

Let's Talk

VOLUME 24, NO. 3

The Greying of the Offender Population

The English Model
Scoring System

CSC prepares for
the Year 2000

Research Forum '99

St. Leonard's House
A dedicated
Residence for Lifers

Canada-Lithuania
Corrections Project



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

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Assistant Commissioner Tim Farr
 Editor-in-Chief Pierre Simard
 Assistant Editor-in-Chief Martin Bélanger
 Editor Lise Traversy
 Editor Julie Renaud
 English Writer Louisa Coates
 English Writer Graham Chartier
 Translation Services Translation Bureau
 Graphic Design Marc Quirouet

Editorial Committee

Millard Beane
 Robert Dandurand
 Marie-Andrée Drouin
 Holly Flowers
 Peter Hecht
 Dean Jones
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Contributors

Atlantic – Claudine Daigle
 Quebec – Sylvie Brunet-Lusignan
 Quebec – Céline Laplante
 Ontario – Chris Stafford
 Ontario – Fiona Jordan
 Prairies – Tim Krause
 Pacific – Dennis Finlay
 Pacific – Mary Lou Siemens
 Pacific – Debbie Lemay

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Let's Talk welcomes letters to the editor, suggestions for articles and contributions from readers. Material submitted may be edited for style and length. Please include your electronic mail address and a daytime telephone number. Address all correspondence to:

Let's Talk / *Entre Nous*
 Correctional Service of Canada
 340 Laurier Avenue West
 Ottawa, Ontario K1A 0P9
 Telephone: (613) 995-5364
 Telecopier: (613) 947-0091
 Internet: www.csc-scc.gc.ca

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Let's Talk

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Something to think about and be proud of

Once again, the Auditor General has prepared a report on the Correctional Service of Canada. Its main theme is the Service's offender reintegration activities.

Overall, we have made good progress but we still need to improve on the timely delivery of programs and services to offenders, from intake assessment to the preparation of inmates for their hearing before the National Parole Board.

Research clearly indicates that timeliness is one of the most important elements in the delivery of services to the public. When people were asked what frustrated them the most about service delivery, an overwhelming number of them said timeliness. If we were to pose the same question about services related to correctional processes, I am convinced that we too would cite timeliness as an issue. At one time or another, we have all said: "If they could just get things done on time!"

"Good corrections" is the result of many people working together towards a common goal and doing their jobs to the best of their ability. It is essential that every employee involved in the process of reintegration be committed to the ultimate goal of reintegrating offenders into the community. Ask yourselves and your colleagues whether you are performing at your maximum capacity as a team. This is a question that needs to be revisited on a regular basis.

While there is always room for improvement, there is no question we are on the right track. The Auditor General's report contains a very clear and encouraging message that our correctional strategies are effective. Over the last five fiscal years, since 1993-94, the number of supervised offenders that were revoked has decreased by 37 per cent. This occurred in spite of the fact that more people are out in the community. This is very good news. I wish to thank all of you for making such an important contribution to public safety.



A handwritten signature in black ink, appearing to read 'Ole Ingstrup'.

Ole Ingstrup
Commissioner
Correctional Service Canada

Older Offenders within CSC

The Greying of the Offender Population

By Mr. Graham Chartier, Communications Sector

Canada's population is aging. According to Statistics Canada, the number of Canadians between the ages of 55 and 59 is projected to rise to 2,113,800 in 2006, up substantially from the 1996 forecast of 1,333,100 for the same age group. This rate of increase is well above that for the total population of Canada. Countries around the world have recognized that there will be many social effects and costs to this demographic shift and, in light of this, the United Nations has declared 1999 as the International Year of the Older Person. In September, the UN will hold an international conference on this topic in Montreal.

The Correctional Service of Canada (CSC) is carefully examining and preparing for this shift and plans to participate in panels or workshops at the UN conference. CSC's Research Branch is studying and reporting on this issue. Innovative programs aimed at responding to the unique correctional, social, and health needs of an aging offender population are being established across the Service. To consider how this issue might impact upon CSC policies, programs, services and facilities, a working group on aging offenders was established by the Assistant Commissioner, Correctional Operations and Programs.

WHO ARE THE "OLDER OFFENDERS"?

Placing individuals into arbitrary categories based solely on any one factor, such as date of birth, is difficult. In the community, "older" may realistically refer to a retirement age or 60 to 65. Offenders, on the other hand, may have had an unhealthy lifestyle, often associated with substance abuse, which may bring on the effects of aging much earlier. In both research and strategic planning areas, older offenders are considered to be those over the age of 50, a term which includes offenders who may be elderly (65+) or geriatric (70+).

According to Dr. Julius H. E. Uzoaba, writing in *Managing Older Offenders: Where Do We Stand?* May 1998 (Research Branch – Research Report R-70), most of the older offenders are serving sentences for sexual offences or violent crimes against the person. Dr. Uzoaba writes that older offenders can be classified into three distinct categories based on their incarceration history.

The first category includes offenders who were first incarcerated while young and have grown old in a correctional institution

The number of older offenders either in Correctional Service of Canada (CSC) institutions or under CSC jurisdiction in the community is growing at a much faster rate than that of younger offenders. Older offenders have different needs from those of younger adults and, as the number of older offenders grows, there will be an increasing need for programs and facilities appropriate to their needs.



as a result of a lengthy or life sentence. Recent data indicate that, in 1998, 10 per cent of the older offender population of 1,609 fit into this category. According to Dr. Uzoaba, most of this group are serving their first incarceration and tend to be “model” inmates.

The second includes offenders who made a criminal career part of their lifestyle and have served multiple sentences. Of the older offenders in 1998, 47 per cent fit into this category and are serving time mostly for property offences as well as violence against the person and, according to Dr. Uzoaba, are likely to feel that incarceration is of no benefit to them.

The third category includes offenders who are serving their first sentence late in life with no substantial prior criminal history. Of the older offenders in 1998,

42 per cent fit into this category. Dr. Uzoaba writes that this group “is likely to manifest more difficulties adjusting to the constraints and pressures of institutional environments.”

WHAT ARE THEIR UNIQUE NEEDS?

Whatever the reasons for their incarceration, Dr. Uzoaba writes that these offenders “have needs that set them apart from the rest of the prison population”, including health care services, adjustment to incarceration, programming, vulnerability to violence, family relationships and the prospect for rehabilitation. The Correctional Operations and Programs sector has summarized the key considerations that impact on the management of an increasing population of older offenders.

Health

As a result of the cumulative impacts of their lifestyle, older offenders typically have the health problems of someone 10 years older than they are and they experience a high incidence of chronic health problems. They may require special diets, medication, and equipment such as canes, wheelchairs and hearing aids. They may also have high levels of anxiety, social isolation and risk of suicide.

Accommodation Planning

Study is required to determine if the existing resource and facility standards, designed to meet the needs of a younger, physically active prison population, need to be revised to meet the needs of an older population. Older offenders may place more demands on staff time by requiring individual support and their physical impairments may impact on the design of facilities.

Security

While older offenders do not represent a security risk themselves, it was believed they may have a greater need for protection from

others, with victimization and the fear of victimization being serious problems. However, results from the 1995 inmate survey suggest older offenders are actually less concerned about their safety than younger offenders.

Offender Programming

Motivating older offenders to participate in programs is a problem compounded by the fact that many programs, such as educational and vocational programs, are designed to meet the needs of younger offenders.

Training

Staff will require specialized training to fully understand the social and emotional needs of older offenders, including the dynamics of death and dying, procedures for identifying depression, and a system for referring older offenders to appropriate experts.

Community Release

Older offenders may have difficulty meeting the conditions for being granted parole, i.e. accommodation, financial or job support, and evidence of program participation. The combination of medical, financial and possibly alcohol-related difficulties may overwhelm the capacity of most community-based agencies.

IS THE OLDER OFFENDER POPULATION GROWING?

The research report by Dr. Uzoaba contains statistics on the number of older offenders incarcerated in each region of CSC and their age group (50-54, 55-59, 60-64 and 64 and up). The latest information from the Research Branch indicates that, in 1993, 1,104 offenders over the age of 50 (or 8.4 per cent of the total number of offenders) were incarcerated in CSC facilities. In 1995, that number rose to 1,379 offenders over the age of 50 (or 9.3 per cent of the total number of offenders), and had increased to 1,609 in 1998 (13 per cent).

Older offenders may have difficulty meeting the conditions for being granted parole, i.e. accommodation, financial or job support, and evidence of program participation.

Growth in CSC institutions of the Offender Population under the age of 50 compared to the Offender Population aged 50 and older – 1993-1998

	1993	1995	1998	Total Increase	Change
Offenders under the age of 50	13, 142	14,828	12,378	- 764	- 6 per cent
Offenders aged 50 and older	1,104	1,379	1,609	+ 505	+ 46 per cent

- Research Report, 1998, No. R-70, *Managing Older Offenders: Where Do We Stand*, Julius H.E. Uzoaba, Ph.D.

INNOVATIONS FROM INSTITUTIONS

Whether it involves managing older offenders in an institutional setting or under supervision within the community, staff who deal with the issues associated with older offenders know first-hand of the problems unique to older offenders. Recognizing that CSC's Mission Statement calls for "reasonable, safe, secure and humane control" and the respect for individuals stated in Core Value 1, staff and institutional management have sought and have developed initiatives to improve the situation for older offenders. Examples of these initiatives can be found at Mountain Institution and Sumas Community Correctional Centre (CCC) in the Pacific Region and at Warkworth Institution in the Ontario Region.



REINTEGRATION EFFORT FOR LONG-TERM, INFIRM, ELDERLY FEDERAL OFFENDERS

At a luncheon, Pieter de Vink, Regional Deputy Commissioner (Pacific) and Willie Gibbs, Chairperson of the National Parole Board (NPB) spoke to CSC staff about reintegration. This led to a discussion about how to reintegrate elderly and infirm inmates and how to combine reintegration with safe, humane, value-added programming in the community.

Mountain Institution houses a large percentage of the older and infirm inmates in the Pacific Region and there are few release options in the community for these in-

mates. Sumas CCC is located in the Fraser Valley and is comprised of 12 self-contained residential units and administration buildings that also house the Fraser Valley Area Office and Abbotsford Parole.

Staff and inmates at Mountain Institution initiated the Caregivers Program, which rigorously trains inmates to provide care to inmates who, through illness or incapacity, cannot fully care for themselves. Most of those who took part in the training were long-term offenders. From the discussions initiated during that luncheon, a plan was developed to initiate the Reintegration Effort for Long-term, Infirm, Elderly Federal Offenders (RELIEF). This included:

- Dedicate one house at Sumas CCC for the program and ensure it is equipped for the disabled;
- Identify at least four elderly or disabled inmates, past their eligibility dates, for whom there are no other existing release alternatives;
- Identify at least two long-term offenders certified as caregivers who were past eligibility dates, supportable for Work Release and could earn Day Parole;
- Establish a team of parole officers from Mountain Institution and the Fraser Valley to prepare the cases for the NPB or the warden's decision on a specific date;
- Request that the NPB convene a panel to hear the cases on that date;
- Move those who receive positive decisions together on the same date;
- Repeat as required.

As a result of these efforts, five elderly inmates were transferred to Sumas CCC from Mountain Institution on January 18, 1999, to take up residence in the home that had been prepared for them by two caregivers. Doug Black, Warden at Mountain Institution, said the transfer and the initiation of the RELIEF program, "illustrated what can be accomplished when staff are committed to achieving results, and how results can be achieved by staff when they know they have support for working on something new."

WARKWORTH SENIORS GROUP

In September 1997, Warkworth Institution formed the Warkworth Seniors Group, the first of its kind in a Canadian correctional institution. Its formation followed debate between older inmates and institutional management concerning membership

eligibility that settled on 50 as the appropriate minimum age for membership. This allowed for a large number of inmates who met the criterion. It was determined that a higher age would be too exclusionary. The overall membership has been maintained at between 30 and 35 older inmates.

Greg Kerry, a psychologist at Warkworth Institution and a staff member who worked on the formation of the group, said that it was acknowledged that older inmates have different needs from those of younger inmates.

The mandate of the group is to:

- Provide a forum for the promotion of socialization, fellowship and education among older inmates; and
- Attempt to improve the quality of life of older inmates both during and subsequent to their incarceration.

In this, the International Year of the Older Person, CSC is faced with a growing population of offenders who are over 50. There is a critical need to address the issues that such growth creates. This need provides an opportunity to affirm Core Value 1:

"We respect the dignity of individuals, the rights of members of society, and the potential for human growth and development." ♦

The initiation of the RELIEF program illustrated what can be accomplished when staff are committed to achieving results, and how results can be achieved by staff when they know they have support for working on something new.

Appointments

By Ms. Louisa Coates, Communications Sector

Despite the foul weather and treacherous road conditions, about 75 people gathered at St. James Church, on March 4, 1999, in Hull, Quebec, to celebrate the new ministry of the Reverend Canon Christopher Carr as Director General, Chaplaincy, at the Correctional Service of Canada (CSC).

The liturgy was organized to include the Interfaith Committee on Chaplaincy (IFC), which is made up of representatives from many religions who work with CSC's chaplains. Reverend Sally Boyles, President of the IFC, and the Right Reverend John Baycroft, Anglican Bishop of Ottawa, presided.



Reverend Sally Boyles, President of the Interfaith Committee on Chaplaincy at CSC, speaking with Chris Carr.

On behalf of CSC, Reverend Pierre Allard, former Director General, Chaplaincy, and Acting Assistant Commissioner, Correctional Operations and Programs, passed the torch to Chris Carr, whom he described as "well qualified and ... has been prayerfully and lawfully selected."

Guests were invited to come forward for the 'laying on of hands' on the head/shoulders to convey support for the person being commissioned.



Regional Chaplains at CSC
From left to right: John Tonks, Atlantic Region; Dwight Cuff, Pacific Region; Gabriel Savignac, Quebec Region; Terry Richardson, Prairie Region; Norm Barton, Acting Associate Director General, Chaplaincy; Gerry Ayotte, Pacific Region; Rod Carter, Ontario Region; and Reverend Chris Carr.

Abbot Jean André Patry, chaplain at the Montreal Detention Centre, delivered a homily based on one of the readings from the Christian scriptures – Matthew 25:31-45 – in which he encouraged listeners to look for and respect the dignity of all people. Referring to the example set by Jesus Christ, Abbot Patry emphasized the call from God to address the needs of the poor and less fortunate people of the world. The members of the faith traditions, representatives of the different religions who have representation on the IFC, presented Reverend Carr with a primary symbol of their religion. Representatives of CSC Chaplaincy, and the criminal justice system also made presentations to Mr. Carr.

Ole Ingstrup, CSC Commissioner, presented Mr. Carr with a copy of the Mission document and encouraged him to "be among us to uphold the values and respect it speaks of". He expressed his personal appreciation of the gifts and energy Mr. Carr brings to his new position and assured him of the importance of the

witness and work of chaplaincy within corrections.

An unplanned presentation was made by a man who participated in the service because of the "All are Welcome" sign that hangs outside the main door. He came forward and handed Canon Carr a silver chain that belonged to his late wife. Mr. Carr responded spontaneously and committed himself to prayer for all who have lost loved ones. ♦



Reverend Chris Carr and his wife Connie

Evaluating Institutions

The “English Model” Scoring System



By Ms. Trish Trainor, A/Audit Manager, Performance Assurance Sector

The Performance Assurance Sector of the Correctional Service of Canada recently began testing the approach used by the English correctional system to evaluate their institutions.

In 1998, the Correctional Service of Canada (CSC) and Her Majesty’s Prison System (HMPS) in England entered into a Memorandum of Understanding. As a result of this agreement, the Performance Assurance Sector of CSC, which carries out audits, evaluations and investigations to ensure that CSC legal and policy requirements are being met, began testing the scoring system used by HMPS to audit their institutions.

The “English Model” scoring system is geared towards compliance-oriented audits and allows for an objective assessment of an institution’s performance against legal and policy requirements. Scores are assigned to different criteria, providing an overall rating of the institution’s level of compliance.

TESTING THE “ENGLISH MODEL”

It was decided to first try the approach with two audits on the Performance Assurance Sector audit schedule for 1998/99: “Search & Seizure” and “Interception of Communications”. Both were considered suitable for testing the “English Model”.

The tools and approach were piloted at an institution in the Ontario Region, where they were well received. Following this preliminary test, the audit team made some minor adjustments to the audit tools and prepared for the actual review. In total, fourteen institutions were visited (one maximum security and one medium security institution in each region, and four of the women’s facilities). Each team conducted both audits in the three days

allocated for each site. The team assignments included two team leaders to ensure as much consistency as possible.

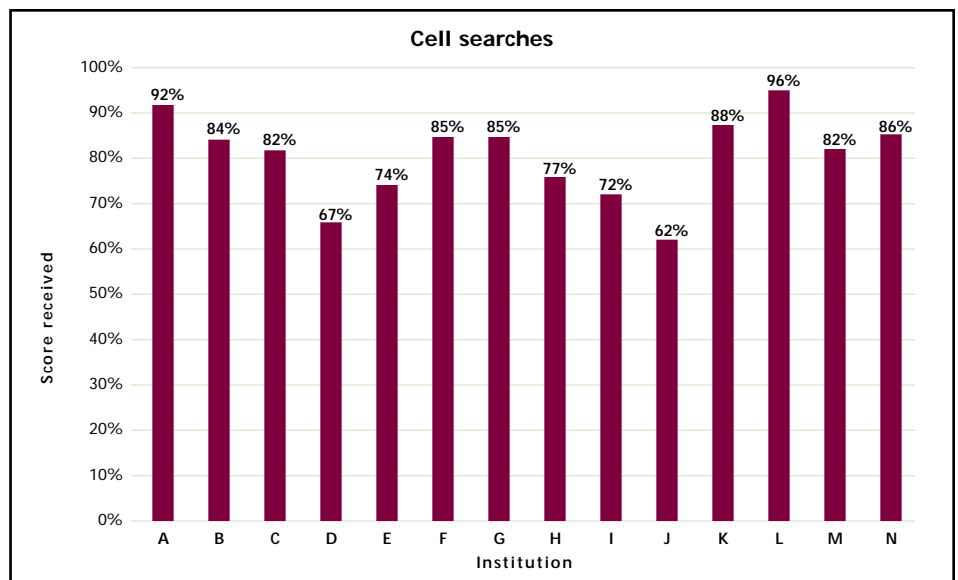
In addition, based on the experience of the preliminary test, each institution was encouraged to identify a staff member who would be part of the audit team. In most of the institutions, the Co-ordinator of Correctional Operations, the Institutional Preventive Security Officer or the Correctional Supervisor were identified. In a few cases, the Unit Manager was identified. Some institutions requested that more than one individual be identified because two audits were being conducted simultaneously. By directly involving staff at the local level, the goal was to help the institutions understand the scoring system and learn what areas were examined

to evaluate the criteria. The long-term purpose of this exercise was to assist institutions for future self-monitoring, using the same audit tools and determining whether improvements have been achieved.

