program management.

Symptoms

The RPC has traditionally used a functional matrix management model to contain its many processes. This model is characterized by several professional departments which provide service to clients. At RPC this comprised social work, psychology, psychiatry, adjunctive therapies (occupational therapy, school, recreation therapy, aboriginal programs) and patient care (nursing and correctional operations).

We found that in a team-based organization which requires accountability for team performance, the matrix model distributes accountability across too many departments, thus confounding true accountability. Other symptoms were noticed as well:

- too many Department Heads involved in program outputs;
- absent leadership due to unit line manager deployment on 24-hour shifts;
- difficulty assigning accountability for program unit results;
- inter-disciplinary staff relations issues;
- marginalization of the Correctional Group, who ensures that correctional objectives are met;
- a Quality Improvement Structure that was spinning its wheels; and
- lack of Unit/Program identity.

Problem

It became clear that the structure RPC was using to manage was not congruent with the Unit Management team philosophy of Correctional Service Canada (CSC) nor with the Service's

focus on accountability. The organizational structure engendered the development of individual disciplines that would contribute work to units and unit staff, but they had no team/program alliance. Informal alliances did exist but did not contribute to a clear accountability structure.

Alternatives

Looking within CSC, we first reviewed Unit Management and thought it had much to offer as a model and would address some of the problems. Unit Management was team-oriented, placed accountability on one manager for a unit's performance, and asked different disciplines to work together.

We also reviewed hospital administration literature which spoke of both Matrix Management and Program Management. Program Management was attractive in that it embodied all of the principles of Unit Management, but went further by incorporating more departments and disciplines than unit management did.

Program Management

The concept of Program Management arose with General Electric's product groups and was adapted to Health Services by the John Hopkins hospital in Boston, in 1973. The following principles are generic to Program Management, yet are applicable to an operation like RPC:

1. The organization should be designed around client needs rather than provider interests. Therefore, the clients of the organization should be categorized according to the nature of their

therapeutic needs and programs to meet them.

2. Programs should be definable. They can be defined by client needs, disease category, or population group. The mission of the organization should set the framework around the complete set of programs and establish the boundaries as limits to curb professional empire builders.
3. Decision-making should be made by program managers who have full authority and accountability for fiscal and human resources assigned to their program activities.
4. The focus should be on outcomes, that is the extent to which program activities, services and interventions have influenced the rehabilitation of clients.
5. Decisions should be data-driven or research findings should guide program activity decisions.

RPC wanted to clarify program focus for each unit and wanted to establish single-point accountability for program results. We concluded that program management would deliver this, while being completely consistent with Unit Management, and with current, effective hospital management practices.

Process

A Steering Committee was created in November 1995 to develop terms of reference for change. By January 1996, a cross-functional working committee was given 90 days to meet and determine the best way for RPC to make the transition to program management; their report was submitted on April 12. The report was reviewed by the Health Care Administration Department at the University of Saskatchewan and further verified by site tours to four hospitals in Ontario,

three of which successfully used program management. By June 1996, RPC's Board of Governors approved a program management structure.

We chose to ensure the Program Director positions were classified and staffed as clinical professionals to reflect the clinical mandate of the Centre. These included: psychologists, psychiatric nurses, psychiatrists, occupational therapists, and social workers. Delays in the classification process provided an excellent opportunity to try the model using secondments, which entailed placing directors and assigning departmental staff to specific program units. By October 1996, the departments of social work, psychology, psychiatry, and adjunctive therapies were closed with their respective staff reporting to specific program units. The model was successful in all but the attempt to have clinical leadership from a variety of disciplines. Due to rules of classification, we were led to choose three clinical disciplines from the many available: Psychiatry, Psychology and Psychiatric Nursing. We will continue to work on including other clinical leadership positions to contribute to future flexibility and leadership diversity.

By September 1996, Correctional Supervisors were reinstated at RPC and the staffing itself was finalized by November. This step aligned the new structure with CSC's Unit Management and brought the correctional officer group back into the therapeutic milieu.

Communications

The involvement of staff in a working group from all departments assisted in communicating the initiative. As well, weekly drop-in sessions with the Executive Director and managers enabled staff to express concerns and make suggestions which could be addressed quickly. The rapid change to the program management model in the fall of 1996 contributed to the

communication-by-doing approach and enabled staff to experience the change rather than conceptualize it.

Benefits

- Single point accountability for resource utilization and program/operational results.
- Reduction of departments, department heads and inter-disciplinary tensions.
- Clear unit identity for each program. They are called Diagnostic-Related Groups:
 - Acute/Chronic Mental Illness Unit
 - Intensive Healing Unit for Women Offenders
 - Sex Offender Treatment Unit
 - Aggressive Behaviour Control Unit
- Reinsertion of Correctional Group into case management and programs.
- Flexibility of model enables RPC to adjust programs to changes in client demographics and to incorporate the 100-bed expansion within a solid organizational framework.

Future

The move to program management places the key resources under the direction of a clinical Program Director. There are still programs available to all units (school, recreation) but core programs for each diagnostic-related group belong to the unit and the clients of the unit receive their programs on the unit. This change has occurred within a backdrop of RPC's reassessment of its Vision, Fundamental Beliefs, Mission and Strategic Objectives. This has enabled the program units themselves to specify their respective objectives, which will be subject to measures and evaluation.

As we move forward with this model, the position of Director, Programs and

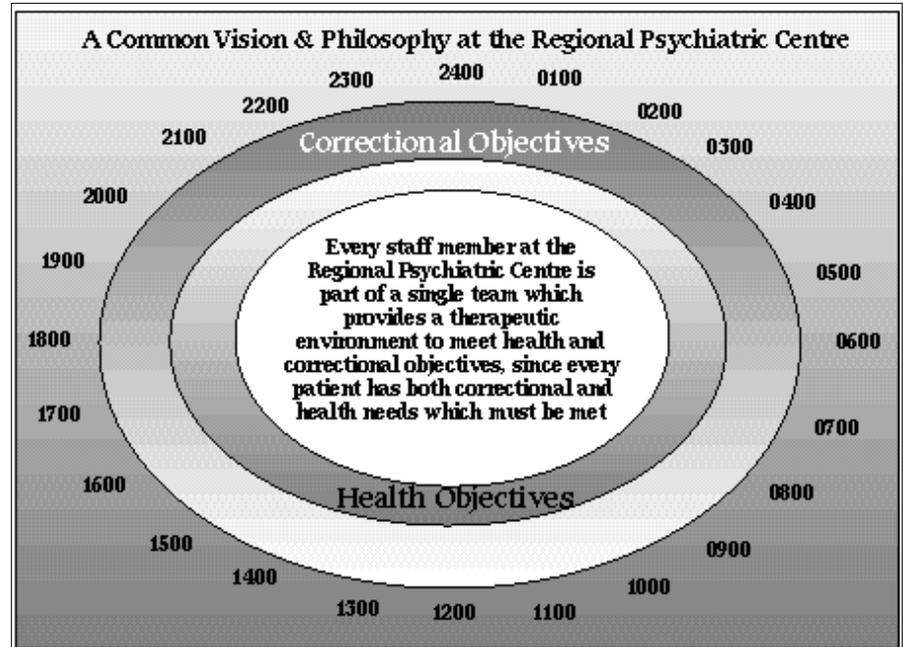
Operations (Deputy Warden equivalent) will be responsible for all program outcomes via the Program Directors for each Program. The Clinical Director, a medical position, will work with the Research Team and with Clinical Discipline Councils to ensure that all program interventions remain state-of-the-art and bear the scrutiny of evaluation.

Leaders in Forensic Mental Health

by Mr. William Shrubsole
Director, Management Services

Performance measurement has been a consistent challenge for management and staff of the Regional Psychiatric Centre (RPC) in Saskatoon over the years. Not only have there been the Correctional Service of Canada's objectives, financial performance indicators and various accountability goals to measure and report upon, the same was also required of the Canadian Council on Health Services Accreditation standards.

Yes, we do a lot of measuring. In fact, we became concerned that we were generating too many measures to make sense of. Secondly, the measures were narrow in focus, such that it seemed that we could not see the forest for the trees. In other words, the measures did not seem to add up to the bigger picture, to a more corporate focus. We needed a good measurement system that would be compre-



This graphic depicts the vision and mission of the Regional Psychiatric Centre. Both the correctional and health objectives must be addressed at all hours of the day. The dark side of the rings reflects which objectives take precedence at particular times of the day.

hensive enough to meet the needs of both corrections and health care, and also user-friendly enough to highlight for us the critical few measures to help us meet our mission.