Before leaving each site, a debriefing was held with the institutional management. The audit teams also met with management at the regional headquarters (RHQ) at the conclusion of each region’s site visits. Each institution and RHQ visited was provided with their results and a sample copy of the audit tools for their own use.

THE “ENGLISH MODEL” – WELL RECEIVED

The audit team found that the approach was generally well received. Wardens



welcomed the summary sheet that provided specific information as to where their institution needed to take corrective action. There was also positive reaction to the possibility of re-evaluating criteria at the local level once changes have been made, and to determine whether scores had improved over time.

The audit team is currently in the process of compiling a national report on each audit. The results are being compiled in bar charts to allow for an illustration of variances between institutions for each section.

Each institution was encouraged to identify a staff member who would be part of the audit team.

HOW THE “ENGLISH MODEL” SCORING SYSTEM WORKS

The scoring system developed by HMPS is one that assesses compliance against all aspects of the functioning of the institution and assigns one of six descriptive ratings to criteria evaluated.

In adapting the English approach to compliance auditing within CSC, it was decided that a numerical system would be the preferred option. As a result, the six descriptive ratings were translated into six levels of compliance. CSC audit team members were therefore required to assess the criteria and assign a score based on the following scoring methodology. (The equivalent HMPS ratings are indicated in brackets.)

- 1.1** Full compliance, exceeding minimum requirements or exhibiting a best practice. (Complied – Good Practice)
- 1.0** Full compliance (Complied)
- 0.75** Isolated incidents of non-compliance, which are detracting from otherwise good performance against the requirement. (Complied – Housekeeping)

- 0.50** Relatively minor non-compliance which, if not corrected, could build into a serious deficiency. (Not Complied – Advised)
- 0.25** Serious deficiency or non-compliance issue. (Not Complied – Deficiency)
- 0.00** Unsatisfactory – baseline requirement is not being met. (Not Complied – Significant Finding)

In addition, each criterion was assigned a fixed and weighted value, based on the source of the baseline requirement:

- 10** *Corrections and Conditional Release Act (CCRA)*
- 7** Commissioner’s Directive
- 5** Security Manual/Case Management Manual
- 3** Other

The scores assigned to criteria were then multiplied by the associated weighted value, giving the overall result. For example, if an institution received a rating of 0.75 on a criterion worth 10 points (CCRA), then it would receive 7.5 points out of 10. If it received a rating of 0.50 on a criterion worth 5 points (Security Manual/Case Management Manual), it would receive 2.5. A percentage score for each sub-section was calculated based on the total points received divided by the total possible number of points based on the weighted values. The overall percentage for the review subject was a cumulation of percentages received for the sub-sections. CSC uses the overall percentage in place of the overall descriptive ratings adopted by HMPS.

PERCEIVED BENEFITS

This new approach has the potential for many benefits:

- Institutions are able to pinpoint specific areas that need to be addressed.
- At a national level, it is possible to identify trends, issues for clarification or possible changes to policy. Good practices could also be highlighted and shared with other institutions.
- Over time, it will be possible to identify institutions that are either encountering difficulties in several areas or are doing consistently well.
- Institutions and regions are able to use the audit tools for self-monitoring. The entire audit could be re-assessed, or only select sections or criteria.

WHERE DO WE GO FROM HERE?

So far, the “English Model” appears to be working well with compliance-oriented audits. As a result, the Performance Assurance Sector will be using it as much as possible in any future audits.

If you have questions or comments about this new approach, contact Steve Wilson (613) 995-7001 or Trish Trainor (613) 947-3953. ♦

Over time, it will be possible to identify institutions that are either encountering difficulties in several areas or are doing consistently well.

CSC prepares for the Year 2000

By Mr. Pierre Simard, Director, Multimedia Services, Communications Sector

The year 2000, also known as Y2K, may pose significant challenges for the Correctional Service of Canada (CSC). This brief article will give readers an idea of the preparations CSC has been making.

THE NATIONAL Y2K COMMITTEE

A National Contingency Planning Group (NCPG) at CSC is working as part of a federal government team made up of the Treasury Board, RCMP, the Department of National Defence and the Department of Foreign Affairs and International Development. This team meets regularly to discuss the implementation of Y2K preparedness.

CSC's National Y2K Committee, led by Lucie McClung, Senior Deputy Commissioner, and overseen by Wayne Scissons, Principal Coordinator, has undertaken the task of getting CSC ready for problems that

may be associated with Y2K. Five regional coordinators have been assigned to the project, with the support of their Deputy Commissioners, as well as functional experts in CORCAN, security, communications, information technology, health care, human resources and corporate development.

DEVELOPING THE PLAN

The first step taken by the committee was the identification of all assets and resources that are deemed as critical to carrying out our business as usual. Templates for contingency plans were then developed, and pilots of these were conducted at meetings held in Halifax, at Collins Bay Institution in Kingston and in the Ottawa District Parole Office. The Security Branch at National Headquarters will now use the results of these meetings to build the Y2K contingency plan templates.

BUSINESS AS USUAL

CSC will do its best to ensure that the computers and electronic assets that support our business functions will be Y2K compliant. If, however, problems occur due to utility failures or information technology failure, on January 1, 2000, all CSC standard emergency contingency plans across the country will begin to operate.

CSC staff will be well trained and prepared on December 31, 1999, to run business as usual and to ensure staff, offender and public safety. According to Treasury Board reports, CSC has taken very seriously the job of preparing for Y2K. Not only are we leaders in corrections, but we also lead in the area of contingency planning. Readers will be informed of news related to Y2K through Let's Talk, Contact and regular Infonet postings. ♦

QUOTES FROM Y2K REGIONAL COORDINATORS



"As Principal Coordinator of the Y2K Committee I invite staff to contact their regional coordinator for information concerning Y2K."
Wayne Scissons, Principal Coordinator, Y2K Committee, (613) 530-3087
Assistant-Jackie Prieur, (613) 328-0422

"By planning and developing contingency plans, we are ensuring that we can continue to provide high quality correctional services in our institutions and community offices, given potential impediments... Staff in the Atlantic Region are encouraged to become involved and trained in their local plans and to assist their communities in their preparedness efforts."
Alfred Légère, Atlantic Region, (902) 597-8651 extension 122



"Some view this passage to the year 2000 with apprehension but the Quebec Region sees this preventive exercise as a challenge that will enable us to better structure our emergency preparedness plans and to remain leaders in the correctional field."
Alain Jacques, Quebec Region, (450) 967-3357



"The Ontario Region has checked its systems at all levels. We have done everything possible to identify potential risks and have developed plans to manage problems that can't be avoided."
Dave Devonshire, Ontario Region, (613) 530-3087



"The Y2K project will result in a comprehensive plan that will assist each operational unit to carry out the mandate of the Service January 1, 2000."
Earl Synkiw, Prairie Region, (306) 975-5026



"Preparation for the Year 2000 offers the Pacific Region some unique challenges and some significant dividends. All regional facilities are represented by site coordinators that will prepare the sites for any unexpected service disruptions. The preparation that occurs in the coming months will help us in our work long after the year 2000 arrives."
Norm Gerl, Pacific Region, (604) 309-9055



Employment: An Essential Ingredient of Post-Release Success

By Mr. Denis Boucher, Freelance Reporter

The kitchen covers more than an acre, serves 3,200 meals a day, employs 57 people and has 5 service points. But we're not talking about the Queen Mary, the Ritz or the Congress Centre. This is Sainte-Anne-des-Plaines Institution, a penitentiary in a suburb north of Montreal.

The main kitchen, the largest of any of Canada's correctional institutions, provides real opportunities for inmates to rehabilitate themselves while awaiting their release. Over the years, the Correctional Service of Canada has designed and introduced many programs intended to modify attitudes and beliefs that lead to crime.

Normand Héneault, a correctional officer at the Regional Reception Centre, which is part of the Sainte-Anne-des-Plaines complex, says: "The statistics speak for themselves. Nine of every ten inmates released from a minimum security institution after completing vocational training present a low risk of re-offending."



"Successful reintegration means spending no more time than necessary in a correctional facility," says Jean-François Monarque.

Studies have shown that most inmates have little if any work experience outside their employment in prison. The inmates themselves have indicated that employment problems had been a factor in their committing crimes and that preparatory training for employment was an essential ingredient in their ability to make a successful transition back to the community after release.

As soon as an inmate is admitted to the Regional Reception Centre he is assigned to a dispatcher. On the basis of the preliminary information obtained from the inmate, the dispatcher determines his educational background in order to refer him to vocational training.

Regardless of the length of the sentence, the offender will be monitored continuously by

guidance counsellors, correctional officers and parole officers. They have just one goal: to rehabilitate the offender and see him safely returned to the community.

The next step, after meeting with the dispatcher, is to conduct an assessment of the inmate's family and community to determine his employability, skills, lifestyle and the risk of substance abuse. This is a key element in any reintegration program.

Once these data are known, the parole officer comes into the picture. He (or she) determines the kind of help that can be offered to the offender. At this point, the offender's correctional plan, which follows him throughout his term of imprisonment, will be developed. At the same time, the guidance counsellor will evaluate the inmate's ability to learn a trade and will direct him to the appropriate training.

Successful reintegration means spending no more time than necessary in a correctional facility, and incarceration is more than just a deterrent. Correctional officer Jean-François Monarque has worked with inmates for nine years. He asserts emphatically that: "if you give an inmate a chance to explain himself in an intelligent way and makes the effort to get to the bottom of his criminal ways, he will have a much better chance of leaving a life of crime. It's our job to help him reorganize his life."

The kitchen at Sainte-Anne-des-Plaines Institution operates like any large institutional kitchen or restaurant. Teams share the jobs in the pastry and meat departments, at the main meal preparation station and in the maintenance area.

Many of the inmates see a real benefit in taking cooking courses. Jacques Laroche had worked in the restaurant business before going to prison. He says: "My train-



Two inmates working in the institutional kitchen



Julien Beaudoin (left) and Jacques Laroche

ing in here will help me get a good, steady job when I get out."

Steben Gagnon enrolled in the meat preparation course two days after he arrived at Sainte-Anne-des-Plaines because he plans to look for a job in a supermarket when he gets out. "And that's not all," he says, "I'm also going to take a course in pastry making because it will be one more skill that will help me get on in life."



Offender Peter Maxwell (left) with officer Mohamed Guitouni in the the meat department.



Kitchen employment for inmates is the logical extension of the vocational courses designed to help them resume a useful role in the community.

Georges Flanagan, Assistant Warden, Management Services at Sainte-Anne-des-Plaines, told us that 45 inmates waiting to be conditionally released and 12 employees work processing fresh or frozen foods in the main kitchen. Once the food has been prepared, it is served in the various institutions that make up the Sainte-Anne-des-Plaines complex: the Regional Reception Centre, Archambault Institution and Sainte-Anne-des-Plaines Institution.

“Every year, the kitchen prepares 1,200,000 meals for the inmates and staff. The grocery bill is \$1,800,000 a year. And every month, we buy \$18,000 worth of beef.”

Georges Flanagan, Assistant Warden, Management Services

Gérald Bellerose, Chief of Food Services, is proud to say that the food is prepared in accordance with Canada’s Food Guide but the challenge is greater. “We have to make the meals tasty, or it won’t be long before we hear about it,” he says. And the inmates who work in the kitchen take pride in preparing food that will be enjoyed by the

other inmates and by staff who have to eat in the facility when they are on duty.

After successfully completing their cooking courses, inmates receive a diploma from the Quebec department of education, recognizing their professional standing in one of the following categories: butcher, pastry maker, salad/vegetable maker, roast cook or sauce maker.



Gérald Bellerose (left) and Georges Flanagan

Mr. Héneault commented: “When the inmates first arrive, their hearts are full of anger, which is understandable. With time, the hatred subsides and the inmate realizes that he is the only person who can give himself a chance to reintegrate back into society. It all depends on his motivation.”

Canada has fewer inmates per capita compared to our neighbours to the South. Canada has one of the lowest recidivism rates in the world.

This tends to corroborate the statement that imprisonment does not solve anything, neither for the inmate nor for society. Today, we know that offenders must not be marginalized upon returning to the community. In order to make a successful return, inmates must be able to rely on the various reintegration programs offered in the institution.

These programs can have a positive impact on the inmate and on society because a good work ethic can improve the offender’s chances of finding a job after his release, facilitate his reintegration, and reduce his risk of re-offending.

At the end of the day, the inmate is the only person who can decide what to do about his future and most inmates are ready to make the necessary effort. ♦

Featured Facts

In 1993, 1,104 offenders over the age of 50 were incarcerated in CSC facilities. In 1995, the number rose to 1,379 offenders over the age of 50, and had increased to 1,609 in 1998.

- *The Greying of the Offender Population*

Canadians are generally more likely to identify “rehabilitation” as the primary purpose of corrections over “punishment” (by a margin of 58 per cent to 42 per cent).

- *National Survey shows Support for CSC Priorities*

Spending amounts to about \$3,000 per offender per year, compared to \$50,000 in Canada.

- *Canada-Lithuania Corrections Project*

In a study commissioned last May, of 2,515 Canadians surveyed, 26 per cent had taken time off work for mental and emotional stress, compared to 20 per cent who were absent because of physical illness or injury.

- *Good Health is Good Management*

St. Leonard's House

A dedicated Residence for Lifers

By Ms. Marian Costaris, Parole Officer and Ms. Sandra Miller, Residential Program Manager, St. Leonard's House, Windsor, Ontario

St. Leonard's House in Windsor, Ontario – the first halfway house in Canada – recently celebrated its 35th anniversary. Next year it will celebrate a shorter, but equally groundbreaking milestone – the 6th anniversary of its Life Line service that is dedicated to the safe and effective reintegration of offenders serving life sentences who have been released on parole.

St. Leonard's House is the only facility to offer this kind of program in Canada. In the Ontario Region of the Correctional Service of Canada (CSC), the Life Line residential program is invariably the first step for lifers. For these offenders, this first step back into the community follows a period of incarceration ranging anywhere from seven to as many as 25 years. Understandably, it is a first step that usually presents a mix of emotion, excitement and apprehension.



St. Leonard's House in Windsor, Ontario, is the first halfway house in Canada.

BUILDING AND MAINTAINING A RELATIONSHIP

Building a relationship of trust, mutual respect and rapport between the offender and the Life Line staff is essential to successful reintegration. The process of preparing a lifer for release begins as early as possible in the sentence, when contact is made with an offender through the In-reach worker who assists with planning during the institutional phase of the sentence. The offender is then referred to Sandra Miller, Residential Program Manager at St. Leonard's, who

interviews and then maintains contact with them. This relationship, which focuses on developing trust and formalizing release plans, often endures over many years and over several different aspects of the sentence.

The process of preparing a lifer for release begins as early as possible in the sentence.

When a client of St. Leonard's House has a Full Parole hearing that is supported by their staff and the responsible Parole Officer, Life Line staff accompany him to Kingston and act as assistants for the hearing. Following a granting of Full Parole, staff maintain contact through the aftercare program and on an informal basis, offering counselling, advice, referrals and assistance.

THE FACILITY

St. Leonard's House offers a total of 10 beds for lifers, six in a group-home environment for those who have just left the institution and four one-bedroom apartments for those who are ready to graduate to a greater degree of independent living. Lifers can stay at St. Leonard's House for up to three years – a unique, long-term commitment recognizing that lifers need a gradual, phased period of reintegration following years of isolation from society.

ACCESS TO PROGRAMS

While at St. Leonard's House, lifers have access to a wide range of programs to help

them reintegrate, including supportive counselling and need assessment; the Choices program for relapse prevention; employment readiness programs; and community resource programs. Participation in these programs is required and the lifers must also be employed, studying or volunteering in order to progress to the apartment living/training program. In addition, St. Leonard's House offers an aftercare program to provide support, life skills counselling and assistance to ex-residents.

COLLABORATION AND TEAMWORK: THE KEYS TO SUCCESS

Clearly, intensive programs and a dedicated staff contribute to the success of St. Leonard's House Life Line program. However, equally important is the collaboration and working relationship between Life Line staff and Marian Costaris, the CSC Parole Officer in Windsor, responsible for the supervision of lifers in the Life Line program. Indeed, the partnership and constant communication between Ms. Miller of St. Leonard's House and Ms. Costaris, combined with their team efforts involving other professionals, ensure a consistent and stable approach to achieving the goals of safe and effective reintegration of the lifer.

Since the inception of the Life Line program in the community, Ms. Miller and Ms. Costaris have witnessed a number of successes. Though release violations and other signs of regression have occurred from time to time, no incidents have occurred that placed the community at risk.

To date, seven lifers have "graduated" from the Life Line program at St. Leonard's House and are living independently in the Windsor community. ♦

CSC Employees Visit the Northwest Territories



By Dr. John R. Weekes, Manager, Substance Abuse Programs, Reintegration Programs Division

On January 7-8, 1999, staff from the Reintegration Programs Division at the Correctional Service of Canada (CSC) National Headquarters spent several very interesting and productive days meeting with representatives from the Corrections Division of the Northwest Territories (NWT) Department of Justice to discuss the two groups' use of correctional programs. At the request of Mr. John Dillon, Director, NWT Corrections, Mr. Richard Harvey, Director, Reintegration Programs, Dr. Lynn Stewart, Manager, Living Skills and Family Violence Programs, Dr. John Weekes, Manager, Substance Abuse Programs, and Ms. Doreen Sterling, Project Officer, Aboriginal Offender Programs, travelled to Yellowknife to describe the reintegration programs model used by CSC and to examine unique initiatives used by the NWT in their work with offenders.

NOR RAIN NOR SNOW NOR -36°C

The CSC staff willingly braved daytime temperatures of -36°C to take advantage of this opportunity. They wanted to share with another correctional agency the assessment and intervention program models used by CSC to successfully reintegrate offenders, as well as their own experience and expertise in delivering programs to offenders.

BUSH CAMP VISITED

On the first day, following a tour of the Yellowknife Correctional Centre, the CSC representatives, accompanied by Mr. Don Blaquiére, Warden, Territorial Women's

Correctional Centre, Tom Hamilton, Warden, South Mackenzie Correctional Centre, and Shirley Kemeys Jones, Deputy Warden, Correctional Programs, Yellowknife Correctional Centre, visited a bush camp located on the shores of Kozo Lake, about 402 kilometres south-east of Yellowknife. Using a chartered Twin Otter bush plane, the group flew across the sub-arctic wilderness over frozen lakes, bedrock, and bush and landed on the ice-covered lake.

The offender camp, owned and operated by Charlie Bourque, a Dene and professional trapper, is designed to accommodate offenders on conditional release from NWT correctional facilities. The camp consists primarily of a cookhouse with a dining room, five to six bunkhouses, a bathhouse, a generator shed, and a toolshed to repair the camp's snowmobiles, chainsaws, and other small engines. Here, parolees who are primarily Dene and Inuit learn traditional hunting, trapping, and fishing skills while maintaining a trap-line that extends approximately 290 kilometres on either side of the camp. They are allowed to keep the income generated by the sale of their pelts, mostly wolf, lynx, rabbit, and weasel.

Due to the fact that the nearest community – Hay River – is almost 129 kilometres away, the camp is almost completely self-supporting. Supplies are brought in by air and the only contact with the outside world is the camp's satellite telephone. A generator provides electricity and water is drawn to the camp from the lake by snowmobile in winter.

EVERYONE HAS RESPONSIBILITIES

Each offender in the camp community has his own chores and responsibilities and Charlie, the owner, takes advantage of the isolation and close community atmosphere to counsel camp members on Aboriginal traditions in an individualized manner. Many of the parolees are single but have chosen to learn how to cook and maintain their own living space. In other words, the program attempts to instill a broad range of living skills that are consistent with life in the north for Aboriginal people.

DOING SOMETHING RIGHT

There were a total of 10 men living at the camp the day CSC representatives visited. One individual had flown out the previous day, having successfully completed the period of supervision required to return to his home community to re-establish family and community ties. Although there are no proven statistics to support the effectiveness of this kind of program, the bush environment, community atmosphere, and traditional hunting and trapping activities are considered critical to assisting offenders in changing their behaviour and to returning them to their cultural roots.

CORRECTIONAL PROGRAMS WORKSHOP

The following day, the CSC team delivered a full-day workshop describing the Service's correctional programs to a group of about 50 NWT corrections staff. According to

Mr. Dillon, this was the largest assembly of his staff to date, given the restrictions associated with the vast geographical distances in the north. The presentation included a review of CSC corporate structure, the organization of the Reintegration Programs Division, the funding for the Service's reintegration programs and a systematic examination of the major program areas such as living skills and family violence programs, substance abuse programs, violence prevention programs, sex offender programs, education and vocational programs and programs designed for women and Aboriginal offenders.

The presentation was received very positively. NWT staff and management said the visit helped them to crystallize their own plan for the further development of

the correctional programs for offenders under the jurisdiction of the Northwest Territories Corrections Division.

CSC HAS A LOT TO OFFER

This visit to the Northwest Territories constitutes the most recent exchange of best practices between CSC and other correctional agencies. Over the years, delegations from several domestic and international correctional jurisdictions have met with CSC staff and toured its institutions and parole offices and, as a result, some have chosen to adopt programs and assessment technologies developed by CSC. These include, among others, Her Majesty's Prison Service, Volunteers of America, State of Maine Department of Corrections, and the Norwegian Ministry of Security and Police. ♦

FEATURES

Agreement between Canada Communications Inc. and the Correctional Service of Canada

By Ms. Lynn Farrell, A/Director, Support Services, Technical Services, Corporate Services Sector

The Canada Communications Group (CCG) was sold in March 1997 to St. Joseph Corporation. The new privatized CCG is now known as Canada Communications Inc. (CCI). As part of the sale agreement, a five-year Privileged Administrative Arrangement was put in place for CCI.

As a result of this endeavour, CSC and CCI signed a three-year service agreement on February 1, 1999, for the management of printing and photocopier fleet services at the CSC National Headquarters location in Ottawa.

CSC will benefit from this agreement in cost savings to the department in the amount of approximately \$20,000 per year in photocopier rental fees, standardization of equipment, improved repair services, and eventually, on site printing facilities. ♦



From left to right: Krista Kealey, Director of Sales, CCI, Lynn Farrell, CSC, and Marc Legris, Manager, Contracting and Materiel Services, CSC

Get it on the Net

Information about corrections and correctional issues currently available on the Internet

National Institute of Corrections (NIC)

<http://www.nicic.org/inst/>

The website of the NIC, a U.S.-based "center of correctional learning and experience", contains information sources and a bulletin board where questions about specific correctional issues can be posted for other correctional staff to read.

Action on Smoking and Health (ASH)

<http://www.ash.org/papers/h150.htm>

A leaflet on tobacco smoking in U.S. penitentiaries containing information about the legal and health issues surrounding second-hand smoke in correctional institutions.

Crime, Criminal Justice Efficiency and Imprisonment in Canada

<http://www.fas.umontreal.ca/crim/crj6002/recherche/resume/c4.htm>

A paper by M. Ouimet, published in the journal *Key To Commonwealth Corrections* (n.19, Autumn 1994), claiming that an increase in the volume of criminal activity will not necessarily lead to a reduction of the criminal justice system's ability to deal with crime.

The Corrections Connection

<http://www.corrections.com/>

Billing itself as the largest on-line resource for news and information in corrections, this American web page has up-to-the-minute newflashes, information on correctional issues such as the spreading of infectious diseases in corrections, innovations in preparing inmates for release, program profiles and others. Private sector corporations dealing in corrections can also be accessed through this site and it contains many bulletin boards where experience can be shared on specific issues, such as elderly offenders, gangs and alternative programs. ♦

A Meeting of Minds

Research Forum '99**Sharing correctional Research with Canadian Academics**

February 15-17, 1999

By Ms. Louisa Coates, Communications Sector

What is research without practical application? And how can we make a stronger link between correctional research and programs for offenders that work? These questions prompted this year's Correctional Service of Canada's (CSC) "Corrections Research Forum", a three-day conference in Toronto, to share CSC's research findings with the academic community, and to engage in discussion with international experts on the work that is being done. The overall objective of the meeting was to improve on a sound system of research and programs to further assist offenders to safely reintegrate into society. According to organizers, such forums will be held on a regular basis.

"We can only know if we are moving in the right direction by consulting outside authorities, and that is what the conference is all about," said Michel Roy, CSC's Assistant Commissioner of Corporate Development.

CONFERENCE THEMES

CSC researchers and managers and academic panelists addressed several themes during the conference, including the need for additional partnerships and consultations with experts outside CSC, assessing offenders, preparing them for safe reintegration, safely maintaining them in the community and good corrections for special groups such as women, Aboriginal and youth offenders.

"I think the conference really did what we'd hoped it would do. We brought our researchers and offender program staff together with scholars from Canadian and international universities to discuss more ways to achieve good corrections," said Dr. Larry Motiuk, Director General of Research at CSC, and conference initiator.



Dr. Brian Grant, Director, Operational Research, CSC

"We hoped to reacquaint experts in the field with our own staff and with each other, and to build new partnerships," said Dr. Brian Grant, Director of Operational Research, CSC, and conference chair.

Academics from 22 universities across Canada, the United States and Britain represented the fields of psychology, psychiatry, criminology, sociology, and law and education. Representatives from government agencies included: the Department of the Solicitor General, CSC, the National Parole Board, the Department of Justice, the U.S. Federal Bureau of Prisons, and the Ontario Ministry of the Solicitor General and Correctional Services. CSC's community partners included members of Citizens' Advisory Committees (who work in federal prisons), St. Leonard's Society, and the Canadian Association of Elizabeth Fry Societies (who work with ex-offenders).



Dr. Don Dutton, University of British Columbia, Canada

POLICY MAKERS AND ACADEMICS SUPPORT PROGRAMS FOR OFFENDERS OVER PRISONS

Lucie McClung, CSC's Senior Deputy Commissioner, spoke about good corrections, which means encouraging offenders to become law-abiding citizens while exercising reasonable, safe, secure and humane control. The solution to criminal behaviour and the high rate of incarceration is to encourage offenders to change. Because offenders will eventually return to the community, we need research to show us what works to promote change and implement appropriate programs.

"My challenge to you is to explore the strengths of offenders. How can CSC support these strengths and the factors that lead to safe community reintegration?" she asked.

INTERNATIONAL EXPERT OUTLINES TRENDS IN RESEARCH AND PRACTICE

Dr. James McGuire, whose informative presentation described the major issues in correctional research and practice today, delivered the conference's keynote address. Dr. McGuire is a professor of forensic clinical psychology at the University of Liverpool, England, and has conducted research in prisons, probation services, adolescent units and specialized hospitals on offender rehabilitation. He told the group that Canada is an exciting place to be with respect to developments in criminal justice and the relationship between research and practice.

Dr. McGuire said researchers in various countries are concerned with the ineffectiveness of both sentencing and punitive measures, what works in reducing recid-

ivism, how research and practice interact and what remains to be learned. "Nothing is as practical as a good theory," he said, and referred to studies that pointed to these results, including a large-scale review of 822 research projects which concluded that interventions, including programs, do reduce recidivism and promote change in offenders. The mode, style and monitoring of the delivery of these programs are vital to their success, he noted.

Dr. McGuire pointed out that while American psychologist Jacob Cohen has been skeptical about the usefulness of studies showing a small offender "effect size" that benefited from a correctional program, the small offender "effect size" in statistical terms could be of practical significance for offenders. Lucie McClung, Senior Deputy Commissioner, CSC, noted this could represent savings for taxpayers, since an early safe release of even a small number of offenders who have successfully completed correctional programs means less expensive community supervision instead of expensive incarceration.

The current focus of research in Britain, he said, is prison-based programs that include seven established key performance indicators, mutual contracts/two-way benefits for offenders and probation services. He concluded by listing key areas that still

require attention from researchers: gender and ethnicity as factors in crime, the relationships between programs and offences, whether there is a "best timing" for program delivery, and how to link correctional institutions with the community setting.



Dr. James McGuire, University of Liverpool

RESEARCH AND PROGRAMS AT CSC – RECENT FINDINGS

Directors in CSC's Research and Programs areas provided comprehensive overviews of the correctional issues currently being studied. The Research Branch, headed by Dr. Larry Motiuk, Director General, is divided into three divisions: Operational Research, Program Research and Research

Information Services. Dr. Motiuk described recent achievements, including the development of offender assessment technologies such as the community intervention and custody rating scales, the offender intake assessment process, population forecasting and new and innovative programs such as the one for persistently violent offenders.

He said the important task of communicating research findings is being done through CSC's research publication, *Forum on Corrections Research*, which has 4,500 subscribers from 60 countries. Research information is also being accessed through CSC's website, which now gets 5,000 visits per day from the public; almost 90 per cent of the visits access research publications, either *Forum on Corrections Research* or research reports.

Denis Méthé, Director General, Offender Programs and Reintegration, described 10 years of "intense program development" at CSC, which has resulted in six program areas for offenders: Living Skills, Substance Abuse, Sex Offenders, Aboriginal Offenders, Women Offenders, and Family Violence. These are continually refined through evaluations done by staff, inmates, and an international accreditation panel. He listed some of CSC's new programs, including high intensity family violence, Aboriginal-based values, women offenders, and segregation, "all of which are firmly based on research findings."

Dr. Ralph Serin, Director of Programs Research, described the importance of developing programs using operationally relevant theories and research. He stressed the need to know when treatment will be

most effective (called an offender's readiness to change) and to measure treatment gains, rather than just program participation.

Dr. Michael Bettman, Manager of CSC's Violence Prevention Programs, said that his programs were developed in response to a plea from field staff for high-risk offender programming. His programs attempt to assist in anger control by delaying responses and encouraging social problem-solving. Dr. Denise Preston, Research Manager, said that CSC's program for persistently violent non sex offenders is, as Dr. McGuire noted, matched carefully with the offenders' needs and the type of offence committed. She works with offenders whose violent behaviour is not based on anger but on their easy arousal, lack of behavioural control, and belief the world is a hostile place.

CSC's Dr. John Weekes, Manager, Substance Abuse Programs, said that 50 per cent of criminal behaviour in Canada and that at least 70 per cent of all federal offenders have problems with alcohol or other drugs. Results of a comprehensive evaluation of the Offender Substance Abuse Pre-Release Program (OSAPP) indicate it is having a positive effect on offenders with reductions in readmission into custody, new convictions and violent offences.

Operational research has focused on release opportunities such as temporary absences, day parole, parole and statutory release. However, as we better understand the importance of these release options in assisting



Dr. Gerry Gaes, Director of Research at the U.S. Federal Bureau of Prisons, described research in a department that manages 105,000 offenders today and will care for 196,000 by the year 2006. He reminded the 200 conference delegates that their research could affect public policy and people's lives. As a result of an intense six-month study his group conducted, offenders who previously received a mandatory five-year sentence for drug offences now receive shorter sentences, a policy which affects 4,000 offenders a year. Dr. Gaes is currently studying prison gangs and prison privatization.

Here are some of the topics CSC has addressed in the area of correctional research:

- Dynamic factors (that affect criminal behaviour)
- Corrections and parole
- Offender reintegration
- Violent offenders
- Correctional programming
- Managing sex offenders
- Employing offenders
- The family side of corrections

Here are some issues that will be examined:

- Successfully reintegrating the offender into the community
- Gangs
- Segregating the offender
- Accurate screening of potentially suicidal offenders
- The community reintegration of women offenders
- Coping skills to improve success in reintegrating into the community
- Offender population forecasting

offenders to reintegrate successfully into communities, new research questions are being posed, said Dr. Brian Grant, Director of Operational Research, CSC. For example, Shelley Brown, a Research Manager, described how work on the coping/relapse prevention model of re-offending might help to reduce readmissions to penitentiaries. In addition, a number of research studies that address employment issues of offenders were described by Christa Gillis, Research Manager. Future operational research will also address staff issues and special groups such as lifers and older offenders. In addition to the research, Janice Russell, Manager, Community Strategy, described how the Community Corrections Branch is developing more integrated and relevant community programs.

ACADEMICS RESPOND TO CORRECTIONAL RESEARCH AND PROGRAMS

The key issues in corrections today, as stated by Dr. McGuire at the outset of the conference, were echoed repeatedly. CSC staff and academics alike expressed their concern. A leading topic was the need for community follow-up once an offender is released from an institution. "Support is vital for the success of programs after release," said Dr. Marie-Marthe Cousineau of the University of Montreal. "The next generation, soon-to-be-parents, relationship skills, family violence education are all vital areas of research, and community-based agencies are your partners to gaining this understanding," said Dr. Allison Cunningham of the London Family Court Clinic.

Dr. Paul Gendreau of the University of New Brunswick's Centre for Criminal Justice Studies said "get tough" programs do not work but there is a lack of adequate training in programs for those working in the community; more study is needed. "How does CSC evaluate the success of its programs?" asked Martin Lalumière of the Clarke Institute, stressing the need for follow-up in the community. Janice Russell, CSC's Manager, Community Strategy, said many offenders find it difficult to reintegrate due to a rapidly changing world, with its modern health risks and cutbacks in social programs.

Academics and CSC staff expressed concern about the need for more information on the link between substance abuse and crime. "Where does substance abuse fit into recidivism, and what is the link between substance abuse and other

disorders?" asked Dr. Ed Zamble of Queen's University. Dr. Howard Barbaree of the Clark Institute said many sex offenders have benefited from substance abuse programs. Are these better for their needs than sex offender programs?

Dr. Michael Weinrath of the University of Winnipeg expressed the need to look at issues of race, class and gender. "We need the perspective of the offenders, we need their feedback, we need to talk to those who did not re-offend and to incorporate their ideas into our programs," he said. Dr. Livy Visano of York University said that researchers must engage the community, avoid isolating themselves, and study issues of race, gender and social class. Dr. Jeffery Pfeifer of the University of Manitoba, on assignment in Australia to study police discretion and Aboriginal offenders, seconded this opinion, saying there is still work to be done in gender and race issues, which can then be applied to police and correctional officer training.

Aboriginal author and professor Dr. Joe Couture counselled CSC to deal with issues of identity rather than sex offences when dealing with Indigenous offenders. "Sex-related difficulties are identity difficulties," he said. He noted speakers avoided engaging in discussion on self-help for offenders, and emphasized programs as a cure for all. Dr. James Hackler of the University of Victoria said: "We focus on people's heads but this is a narrow perspective. We also need to look at the outside world into which they are returning.

Mental health was a recurring topic of discussion during the sessions. Dr. Ray Corrado said we need more information on multi-disorder offenders and mental disorders, and on the link between youth and adult offending. "There is a core group of young offenders that are becoming violent offenders and this phenomenon needs to be studied," he said. Dr. Chris Webster of Toronto's METFORS Clinic said that programs have not been developed for the mentally ill because it is so difficult to do, and his staff has a great deal to learn from CSC in this area. He said that the number of mentally ill patients has risen from 400 to 800 since 1992. We need to look at plans for these offenders as well.