In December 1995, we made a presentation to our Board of Governors, who approved the concept of improving our measurement of performance. In March 1996, the Board gave us the specific approval to use Zenger-Miller's "TrackStar Performance Measurement" (Zenger-Miller is the same company that provides us with Frontline Leadership and Team Leadership).

The first phase involved the management group and Zenger-Miller. It is no surprise to most folks that you do not measure until you know where you want to go and until you know what you want to be. Otherwise, you are only measuring for the sake of measuring. What relationship these measures may have to your organization are happenstance at best! Thus, management group moved to developing our vision and fundamental beliefs,

reworking our mission, and creating strategic goals – all aligned and consistent with CSC's mission and corporate objectives.

It was only after we determined how we wanted to be perceived, came to an agreement on those fundamental beliefs that guide us, and simplified our mission on what we are going to do that we could examine ways to target and track progress.

The second phase started after the Management Committee agreed on five strategic objectives that are driven by and aligned with RPC's vision and mission. A small working group was established with representation from each sector to develop quantifiable measures that would address the Centre's critical business issues. They developed some 47 potential measures from which the Management Committee selected 16 for the corporate dashboard (it is analogous to an automobile dashboard with various indicators like speed, oil, and temperature that give you performance mea-

surements). Some were already established, some were refinements of current measures, and some were new.

This journey into performance measurement is not complete. Work is proceeding with our research group in automating the corporate dashboard and maximizing the potential of our local area network for both updating and sharing our performance information. Work has started on the second level dashboards for those who report directly to the first level. Some measures will be the same as those on the corporate dashboard, and some will be unique to individual program units or work groups. As with the management group, those reporting directly to them had to work through their vision and mission, and ensure that they are aligned with the Centre and CSC. The importance of vision and mission at all levels of any organization cannot be overstated; you must know what you want to be and what you are going to do to get there before you can design effective measures.

We have made considerable progress over the last two years, but the journey continues with the challenge of aligning and operationalizing performance measurement in a forensic mental hospital within the Correctional Service of Canada.

VISION

Our vision challenges us to be leading in:

- research-based models of forensic assessment and treatment;
- clinical and correctional risk management;
- training forensic professionals;
- innovation in management; and
- sharing knowledge nationally and internationally.

FUNDAMENTAL BELIEFS

- To provide each customer with the best possible service
- To show respect for all people and partnerships
- To pursue excellence and continuously improve in everything we do.

MISSION

To improve the mental health of people in conflict with the law, thus contributing to the protection of society.

We will accomplish this by:

- contributing to the missions of our key customers;
- providing clinical assessments and treatment programs/services for mentally disordered individuals referred within the criminal justice system;
- assisting patients to optimize their mental health;
- providing learning opportunities for students, the public and personnel associated with the health care and criminal justice systems; and
- facilitating, promoting and conducting research in the area of:
 - a) understanding criminal behaviour
 - b) the management of forensic mental health programs/services
 - c) the treatment of individuals who come into conflict with the law
 - d) the impact of crime on society.

Aggressive Behaviour Control Program

by Dr. Steve Wong, Director, Research

The Aggressive Behaviour Control (ABC) program was established in 1993 at the Regional Psychiatric Centre in the Prairie Region. It provides treatment to male offenders who have an extensive history of violence, anger control problems, and/or serious institutional misconduct. The program is based on social learning principles and uses a cognitive-behavioural approach. Among other things, a careful analysis of the offender's crime cycle(s) is used to identify his high risk areas for reoffending. Interventions are offered in both group and individual sessions. Program goals include assisting offenders in changing their attitudes and behaviours, and helping them put together an individualized comprehensive relapse prevention plan at the end of the program, which takes six months to complete.

A program workbook was developed to help provide structure and consistency in program delivery, as well as to provide program participants with a step-by-step guide to the ABC treatment program. With program personnel in mind, the workbook was developed to help provide the program deliverer with a more structured and consistent approach to program delivery, thereby increasing program integrity. For the benefit of program participants, the workbook explains the different aspects

of the program in a language that is meaningful and understandable to the average offender.

Offenders also benefit from having a workbook that allows them to follow the material being taught in the program sessions. By including homework assignments, exercises, worksheets and additional reading material in the workbook, the offender can review the material after the sessions are over. At the end of the program, each participant will have a copy of the workbook, which is personalized by the efforts and struggles that he has experienced in working through the program. Through this process, the offender can take on a more active role in the treatment process, and develop a stronger sense of ownership, responsibility and pride in his personal achievements.

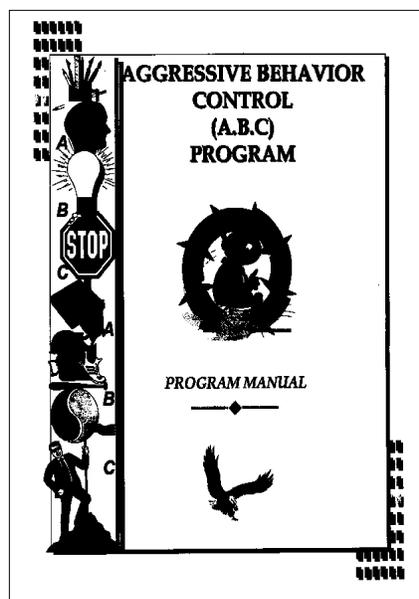
The project was initiated and completed by unit nursing staff with the support of the entire ABC multi-disciplinary treatment team. The project began in the spring of 1995 and took about nine months to complete. The original product of this endeavor was an ABC Workbook consisting of 25 chapters.

Chapters 1 to 4 explain what the treatment process is, why the offender is in treatment, how to get involved in the treatment process, and includes the "do's and don'ts" of being in treatment. Chapters 5 and 6 cover how things that happened in the past could have led to patterns of criminal behaviours. Chapters 7, 8, 13 and 14 are on stress management. Chapters 9, 10, 11 and 12 explain what anger is and how to monitor and manage it. Chapters 15 and 17 cover assertiveness training and negotiation skills. Chapters 16 and 22 explain personal rights and responsibilities, values, criminal attitudes, beliefs, and defence mechanisms. Chapters 18 to 21 examine the perception, thinking, feeling and behaviour components of the dys-

functional or criminal cycles of behaviour. Chapters 23 to 25 help the offender put together the idea of a cycle of criminal behaviour with various intervention strategies that he has learned, in order to formulate a workable relapse prevention plan.

In an effort to improve the workbook, chapters on substance abuse and attitude change were added. These are two major criminogenic areas where most offenders require additional assistance.

The workbook is partly based on the work of Laren Bays, Robert Freeman-Longo, Diane Hildebran and Murray Cullen, to whom the ABC treatment team is most grateful for their permission to reproduce some of their original material in the workbook. Copyright clearance was obtained from various publishers to reproduce a limited number of copies of the workbook for staff and participants of the ABC program. The workbook is in the process of being published so that it can be available to all those interested in using it. Additional information can be obtained by contacting Diane Neufeld, Program Director, at (306) 975-5229.



Risk Assessment Self Study Manual

by Dr. Steve Wong, Director, Research

In 1994, Correctional Service Canada (CSC) implemented a Risk Assessment course to provide the necessary training in risk assessment and management to CSC personnel. The course consists of seven modules:

Explanation of Criminality; Prediction and Classification; Dangerousness Issues in Risk Assessment; Management and Treatment of Offenders with Mental Health Problems; Management and Treatment of Sex Offenders; Impact of Incarceration vs. Intervention; and Supervision-Management Aspects on Conditional Release. The course was designed to be delivered in a workshop format by a panel of specialists. A number of CSC staff were trained in the workshops, which were well received. Since then, many new staff have joined the service and require training in risk assessment.

The Regional Psychiatric Centre (RPC) has offered a number of additional training workshops to both new and

current staff who have not yet received the training. However, it is not always possible to offer the required training in a timely manner. As well, many staff find two days of full-time training in risk assessment can cause information overload. Quite often, they have to be relieved from their regular responsibilities in order to attend the training workshop, thus incurring additional costs to the institution, such as traveling expenses.

In order to provide risk assessment training to CSC personnel in a timely and cost efficient manner, staff at the RPC, in collaboration with the Extension Division at the University of Saskatchewan, have redesigned the method of delivery of the Risk Assessment course. The end product is the Risk Assessment Self Study Manual, which uses the latest instructional design technology to present the content of the course to learners in a format that is both easy to read and comprehend. Staff can study the material on their own and at their own pace without having to attend a formal workshop. Where appropriate, the Self Study Manual also incorporates relevant sections of the Corrections and Conditional Release Act and Commissioner's Directives in order to highlight the need to comply with the rule of law and CSC policies on risk assessment. Self test questions with answers are included to prompt learners to attend to key material and issues. Multiple-choice questions for each module have also been developed. With further development and validation, the questions could be used for evaluation purposes.

The RPC hopes that this initiative will enable staff who require risk assessment training to receive that training in a timely and cost efficient manner. Additional information can be obtained from Dr. Steve Wong at (306) 975-4156.

Peers Helping Peers

The Peers Helping Peers program aims to increase socially acceptable behaviour in low functioning or mentally-ill patients from the inmate population, while assisting them with their employment within a correctional facility.

Mr. Yvon Ng-How-Tseung, Patient Employment Coordinator at the Regional Psychiatric Centre observed, during his first week on the job, that a number of patients required constant supervision while at their job site (grounds/horticulture, facilities and material management, maintenance service departments), which could not be provided by their supervisors for a number of reasons.

A suggestion he made to the Treatment Teams led to the implementation of this pilot project on May 27, 1997. The program consists of pairing

up an eligible patient undergoing treatment in the Aggressive Behaviour Control Program or in Sex Offender programs with an inmate who is disabled due to short- or long-term mental illness. The pair engages in social or recreational activities together, or the "buddy" assists his "protégé" with his job-related duties. These activities are conducted in a positive, low stress, supportive environment. The program aims to help all participants increase their sense of self-esteem and personal empowerment, reduce their stress level, and prevent relapses.

To be eligible to participate in this program, patients referred from the treatment programs must show motivation and be willing and able to work closely with low-functioning individuals by assisting with directions, motivation and encouragement. The initial feedback received from this group indicates the program is very beneficial in that it allows them to better understand challenged individuals, it helps put one's problems into perspective, and it gives them the confidence necessary to open up to another individual. These patients also stated they would like to spend more time with their charge to form a more meaningful relationship, and they requested more social activities as a group to stimulate and practice social skills. A total of 24 patients have so far benefited from the program.



An evaluation of the program will be conducted in the spring; if proven successful, the program will be implemented when the new 100-bed unit expansion at the Regional Psychiatric Centre is completed in August 1998. n

Regional News

Atlantic

Saint John Community Correctional Facility Officially Opened

by Ms. Claudine Daigle
Regional Administrator
Communications and Executive
Services

It was a community celebration! On
October 14, about 70 neighbourhood

residents and community leaders joined criminal justice partners and employees from the Correctional Service of Canada (CSC) and Public Works and Government Services Canada to officially open the new facility which houses the Parrtown Community Correctional Centre and the Saint John Parole Office in Saint John, New Brunswick.

In her opening remarks, the Mayor of the city, Ms. Shirley McAlary, welcomed this opportunity to officially mark the cooperation between the community and the Correctional Service in assisting offenders reintegrate into society. The District Director responsible for the management of the facility, Mr. Marc Brideau, applauded the Citizens' Advisory Committee's invaluable contribution in promoting community acceptance of the Centre. "The success of the project is largely thanks to the Citizens' Advisory Committee that worked tirelessly as a liaison between the federal govern-

ment representatives, the community, and the city," he said. The committee Chairperson, Ms. Dorothy Dawson, opened the door for even more community involvement in rehabilitating offenders through the formation of circles of support, which would bring together offenders, their victims and community representatives.

Solicitor General Andy Scott presided over the event. He also acknowledged the importance of community participation in the correctional process. "Community support and involvement is critically important to the achievement of the Correctional Service's mission and mandate," said the Solicitor General. "And I am very encouraged by the assistance and support we have received from the community leaders, volunteer organizations, criminal justice partners, the clergy, private citizens and the people who live near this new facility." Also in attendance were CSC's Commissioner, Mr. Ole Ingstrup and Deputy Commissioner for the Atlantic Region, Mr. Alphonse Cormier.

The three-story-L-shaped building, located at 23 Carleton Street in Saint John, accommodates up to 26 federal offenders on conditional release as well as office space for 15 employees who work in the parole office. The new facility is also expected to strengthen the long-standing partnership between corrections and the community in Saint John. Allowing for a more efficient and effective delivery of correctional services, the co-location of the operations has expanded the available program space, which is accessible to community groups.



From left: Nancy Porter, Commissioning Officer for the project and Supervisor of the Parrtown Community Correctional Centre; the Honourable Andy Scott, Solicitor General of Canada; Your Worship Shirley McAlary, Mayor of Saint John; Marc Brideau, District Director, New Brunswick West

Restorative Justice – Supporting the Offender as a Member of the Community

by Ms. Claudine Daigle
Regional Administrator
Communications and Executive
Services

Members of the Citizens' Advisory Committee (CAC) in the Atlantic Region meet each year to share their ideas and accomplishments, and to reflect on a common theme. This year, the new Community Corrections Complex (Parrtown CCC/Saint John Parole Office) provided the setting, on June 21, and the theme, an old concept making its way anew in the criminal justice community: **restorative justice**.



The Restorative Justice Concept – An Alternative

Ms. Joanne Goodrich, CAC Chairperson at Westmorland Institution and Moncton Parole Office, shared insights gained at the conference on restorative justice held in March in Vancouver. Describing restorative justice as a promising alternative to our traditional retributive system, she focused on the principle that the community should strive to keep the offender as one of its members, while including victims in the process of restoring order after a crime has been committed. "The traditional system does not provide a chance for the offender to remain acquainted with the community, and upon release the offender is very often isolated. This too often leads to recidivism, and it gives little peace to the victim," she said.

Reverend Montey Lewis was described as a "restored" individual. He is the founder of Cons for Christ, a prison Ministry based in Fredericton, New Brunswick, which reaches out to inmates during their incarceration and helps them bridge the gap between institutional life and freedom in the community. After a turbulent childhood shattered by abuse, he ended up



Constable Ray Coleman, Saint John City Police

in conflict with the law. Incarceration gave him a second chance. He believes, though, that restorative justice is required for complete restoration after victimization occurs. "Restoration for me occurred when I was able to forgive my father on his death bed," affirms the Reverend. He talked about the work of Cons for Christ in assisting offenders to remain members of the community. They engage in very practical activities to help individuals break the cycle of violence and crime – the Ministry operates a camp for children, welcomes offenders back to the community, provides counseling, assists offenders with job search, speaks to youth groups, helps offenders and their families, or simply lends a caring hand.

Three Perspectives on Restorative Justice

Three key players in the criminal justice system – a victim, an offender, and a police officer – gave their views on restorative justice.

Mr. Walter Brown, who was CAC Regional Chairperson at the time, talked about the emotions involved for him and his family after being victims of several acts of vandalism. There is



Walter Brown, former CAC Regional Chairperson

the feeling of loss – material, of course – but also a sense of mourning for having been robbed of things that are irreplaceable, such as a coin collection, souvenirs from deceased relatives, and other valuables. There is the frustration of having the insurance company cancel your insurance because you have become a bad risk. There is anger at the system; there is sympathy for those who steal; there is fear, almost paranoia, that it will happen again. And there is a feeling of personal violation. The traditional system leaves the victim empty-handed and provides for no closure. The restorative justice system allows for restitution and gives an opportunity for closure.

The offender, who eight years ago was declared a dangerous offender, has cascaded through the system – from maximum security incarceration to day parole in a Community Residential Centre. He described his frame of mind at the time of his offences: “I did not care about the victims and about how they felt – I only cared about what I wanted,” he said. Eight years of incarceration has brought him in touch with his feelings, with the assistance of Cons for Christ. “I have gained an awareness of the impact I had on these people; I think a lot about them, especially the last one who sustained 50 stitches in a bar room brawl,” he continued. But for him, the healing remains incomplete until he has a chance to meet with his victim. “Although the traditional system provides opportunities for growth and change, I believe that restorative justice only can promote real healing,” he concluded.

Constable Ray Coleman, from Saint John City Police, sees daily the frustrations of many people who are violated and are losing faith in the criminal justice system. He sees restorative justice as a promising alternative. “Community policing presents some

facets of this philosophy, in that it attempts to involve communities in the maintenance of law and order.

Most police officers have difficulty developing empathy for the offender, though, because of the victims,” he said. His experience – as a correctional officer, in parole work and as a CAC member – leads him to see victim-offender mediation as an option to promote healing and to restore faith in the system for police, victims and the community at large.

Saint John Mayor, Ms. Shirley McAlary, welcomed CAC members to the city and commended them for engaging, on behalf of their communities, in activities that assist and encourage offenders to reintegrate into society.