Dr. David Nussbaum, York University professor and METFORS clinician, is conducting research on the identification of the different kinds of aggression in order to provide specific treatment for offenders, asked CSC staff if it intends to develop

Women Offenders and Correctional Research

CSC's Correctional Strategy for Federally Sentenced Women sets out core programs for women offenders. While most of the core programs are similar to those developed for men, they are implemented based on "women-centred" principles. The Women Offender Program Strategy reflects the social realities of women, emphasizing a connection with others, self-care and self-respect. (An example of the strategy's application is that education is based on research, suggesting women learn better in connection with others rather than individually). The core programs for women offenders are Living Skills, Substance Abuse, Literacy and Continuous Learning and, unique to women offenders, Survivors of Abuse and Trauma.

Kelley Blanchette, a CSC research manager who has evaluated Peer Support programs at three of CSC's five women's facilities to date, has worked with women offenders to study their specific needs, determine whether the programs are meeting these needs and the positive and negative effects of programs to date.

"We found that the process of including the women offenders' viewpoints was extremely useful in evaluating the program," said Ms. Blanchette.

Ms. Blanchette says CSC is interested in developing assessment tools specifically for women offenders, instead of tailoring the existing ones for men. "We recognize the importance of gender-specific considerations at the earliest stages of tool development," she said.

Dr. Kelly Hannah-Moffat of Brock University said we still need to study what happens to these women once they are released. "CSC has good programs in the institutions but you need to follow up in the community and work in partnership with outside agencies such as the Canadian Association of Elizabeth Fry Societies and provincial partners."

programs for borderline offenders. He discussed the success of certain drug treatments with violent offenders and whether this approach might be applicable in other situations. Dr. Michael Bettman, Manager of CSC's Violence Prevention Programs, conceded borderline offenders are difficult to work with and that CSC has begun research into programs in this area with women offenders.

Guy Villeneuve, Warden at Archambault Institution, CSC, pleaded for the organization to share information on current research so that managers can post it on institutional bulletin boards to keep staff informed.



Dr. James Hackler, University of Victoria, Canada

Small group discussions were held on the final day of the conference. Moderators from the academic community presided over talks ranging from treating substance abuse, violent offenders, community corrections, the role of the family to special needs offenders. According to academics, these topics show that CSC is on the right track for identifying the issues at hand.

"There is not much research on the contact and follow-up with offenders' families, whose relationships may be more of a problem than a resource for offenders," said Chaplain Ken Kuhn of Stony Mountain Institution. "Gaining information on families can serve to plan for a successful release," added Dr. Mark Genuis of Calgary's National Foundation for Family Research and Education.

CONCLUSION

Dr. Steve Wormith summarized the themes that emerged during the three-day conference as risk, need, and responsibility. He said the area of risk assessment was well documented in correctional research, needs have been addressed but additional work is required and that much more work on responsibility is needed. He cited examples of work with women offenders and Aboriginal offenders as examples where issues of responsibility are being addressed.

Dr. Wormith argued that maybe we need to turn corrections on its head, focusing even more on the community and less on the use of prison. Rather than moving from a prison to the community, which was emphasized during the conference, why not avoid the prison portion of the sentence altogether and concentrate on maintaining offenders safely in the community.

He praised Dr. Don Andrews, his mentor, for his leadership in the field of correctional research. He applauded the research forum noting the high calibre of young researchers who are moving the correctional agenda forward.

Dr. Wormith noted how the academic community could strengthen CSC's research while contributing to effective correctional treatment. He said partnerships need to be strengthened and broadened to include provincial governments, related agencies such as mental health experts and the voluntary sector.

He stressed the need to continue sharing information through formal channels such as reports, conferences and writing in scientific journals. However, echoing comments made by the Senior Deputy Commissioner in her opening address, he stressed the need to explore additional methods for CSC to share information with the research and academic communities. ♦

VERBATIM

"I have been very impressed with the range and scale of research being done by participants at this conference, and by the variety of partnerships that exist, and I hope these continue and flourish."

Dr. James McGuire
University of Liverpool, England

"You (correctional program deliverers) see beyond the behaviour of individuals and through your efforts society is improving."

Dr. David Nussbaum
York University

"At this conference, we have moved beyond correlations to explanations on the theories of crime."

Carl Keane
Queen's University

"It's important to have these kinds of links between CSC and academia. The next step is to move out of the parlour and into the kitchen when we talk about correctional research."

Dr. Serge Brochu
University of Montreal

"What impressed me most was the evidence of momentum in the research effort. CSC seems very interested in building stronger relationships with university researchers, and together we can build a synergy that will provide major benefits for both groups; the greatest beneficiary will be the public."

Dr. Ed Zamble
Queen's University

The Correctional Service of Canada's Don Andrews Lecture Series

At a dinner for the conference delegates, CSC Commissioner Ole Ingstrup announced the creation of the "Don Andrews Lecture Series". In his tribute to the distinguished researcher, teacher and public policy advisor, Mr. Ingstrup said Professor Andrews has contributed greatly to CSC's work in the field of offender research, and has helped steer the organization in the right direction over the past decade. He said the lecture series would comprise one lecture per year for 10 years, all of which will be compiled into a bound volume. The annual Don Andrews Lecture will address a current and topical issue in the field of corrections.

Canada-Lithuania Corrections Project

By Staff of the Intergovernmental Affairs and Strategic Planning and Policy branches, CSC

Correctional Services Canada (CSC) Commissioner Ole Ingstrup traveled to Vilnius, the capital of Lithuania, in February, for the signing ceremony that officially launched the Canada-Lithuania Corrections Project. During his visit, he met with the Lithuanian Minister of Justice, Vytautas Pakalniskis, visited the Lukiskes Prison, and met with the Lithuanian Prisoner's Aid Association, which is a primary partner with the Lithuanian government on this project.

"I commend Lithuania on the tremendous progress you have made since your independence and the efforts you are currently undertaking to modernize and institute a criminal justice system that is humane and progressive. We look forward to working with you to support your efforts in this regard," said Commissioner Ingstrup. "I thank you on behalf of the Canadian government for the faith you are placing in us by inviting us to work with you as you embark on the exciting journey to transform your correctional system."

TRANSFORMING LITHUANIA'S CORRECTIONAL SYSTEM

The goal of the Canada-Lithuania Corrections Project is to support Lithuania in its objective of reforming its correctional system. The Lithuanian government wants to make major changes to its criminal justice system to provide for the more humane treatment of offenders, create alternative options to the use of imprisonment, and enhance the potential for those who offend to become law-abiding citizens. It also wants to create a community supervision system and supports the development of community-based programs.

The incarceration rate in Lithuania is currently 450 per 100,000 (compared to 129 per 100,000 in Canada, itself one of the higher incarceration rates among developed nations) and has been rising each

year since independence in 1990. Jails are becoming increasingly overcrowded.

Spending amounts to about \$3,000 per prisoner per year, compared to \$50,000 per prisoner per year in Canada. Some of that difference can be ascribed to the difference in the cost of living. But most of it, says Fraser McVie, CSC's Director General of Strategic Planning and Policy, is the gap in spending on programs – the programs that can make a difference to an offender's successful re-integration into the community upon release.



From left to right: Mr. Jim Siberry, former Executive Director, National Parole Board; Mr. Maknickas, Head of Vilnius Strict Regina Imprisonment and Colony; and Mr. Fraser McVie, CSC's Director General of Strategic Planning and Policy.

In addition, the Lithuanian penal code, a legacy of the Soviet regime that ended in 1990, makes no provision for either probation or parole, and there was very limited community support for released offenders.

When the Lithuanian government decided that it was time to develop a new penal code, they found that much of the Canadian model of corrections could be adapted to their system.

But the benefit of projects such as the Canada-Lithuania Corrections Project does not accrue only to the recipient of the assistance. McVie, who accompanied Commissioner Ingstrup to Lithuania, and who will serve as advisor to the project, says

that projects such as this "allow us to test our ideas in a different culture, a different context. It lets you go back to basics, determine what's important, given limited resources."

CIDA FUNDING A FIRST FOR CSC

Karen Wiseman, Director General Intergovernmental Affairs is pleased to announce that this project is the first CSC project to receive multi-year funding from the Canadian International Development Agency (CIDA). The money will be used to fund activities and travel between Canada and Lithuania. In addition, the CSC and the Lithuanian Ministry of Justice is donating time from its managers and staff.

"These kinds of relationships will broaden our own horizons, and will enhance our own staff's skills and abilities," says McVie.

The project is part of the technical assistance being undertaken by the Intergovernmental Affairs Branch. It will be managed by Ian Nicholson, Intergovernmental Affairs Branch. Other partners involved in the project include the Department of Justice, the John Howard Society of Canada, and the Carleton University Law Faculty.



From left to right: Mr. Graham Stewart, Executive Director, John Howard Society; Mr. Jonas Stashinskas, Lithuanian Prisoners' Aid Society; Mr. Fraser McVie, and Mr. Dru Allen, Director of Strategic Planning. Mr. Stewart is one of CSC's major non-government resources forging the link between Canada and the Prisoner's Aid Society of Lithuania.

“I thank you on behalf of the Canadian government for the faith you are placing in us by inviting us to work with you as you embark on the exciting journey to transform your correctional system.”

**Ole Ingstrup
Commissioner**

Members of the Lithuanian steering committee include the Ministry of Justice, the Prison Department, the Prisoner's Aid Association, the Crime Prevention Council, the Law Institute and the Law Academy.

HISTORY OF THE PROJECT

The launching of the Canada-Lithuania Corrections Project is the culmination of a series of interchanges between the two countries, beginning in November 1997 with a CIDA-sponsored visit to Lithuania by the CSC, the John Howard Society, and the Law Faculty at Carleton University. That was followed by a two-week visit to Canada by a Lithuanian delegation in January 1998, followed by another visit in December 1998. The Intergovernmental Affairs Branch wishes to thank both Jim Siberry, former Executive Director, National Parole Board, and Dru Allen, Director of Strategic Planning, provided valuable support during the developmental stage of the proposal and were critical to the project's success. As well, Fraser McVie has been the CSC senior advisor involved with the project development since its inception and was responsible for developing the project objectives with the Lithuanian and Canadian partners.

In March 1998, Commissioner Ingstrup signed a Memorandum of Understanding with the Lithuanian Justice Minister, during the international conference,

Dr. Vytautas Pakalniskis, Lithuania's Minister of Justice, signs the Canada-Lithuania Corrections Project with Commissioner of CSC Dr. Ole Ingstrup.

“Beyond Prisons” hosted by CSC. Since that signing, Lithuanian and Canadian officials have been working together to finalize the terms of reference for the project.

SEVEN INITIATIVES

The two countries agreed to a plan incorporating seven specific initiatives:

- Development of a corporate mission statement to enunciate the values and principles that should guide the implementation of its proposed correctional system;
- Development of a strategic plan based on this mission statement, to provide for the orderly implementation of the revised goals and operational practices;
- Modification of the legal framework, including the provision of advice on the content of Lithuania's draft criminal and penal codes, with particular reference to its concordance with the mission statement, the humane treatment of offenders, the creation of a broader range of sanctions, and provisions that will enable the creation of probation and post-release supervision;
- Review of the administration of corrections, focusing on organizational structures and the allocation of authorities, responsibilities, and accountabilities, and supporting the government's intention to reform the management of the correctional system and its transfer to the Ministry of Justice from the Ministry of the Interior;
- Provision of correctional program information and training, including information on the administration, delivery, and results of correctional programs such as life skills training, sex offender programs, and substance abuse programs, and training materials and support for training staff in community-based supervision of juvenile and adult offenders;

- Development of non-governmental resources to support community education, using the Prisoner's Aid Association as the base for a network that would provide support for the reintegration of prisoners and released prisoners; and
- Demonstration of the benefit of community supervision by the implementation of a probation services pilot project by the Prisoner's Aid Association that would involve case investigation, the preparation of pre-sentence reports, and the supervision of selected offenders (initially juveniles and female offenders) sentenced to probation.

Commissioner Ingstrup presents Dr. Pakalniskis with Indigenous artwork.

The Lithuanian government wants to make major changes to its criminal justice system to provide for the more humane treatment of offenders, create alternative options to the use of imprisonment, and enhance the potential for those who offend to become law-abiding citizens.

"This is an ambitious project with many different aspects," says McVie. "There are some concrete needs that are being addressed."

INTERNATIONAL INVOLVEMENT: A CORE VALUE

CSC's international work is implemented in the context of Core Value 4 of its Mission:

"We believe that the sharing of ideas, knowledge, values, and experience, nationally and internationally, is essential to the achievement of our Mission."

CSC is committed to being a world leader in contributing to improvements in corrections and criminal justice by promoting good governance and respect for human rights; more judicious use of incarceration; greater use of community-based alternatives to imprisonment; and the timely, safe, re-integration of offenders into the community as law-abiding citizens. ♦



Double-bunking in Lithuania - a view of the top bunk in an offenders' room, which contains 20 bunk beds and 40 inmates.



Bunk beds fill a room and offer little privacy for the offender in the overcrowded Lithuanian correctional system; the Canada-Lithuania Corrections Project will address this issue.

SECTOR REPORTS

Performance Assurance Sector

Performance Assurance on the Infonet

By Mr. Martin Devenport, Manager, Executive Information System, Performance Assurance Sector

Performance Assurance is going on-line with its own web site on the Infonet.



For those who may not be familiar with the Performance Assurance Sector, its primary responsibility is for audits, evaluations and reviews, investigations, performance measurement, and program accreditation. The sector focuses on objectively examining the operations of the Correctional Service of Canada (CSC), and on reporting the results so that all sectors of the organization can benefit and learn from the findings.

Have you ever wondered how an audit or investigation is conducted? Now you will be able to read the audit or investigation reports on the Infonet. Have you ever wondered how well CSC is performing as it strives to be the best it can be, guided by the Mission? The Performance Assurance web site will allow you to examine the corporate performance, both the good and not so good. You can then use the information that relates to you to determine whether or not you need to pay more attention to some aspect of your operational area.

Core Value 5 states: "We believe in operating the Service with openness and integrity." The sector is taking a leap forward by making as much corporate performance information as possible available to all staff. "By visiting our new web site, you will be able to access

information that was previously unavailable to many staff members. Although there will be restricted access to some information, every effort is being made to keep the restrictions to a minimum so that all staff can access as much information as possible. Both the good and the bad will be open to scrutiny and it is our hope that the organization will learn and grow in new and positive ways.

The new Performance Assurance web site will replace the Executive Information System (EIS) which was implemented in 1991 to provide managers with information to assist them in the decision-making process. The EIS provided a valuable service over the years. Technological advances now enable us to present more specific, more detailed information, more frequently to more staff. The site will not simply replace the EIS but will integrate a great deal of new information. This will be a new and improved information system for all!

CSC has always been willing to share information and has been cited at home and abroad as an example for other government departments. We will continue to make every effort to ensure that your information needs are being met. To visit our site, follow the "Regions/Sectors" link on the Infonet. ♦

Film wins Award

Forcible Confinement

A Survivor's Story

By Dr. Sharon Williams, Special Advisor, Sex Offender Programs

Although taking a staff member hostage in a correctional setting – referred to as forcible confinement – is rare and occurs about four times per year in the Correctional Service of Canada (CSC), it has been proven to have a powerful impact on both survivors and CSC. Studies by Tanya Nouwens (1995), Sharon Williams (1995), and Seidman and Williams (1997), stress the need to improve the training delivered to staff to allow them to deal with forcible confinement and its aftermath. Increased awareness and an understanding of the personal options before, during and after confinement need to be discussed with staff. These issues and the roles of the front line staff, crisis manager, negotiator, emergency response team and Employee Assistance Program personnel are explored in a dramatic 35-minute film, called *Forcible Confinement*, which has been incorporated into the training session for all staff members.



Ole Ingstrup, CSC Commissioner, with video creators and prize winners at the 1998 NHQ Staff Awards Ceremony. From left to right: Ole Ingstrup, Sharon Williams, Special Advisor Sex Offender Programs; Maria Valenti, Project Analyst, Reintegration Programs; Lucille Matte, former Sex Offender Program Project Officer; and Irving Kulik, former Assistant Commissioner Correctional Operations and Programs.

Forcible Confinement was produced in both official languages by Video 30, a production company in Montreal, under the close supervision and direction of Correctional Programs and Reintegration staff members Sharon Williams, Maria Valenti and Lucille Matte. It took two years to produce the

film, from developing and obtaining senior management approval for its concept, revising the script, choosing a film company, to overseeing the production in its entirety.

Last fall, the film won the prestigious Gold Palm Corpovision Award for best French language training film. It has also been submitted to an international English language competition.

Staff members who have seen the film describe it as realistic and disturbing and say it is an effective element of the training they receive.

Dr. Sharon Williams, Lucille Matte and Maria Valenti received the NHQ teamwork award in 1998 for their “hard work, creativity, persistence and outstanding achievement” in producing this film.

If the film can minimize the incidence of forcible confinement that takes place at CSC, or lessen its impact on the lives of our staff members, the time and effort that went into the production of this film will have been worthwhile. ♦



Good Health is Good Management

By Ms. Faith McIntyre, National Coordinator, Occupational Safety and Health and Return to Work Programs, Personnel and Training Sector

Research indicates that Canadian workers are getting sick from work, with depression and heart disease being caused by many factors. A report entitled "Mindsets: Mental Health – the Ultimate Productivity Weapon", by Edgardo Pérez, M.D., and Bill Wilkerson, sponsored through the Homewood Centre for Organizational Health at Riverslea, confirms that new information technology, lack of job security and the need to do more work in less time drives up blood pressure and eats away at job satisfaction. The report's authors commissioned a study on absenteeism in May 1998 and, of 2,515 Canadians surveyed, 26 per cent had taken time off work for mental and emotional stress, compared to 20 per cent who were absent because of physical illness or injury.