A strong advocate of alternatives to incarceration, New Brunswick Solicitor General Jane Barry indicated that the Province is shifting one third of its corrections resources to the community in order to maintain in society those offenders who do not pose any undue risk, with provisions for the delivery of community-based programs. The Province’s five corrections regions have developed community councils which are encouraged to liaise with groups such as Citizens’ Advisory Committees. “As part of its renewal in the area of corrections, the Province is very interested in the concept of restorative justice, and welcomes cooperation to bring the community on side – there is still much a feeling of ‘lock them up and throw away the key’,” she said.

CACs in the Atlantic want to find ways to cooperate with the police, the court system, corrections and the communities to find solutions that will enable the offender to remain a member of the community. n

Quebec

La Macaza Institution is 20 years old

by Ms. Ninon Paquette
Assistant Warden, Management
Services, La Macaza Institution

On September 26, La Macaza Institution in Quebec celebrated its 20th birthday. The day began with a tour of the Institution. A number of former employees, including retired staff, attended the event. The Institution, a former military base, has seen major changes in recent years; indeed, those who had not been there in a long time wondered if they were in the right place!

After the tour, Warden Odette Gravel-Dunberry addressed employees and guests. She paid tribute to all those who had worked at the Institution over the past 20 years and issued a challenge to current staff for the years to come.

A party, jointly organized by the 20th anniversary celebrations organizing committee and the social committee followed. Everything had been done to bring back good memories of the past 20 years. The walls of the hall were papered with photographs and



Administration Building

employees performed humorous skits. It was a wonderful reunion and the evening was a success from every point of view.

History of La Macaza Institution

La Macaza is a former military base that was used by National Defence in the '60s. It was abandoned in 1970 and subsequently turned into a college for Aboriginal students.

On August 22, 1977, the decision was made to turn it into a federal medium-security penitentiary. It was to house 165 inmates and staff was to be gradually increased to 170 employees.

But one year later, belt-tightening put the very existence of La Macaza Institution in peril. At the time, employees had to work in an atmosphere of uncertainty. They did such a good job that on November 8, 1978, then Commissioner Yeomans confirmed, during a visit to the Institution, that the penitentiary would remain open and would become a low-medium security institution.

Today, La Macaza Institution has become a medium security institution which houses more than 300 inmates and is staffed at 173 person-years.

Like other medium security institutions, La Macaza will get a main communications control post next December. Increasingly, the old military facilities are being replaced by new construction which is more suitable from both the security and operational points of view.

Opening and maintaining an institution like this one is quite a feat. It is thanks to the people who have worked here over all these years that the Institution has become what it is today.

Hats off to one and all for a job well done!

Aboriginal Cultural Awareness Day

M. Michel Cantin, Instructor
and
Ms. Carole Taillon, Program Officer

An Aboriginal Cultural Awareness Day was held at La Macaza Institution in Quebec on October 31. The event provided an opportunity for a large number of participants from both the community and institution to discuss Aboriginal cultural realities and issues in a correctional environment. Members of the National Parole Board and decision-makers and stakeholders from Aboriginal, correctional and edu-



Traditional Chants

cational settings saw the importance of implementing programs which can meet the needs of Aboriginal residents.

The prominent involvement of residents in organizing the event and visits by residents' family members created an atmosphere conducive to reflection and discussion.

A Sharing Circle and Teachings of the Elders helped give participants a better understanding of the richness of Aboriginal traditions and suggested new approaches. A visit to a sweat lodge, Aboriginal chants and a generous traditional community feast prepared by volunteers from the surrounding community contributed to the event's success.

A Well-Deserved Retirement

Mr. Jean-Claude Perron, Deputy Commissioner for the Quebec Region, will be retiring from the Correctional Service of Canada (CSC) on February 13. Mr. Perron started his career in June 1967 as a Parole Officer at the National Parole Board (NPB) in Laval

and progressively moved through the ranks of the NPB and CSC until finally reaching his current position in 1985.

Throughout the years, he had a great impact on correctional services around the world, hosting foreign delegations which lead to staff interchange among countries. Mr. Perron is a member of the American Correctional Association; over the years, he served as president of the Federal Regional Council in Quebec and also held the position of First Vice-president of the American Probation and Parole Association.

Mr. Perron gracefully agreed to the following interview with Mr. Jacques Bélanger, Senior Communications Officer at National Headquarters, in which he shares his valuable experi-

ence and views of Canadian corrections.

Q: What advice would you give to graduate students who wish to work in corrections?

A: I'd tell them that if they feel like doing missionary work, they should come to CSC. However, they should not expect gratitude from the population at large. The salary is good but the work is difficult. We are criticized internally and externally, however, you must still be able to make enlightened decisions on each individual case.

Q: Is there a discrepancy between what is taught in universities and reality?



Jean-Claude Perron

A: There's a huge discrepancy. It's astounding to realize that more than 70 percent of teachers and students in Quebec are in favour of the death penalty. It's inadmissible, considering those students might end up working with inmates. This was brought to my attention by university teachers.

Q: Was the climate less conservative when you joined the criminal justice system in 1967?

A: The recommendations made by probation officers at the time were more open. The prevailing philosophy was to get as many people out as possible, without jeopardizing the public's safety. Their job is more difficult now, as their caseload has tripled and there is much more paperwork involved. Regulations were also less stringent, we were allowed to take more risks. Not that failure was acceptable, but people were less likely to be banned from the public service for misjudging a case.

Q: What have you accomplished in the past 12 years that you have been

Deputy Commissioner that you are proudest of?

A: Foremost, I was the first Deputy Commissioner with a community rather than an institutional background. Wardens gradually altered their philosophy to adopt a community orientation, setting the stage for more conditional releases. We also successfully implemented a strong community network, such as community residential facilities and social agencies.

I'm very proud of the change of philosophy within CSC's institutions. It wasn't easy for some wardens to go from a "lock them up" attitude to embracing rehabilitation. It's quite a cultural change that took place at that time.

I'm also happy with maximum-security Archambault Institution becoming a medium-security facility, as well as the Federal Training Centre going from medium-security to minimum-security. I don't think highly institutionalized facilities are a solution, so I like the direction we're taking. We are one of the countries with the highest incarceration rate, after Russia, the United States, and South Africa, and CSC is working at changing that.

Q: What would you have liked to accomplish in the past 12 years that you were unable to?

A: I would have liked to see a lower incarceration rate prior to leaving the Service, as well as a higher rate of offenders on conditional release. Quebec has the highest rate of conditional releases in Canada, but I would like it to be higher still.

Another regret concerns the Federal Training Centre. When it was transformed into a minimum-security facility, the fence surrounding the perimeter of the institution remained. Public

pressure stopped us from removing it, which alters its role as a minimum-security facility.

Q: When discussing management issues with your colleagues in other regions, have you ever felt your region had unique characteristics?

A: The regulations are the same throughout the country; we are all guided by CSC's Mission document. If there is one area that might be different in the Quebec Region, it's that the control mechanism I've implemented is more stringent than in other regions – I get enough complaints from the wardens to attest to that.

Q: What does the future hold for you?

A: I gained a lot of experience working for the public service and would like to put it to good use by working for non-profit organizations such as the Canadian Executive Service Organization (CESO), the Oxford Committee for Famine Relief (OXFAM), or the International Red Cross. I still have the missionary calling, so I would like to assist developing countries in matters of correctional services, management or training.

Q: Mr. Perron, you'll be missed at CSC; we hope you'll enjoy your retirement and wish you great success in your future endeavours.

A: Thank you. I would like to point out, in closing, that the Quebec Region owes its success to the extraordinary management team that I've been able to rely on. We also have a good succession plan in place and boast of the highest number of female wardens of all regions. Hence, I'm very optimistic of the future of the Service, and I know the hard work of these past years will soon result in an increase of offender reintegration into the community and in a decrease of federal institutions in Canada. n

Ontario

Board Game Invented for Substance Abuse Programming

Two Ontario Program Officers at Kingston Penitentiary, Ms. Janice Carson and Ms. Merri MacDonald, recently created a board game that allows inmates participating in Substance Abuse Programming to practice their skills.

SKILLPAC originated as a practical and interesting method to provide a comprehensive review of the program material taught in the Offender Substance Abuse Prerelease Program (OSAPP). The game includes and recognizes the different learning styles and the educational limitations of its participants. It is based on the OSAPP

social learning theory and incorporates the New Roads technique to behaviour change, using the ABC model: antecedents, behaviour, and consequences.

Antecedents – Refers to having participants recognize what triggers are and how they may affect one's sobriety; participants also learn about relapses and slips, and the impact they have.

Behaviour – Focus is on questions derived from the teaching manual that incorporates the use of social skills, dealing with negative thinking and the benefits of applying social skills in relation to substance use.