HEALTH CONCERNS – MAJOR FACTOR

Absenteeism in a federal department as documented by a study conducted through the University of Ottawa, indicates that 33 per cent of employees were absent due to stress, 26 per cent required time off for a mental health day and 23 per cent due to chronic illness. Furthermore, sick leave and workers' compensation costs within federal government departments were equivalent to 1 billion dollars in 1994. (Treasury Board, Statistics Canada, HRDC-Labour Canada, Health Canada). Other data available from the Public Service Management Insurance Plan indicates that, in 1997, 49 per cent of claims were due to mental stress. Moreover, a recent survey of executives, conducted through the Association of Professional Executives, demonstrates that health concerns are one of the major factors facing executives.

AN OUNCE OF PREVENTION

Employees are not only experiencing increased stresses within the workplace but also within the social community. Considering that 70 per cent of all illness is



Atlantic Institution Wellness Committee

Left to right: Anthony Coker, Irene Arseneau (EAP representative), Carl Watters, John Aubey, Craig Murphy, Patsy LeClari, Raymonde Caissie, and Chery Matheson.

preventable, it becomes obvious that the key to decreasing burgeoning social, personal and financial costs is prevention. As a result, more and more companies are developing wellness programs that offer services focusing on factors such as fitness, health and shiftwork strategies. The benefits of such programs and services are numerous. Studies show that, for every dollar invested into a wellness program, the average return on the investment is five dollars. Companies focus on these programs not only for financial reasons but also to focus on their employees. As Core Value 3 of CSC's Mission document states: "...employees are our major resource..." With programs in place and by focusing on wellness, managers can enhance their human resource environments; unions can maintain the employability of their members; employees can continue to make meaningful contributions both in the workplace and in their communities, and the Service reduces the impact of stressors and increases the participation of its workforce.

We need to do away with the "if you can't stand the heat get out of the kitchen" adage. Mounting evidence confirms that the stresses of modern day life are taking their toll on people's health and productivity. These factors are further compounded by the environment in which the Correctional

Service of Canada (CSC) employees work, the nature of the job and the increased responsibility.

SURVEY SAYS: PROMOTE HEALTH AND WELLNESS INITIATIVES

The 1996 Staff Survey indicated that 73 per cent of respondents were satisfied with their job while 58 per cent reported that their job caused them to be frustrated or angry. A specific section in the 1996 survey focused on health and lifestyle. Of the 17 questions posed, 74 per cent of respondents reported working out or participating in sports at least once a month. The majority of people worked out on their own time (83 per cent) while only 3 per cent worked out in the course of the workday. Of the people polled, 41 per cent cited time as the principal barrier to physical activity. The 1994 and 1996 staff surveys confirmed that CSC had to increase its promotion of health and wellness initiatives. Only one-third of respondents felt that CSC offered services that allowed them to pursue these areas.

Staff also expressed interest in wanting to lead healthier lifestyles. Stress levels are also high, especially for institutional staff. They believe this is due to working conditions, perceptions of personal security and shiftwork. CSC, as an employer, recognized the

need to support staff in promoting wellness and healthy habits. All individuals must take charge of their own personal wellness.

NATIONAL WELLNESS COMMITTEE

The Correctional Service of Canada has recognized the need to create a physically and mentally healthier workplace, to improve workplace and employee productivity to improve communication and focus on including health into daily activities. A National Wellness Committee was created as a sub-committee of the National Joint Occupational Safety and Health Committee (NJOSH). It is a joint labour-management committee whose mandate includes the following:

- a) act as an advocacy group for wellness in outlining best practices, research data, and initiatives;
- b) promote wellness as an all encompassing lifestyle not focusing solely on physical fitness;
- c) empower and encourage CSC employees to take on the task of developing wellness initiatives in their facilities/regions;
- d) be proactive in promoting wellness across CSC as a priority in establishing healthy and safe work environments for staff;
- e) focus on the preventive benefits of wellness in resolving safety and health issues; and
- f) bring to the attention of NJOSH wellness issues in order to seek NJOSH's review and approval, as required.

All regions are represented on the committee as are various levels of CSC employees, Professional Institute for Public Servants representatives and the Union of Solicitor General Employees (USGE). Meetings are held to discuss practices in wellness and to promote various initiatives. The committee is working on negotiating a partnership with the Department of National Defence and the Royal Canadian Mounted Police to use their fitness facilities. Each regional representative has been in contact with an individual from each of these agencies to begin negotiating agreements. Further information will be available in June. The regional wellness committee representatives will ensure that the information is disseminated to staff. Even though the committee was established in 1998, regions have focused on wellness initiatives for some time and the following are examples of such programs.

PACIFIC REGION

The Pacific Region has a fitness centre for staff located in the Regional Supply Depot on the Matsqui complex. The fitness centre was designed primarily to facilitate the regional Correctional Staff College instructors' administration of the Correctional Officer Physical Assessment Testing (COPAT) for new recruits. The Staff College also uses the facility for self-defense training and other exercises required in the course of the Correctional Training Program.

The facility provides space for the indoor training exercises of the institutional and regional Emergency Response Teams and for other approved programs of the Correctional Service of Canada, and Bona Fide Operational Requirements (BFOR) of other federal departments, such as the Department of Fisheries and Oceans.

In addition to its primary role, the fitness centre provides a wellness facility where federal public servants and their immediate families can improve their physical fitness, health, and manage stress levels, through exercise, and recreational and social activities. It also provides equipment storage and available floor-space for the carpet bowling activities of the Retired Fraser Valley Federal Corrections Staff Association.

Kent Institution's wellness committee has been focusing on many initiatives over the past year and a half. The committee's mandate reflects that of the National Wellness Committee and has a broad cross-section of representatives from the institution, including front line staff and labour. Mike Hale, AWMS, indicates that one of the committee's goals is to improve communications and responsiveness within the institution itself. The committee has taken action to achieve this and other goals. To recognize exceptional performance, the institution has put in place an Employee of the Month program. Individuals are nominated based on contributions they have made to the facility as a whole, and who are considered to have gone beyond the call of duty. The chosen employee is given an instant award and a prime parking space for the month. The committee is currently holding a contest to name a suggestion/question program. The program would provide staff with an opportunity to make suggestions or ask questions and the responses would be posted both electronically and on a bulletin board. In the area of recreation, Kent Institution has challenged its neighbours at Mountain Institution to a

bowlathon with all proceeds going to the Big Brothers' Association. This activity will not only promote fitness, but also strengthen the social aspect among co-workers. A final area to mention is a laugh therapy program. The committee has just begun to pursue the possibility of developing a laugh therapy program that hopefully will create more laughter in the facility.

PRAIRIE REGION

The Prairie Region is piloting a peer mediation program. Twenty-one staff members received a week of training and will assist co-workers as mediators in the areas of harassment and workplace complaints. The program began in October 1998. Staff will continue to provide other options such as using an outside agency or pursuing the legal route.

Stony Mountain Institution has a positive work environment committee that has been in existence for nearly two years. Members focus on organizing social/wellness activities, including a weekly barbecue in the summer, the formation of a baseball team, and a winter carnival. The committee is well supported by management.

ONTARIO REGION

The Regional Joint Occupational Safety and Health Committee organized a two-day Regional Wellness Conference, in March, in Kingston, Ontario, that focused on wellness and quality of life in the workplace. The effects of shiftwork, critical incident stress management, ergonomics in the workplace, and stress motivation were among the topics discussed. Many attended and the conference provided an opportunity for employees to take time away from work for themselves.

QUEBEC REGION

La Macaza Institution organized a wellness seminar for staff. It focused on communication, innovation, change and the importance of rights. The seminar was attended by all staff and was very well received.

The social committees within the region are joining forces for a year 2000 project. This initiative will consist of a celebration that will ring in the millennium. The focus will be on interaction, communication and social awareness.

This winter, the Quebec Region held a symposium on leadership and its effects for Employee Assistance Program counsellors.

Training modules were developed based on the themes of psychopathology of work, post-traumatic stress, suicide and violence in the home and at work. Louis Fréchette, Regional Employee Assistance Program (EAP) Coordinator, said that between September 1992 and September 1998, the EAP program received 1,493 requests for psychological assistance. Over 85 per cent of these requests were followed up with counselling. This symposium afforded the counsellors an opportunity to share their views on the various perspectives in their work environment, to acquire a great deal of information, and make invaluable contacts.

ATLANTIC REGION

The Atlantic Institution established a wellness committee in the fall of 1998. Its mission states: "The Wellness Committee seeks to enhance the mental, physical and spiritual wellness of all persons employed at Atlantic Institution." The committee meets on a monthly basis with the objective of organizing different activities, in order to promote its mission to the fullest, such as the Chapel Wellness Resource Centre, lunchtime activities, physical fitness promotion, health awareness clinics, millennium promotions and shiftwork issues.

The Halifax Area will be piloting a smoking cessation program for staff who wish to curb their nicotine habit. The program is fully funded by the regional headquarters. It is hoped that many employees will be able to quit smoking as a result of this project.

The National Wellness Committee is online under the Atlantic Region's Infonet site. You will find information on the committee, RCMP/DND contacts and other interesting events for the region.

NATIONAL HEADQUARTERS REGION

CSC's National Headquarters (NHQ) is promoting activities to revitalize itself. An NHQ Revitalization Committee has been working on ways to improve job satisfaction and make life at work better. Areas the committee is focusing on include: brown bag informational lunches, welcome kits for new employees at NHQ, on-site shower facilities to facilitate employee exercise during the day; the NHQ assignment program; corporate rates at fitness facilities in the downtown core; and examine other issues of concern. The committee is working with employees to identify new ways and strategies to revitalize NHQ.

CSC has stressed the importance of fitness and health by implementing a BFOR for recruits through the COPAT. The Executive Committee confirmed the need for this minimum standard for recruits at their December 1998 meeting, in support of the importance of physical fitness in the workplace. It is anticipated that many incumbent correctional officers will voluntarily attempt the COPAT over the next several months.

Several factors within CSC's current structure have a direct impact on the health and wellness of employees. One of these factors is shiftwork. The current schedule at men's institutional facilities focuses on working seven days with three days off, and seven days with four days off. This schedule involves long working hours and has resulted in a high rate of absenteeism and high dollar and human resource costs. The 1996 Staff Survey included seven questions on shiftwork. The majority of CSC staff who responded and who work shifts reported the varying work hours and schedules had negative impacts on different aspects of their private life. The Service has recognized a need to assess and to alter shift schedules with the ownership of such changes belonging to front line staff. A pilot project is ongoing at Matsqui Institution. The project is driven from the ground up with an institutional shiftwork committee driving the process in conjunction with an external consultant. A needs assessment was conducted as a first step in the development of the project. The assessment demonstrated that the average age of respondents was 38.4 years and the average number of years working shifts was 13.1. Furthermore, 11.8 per cent of respondents moonlight or hold a second job. The needs assessment demonstrated employee preferences on the number of consecutive days worked before off duty time and that work schedules should be designed around the needs of workers and administrative requirements, maintaining cost neutrality, and total hours of work.

Correctional officers at all levels were involved in a selection process for proposed new work schedules. Not only did the selection process result in new schedules, but also the project incorporated a shiftwork educational program. The educational program promoted a better understanding of shiftwork and the worker and provided an invitation to correctional officers and their families to participate on a voluntary basis.

The Matsqui Pilot Project has created a desire for future projects. In June 1998,

the Executive Committee approved the launching of ten additional shiftwork pilot projects in all regions. Sites have been chosen through a joint labour-management consultation process and a contractor selected. On January 11, 1999, a kick-off meeting with the contractor, the Assistant Commissioner, Personnel and Training, and the USGE was held in Ottawa. The Matsqui Pilot Project was evaluated in April 1999, one year following the implementation of the new shift schedules.

Dan Ferguson, National Coordinator of the Shiftwork Study Projects indicates that "one of the best predictors of a successful schedule-related project is the extent to which correctional officers have input and subsequent 'ownership' of the process." This is an important key to the Shiftwork Project and correctional officers at each selected site will have a voice.

Wellness is everybody's business. The Correctional Service of Canada is addressing several aspects of wellness within the workplace. For further information, contact your regional wellness committee representative and check the National Wellness Committee sites on pt online or regional wellness initiatives on your regional Infonet sites.

We must all work together to achieve a healthy workplace for all employees. ♦

Wellness committee representatives:

Chairperson John Rama	(613) 995-8899
Pacific Region Gerry Ayotte	(604) 853-7474 ext. 246
Prairie Region Brenda Froese	(780) 472-6052 ext. 415
Ontario Region & PIPS Carolyn Teeple	(613) 545-6962
Quebec Region Yvon-Paul Charette Julie Dubois Sylvie Cadieux Céline Girard	(450) 661-9550 ext. 3429 (450) 478-5993 ext. 6641 (819) 275-2315 (418) 285-2455
Atlantic Region Peter Grandy	(902) 426-1881
USGE Michel Charbonneau	(613) 232-4821
Executive Secretary Faith McIntyre	(613) 995-2558

National Survey shows Support for Correctional Service of Canada Priorities

By Ms. Heather Blumenthal, Freelance Writer

A national survey to measure Canadians' perceptions of corrections and organized crime has found that Canadians perceive the corrections system as being more lenient than it is but that they strongly support the Correctional Service of Canada's (CSC) approach to rehabilitation and reintegration.

The survey also found that similar misperceptions characterized Canadians' understanding of organized crime.

The survey was commissioned by the Solicitor General of Canada, to examine attitudes and knowledge about these two priority issues.

CORRECTIONS: CSC ON THE RIGHT TRACK

In the area of corrections, the survey found that Canadians are generally more likely to identify "rehabilitation" as the primary purpose of corrections over "punishment" (by a margin of 58 per cent to 42 per cent). There is also strong support for sentencing options for non-violent crimes that involve restitution and community service rather than imprisonment.

The survey also found that, on three key measures, Canadians still believe the system is more lenient than it actually is:

- A significant majority of Canadians believe Canada's incarceration rate is lower than or about the same as comparable Western nations, when, in fact, it is higher;
- Canadians estimate the parole rate is considerably higher than it really is; and

- most Canadians significantly over-estimate the rate at which offenders commit new crimes while they are on parole under supervision in the community.

Despite these findings, Canadians still express a strong preference for parole, rather than keeping inmates in prison until the end of their sentences and then releasing them to the community without supervision. This preference exists even among people who feel the primary purpose of corrections should be punishment, by a margin of two to one. Overall, Canadians strongly support CSC's risk-based discretionary release system policy, with only 16 per cent saying they are somewhat or strongly opposed to it.

This support for parole increases when people's misperceptions about the leniency of the parole system are corrected. For instance, support for the parole of a hypothetical break-and-enter offender increased markedly when participants were given more information about the offender and about how parole works.

ORGANIZED CRIME: A SERIOUS ISSUE

When Canadians think of organized crime, they overwhelmingly think of drugs – possibly because of the stereotyped images of organized crime which appear in the popular media. Trafficking and importing drugs are the most commonly identified organized crimes, and considered the most serious of organized crimes.

Running an illegal gambling operation, money laundering, and cigarette or liquor smuggling were also identified as examples of organized crime. White-collar or corporate crimes, such as cheating on the stock market or illegally disposing of dangerous waste, were least likely to be seen as examples of organized crime.

A significant number of Canadians have "participated" in organized crime by buying smuggled cigarettes or liquor. A third of all

participants in the survey said they had been approached to buy illegal cigarettes, liquor or drugs. Of this group, half (and two-thirds of those under age 30) had either purchased these products themselves or knew someone who had. Those who had purchased smuggled goods tended to see these offences as less serious than those who had not.

Quebeckers tend to have more concerns about organized crime than other Canadians, due to the high profile the issue has received in that province over the past several years.

Overall, Canadians strongly support CSC's risk-based discretionary release system policy, with only 16 per cent saying they are somewhat or strongly opposed to it.

In general, however, Canadians as a whole want organized crime to be treated more severely than other forms of crime, and want governments to spend more money on fighting organized crime. In fact, when asked to choose among priorities, Canadians chose organized crime as a spending priority for government over all other proposed options except health care.

NEED FOR PUBLIC EDUCATION

This survey confirms the conclusions of previous surveys – specifically, that an informative public education effort is required to help Canadians gain accurate perceptions of both corrections and organized crime – the kind of perceptions that will support informed policy making. ♦

When Canadians think of organized crime, they overwhelmingly think of drugs.



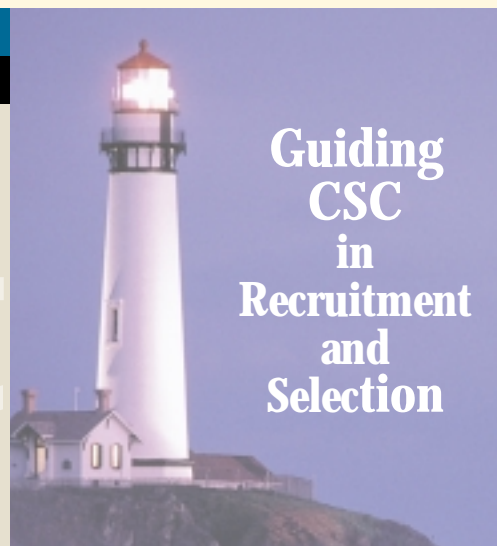
SECTOR REPORTS

Personnel and Training Sector

Recognizing the Value of Values

Respect

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



Veronique was a Correctional Officer II at the institution. She tended to avoid an offender named Chris. Chris was a high-needs offender who frequently sought help with even simple tasks. Veronique noticed how quickly she became impatient with Chris because she regularly had to repeat basic instructions and follow up on Chris because he neglected or forgot to complete most day-to-day tasks in the living area.

One day, Veronique exploded and told Chris, *"I can't believe you didn't go to your dental appointment this morning. I reminded you twice before breakfast. It's unbelievable! Sometimes I wonder if anything I say gets through your thick skull."*

Measure your reaction to the above situation by circling the number that most closely represents your feelings toward the following statements:

	Strongly Disagree	Disagree	No reaction	Agree	Strongly Agree	
1. Veronique's actions support the business we're in.	1	2	3	4	5	
2. Veronique respects the differences between herself and Chris.	1	2	3	4	5	
3. Veronique respects her professional obligations as a correctional officer.	1	2	3	4	5	
4. Veronique's encounter with Chris likely has a detrimental impact on Chris' potential to become a law-abiding citizen.	1	2	3	4	5	
5. Veronique's behaviour showed respect for the CSC Mission.	1	2	3	4	5	
6. Veronique's conduct was punitive in nature.	1	2	3	4	5	
7. Veronique is appropriate for work in CSC as a correctional officer.	1	2	3	4	5	
8. Chris will more likely respond positively to Veronique's direct approach, than if Veronique had used a more sensitive approach.	1	2	3	4	5	
9. No corrective action is required in this situation. This is an encounter that typically occurs in a correctional institution.	1	2	3	4	5	
10. Because of this incident, any respect that Chris had for Veronique, or perhaps for other correctional staff, may have been seriously eroded.	1	2	3	4	5	

RATE YOURSELF

For questions 1,2,3,5,6,8 and 9, give yourself 1 point every time you circled 1 or 2 as your answer; give yourself 0 points if you circled 3 as your answer and subtract 1 point for every 4 or 5 you circled as your answer. For questions 4, 7, and 10, subtract 1 point for every 1 or 2 you circled as your answer; give yourself 0 points if you circled 3 as your answer and add 1 point for every 4 or 5 you circled as your answer.

INTERPRETATION

0-3 points total

Inclined to be very disrespectful towards others. Extremely likely to compromise the business we're in.

4-6 points total

Generally respectful towards others. Orientation would likely result in open, fair, and humane encounters with others.

7-10 points total

Strong respect orientation. Committed to upholding respectful relationships as the critical element in preparing offenders for release.

Within the Correctional Service of Canada (CSC) environment, employees regularly encounter situations where their values differ from those of other individuals and groups. It is vital that employees possess and demonstrate values that are aligned with the principles stated in the Mission.

In the case study above, Veronique did not demonstrate an appropriate level of respect towards Chris and this omission needs to be brought to her attention. Whether this was an isolated incident or a reflection of the pattern of Veronique's disrespectful behaviour towards others is not clear. Certainly, all respectful persons have had encounters from time to time where they have been less than totally

respectful. Alternately, some people regularly treat others with disrespect. This probably made it very difficult for you to respond to questions 7 and 9.

When differences exist, the employee must be capable of respecting them and fulfill his or her professional obligations. Furthermore, how he or she behaves in response to other people's perspectives, beliefs, or ideas will have a significant impact on how effective the employee will be in encouraging and assisting the offender and in working with other members of the correctional team.

In the case study above, Veronique was disrespectful towards Chris; however, her behaviour may not necessarily be punitive in nature without knowing more about the context of the situation. This may have made it difficult to answer question 7. A deliberate and malicious act of disrespect can be punitive in nature. This is an extreme example of an individual's value system clashing with the values and Mission of the organization.

It is imperative that employees respect Canadian law, authority, the philosophy of social justice, and the CSC Mission. They will experience differences in values and beliefs in the diverse groups of offenders, staff, and other criminal justice system partners. Their ability to be empathetic while upholding their value system is essential.

One very important underlying value found in CSC's Mission is respect. Respect is the most critical of the five values areas that will be assessed in recruitment and selection processes for Correctional Officer I, II and Correctional Supervisor positions.

Respect encompasses the ability to abide by rules, acknowledge and accept corporate norms and boundaries. Respect signifies the acceptance of direction, support for leaders and authority figures. Respect provides for differences in opinion and explores and recognizes the needs of others. Respect means the ability to interact with others in an appropriate fashion, to defer judgement, and to seek to understand other points of view. Respect endorses the rule of law, and supports the rights of others.

Respect refers to the way you would like others to treat you. Treating all individuals, regardless of status, race, religion, sex, or other difference, with respect is the most fundamental element of not only the Service but of Canada. ♦

SECTOR REPORTS

Corporate Services Sector

Conservation of Drinking Water

A neglected Activity



By Mr. Paul Provost, Environmental Services Officer

Each year, technological developments lead to an even longer list of equipment available for reducing the use of drinking water. The tips set out below will reduce the demand for this precious natural resource.

WHY SAVE DRINKING WATER?

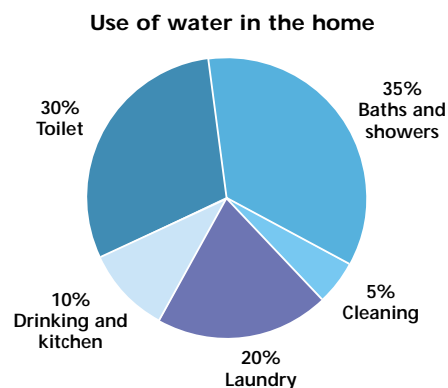
Basically, the answer to this question is that for every litre of water consumed, the treatment required to make it drinkable introduces contaminants into the environment (chlorine, sludges for filtering, atmospheric emissions as a result of the energy used in the purification process). In addition, over-consumption of water inevitably brings with it additional costs for pumping and treatment (most notably for equipment, hydro power and chemicals), not to mention the huge capital costs involved for bigger treatment plants, conduits, reservoirs and filters and for premature replacement of pumps, and these costs in turn have environmental impacts.

Many UN experts are fearful of drinking water shortages during the 21st century.¹ Depletion of water resources – which often leads to crises, wars or conflicts between countries – arises mainly from demographic growth, pollution, urbanization, irrigation, and changes in consumer habits. Now that we have this warning from the international scientific community, it is hard to justify wasting water, even in a country like Canada where the “blue gold” is so abundant.

USES OF WATER

The chart shows the percentages of water used for various domestic purposes. The distribution of uses in institutional settings

is fairly similar (excluding losses due to leakages in the water distribution system, and certain industrial uses such as in laundries and the use of water as a coolant for machinery). It's up to you to target the uses where the potential savings on water consumption will be the greatest.



WHAT CAN BE DONE IN AN INSTITUTIONAL SETTING?

- Develop and implement an institutional water conservation plan.
- Look for leaks in toilet tanks, taps and pipes and adopt an ongoing monitoring and repair program.
- Use water-saving devices, especially in washrooms (faucet aerators, water-conserving showerheads, low-flush toilets [6 litres per flush], etc).
- Avoid equipment which uses water as a coolant (air conditioners, compressors).
- Install water meters at strategic locations, check consumption regularly and report performance to those responsible.
- Set up a water conservation awareness program for the staff. ♦

¹ Government of Quebec. *L'eau potable une ressource précieuse pour tous* [drinking water: a precious resource for all].

Working in Partnership with Community-based Residential Facilities Reintegrating Day Parolees

By Ms. Jennifer Rose, Parole Officer, Kentville Parole Office

The three Community-based Residential Facilities (CBRF) operating in Rural Nova Scotia District are vital members of the District and key players in the achievement of CSC's Mission. They are the Salvation Army's Howard House, in Sydney; Dismas Society's Lavers House, in Truro; and St. Leonard's Society's TAPS, in New Minas. The District has challenged them to help reduce recidivism rates while managing the offenders with fewer special conditions. The CBRFs have suggested creative alternatives and have improved communications between the facilities.

and will go to great lengths to ensure the residents continue to progress towards full parole and eventually successful completion of their sentences.

The day's discussions led to a renewed awareness that day parole is a critical period for the offender. It is during the conditional release phase that parolees are actively encouraged to understand and address the dynamic factors involved in their criminal behaviour, learn new behaviours, develop a pro-social support network, and acquire stability in the community in order to

progress towards full parole. Many people who work in corrections recognize day parole as the first real opportunity for these individuals to test their newfound skills and abilities acquired through institutional programming.

Day parole has often been described by offenders as the most difficult form of release, but also the most rewarding because it is the best preparation for full parole. From an offender's perspective, it can be very intimidating to have someone watch every move and comment you make and ask why, for example, you overlooked a Narcotics Anonymous meeting to go visit your girlfriend. This simple question, that calls for judgement skills on the part of the parolee, is a source of anxiety and shows how easily technical violations can occur and lead to the suspension or revocation of that privilege. With the exception of accelerated parole review cases, offenders who are identified as suitable candidates for day parole are usually higher-need individuals who do not have a lengthy history of living a stable lifestyle on the street.



David Cail, Rural Nova Scotia District Director, addresses representatives from the CBRFs and CSC.

Recently, representatives from the CBRFs, along with their respective Correctional Service of Canada (CSC) liaison officers, spent a day discussing new challenges facing community correctional workers and how all agencies can work together to better assist the clients. They focused on developing new ways to manage difficult cases in the community with the objective of reducing recidivism.



Larry Knowles and Tasha Bigelow, St. Leonard's Society representatives

The group adopted a "back to basics" approach. A comparison of the mission statements of the Correctional Service of Canada, the National Parole Board (NPB), and those of the three CBRFs revealed that all agencies involved shared similar objectives. While the wording may vary in their respective documents, each stakeholder stated its commitment to help offenders in their reintegration efforts and to protect society. The community partners remain committed to assisting offenders

Community-based Residential Facilities provide the appropriate environment for day parolees to reintegrate into society. These facilities address the security aspect of public protection in two ways. First, they provide static security by monitoring the resident 24 hours a day. Second, they work with these high-need individuals to improve their reintegration potential by targeting the critical risk factors.



From left to right: Mike Kilburn, CSC, Truro, Nova Scotia; Denna Matheson, CSC, Sydney, Nova Scotia; and Marjorie Peck, Howard House.

A solid working relationship between CSC and the CBRFs is crucial for parolees to successfully reintegrate into the community while ensuring the protection of society. This relationship must be maintained and enhanced through an ongoing exchange of information, ideas and practices. Sustained mutual respect and recognition of each agency's role and efforts is mandatory. Together, we can make a difference! ♦

Starting Anew

By Mr. Bill Mabey, Freelance Writer

Soloman Semigak is on the loose! Well, sort of. The 30-year old Inuit was paroled from Springhill Institution to a halfway house in Halifax, Nova Scotia, in January 1999. Now he is free to spend his days any way he chooses. His self-discipline, with help of new friends and Correctional Service of Canada (CSC) staff, will keep him from returning to prison.



Soloman Semigak overlooks Halifax harbour.

"The most difficult part was that I had never been to the city before I was released. It was quite intimidating and somewhat scary," he recalls. "Looking back, I think it would have helped a lot if I had been taken on some escorted temporary absences to familiarize myself a little prior to coming to the city."

Soloman is originally from Makkovik, Labrador, an isolated community of 300 people. Even though he has no close ties in the city, he has made some good contacts and looks for ways on how to improve his current situation. He participates in different programs and stays out trouble. His strong connection to Native spirituality has also kept him on the straight and narrow path that leads to his future. "A friend has given me an eagle feather from which I draw strength, and another friend has given me Sweet Grass with which I can smudge to stay free of and eliminate bad feelings and spirits."

Nearing the end of his first two weeks at the halfway house, 'Sol' had impressed the staff with his progress that he earned a travel

pass and was granted an extended curfew to attend the Sweat Lodge ceremonies at the Millbrook Reserve, in Truro, N.S., about 100 kilometres from Halifax.

He credits his initial success of being able to cope on the outside to his one-on-one sessions with Sarah Anala, the Inuit Native Liaison Officer for the Atlantic Region, while he was serving his sentence at Springhill Institution. Soloman also acknowledged the Challenge to Change program and the help of Ramona O'Brien, a facilitator.



Soloman spends time surfing the Internet at the MT&T Sho & Tel Centre in Halifax, Nova Scotia.

In spite of the culture shock he faced in Halifax, Soloman shifted his attention to his future. He made contact with the Mi'kmaq Native Friendship Centre where he found a place to occupy both his time and his mind. "I have been accepted at the Kijipuktuk Aboriginal College at the Friendship Centre but I have to wait a month for a new course to begin." He admitted that this was an unexpected difficulty with which he had to learn to cope. "This is another drawback in the process of release where having a month to myself without programs in place has created stress for me." 'Sol' indicated that future parolees could benefit from having programs in place at the time of release.

"All this free time to occupy is difficult for someone who has come from a prison environment where all your time has been planned for you. You just don't know what is the best thing to do." He acknowledges that this is the stage where some parolees

break their conditions of release, by filling in the void with undesirable affiliations and dealings. "This is why a lot of them end up back inside."

Clara Prosper, Director of Kijipuktuk Aboriginal College, indicated that Soloman is a good candidate for their extensive list of programs but first "he requires a pre-learning program."

"We take a holistic approach to education which includes individual needs assessment, resource identification, barriers to education/employment, goal-setting, and support." Ms. Prosper said people like Soloman are part of the reason the College is committed to providing academic access and support that empowers Aboriginal people to achieve their goals.

The goal for Soloman Semigak is Dalhousie University and a degree in linguistics. "Back home, I taught Inuktituk, my native language, to young students. I'd like to do that again, and earning a degree in linguistics would be great. I'm going to work towards getting that degree."



Clara Prosper, director of Kijipuktuk Aboriginal College, discusses programs with Soloman as he plans for his future.

In the meantime, he spends time visiting the local city library, relaxes by playing pool, visits the Friendship Centre, and works at building the support systems he needs to keep him on the path to rebuild his life. "I know things are slowly getting better, so I just have to keep working at it and be patient with the challenges I face each day." ♦

Correctional Training Program

Sweat Ceremony

November 1998

By Mr. Bill Crossman, Mr. Richard Allen, Ms. Kelly Rivard, CTP 2000, Training Facilitators; Ms. Yolande Sear, Regional Training Facility, Ms. Karen Mathews, Performance Assurance, Regional Headquarters and Mr. Robert Babineau, Assistant Deputy Commissioner, Atlantic Region.

“Spirituality”...there are many different ways a person can experience it, and these experiences stem from different cultures and beliefs, from Christianity to Aboriginal, but the reason for spirituality is universal.

In November 1998, participants of the Correctional Training Program 2000 and staff members involved in the Correctional Training Program offered at the Atlantic Regional Training Facility, located in Memramcook, New Brunswick, were given the opportunity to experience a new type of Spirituality, an Aboriginal Sweat. This opportunity was provided thanks to the lead by Ted Baker, Co-ordinator Aboriginal Issues for the Atlantic Region, who invited us to receive first-hand awareness training that will remain with us throughout our career with CSC. The sweats were held on the First Nations Reserve in Boutouche, New Brunswick, over a three-week period, with only three or four recruits or staff members per Sweat. The attendance was restricted to allow us to experience first-hand awareness training, and to share the experience with members of the local Aboriginal community, and with those from other reserves, thereby creating a good cultural balance. The ceremonies were separate for men and

women as part of the culture, and were conducted by Elders John and Carol Peters. After the Sweat, all participants attended a traditional feast and social at the couple's home. All who participated in the many sweats had experiences that were similar in many respects, yet unique in others.

With the emphasis placed on the values and ethics of today's CSC staff, the value of such a program is priceless. It has given us an opportunity to understand, in a small yet important way, a culture other than our own, and to apply this experience to our daily activities.

Participants had difficulty trying to explain the emotional experience encountered. Being unfamiliar with the Aboriginal cultures in our region, from the time we arrived on the reserve and entered the Sweat Lodge, we learned new things and left with a greater understanding of the Aboriginal way. ♦

QUOTES FROM PARTICIPANTS

“I have a renewed respect for the strength that a person must possess to be able to give themselves to the earth like they do. If you decide to partake in an Aboriginal Sweat, do it for the right reasons. Do it selflessly and with an open mind and heart.”
Tayna Hitz

“This new experience broadened my knowledge of other cultures and ways. I would recommend this to anyone with an open mind.”
Steven MacNeil

“It was an eye-opening experience and it helped me to understand a little of the Aboriginal culture. I recommend this experience to everyone who wants to learn. It was great!”
Josh Strickland

“It was a new and wonderful experience; one which I will always remember as an eye-opening chance of a lifetime. Thank you for everything.”
Shane Ranahan

“A chance to learn and understand! Was a great eye-opening experience! Helps us as officers to become culturally aware! You can always try to explain something to someone, but there's nothing like living it!”
Jeff Curtis

“Excellent and powerful experience. Should be available to all new recruits.”
Brooke Mitchell

“The Sweat gave me a renewed sense of self. It gives you an opportunity to see Spirituality in a way that differs from your own. If given the chance, take it. Your own experience will give you a greater understanding.”
Jill Faulkner

“A spiritual journey well worth taking. It leads to a new place that makes you eager to visit the lodge again and again.”
Jody MacLennan

“It was an experience that I am unable to describe. But I knew that things were different; my perspective was changed after the experience.”
Alison Gus Loder

“An experience to which words could not do justice. For myself, a memory was created that will not fade. I encourage anyone presented with the opportunity not to pass on such a valuable chance to grow and learn.”
Todd Ross

“It was a great honour to be invited to participate in a Sweat. This was an excellent chance to experience a small form of cultural diversity.”
Kenzie Cook



From left to right:

Front row: Emile Belliveau, Greg Allen, Lori Smith, Allison Loder, Kenzie Cook, Jeff Curtis, Tony Dickie.

Second row: Jennifer Fillmore, Lynn McMillan, Jill Faulkner, Andrea Atwell.

Third row: Jody MacLennan, Brooke Mitchell, Tayna Hitz.

Fourth row: Steven MacNeil, Yolande Sear, Josh Strickland, Keith King, Kelly Rivard, Kevin Singleton, Todd Ross.

Back row: Bill Crossman, Richard Allen.

Recognizing and Valuing Diversity in Corrections

By Mr. Philip Godin, Deputy Warden, Resources and Systems, Cowansville Institution

For many years, it has been the mission of Cowansville Institution to welcome inmates from many different social and ethnic backgrounds. In the late 80s, the institution offered a range of correctional activities and programs to meet the specific needs of inmates who experienced linguistic, ethnic, religious, social or physical barriers that prevented them from benefiting from the institutional activities.

Under the direction of Warden Jean-Paul Lupien, the first Alcoholics Anonymous and Narcotics Anonymous meetings were held, the facility was retrofitted to accommodate wheelchairs, and the first spiritual gatherings for Aboriginal and Inuit inmates took place. In 1992, the institution held its first multiculturalism day, under the theme "no borders". More than 300 visitors representing 11 countries worked together on that occasion to help staff and inmates learn more about the many facets of their country through song, food, dance, and art.