Consequences – Questions focus on the knowledge of the positive and negative effects of the five different classifications of psychoactive drugs as well as stimulating alternatives to deal with situations other than relying on drugs.

The game consists of three packs of cards, one for each of these components, with questions printed on the reverse. The questions cover all the material presented throughout the program and provided on handouts for the participants. Specially marked cards focus on high-risk situations presented by a participant; the answer

is decided by the group to determine appropriateness, feasible realism and use of the skill. This process allows them to analyze a given situation and to offer constructive criticism that is often better accepted from one's peers.

A facilitator assists to the game, handing out chips for correct answers and acting as a mediator when necessary. The idea is to include the participants at all times throughout the game, not just when it is their turn. By conforming to the guided learning process, it is creating an interactive process involving the entire group by shifting the responsibility of self-discovery to the participants through guided questioning. It also allows the participants to contribute their own knowledge, ideas, opinions and experiences, which is reassuring because they can see that others share similar problems and views. Everyone in the group can become involved. Because it is a self-discovery process, a deeper understanding of oneself is achieved while increasing the participants' knowledge of the methods that help change attitudes, build other skills and develop social perspective taking.

The game can be played at different stages of the program simply by removing the questions that have not been taught yet. The game is perfect for maintenance and relapse prevention groups. As the same substance abuse programs are delivered in other correctional facilities across Canada, the game becomes universal to all sites, in conjunction with the Core Programs mandate.

In its initial stage, the board game was constructed of plywood, with graphics hand-drawn in oil paint. The question cards were made from discarded business cards, donated from a Kingston area printer. The box used to carry the game was made by an offender at Kingston Penitentiary, in the carpentry shop, and was supervised by Mr. Gerry Haycock.



SKILLPAC

The game is now being produced by a local design studio. Ms. Janice Carson worked closely with the designer to ensure that the visual design was compatible with the program concept. The box shows a compass signifying new directions, new changes, that life is a journey and along that journey people have to make choices, find alternatives, assess consequences in order to develop effective strategies to deal with substance use as well as problem-solving.

Distribution of the game is underway at various correctional facilities across Canada. A copy can be obtained by calling Ms. Carson at (613) 536-4304.

Ms. Janice Carson was working at the Kingston Penitentiary when the game was created. She has since transferred to Collins Bay Institution, where she works as a Substance Abuse Program Officer.

'Back On Track' Is Back

Ms. Lise Caron was a Registrar at the Regional Correctional Staff College when she wrote this article. She is now a Case Management Officer at Bath Institution.

The Back On Track program began as a pilot project in February 1997 and finished in June, at the end of the school year. It is an alternative school program for "at-risk" adolescents. This program is the first joint effort between the Separate and Public School Boards, involving curriculum planning and delivery at the classroom level. The Regional Correctional Staff College had a unique opportunity

of becoming a partner in this program by providing classroom space for these students. Other resources available to them included the gym, library, computer rooms, and the Resource Center.

The program began its first full year on September 15. It has the benefit of beginning with the new school year and is once again using the facilities at the Regional Correctional Staff College. The teachers and their assistants assigned to this project from both the Separate and Public School Boards were busy last summer preparing and planning the schedule for the new school year. The aim is to help "at-risk" adolescents who are not doing well in the traditional system. Back On Track is not intended to replace the traditional class setting, but as a means of intervention to help adolescents stay in school, with the aim of returning to a traditional high school after a few weeks or months to complete their secondary school education. As a continuous intake program, students may enter throughout the school year. This enables the program to assist a greater number of students, as the seating is limited.

This program is to be commended for taking a lead as a preventive initiative involving youngsters under 16. The pilot project was a success in many ways. The attendance of the students improved dramatically, they earned more credits, and the majority have been integrated into their local high school.

The Back On Track program is not a means of punishment, but an opportunity to learn responsibility – for their actions, attendance and school work. The environment and atmosphere of the Correctional Staff College is conducive to learning. The college staff, as well as other staff from the Ontario Region who attend training at the college, provide positive role models for these students. n

Prairies

Healing Lodge Opens in Prince Albert

by Mr. Tim Krause
Regional Communications Officer

Nestled among the pines in northern Saskatchewan, the Prince Albert Grand Council Spiritual Healing Lodge officially opened its doors in September among prayers, songs, and salutations. The Lodge, located on the Wahpeton Reserve, North of Prince Albert, will house 30 male aboriginal offenders, and be run by 10 staff and one full-time Elder, with the assistance of a number of visiting Elders.

The Healing Lodge is the result of a partnership between the Prince Albert Grand Council (PAGC), the provincial government of Saskatchewan and the federal government. Under terms of the agreement, the PAGC will operate the culturally-based Healing Lodge for 25 provincial and up to five federal inmates. A five-year agreement provides for an annual operating budget of \$814,000 with the province committing \$678,000 in funding and the Correctional Service of Canada (CSC) providing a payment of up to \$136,000 based on the actual number of federal offenders the facility will house.

The agreement was the first of its kind signed by CSC under Section 81 of the Corrections and Conditional Release Act, which allows CSC to enter into agreements with Aboriginal communities for the provision of correctional



Participants in the Grand Entry file in to begin the opening ceremony for the Prince Albert Grand Council Spiritual Healing Lodge



From left to right: Paul Oleniuk, CSC; PAGC Vice Chief Hardlot; Carla Omani; Chief Omani, Wahpeton First Nation; Elder Rita Parenteau; Justice Minister John Nilson; Elder Nellie Kingfisher; PAGC Grand Chief Alphonse Bird; Federation of Saskatchewan Indian Nations Chief Blaine Favel; Chief Terry Sanderson, James Smith First Nation



Little Nations Singers performing at the opening ceremony



CSC Regional Elder John Stonechild presenting a star-blanket and plaque at the opening ceremony

services to Aboriginal offenders. The PAGC built the facility, relying heavily on their own suppliers and artisans. In addition, inmate work crews on work release programs from Saskatchewan Penitentiary provided a substantial amount of labour to assist in the construction over the course of the project from May to August, 1997.

PAGC Grand Chief Alphonse Bird said the Lodge is part of a process for First Nations to look at taking control of their courts, corrections and policing.

“The people who come here want healing. The people who want to walk out can walk, but they won’t be welcome back. I hope to see this initiative taken up by other tribal councils in Saskatchewan,” Chief Bird said at the opening ceremony.

Prairie Region Assistant Deputy Commissioner Paul Oleniuk, who represented CSC at the opening ceremony, echoed the Chief’s comments. “We hope this is only a beginning, and that the future will present similar opportunities elsewhere,” Mr. Oleniuk said at the opening.

Also participating in the opening ceremony was Saskatchewan Justice Minister John Nilson. “It’s significant we use the term ‘relative’ to describe the people who live here,” said Mr. Nilson. “A relative is a person of our family who needs help and sometimes we are not careful to think of those caught in the criminal justice system as members of family.”

The facility currently houses 17 offenders, four of which are federal inmates. Offenders are selected through a rigorous screening process involving Elders, staff and the sponsoring correctional service. There are no fences around the facility, and only minimum security offenders will be considered for placement at the Healing Lodge.

New Federal Minimum Security Annex Opens at the Drumheller Medium Security Institution

by Mr. Tim Krause
Regional Communications Officer

A new federal minimum security institution was officially opened October 29 in Drumheller, Alberta. The 56-bed Minimum Security Annex is located

on a hill above and just outside the perimeter fence which surrounds the main medium security Drumheller Institution. Presiding over the official opening were Correctional Service of Canada (CSC) officials Prairie Region Deputy Commissioner Rémi Gobeil and Drumheller Institution Warden Tim Fullerton.

About 100 guests participated in the opening ceremony which was held in the sprung structure at the Annex, also known as "the dome". The sprung structure is a temporary structure resembling a large tent, with walls being made of a tough plastic skin. The sprung structure is expected to have a life of 15 years and will be used for program space.

Following the speeches, the guests were ushered outside where they witnessed a ribbon-cutting in front of the ceremonial white spruce tree which had been planted earlier in the fall to commemorate the completion of the project.



From left to right: Ribbon cutting by Tim Fullerton, Warden of Drumheller Institution, Dorothy Bergos, Deputy Mayor for the town of Drumheller and Rémi Gobeil, Deputy Commissioner, Prairie Region

The Minimum Security Annex was built to address a lack of minimum security beds in the Prairie Region. The new Annex is comprised of seven apartment-style units, each unit housing eight offenders. There is also an administration building and a private family visiting unit, which is still under construction.