In 1997, Marc-Arthur Hyppolite was appointed warden and he made it clear that the institution would continue to pursue the same mission. [TRANSLATION:] "I saw that there was interest and untapped potential in my staff to address serious challenges that were directly related to racial or ethnic tension among the inmates. The entire staff, senior management included, responded to this challenge."

In order to more effectively organize effort and commitment on the part of all sectors, the new management specified an objective that set the direction in which the institution was to move. In this objective, the institution was identified as a place for people from all corners of the world, whether they were newcomers to Canada,



Left to right: Cowansville Warden Marc-Arthur Hyppolite, Suleikha Ali Yusuf of the Black Community Resource Centre; Tod Drummond, representative of the minorities in the institution; Joseph Augustin, cultural attaché with the Haitian consulate; Reverend Daryl Grey of the United Church and Abdi I. Yunis, of the Somali Canadian teachers' association.

Canadians by birth, members of visible minorities, Aboriginals or anglophones. Representatives of visible and language minority groups were elected by the inmates concerned, who had been given a mandate by management, to express the expectations of their respective communities. Members of the anglophone, visible minority and Aboriginal communities were actively recruited to sit on the Inmate Committee and the Citizens' Advisory Committee. In addition, volunteers were recruited from the community to facilitate correctional programs for the anglophones, and the first Living Skills program for visible minorities in the Quebec Region was adapted and improved.

[TRANSLATION:] "Just as Cowansville Institution recognizes the importance of celebrating St-Jean Baptiste Day and Canada Day, I believe it is just as important to commemorate cultural events that are meaningful

to inmates of other cultural expressions in Quebec. For me, 'Black History Month' is important for the reintegration of the entire penitentiary population, not just for Black people but for everyone who cherishes the noble ideals of racial harmony and equal opportunity for all. 'Aboriginal Awareness Week' is crucial in order to give us a better understanding of the origins of our country and its first peoples." Marc-Arthur Hyppolite

Mr. Hyppolite believes that regardless of the vehicle used – social, cultural, arts, sports, correctional or spiritual events – it is the duty of every institution to ensure that all inmates have the opportunity to benefit from all the services offered to the majority. And that is exactly the kind of thinking that spurred program staff to offer simultaneous translation of a substance abuse intervention program for a hard of hearing inmate. ♦

Animal Therapy in Correctional Intervention... A First for the Region

By Regional Mental Health Unit staff

Since September 1998, the inmates in the Regional Mental Health Unit (RMHU) have a new friend. His name is Boomer, and he's a 70kg Bullmastiff. The dog is the star of "ANIBOOM", an animal therapy activity that gives the inmates a chance to learn the responsibility of taking care of a pet. Contact with a dog also teaches human values like respect, education, accountability, patience, health and hygiene. Animal therapy is a technique that encourages the inmates to break out of their isolation, learn to be interested in others, and become more social. Also, it is great fun to watch Boomer do his tricks. Animal therapy is especially pleasing for some of the inmates who have not had the chance to handle a pet for more than 25 years. It is more enjoyable because Boomer is a very obedient, lovable dog, thanks to the care and patience lavished on him by Raymond Bertrand, a social development officer at Archambault Institution. It is important to



Group of RMHU residents with Raymond Bertrand, Boomer and Louise Lamarre, instructor

point out that this program would never have seen the light of day had it not been for the generosity of Mr. Bertrand.

ANIBOOM is offered once a week to all residents of the RMHU who are interested. Since the activity was first introduced, more than 45 inmates have participated. Inmates

and staff are unanimous in saying: "Hurray for animal therapy!"

Management supports this initiative, which is targeted specifically at a socially disadvantaged clientele. ANIBOOM is intended to complement the RMHU's other intervention activities. ♦

Millennium Ball

By Quebec Region Organizing Committee staff

Like so many other organizations around the world that want to hold a special event to mark the arrival of the new millennium, the Quebec Region's operational unit social committees are organizing a big party. A millennium ball is going to be held at the Queen Elizabeth Hotel, on Saturday, December 18, 1999.

Every year, the social committees plan parties around the holiday season. Because we are living in the age of partnership, the members of one social committee decided to plan an activity so that all their co-workers in the region could celebrate the new millennium together.

The idea dates back to September 1998, when representatives of different social committees in the region met to establish ground rules for this major project. At that

meeting, an organizing committee representing various operational units was formed.

Since that time, the organizing committee has been working on many tasks, including soliciting sponsors, printing and distributing tickets and selling promotional articles.

All current and retired members of all operational units in the Quebec Region are invited.

The organizing committee is proud of this unique achievement. This will be the first meeting of all employees and retirees from all operational units in Quebec. ♦



Members of the organizing committee

Regional Symposium of Employee Assistance Program Counsellors

By Mr. Louis Fréchette, Regional Employee Assistance Program Coordinator, Staff College

During the winter of 1998, the Quebec Region held a symposium on *The Impact of Leadership* for its Employee Assistance Program (EAP) counsellors. This was the first meeting since the implementation of the EAP promotion plan in June 1992.



Opening address by Louis Fréchette, Regional EAP Coordinator

The counsellors had an opportunity to share their views on the various perspectives in their work environment, to acquire a great deal of information, and make invaluable contacts. The symposium was opened by Richard Watkins, Regional Deputy Commissioner, and François Gaudreau, Regional Vice-President of the Union of Solicitor General Employees.



Speech by Richard Watkins, Regional Deputy Commissioner

UNION SUPPORTS PROGRAM

Mr. Watkins reminded the counsellors how the Employee Assistance Program came into being. Mr. Gaudreau explained the

union's position on the current round of bargaining talks, making it clear that the EAP will not be targeted for job action. In the Quebec Region, the union has always supported the EAP. In fact, many locals have contributed financially to the development of the program.

During the symposium, the counsellors discussed issues such as their commitment to the program, the role of the local EAP committee, and the EAP's contribution to promoting a healthy physical and psychological environment for our co-workers and their families.

TRAINING MODULES

Training modules have been made available to the counsellors to give them an opportunity to acquire more information that they will be able to apply in their workplace, should the need arise.

The modules cover the following topics:

- The psychopathology of work: From theory to prevention, with Dr. Michelle Cousineau;
- Post-traumatic stress, with Pierre Belzile, M.A. in Psychology, and Geneviève Derome, M.A. in Psychology;
- Suicide, with Le Faubourg crisis centre;
- Brief psychotherapy, with Francine Boucher;
- How to cure stress and how to prevent it, with Ginette Martin, a psychologist with the firm Longpré & associés;
- The impact on victims of family and workplace violence, with Francine Doré;
- Managing employee cases in critical incidents, with Jean Pichette and a representative of the Quebec workers' compensation board, the CSST;
- Coping skills, with Christine Perreault, chief of the regional debriefing team; and
- Aging in men, with author Hubert de Ravinel.



Poster welcoming participants to the EAP symposium

A PRESENT

To wrap up the second day, we decided on an early Christmas present: a presentation by two guest speakers, Pierre Harvey and Pierrette Bergeron, a dietitian.

Fully living up to their reputation, Mr. Harvey and Ms. Bergeron literally captivated their audience. They conveyed their enthusiasm and their passion for their subject matter. They also autographed copies of their book, *La mise en forme* [in English: 'fitness'--Tr.] for their fans and were very approachable. Some people had a different kind of dinner than usual that evening, while others went out for a walk...

THREE GUEST SPEAKERS

Three guest speakers had been invited for the last day of the symposium. The first, Yvon Dallaire, had a topic that was a real attention-grabber: Are men and women made to live together? Mr. Dallaire holds an M.A. in Psychology from Laval University and training in the psychology of sex from the Collège international des sexothérapeutes [in English: 'international college of sex therapists' --Tr.]. For him, conjugal life is the meeting of two people who sometimes have trouble talking to one another. The participants were all delighted with Mr. Dallaire's presentation. Some thought they recognized in it the premise



A group of happy participants

behind a popular Quebec TV show, *Un gars, une fille* [unofficial English translation: 'a boy and a girl'—Tr.].

The next speaker was Julie Pelletier, a sex therapist and psychotherapist. Her presentation focused on the need to achieve harmony in all aspects of our lives: fulfilment at work, in one's personal life, and in bed. Work takes up a large part of our lives, and we often have little free time. The problems associated with conjugal life and family responsibilities can raise barriers to intimacy and sexual expression. Ms. Pelletier writes a column on sexuality for the *Journal de Montréal*. She shared with her audience some tips on how to reconcile work with our love life and sex life.

The last speakers were Julien Mercure and Micheline Hones, authors of *Les saisons du couple* [English: 'seasons in the life of a couple'—Tr.]. There was much give-and-take between the speakers and the audience on the 'seasons' referred to in their book. For Mercure and Hones, a couple is a living, breathing, growing organism. By combining their public speaking skills and their knowledge of their topic with respect for the subject and for their audience, they took the audience on a journey to the heart of conjugal intimacy. Problems that, at first glance, seemed to have no solution took on a new meaning and even turned out to provide a special opportunity for growth.

CERTIFICATES AWARDED

The symposium closed with a ceremony in which certificates were awarded by Laval Marchand, Assistant Deputy Commissioner and by the regional vice-president of the union. Mr. Marchand has been a key player in the development of the EAP.

The certificates, signed by employer and union representatives, were awarded to honour 'people who make a difference'. Winners included EAP counsellors or



Presentation of clocks to François Gaudreau, regional vice-president of the union and to Laval Marchand, Assistant Deputy Commissioner.

committee members who had made an outstanding contribution. Certificates were presented to the EAP committees of the following units: La Macaza, Ste-Anne-des-Plaines, Cowansville, Archambault and regional headquarters. In addition, the following EAP counsellors received certificates: Estelle Savaria (Regional Reception Centre), Micheline Burelle (East-West District), Lise Thibeault (Cowansville Institution), Céline Girard (Donnacona Institution), Nicole Bonds (Montreal Metropolitan District), Jean-Jacques Plante (Drummond Institution), and Félix Nadeau (Leclerc Institution).

The management and union representatives were presented with a clock as a token of thanks for finding common ground so that the EAP counsellors could do their job and to make sure they would always know the correct time for their next discussions about the EAP.

PIONEERS

I would also like to praise the work of the pioneers who developed the CSC's EAP in the Quebec Region. Thanks to their hard work and generosity, they have taken the program to new heights. A warm 'thank you' goes out to Ginette Gendron, Diane Ouellet, Lise Beaupré, Richard Mondoux, Serge Rathier, Denis Paradis and Gratien Tremblay. ♦

SOME OF THE EAP'S ACHIEVEMENTS:

- a play about family violence, 'Les Bleus amoureux' [English: 'the love blues' (or 'love bruises')—Tr.]. This play has helped many employees to gain a better understanding of their family dynamics.
- a play, 'Arrête Mharcel!' [English: 'Stop it, Mharcel!'—Tr.] on workplace harassment. Our employees' own experiences were used as script material.
- hundreds of health and wellness promotional activities which the EAP had only been dreaming of putting on. Activities have been held on many different themes, including workplace stress, relations between parents and children, conjugal life, health, and social activism. The EAP has also held blood pressure clinics and talks on the emotional impact of a caseload, both during and after working hours. There have been health fairs, campaigns to educate employees about the need for social activism through participation in 'Opération nez-rouge' [Quebec's designated-driver program—Tr.], and workshops on family relations.
- help for victims of violence, and gradually building expertise on how to support employees and their families when unfortunate incidents occur at work.
- EAP's last – and best – achievement is its reason for existing. This achievement is proof of the trust the employees have learned to place in their EAP counsellors. Through their work and their respect for human dignity, these people, namely the employees and their families, have done us, their counsellors, the honour of allowing us to assist them. Between September 1992 and September 1998, the EAP has received 1,493 requests for psychological assistance. More than 85 per cent of these have been followed up with counselling.

Designated Institutions house Offenders of New Territory

By Mr. David Raithby, Project Administrator, Fenbrook Institution

Since April 1, 1999, Fenbrook and Beaver Creek institutions have been responsible for housing Inuit federal offenders from the new Nunavut territory.

The new territory, which came into existence April 1, 1999, is the result of the division of the Northwest Territories. Nunavut encompasses the eastern Arctic, and its capital Iqaluit is located at the southern end of Baffin Island.

Following sentencing, Nunavut federal offenders will be transferred to Fenbrook Institution for the intake assessment process. Offenders from Nunavut, currently housed at other institutions, such as Bowden Institution, in Alberta, may apply for transfer to Fenbrook and Beaver Creek institutions.



In order to establish an Inuit community prior to April 1, 1999, a parole office was established in Iqaluit and administered by both Fenbrook and Beaver Creek institutions. The first transfer from Bowden to Fenbrook occurred in March.

For several months, a Nunavut project team prepared for the impact of the transfers of Inuit offenders to Fenbrook and Beaver Creek institutions. Team members have

travelled to Bowden Institution and to Iqaluit. The trip to Bowden Institution was to meet the Nunavut offenders, to explore the Inuit-specific programming, and to determine how these ideas could be incorporated into the programs at Fenbrook and Beaver Creek institutions. In Iqaluit, the team wanted to get a better understanding of the services provided there, an understanding of the cultural differences, and to establish contacts.

The team consisted of Jim Murdoch, Project Manager, RHQ Ontario; David Raithby, Project Administrator, Fenbrook Institution; Mark Otto, Parole Officer, Fenbrook Institution; Dorie Adamson, Correctional Supervisor, Fenbrook Institution; Ian Burns, Correctional Officer, Fenbrook Institution; Robert Kinsman, Senior Teacher, Beaver Creek Institution; and Cindy Jamieson, Administrative Assistant, Fenbrook Institution. ♦

Muskoka Pioneer Village

Institutionally-based Work Release Project

By Ms. Gail Cosgrove, Parole Officer, Beaver Creek Institution

Four inmates from Beaver Creek Institution (BCI), located in Gravenhurst, Ontario, took part of in exciting new Work Release Project in Huntsville, Ontario. The project involves restoration of a steam train and a steam-driven ferry, building a railway station and train storage station, and laying of track for the steam locomotive to move from the storage unit to the mouth of Fairy Lake, approximately two kilometres from downtown Huntsville, where the Bigwin Ferry will be located.

FULL SPEED AHEAD

This "Steam Era Project" is a two-year endeavour with an anticipated completion date of July 1, 2000. Phase II of



the project has been underway since September 21, 1998, and was completed on November 20, 1998. The BCI inmates were transported daily to the project site to work on the construction of the turntables, rail beds, and track from the Muskoka Pioneer Village (soon to be known as Muskoka Heritage Place) to Fairy Lake.

The project is on schedule, thanks to the ongoing efforts of John Finlay, Marketing Director of Muskoka Heritage Place, the Muskoka Parole Office and the Huntsville Town Council.

Mayor Len Clarke of Huntsville presented the inmate workers with a token of appreciation at a brief ceremony at BCI on December 18, 1998. The next phase of the project resumed this spring.

This is a unique partnership between the community and Beaver Creek Institution which will soon allow visitors to the Muskoka area to experience first-hand the romance of the steam era at the Muskoka Heritage Place. ♦

Jail Birds fly the Coop

By Mr. Tim R. Jamieson, Acting Assistant Warden, Management Services, Bath Institution

On December 10, 1998, Frank and Edna "Crane" arrived unexpectedly at Bath Institution. Not only were they unexpected, they arrived by flying over the perimeter fence instead of using the main entrance. Frank and Edna are Greater Sand Hill cranes on their yearly migration to Virginia.

When they arrived, they took up residence outside the houses of Unit 3. Because Frank and Edna were quite tame, inmates were able to approach them and noticed that their legs were tagged with a 1-800 phone number. A telephone call was made and the inmates learned that they belonged to a flock of cranes raised by Bill Lishman, more commonly known as "Father Goose".

Mr. Lishman is the founder of "Operation Migration" at Blackstock, Ontario, and was the subject of the Hollywood movie "Fly Away Home". This time, instead of raising geese, Bill is raising cranes in an effort to reintroduce them to natural migration. In the fall of 1997, Bill and his partner flew an ultra light aircraft from Blackstock (near

Port Perry) to Virginia to escort Frank, Edna and the rest of the flock on their first southerly migration. In the spring of 1998, the flock returned to Blackstock on their own. Bill hoped the cranes would make the journey south unassisted, when the time came. In early December 1998, the cranes left Lishman's home and headed south (supposedly). Since their departure, they had made stopovers in Peterborough, Grafton and Picton. According to Bill, they probably stopped at Bath Institution because it reminded them of home – an enclosed compound surrounded by chain link fence.

Bill arrived at the institution on December 20 and rounded up Frank and Edna, placed them in the back of his pick-up truck, and drove north of Kingston to re-release them. With the onset of cold weather, he was hopeful that they would continue their journey south.

To show his appreciation for the kind treatment shown to Frank and Edna, Mr. Lishman presented some staff with

autographed postcards, and gave the institution an autographed copy of his book, "Father Goose".

Although Frank and Edna seemed to have enjoyed their stay at Bath Institution, their visit was short-lived because the "jail birds had flown the coop".

For further information on "Operation Migration", visit the "Operation Migration" web site at <http://fathergoose.durham.net>. ♦



Bill "Father Goose" Lishman with Frank and Edna outside one of the houses of Unit 3

Regional Psychiatric Centre

Opening of Bow Expansion Unit

By Ms. Deborah Podurgiel, Freelance Writer/Editor

On September 18, 1998, the Regional Psychiatric Centre (RPC) and Correctional Service of Canada (CSC) lauded and celebrated the opening of the new Bow Psychiatric Rehabilitation Unit expansion. The 100-bed medium security extension is another first in forensic mental health care in the Prairies, and built to provide an increasing number of acute and chronic mental care patients with a full complement of psychiatric services.