"There are some sound reasons for building minimum security facilities such as this, adjacent to medium security institutions," said Mr. Gobeil. "The two facilities will benefit from shared programming and staff resources and will be able to work closely together at identifying candidates from the higher security institution who have shown they are ready for a minimum security environment," he explained.

Mr. Fullerton, the Warden of Drumheller Institution, noted: "The Annex will become a valuable tool for the CSC to manage offenders and provide a more controlled environment to ensure a gradual and supervised return back into the community."

Ms. Dorothy Bergos, Deputy Mayor for the town of Drumheller, said the town is squarely behind the facility. "This Annex is of great interest to our city council and of course we can't deny our enthusiasm at the increased (tax) assessment and look forward to working this into our next budget," Ms. Bergos said jokingly at the opening.

One unique aspect about the Annex was that CORCAN was the main contractor for the project, and most of the labour was provided by inmates. The inmates lived in "the dome" while the permanent buildings were being constructed, and judging by the appearance of the end product, took great pride in their work.

The \$2.2 million facility will have an annual operating budget of approximately \$1 million. Inmates have already moved into the new facility and it is currently at full capacity.

Federal Minimum Security Facility Opens in Edmonton, Alberta

by Mr. Tim Krause
Regional Communications Officer

About 100 invited guests attended the official opening for the Grierson Centre on October 30 in Edmonton, Alberta.



From left to right: Ribbon cutting ceremony involved Terry Olenick, Director of Grierson Centre, Don Kynoch, District Director, Northern Alberta/N.W.T. Parole District, Paul Oleniuk, Assistant Deputy Commissioner, Prairie Region, and Allen Benson, Executive Director, Native Counseling Services of Alberta

The 30-bed Grierson Centre is part of the Grierson Complex located at 9530 – 101 Avenue in downtown Edmonton. The Grierson Complex also accommodates the District Parole Office for Northern Alberta and Northwest Territories, the Edmonton Area Parole Office, the sub-office to the Prairie Region National Parole Board and the Stan Daniels Centre, a community correctional centre operated by Native Counseling Services of Alberta.

Presiding over the opening ceremony were Prairie Region Assistant Deputy Commissioner Paul Oleniuk and Northern Alberta/N.W.T. District Director Don Kynoch.

In addition to the opening, the occasion marked the 25th anniversary of CSC involvement at the Grierson Complex.

“The Grierson Complex has served a number of purposes over the course of

the last 25 years,” said Mr. Oleniuk at the opening. “Today, part of the complex is being officially designated as a minimum security facility which will accommodate 30 offenders who have not yet been granted any form of conditional release, but have demonstrated they are capable of exercising responsible behaviour within this type of environment,” he added.

Mr. Kynoch, the District Parole Director for Northern Alberta and N.W.T. also spoke at the opening and noted: “With the opening of this minimum security facility, we will be able to offer offenders a wide variety of programs and services within the same complex. The Stan Daniels Centre will accommodate those who are on day parole or full parole, and with the parole supervision offices all located here as well, we will be able to use our resources more effectively to ensure the protection of the Edmonton community.”

The event was an occasion for many former staff who worked at the Grierson Complex at some time in their careers to get together and reminisce about old times. The renovation looked impressive with bright-faced staff waiting eagerly on hand to proudly escort visitors on tours of the facility. Following the official ceremonies, lunch was served at the Stan Daniels Community Correctional Centre.

The Edmonton community appears to be supportive of the initiative, with little expression of concern about having the Centre in operation. The target group of offenders to be transferred to the Centre includes those eligible for accelerated day parole who are first time federal offenders serving sentences for non-violent crimes.

The Grierson Centre renovation cost \$400,000 and will have an annual operating budget of \$820,000. The first inmates arrived in early January. n

Pacific

Cops for Cancer Fund Raising Event

by Mr. Randie Scott, Assistant
Warden

There are a lot of shiny heads around William Head Institution (WHI) these days. Over \$5,000 was raised for the Canadian Cancer Society last October 25 when 16 staff members rose to the challenge from the local RCMP detachment in Colwood, B.C., which organized the 'Cops for Cancer' fundraising event. Financial pledges were made for every hair on participants' heads, with all money directed to helping send kids with cancer to a special camp. The actual head shaving was a well-attended spectacle in a local shopping mall and involved about 50 protective services personnel. There were also several spontaneous auctions for moustaches and beards which raised more cash during the barbering spree, as cameras rolled and flashes lit up.



Back row, from left: Cor rectional Officer Iqbal Sangha; Cor rectional Supervisors Ross Reid and Rob Higgins; Supplies and Institutional Services Ron Baird; Assistant Warden Randie Scott; Chief Finance Genno Pereira; Cor rectional Officer Hali Jo Shular .
Front row: Correctional Officers Chris Grangeaud, Bernie Dovell and Michael Black; Correctional Supervisor Steve Phillips (with 11-month old son Jethan); Acting Institutional Preventive Security Officer Dave Hamer



Correctional Officer Hali Jo Shular (seat - ed) being presented with customized CSC cap by Assistant Warden Randie Scott. To their left is a volunteer hairdresser and Constable Paula Raymond.

WHI Correctional Officer Hali Jo Shular joined several other ladies for the cause. Ms. Shular, who had expressed concerns about her bare head being cold, was presented with a customized version of the CSC baseball style cap, complete with a woven pony tail!

Top money earner was Genno Pereira, who netted over \$1,000 from family, friends and colleagues. Warden Michael Gallagher mirrored the thoughts of many when he said that the event was 'a perfectly ridiculous thing to do...for a wonderful cause'.

WHI Inmate Committee Chairman Tim Whitwell lost both his parents to cancer and cut his shoulder-length hair, raising over \$400 from fellow inmates and staff.

The final tally for money raised by participating criminal justice and protective custody service agencies was almost \$20,000! The event was hailed as a resounding success by the Cancer Society. Many young cancer patients will now be able to go to camp due to the efforts of so many willing and generous supporters.

The Pacific Regional Pharmacy

The Pacific Regional Pharmacy was established in 1993 under the guidance of Dr. Réal Préfontaine, then senior medical advisor for the region. Today it is run by coordinator Jason Wong, staff pharmacist John Evans and pharmacy technicians Lorena Matthiesen and Melena Brookes.

The Pacific Regional Pharmacy is an accredited hospital pharmacy providing pharmaceutical and hospital supply services to approximately 2,400 inmates at seven federal correctional institutions in the Pacific Region. The pharmacy attends to the needs of a range of facilities including minimum, medium, and maximum security institutions, the Regional Health Centre and six parole facilities.

Prior to the creation of the Pacific Regional Pharmacy, located at the Matsqui Corrections Complex in Abbotsford, British Columbia, correctional facilities got their pharmaceutical services from community pharmacies. However, a number of factors – rising

drug costs, expensive professional fees and services, the lack of centralized patient drug records and little uniformity from facility to facility – prompted an in-depth review of how Correctional Service Canada could obtain inmate medications in the future. The dilemma was resolved by establishing a centralized “in-house” regional pharmacy. As a result, over the counter drug costs for federal inmates and health care staff have declined by well over 20 per cent per year, or \$100,000 each year in the past four years.

Reducing Costs

With the development of the Pacific Regional Pharmacy, a number of associated changes began to occur. A regional Drug Formulary – a group of drugs used to treat a particular illness that is agreed upon by health care staff treating the patient – was created, with the input of all regional doctors, psychiatrists, dentists, nursing staff and pharmacists, and reduced the need to keep rarely prescribed drugs on hand. Limiting the amount of drugs to be dispensed at a time also reduced costs. Since the potential for drug abuse by inmates is high, medications such as neuroleptics, antidepressants, sedatives and hypnotics are now packaged in weekly, versus three-month, supplies. Narcotics and other controlled drugs are avoided, except in extreme cases, and other drugs are acquired through the governmental federal-provincial-territorial group purchasing contracts, the least expensive drug source.

Quality Care and Service

As well as reducing drug expenses, the Pacific Regional Pharmacy offers services not associated with a community pharmacy. It established a Regional Pharmacy and Therapeutics Committee to address pharmacy and inmate health care issues, and provides medicine and drug-related information to inmates. The pharmacy takes on special reports and projects, including a review of

changes in HIV drug regimens in the corrections setting, toxicology reports of common drugs used by inmates, and drug research projects and cost comparison reports.

The staff at the Regional Pharmacy also serve as a drug information resource centre for health care and corrections staff. They prepare the monthly Psychotherapeutic Drug Bulletin whose target is psychiatrists and psychologists in the Pacific Region, and the bimonthly Pharmagram for nursing staff and Regional physicians. Correctional security staff can also contact the pharmacy for clarification on lab findings, such as an explanation about why certain metabolites were detected in an inmate’s urinalysis lab report. Written drug information – how to properly take medication, what to do about missed doses, side effects to watch for – is also supplied to the inmates.

Practising pharmacy in such a unique setting is challenging and fascinating at the same time. Due to the patients’ situation, precautions not in place in the general public are in effect. No prescription products for inmate use can contain any alcohol. This is difficult at times, since topical preparations such as acne lotion and mouthrinse contain a small amount of alcohol. Another precaution is not using glass containers, for obvious safety reasons. These special requirements result in a very labour-intensive work setting for pharmacy staff.

Being a public entity, assistance to the community is a primary goal of the Regional Pharmacy. Pharmacy technician students have work practicums at the pharmacy, and an agreement has been made with the University of British Columbia’s Faculty of Pharmaceutical Sciences to have fourth-year pharmacist students perform their apprenticeship at the Regional Pharmacy. Currently, there is only one other such Regional Pharmacy for the Correctional Service of Canada and it is

located in Kingston, Ontario. For further information on the Pacific Regional Pharmacy, please contact Mr. Jason Wong, Coordinator of Pharmacy Services, Pacific Region at (604) 864-2521 or by fax at (604) 864-2523.

Regional Pharmacy staff have been able to receive orders and dispense drugs with the click of a button, thanks to a unique new software package called CHART.

At each correctional institution’s inmate health care centre, there are both nursing staff and the services of a visiting contract physician, who is on site at least once a week. After an inmate has been seen, a prescription is entered into the CHART computer system, which is connected to the Regional Pharmacy. CHART allows for the on-time transmission and receiving of information. Physicians enter their orders using a confidential, electronic password which is then picked up at the Regional Pharmacy for dispensing. Regardless of the location of the facility, the CHART software allows for the speedy and confidential sharing of prescription information between physicians and pharmacy staff.

“Besides pharmacy and drug information, this system has the ability to provide nursing-related and diagnostic information for our physicians. I don’t know how we managed without it the first few years I was here,” said Regional Pharmacy Coordinator Mr. Jason Wong. n

Christmas Stories from Across the Country

The following is a rundown of just what generosity means – A host of Christmas events took place in all institutions

At **Dorchester Institution**, 28 inmates got into the holiday spirit by making gifts for needy children. In this 8th year of operation, offenders in the Basic Skills Shop have produced nearly 13,000 toys. Inmates with special talents are dubbed 'tutors' and help those with special needs. **Atlantic Regional Headquarters**' staff made up special Christmas hampers, filled to the brim with helpful and delectable goods, for four families and the two children of inmates at Nova Institution for Women. Each family also received a Christmas dinner. **Sainte-Anne-des-Plaines Institution** staff and offenders raised money for the Knights of Columbus charity. They earned a total of \$2,143 and 10 food baskets destined for needy families. And at the **Federal Training Centre**, over \$3,000 was garnered along with 20 food baskets. At **Cowansville Institution**, 80 inmates and 200 family members celebrated Christmas, with Santa appearing to give presents to children who might not have otherwise been so lucky. New toys and food were also handed out for community distribution. **Drummond Institution** decorated a tree for 35 handicapped children, while **La Macaza Institution's** choir raised \$500 for local families in need. Eighty inmates at **Leclerc Institution** celebrated with 30 handicapped children by presenting them with a Santa, clowns and toys. **Montée Saint-François Institution** made up close to 4,000 Christmas baskets for a charity, wrapped presents and gave out meals at a community centre. **Port-Cartier Institution** held a day for 35 handicapped persons with 50 inmates participating. They made a crèche, trimmed the tree and shared a meal together. The **Regional Reception Centre**, together with the

Knights of Columbus, gave out Christmas food baskets, and **Donnacona Institution** put together eight full boxes of non-perishable food and raised \$200 for needy families. Eight inmates of **Frontenac Institution** who volunteer throughout the year at the Salvation Army Food Bank, turned their talents to unloading, sorting and distributing Christmas baskets to the needy. Inmates also contribute their skills to renovating a children's receiving home in Newberry. **Ontario Regional Headquarters** raised \$600 and gave it to 'Clothes for Kids' which provides warm winter clothing for children. **Pittsburgh Institution** offenders again offered their services to erect and dismantle much of the props needed for the 'Festival of Trees' which raises money for hospitals. They also helped the Salvation Army with dinners and gift hampers, and assisted with a program to find presents for incarcerated offenders' children. And residents and staff at St. Leonard's Peel community-based residential facility threw their 20th annual Christmas party for underprivileged children, with 60 youngsters and 30 parents in attendance this year. **Stony Mountain Institution's** Don Kamins, his immediate family and even in-laws have given their time and energy for the past 16 years to organize a Christmas celebration for staff's children. The inmate population at that facility has also been very generous, raising \$5,000 throughout the year for charitable causes including Loonies for Lorrie, Ross Brook House, the Winnipeg Children's Hospital and the flood relief. And two inmates collaborated on a gingerbread house that was entered in the Winnipeg Convention Centre's festival of Trees and Lights. **Prairie Regional Headquarters** par-

ticipated in a local program called 'Adopt a Family' which gives money and gifts to underprivileged families. More than 300 cards and envelopes designed by mentally disordered patients in the **Regional Health Centre's** occupational therapy studio club were delivered to the Christmas Bureau Food Bank in Abbotsford. Pottery items were also donated by the patients for use as Christmas gifts. **Pacific Regional Headquarters** adopted a family with nine children that had been separated – the father works far away and cannot afford financial support and the mother is on social assistance, while the children were removed and placed in foster homes. The children were brought home for the holidays and resumed residence there in January. At **Kent Institution**, the Protective Custody Native Brotherhood baked gingerbread houses and carved a paddle for the community. At **Ferndale Institution**, inmates found \$300 to donate to those in need, and baked goodies to raise funds for the John Howard Society. At **William Head Institution**, staff's regular contribution to the Western Communities Christmas hamper was maintained, and this year food was offered to a single mother with four children. At **Elbow Lake Institution**, inmates baked 150 gingerbread men to give to community services, and **Mission Institution** lifers gave \$200 to a food bank and \$200 to an orphan's fund. They also bought toys for the children of offenders. Staff participated in the Christmas Tree gift project and gave presents to children in need. A **Matsqui Institution** offender made large gingerbread houses and distributed them to children away from home in hospitals or transition houses, at Christmas. n

UNDERSTANDING CORRECTIONS

#2 The Correctional Strategy

The Correctional Service of Canada (CSC) is responsible for about 24,000 offenders on any given day. Because this responsibility relates directly to important aspects of the lives of these offenders, the Service must discharge its responsibility in accordance with the law, the Mission of the Service, and the social and cultural traditions of our country. The Service must respond to the needs of the offenders within its jurisdiction. These needs should be considered on two levels:

- the Service must meet basic needs of offenders, including housing, food, clothing, health care and safety;
- the Service must also assist the individual offender in addressing factors relating specifically to his or her criminal behaviour so that the likelihood of recidivism is reduced.

Often, Service activities can address both levels of needs simultaneously. While the Service is responsible for ensuring the availability of programs and services, as well as providing an environment which supports change, each offender is responsible for changing his or her own behaviour through addressing specific needs as identified in the correctional planning process.

Good corrections is, in effect, the successful reduction of the risk of recidivism. It is the belief of the CSC that good programming is an essential element in reducing recidivism, while at

the same time providing better control and stability in institutions and the community. The Service must therefore invest further in programming and provide incentives for offenders to participate in programs designed to correct their criminal behaviour.

An overall, commonly accepted correctional strategy guides operations in determining the relationships and priorities among the components of programming directed at groups presenting different needs. It will thus ensure that the programming effectively meets the needs of the offenders, that the programming components are integrated with one another, and that they are compatible with recognized Canadian community standards.

The Service must, as any other organization, set priorities with efficiency in mind. All functions should be reviewed in light of the correctional strategy to determine what resources should be reallocated.

The following **principles** have, therefore, been adopted by the Service to:

- guide the establishment of program priorities;
- identify programs that should be either altered or eliminated; and
- identify where resource reallocations are possible, and to what programs the resources should be reallocated.

PRINCIPLES

1. REDUCING RECIDIVISM BY ADDRESSING NEEDS

Offender needs should drive programs and service delivery in CSC, and programs should primarily focus on successful reintegration. While helping the offender cope with incarceration, the primary efforts have to be directed towards the ultimate goal of successfully reintegrating the offender into the community.

2. CREATING AN ENVIRONMENT CONDUCTIVE TO CHANGE

Changing values, specifically those relating to reducing criminal behaviour and, thus, recidivism, should direct the management of offenders. The Service must create an environment which is conducive to changing beliefs, attitudes and behaviour, and to reinforcing the desired changes both in the institutional and community settings.

3. THE ATTITUDES, VALUES AND SKILLS OF STAFF ARE AGENTS OF CHANGE

CSC staff, in the community and institutions, must be provided with the appropriate training to develop effective skills in assessment, monitoring, and intervention techniques. This will allow them to assist offenders in developing spe-

cific strategies for coping with risk situations, thereby enhancing the likelihood of their success in the community. All staff, when working with offenders, must contribute to furthering the changes in attitudes and behaviour. What they do should ensure a consistent approach to the offender and should complement the activities of their colleagues.

4. AN ORGANIZED APPROACH TO ESTABLISHING PROGRAMMING AND EFFECTIVE FOLLOW-UP THROUGHOUT THE SENTENCE IS REQUIRED

The cognitive, social learning approach to programming teaches offenders the skills and abilities to think and plan logically and provides them with alternatives designed to change socially unacceptable behaviour. Programming in the community must build upon and be consistent with institutional program offerings so that offenders maintain the positive gains achieved during incarceration. Correctional programming must be focused on developing and reinforcing lifestyles that maintain law-abiding behaviours.

OFFENDER NEEDS AND PROGRAMMING

Offender Needs

Prominent offender needs are related to cognitive deficiencies, substance abuse, illiteracy, mental illness, sexual deviancy and antisocial attitudes, values and behaviours. These groups are not mutually exclusive and many offenders display a number of these needs. As a result, integration of program interventions is necessary.

In order to address the real needs and not just the symptoms, basic cognitive deficits, which are underlying needs such as impulse control or anger man-

agement, must be addressed with offenders who manifest these needs through substance abuse, sexual deviancy or violence.

A majority of needs are common to all offenders, including women, aboriginals and other ethnocultural groups. What is needed for these gender-specific or cultural groups is different only in the approach taken or the context in which the needs are addressed. This concept of sociocultural contexts may have to be expanded as the cultural profile of the offender population changes.

A clear distinction must be made and recognized between offender needs and the Service's needs. An activity required to support the Service's operations may not be complementary or consistent with the needs of offenders. Implementation of the Program Planning Model will assist in identifying offender needs as distinct from organizational needs, as well as the program modalities and resources required to meet the need.

Programming

Programming must be directly linked to meeting offenders' needs, and particularly those needs which, if addressed, will result in pro-social behaviour. It should be directed at changing behaviour, beliefs and attitudes to make the behavioural changes more durable. All programs should have a correctional orientation and correctional goals. All existing programs should be examined regularly to determine whether they meet this orientation, these goals and these results.

The Service must be able to effectively identify needs and to match levels of programming to these needs. The assumption that existing programs will meet the offenders' needs must be avoided. Needs should not be identified on the basis of program availability. Each offend-

er's needs must be addressed in a timely and appropriate manner, with consideration for the release potential of the offender and the nature of programming to be delivered in the community.

It must be recognized that for some offenders, a significant portion of programming is no more than management or control (these are offenders with a strong criminal orientation who present a high risk of escape, and/or those with a violent orientation).

It must be determined how the offender's needs can best be met, in the institution and in the community. The Service should be oriented to management of the offender in the community, when that environment is assessed as being appropriate to meet the offender's needs, and when the offender's risk of reoffending is assumable.

The overall general programming strategy is to be oriented towards behaviour change. More specific core programming strategies must be developed to address substance abuse, family violence and mental health (including sexual deviancy). Finally, for a smaller number of offenders displaying more serious or chronic substance abuse and mental health difficulties, specialized clinical interventions may be required.

To maximize the effectiveness of interventions addressing the priority areas, it is important that all programs, activities and employment be carefully integrated to permit the offender to obtain the greatest benefit from these interventions. Skills taught, or behaviours acquired, need reinforcement by providing opportunity to apply them. This means that staff must be trained to effectively provide these opportunities. n

A Quiz on Ethnocultural Diversity

with prizes to be won!

Eligibility: Open to all indeterminate and term employees of the Correctional Service of Canada.

Exclusion: Employees working in the Communications Sector and Correctional Programs and Operations Sector, at NHQ.

Prizes: One prize – a book on some aspect of culture – will be awarded to National Headquarters and to each of CSC's regions. To be eligible, 75 per cent of questions must be answered correctly. The winner is the person with the most correct answers of all eligible winners. A draw will be held if there is a tie.

Deadline for responses: All responses should be forwarded to Mr. Marcel Kabundi, Project Manager, Ethnocultural Programs, Section 3B, Correctional Service of Canada, 340 Laurier Avenue West, Ottawa, Ontario, K1A 0P9.

Please indicate your name and address clearly on the answer sheet. Entries must be received on or before the closing date of **February 27, 1998.**

1. What is the official language of the People's Republic of China?

- a) Han
- b) Mandarin
- c) Chinese
- d) Tibetan

2. When was the People's Republic of China founded?

- a) 1846
- b) 1867
- c) 1949
- d) 1952

3. How many ethnic groups are there in the People's Republic of China?

- a) 1,000
- b) 25,000
- c) 56
- d) 198

4. The Pygmies were the first inhabitants of the African continent.

- a) True
- b) False

5. African marriages are generally alliances between two families.

- a) True
- b) False

6. The Hottentots live in Tunisia.

- a) True
- b) False

7. What is the name of the Black man who founded the first blood bank?

- a) Dr. Charles Drew
- b) Benjamin Banneker
- c) George Washington
- d) Richard Tremblay

8. Who invented the gas mask and the traffic light?

- a) Elijah McCoy
- b) Garnett Challenger
- c) Granville Woods
- d) Garrett A. Morgan

9. All Muslims must abide by the seven pillars that constitute the basis of Islam.

- a) True
- b) False

10. What does the word "Islam" signify?

- a) Submission
- b) Charity
- c) Berber
- d) Commander

11. In Thailand, people greet one another by clapping their hands at chest level and bowing deeply.

- a) True
- b) False

12. In Nepal, according to both the Hindu and Buddhist traditions, women are seen as the earthly manifestation of the gods and are venerated as goddesses.

- a) True
- b) False

13. The national bird of Nepal is the:

- a) Peacock
- b) Kinglet
- c) Monal
- d) Stork

14. Name the four countries with which Canada shares a border.

15. How many Indian reserves are there in Canada?

- a) 1,000
- b) 3,350
- c) 2,283
- d) 769

16. According to recorded history, who was the first white woman to arrive in Canada?

- a) Marguerite De Roberval
- b) Catherine Young
- c) Mary Henrickson
- d) Jacqueline Bourgeois

17. Three of the following can be considered as common foundations of, or reasons for, racial prejudice. Which one is not?

- a) Personal advantage or material profit
- b) Ignorance of cultural differences
- c) Social, religious and political tensions
- d) Dislike of different foods

18. In France, the woman is the first to offer her hand when a man and a woman greet one another.

- a) True
- b) False

19. Henry Membertou was the first aboriginal chief to be baptized. When was this?

- a) June 24, 1610
- b) March 15, 1579
- c) October 26, 1899
- d) February 12, 1726

20. Canada's policy on multiculturalism includes Aboriginal people.

- a) True
- b) False

21. Multiculturalism is not economically beneficial to Canada

- a) True
- b) False

22. Évangéline was the first Canadian feature film.

- a) True
- b) False

23. How many Canadian provinces have official mottoes?

- a) Nine
- b) Six
- c) Eight
- d) None

24. In which continent is the city of Kinshasa located?

- a) Europe
- b) Africa
- c) America
- d) Asia

25. What was the original name of the Kingdom of Thailand?

- a) Siam
- b) Mekong
- c) Salween
- d) Malay

26. Buddhism is the state religion of Thailand.

- a) True
- b) False

27. Thais did not traditionally give precedence to matrilineal (tracing ancestral descent through the maternal line) links.

- a) True
- b) False

28. Which one of the following ethnic groups is located in Senegal?

- a) Amhara
- b) Wolof
- c) Kikuyu
- d) Ibo

29. Who were the native inhabitants of Uruguay before the arrival of the Europeans?

- a) Charruas
- b) Mestizos
- c) Cherokees
- d) Montagnais

30. How many islands are there in Indonesia?

- a) 13,700
- b) 8,000
- c) 11,456
- d) 789

31. Harambee was a guiding slogan which helped Kenya achieve its independence in 1963.

- a) True
- b) False