The new unit can accommodate 30 new clients per month, says Adele Macinnis-Meagher, Program Director of the Bow

Psychiatric Rehabilitation Program. "Patients will be enrolled, two to three hours a day, five days a week, in anger management, social skills, independent life skills management and employment programs within the Centre. The program will take 18 months to complete, and it will focus on preparing patients to successfully reintegrate into society." Prior to the unit expansion, a patient could expect an average stay of three months in the Bow Rehabilitation Program.

Citizen's Advisory Committee chairperson, Sean Taylor, and vice-chairperson, Bev Dubois, were on hand as the event's

Masters of Ceremonies. After welcoming everyone to the unit's grand opening, Ms. Dubois and Mr. Taylor outlined their roles with the CSC as CAC representatives, acting as both independent observers for the community and impartial advisors to the Centre. "We serve by being a communication link with the community to the institution and act as the community's eyes and ears into the prison system. We also provide consultation and impartial advice in the areas of changing or developing programs and policies through meetings with the institution's Executive Director and staff," said Ms. Dubois.

The CAC's role in the new expansion will be to continue monitoring the progress of the new programming and to become actively involved in "developing programs that will not only benefit the patient and the institution but also the community these people will eventually become part of again," said Mr. Taylor.

Mr. Taylor invited the event's keynote speaker, CSC Commissioner Ole Instrup, to the podium. Commissioner Instrup thanked everyone for their participation in the event and noted that "it is an inspiration to me to see the leadership of the CAC at a function of this significance. The spirit of community participation and shared ownership is nowhere more evident than at the Regional Psychiatric Centre in Saskatoon."

Commissioner Instrup praised the RPC for its commitment to world-class leadership in mental health and spoke about CSC's commitment to public safety, also noting that CSC's ultimate contribution would be "a balance between the ongoing incarceration of those offenders who are not suitable to return to society on one hand, and the supervised gradual release of those who show motivation and progress in their ability to productively contribute to society in a safe manner on the other hand."

Indicating that the RPC plays a crucial role in the process of offering specialized treatment services to patients with the highest needs, the Commissioner noted that there were good reasons to believe the treatment program is working. "Evaluations of the outcomes of treatment programs at this institution have demonstrated very impressive results which are actually somewhat better than what we see from other institutions that claim they are similar to this one."

The Commissioner was also impressed by the Sacred Grounds used for the healing of the Centre's Aboriginal population and, in closing, expressed a 'special thanks' and his support to the Elders and program staff for their work. To all RPC staff, he said that it was evident they had the right values and skills to get the job done. "There is no doubt that you can feel this as you walk through the institution."



From left to right: Tim Leis, incoming Executive Director, Rémi Gobeil, Regional Deputy Commissioner, and Marcel Chiasson, outgoing Executive Director, signing the official change of command certificate.

Yvonne Brown, Dean of the College of Nursing, University of Saskatchewan, and member of the Board of Governors, also congratulated the RPC and acknowledged all the hard work that went into the new unit. Dean Brown affirmed the unique relationship and partnership the university has with the Centre and the research, learning opportunities, as well as institutional pride the university has enjoyed and shared with the Centre.

Tim Leis, RPC Executive Director, thanked all partners and participants for sharing in the day's events, and all those involved in the design and construction of the new unit. He acknowledged that without their help and continued support, the expansion of the unit would not have been possible. "I very much appreciate your commitment to delivering the best assessment and treat-

ment within the context of excellence in correctional operations and case management. And, in closing, I would like to thank all the people involved in the planning and organization of today – you've clearly gone the extra mile."

Ed McLean and Andy McGrath, both patients, took part in the official ribbon-cutting ceremony. While they held the wide, blue ribbon, Commissioner Instrup made the cut. The Commissioner also unveiled a plaque commemorating both the opening of the unit and the significance of the day.

Heather Peden, Regional Director General, Public Works and Government Services Canada, presented two courtyard benches on behalf of the department and thanked everyone involved in the project, with special thanks to the project's Commissioning Officer, William Shrubsole, and RPC staff.

Commissioner Instrup, Executive Director Leis, Dean Brown, and PWGS Regional Director General, Peden, also had ample cake to cut when the honour guard brought in the huge ceremonial cake, proudly decorated with the CSC emblem. After the ceremonies, cake and coffee, RPC staff conducted tours of the new unit. ♦



From left to right: Andy McGrath, patient/inmate, Ole Ingstrup, CSC Commissioner, and Ed McLean, patient/inmate, participating in the ribbon-cutting ceremony.

CHANGE OF COMMAND

August 19, 1998, marked the Tree Planting Ceremony and Change of Command between outgoing Executive Director, Marcel Chiasson and the Centre's current Executive Director, Tim Leis.

Dr. Kevin Kok, Clinical Director, welcomed everyone to the ceremony and CSC Regional Deputy Commissioner, Rémi Gobeil, thanked everyone for attending and recalled some of the challenges both Executive Directors faced and of their successes as well as those of the Centre.

The ceremony was held in the outside central courtyard, followed by a barbecue steak dinner with all the trimmings, hosted by the kitchen staff at the RPC.

Breaking Barriers Program at Edmonton Institution for Women

By Mr. Ash Mall, Team Leader Correctional Operations, Edmonton Institution for Women

As the Edmonton Institution for Women (EIFW) forges ahead, new and innovative ways are constantly being introduced to meet the spirit and objectives of the Correctional Service of Canada's (CSC) Mission and its reintegration efforts.

The intake assessment unit at the EIFW processed 80 inmates between March 1997 and March 1998. Several inmates expressed the need to have some form of activity to occupy the sizeable amount of downtime that is incurred during the six-week intake process while they are housed in the unit.

Ash Mall, Team Leader Correctional Operations, was asked to identify some type of activity that would keep the inmates occupied and would allow them to benefit from the activity.

The Breaking Barriers program was developed as such an activity. The content of this program is based on the belief that there is a wealth of information in cognitive psychology which, when effectively taught, allows people to break an inhibiting cycle of conditioned habits and become happier, more fulfilled human beings.



From left to right: Lyn Lowe, A/Deputy Warden, EIFW, with Primary Workers Rita Chiasson, Kelly Hartle, Valerie Gow, Adele Boychuk, and Chuck Andrews, Chief of Education at Edmonton Maximum Institution.

The Breaking Barriers program skillfully guides the participants towards an understanding and acceptance of three educational values:

1. A deeper awareness, understanding, and appreciation of potential;
2. A strong belief in their own ability to create a common vision;
3. An expanded vision of the many possibilities, opportunities, and options that they may be overlooking.

To accomplish this goal, four primary workers were chosen to be the initial

facilitators. Chuck Andrews, Chief of Education at Edmonton Maximum Institution, who shared his experience and expertise as a master facilitator of this program, provided the training.

On February 5, 1999, all four primary workers successfully completed the facilitators training. A graduation ceremony was held and Lyn Lowe, Acting Deputy Warden, EIFW, awarded certificates of completion to the four women.

The EIFW is very proud of having initiated this program and foresees great benefits from it. The warden recognizes all staff who were instrumental in the success of the project.

The facilitators will provide the management team and all primary workers with an information session prior to delivering the first program.

For additional information, contact Mr. Ash Mall, Team Leader Correctional Operations at (780) 495-3905. ♦

Asian and Pacific Conference of Correctional Administrators

October 18-23, 1998

By Ms. Mary Lou Siemens, Communications Manager, Pacific Region

The Correctional Service of Canada (CSC) hosted the 18th Asian and Pacific Conference of Correctional Administrators (APCCA), October 18-23, in Vancouver, B.C. The Commissioner delivered the opening address and Pieter de Vink, Deputy Commissioner, Pacific Region, chaired the conference. Five representatives from CSC also attended.

The 1998 conference was originally planned to be held in Jakarta, Indonesia, but due to unrest in that country, the offer was withdrawn. CSC received a request from Professor David Biles, International Coordinator of the APCCA, to host the conference and accepted. The Commissioner and Deputy Commissioner, Pacific Region, confirmed the conference

would be held in Vancouver and hosted by the Pacific Region. Normally, a year of preparation is required but due to the circumstances, the Pacific Region had only three months to prepare for this International Conference. A regional organizing committee was established under the direction of Bob Lusk, Special Advisor, Human Resources, Regional Headquarters,

Pacific. In addition to the eight committee members, valuable support was provided by National Headquarters, Regional Headquarters, regional staff and volunteers. The conference included representatives of the correctional departments of 20 nations and territories in the Asian and Pacific regions and a number of observers and invited guests.

The opening ceremony was chaired by Mr. Lusk and commenced with a short prayer led by Elder Bob George of the Burrard Band of the First Nations People of Canada. At the conclusion of the prayer, Commissioner Ole Ingstrup presented Mr. George with a traditional blanket and some tobacco and thanked him for his participation in the ceremony. The conference symbols were ceremoniously marched into the ballroom by an honour guard led by a piper, consisting of CSC officers and two members of the RCMP. The first symbol, a Fijian war club symbolizing the end of conflict and representing peace and harmony, was presented to the Commissioner by the host of the 17th Asian and Pacific Conference, Datuk Omar of Malaysia. The second symbol, a brass Fijian lamp, symbolizing learning and knowledge, was ceremoniously placed on a low table with the war club and remained there for the duration of the conference.

The logo of the conference, a hummingbird, drawn by Sheldon Williams, an inmate in the Pacific Region, was used on a variety of conference material. Mr. Williams attended the opening ceremonies wearing a blanket that displayed the logo.

The first meeting of the APCCA was held in Hong Kong in 1980. Since then, the conference has been held annually, except

for 1990, when political events in the prospective host country forced cancellation of the conference. Until 1993, activities related to the administration of the conference were coordinated by the Australian Institute of Criminology. Since that time, Professor David Biles has provided this support as a private citizen.

The conference has since met in Bangkok, Tokyo, New Zealand, Tonga, Fiji, the Republic of Korea, Australia, India, China, Hong Kong, Japan, New Zealand and Malaysia.

Although the conference has no formal constitution or rules of procedure, informal traditions and practices have developed over the years. For example, the host country selects which countries will be invited but all participants are responsible for their own transportation and accommodation expenses. The host country, however, provides hospitality, programs, and visits to facilities.

During the week of activities, delegates focused on four themes. Each designated representative of all the nations and territories would present a report on each theme as invited by the Chair. With the exception of the national reports, a limited number of interested nations and territories were invited by Pieter de Vink, conference chair, to address the remaining agenda items.

The first topic discussed was "National Reports on Contemporary Issues" in corrections and included discussions about prison overcrowding, composition of prison populations, organizational restructuring, new drug addiction treatment approaches, and maintaining the prisoners' health. Australia and Canada referred specifically to the presence of indigenous or

ethnic gangs as being a major management challenge. Other nations, such as China, referred to significant improvements in the area of staff training with the development of staff with a variety of specialized skills in the operation of facilities and the management of inmates.



Sheldon Williams, a Pacific Region inmate, attends the opening ceremonies wearing a blanket that displays the hummingbird logo he designed.

The second agenda item was "Best Practices in the Treatment of Offenders". Delegates from Australia, Brunei, Darussalam, Canada, China, Indonesia, Japan, Korea, Philippines and Thailand offered to discuss their relevant issues. The discussion included discipline and work and specific programs such as counselling, anger management etc. Without exception, delegates urged that offenders should be treated in a manner that facilitated their reform and reintegration into the community. The delegates from Mongolia, attending the conference for the first time, stressed the commitment of their country to a program of correctional reform based on the



Group photo of all delegates

principles of respect and fairness in the administration of their correctional system. "Creating and Sustaining the Interest of the Community and Government in Corrections" was addressed by Fiji, Hong Kong, China, the Philippines, Singapore and Vietnam. All delegates agreed that considerable lack of knowledge about correctional programs and facilities was prevalent within the community of each country or jurisdiction and that this lack of information was due to the fact that prisons were viewed as "mysterious" places which were hidden to a large extent from the public. The delegates recognized that corrections are accountable to the community to provide openness. Discussions on rehabilitation-based programs, engaging the media, and marketing took place. Of note, one issue was raised that suggested governments be made aware that resource increases for police impact on prison numbers.

During the discussion on "The Application of Technology in Prison Design and Management", delegates exhibited mixed reactions towards the application of technology to prison design and prison management. Some nations were enthusiastic

advocates and others were decidedly cautious of the gains that might be made with technology. The physical aspects of prison design and construction, physical security, management of offenders, costs, and benefits of technology were also among the topics discussed. In conclusion, it was agreed that with careful planning and appropriate training of staff, technology had a great deal to offer corrections, both in relation to design and management issues. It was also important to ensure that technology did not hinder interpersonal contact between staff and inmates but facilitated such interaction.

During the week, delegates toured the Museum of Anthropology, the University of British Columbia, the B.C. Law Courts, Vancouver, William Head Institution, the Regional Health Centre, and Sumas Community Correctional Centre. Many delegates were unfamiliar with the concept of a community correctional centre and found this tour and discussions with Sumas staff of considerable interest. The visits to William Head Institution and the Regional Health Centre provided very different perspectives of correctional facilities. Staff at all facilities volunteered to assist the tours and provided

excellent information and support to the delegates, which was extremely appreciated.

In addition, volunteers organized activities to support a program to occupy companions who accompanied the delegates to Canada.

In his closing remarks, Pieter de Vink, conference chair, acknowledged a successful conference that was both productive and useful. He thanked Professor Biles, the delegates, Bob Lusk, and the committee as well as the contributors of its success. He also extended his best wishes to the delegates from China for the 1999 conference that will be held in Shanghai. In closing, Professor Biles invited a few delegates to give brief closing remarks. The representatives from Samoa, Singapore, Malaysia, New Zealand, India, and the People's Republic of China expressed sincere appreciation for the organization, friendship and hospitality demonstrated. Mr. Raymond Lai of Hong Kong, China, made presentations of mementos to Mr. de Vink and Professor Biles. The Chair then invited the CSC correctional officers to solemnly remove the symbols that will be stored securely by CSC until they are sent to Shanghai, China, for the 1999 conference. ♦

REGIONAL NEWS

Pacific Region

First Aboriginal-focused Institution in the Pacific Region

By Ms. Shannon Whitewolf John, Elder, Elbow Lake Institution

Elbow Lake Institution took a major step towards the goal of becoming an Aboriginal-focused institution. On February 3 and 12, 1999, all staff participated in Aboriginal Sensitivity Training at the Chehalis Pioneer Camp, located near Harrison, B.C.

In her opening remarks, Ms. Jill Hummerstone, Institutional Parole Officer and Coordinator of Aboriginal Programs at Elbow Lake Institution, encouraged staff to participate fully in the training, to ask questions and to speak freely and openly about their concerns and issues.

During the morning session, she presented the history of the Correctional Service

Canada's involvement in Aboriginal programming. She reviewed the Commissioner's Directives and the Institutional Standing Orders that pertain to Aboriginal issues.

In the afternoon, Ms. Shannon Whitewolf John, Elder and Aboriginal Program facilitator, reviewed the new Spirituality Guide that was written for Elbow Lake Institution. She spoke of the Prairie Spirituality that is practiced in most of the federal institutions in the Pacific Region, and explained the differences between First Nations and how they practice their culture. A display of Pipe Bundles, Sacred Bundles, and pictures were available for the staff to examine and ask

questions about the contents and meaning of each item.

This training was fully supported by Ron Wiebe, Warden, and Janet-Sue Hamilton, Deputy Warden, who also took part in the sensitivity training.

This is the initial step in the process of becoming the first Aboriginal-focused institution in the Pacific Region. Elbow Lake Institution has already instituted a Resolution Circle to deal with disciplinary matters. Aboriginal Programming in areas such as Medicine Wheel teachings, Substance Abuse, Living Skills, Relationships, Childhood Trauma, Family Violence, Education and Employment are planned for this year. ♦

Public Forum on Restorative Justice at William Head Institution

By David Hough, Chair of the William Head Citizens' Advisory Committee, and member of the study circle group

A core group of about 20 inmates and eight people from the community have been busy at William Head Institution discussing restorative justice concepts. From July 1998 until February 1999, the group met 23 times for about 2.5 hours each time. On January 22-23, 1999, a public forum entitled "Restorative Justice and Serious Crime" was held at the institution, thanks to the efforts of the group. Approximately 100 people from the community attended. The event was by invitation and acceptance and was so popular that not everyone who wished to attend could because space was limited.

EXCHANGE OF INFORMATION

This group continues to meet on a weekly rather than on a bi-weekly basis. The meetings are in the form of a study circle that is considered vital to the process. Private citizens frequently bring articles and books on restorative justice topics. Copies are made for the inmate library and distributed to all circle members and anyone interested in reading them. Minutes of all the meetings have been kept. They are records of what has been discussed and the future direction the group sees for itself.

VICTIM-OFFENDER RECONCILIATION

The public forum was made possible thanks to the combined efforts of the inmate committee and the forum sub-committee, the William Head Citizens' Advisory Committee, the Restorative Justice and Dispute Resolution Unit of the Correctional Service of Canada (CSC), the Consultation Branch, Correctional Programs and Operations, CSC, the National Parole Board (Pacific Region), the Centre for Studies in Religion and Society at the University of Victoria, and the management and correctional staff of William Head Institution. The forum lasted four hours and food and refreshments were served. The program began with the viewing the National Film Board's documentary entitled *Glimmer of Hope*,



From left to right: Dr. Michael Hadley, Robert Smith, John Lamoureux, and Gordon Alcorn, inmates, and David Hough.

which discusses the issue of victim-offender reconciliation. Following the viewing, Emily Streufert, who appeared in the video, and whose sister was brutally raped and murdered, provided a first-hand account of having participated in the process of victim-offender reconciliation. Her presentation and her participation in the forum inspired many. Wilma Derksen, one of the principals of the organization known as Victim's Voice, also addressed the participants. She also was very inspirational. Many inmates had an opportunity to meet with both Emily and Wilma.

LISTEN AND LEARN

The second day was just as exciting as the previous one. In the auditorium, inmate A. J. spoke of the differences between the retributive justice system and the aboriginal-inspired community circle model that is sometimes used to deal with deviance. John, another inmate, spoke passionately about the need for the community to get involved with inmates and of the need to explore jointly the avenues of forgiveness, even in cases involving serious crime. An inmate named Steven documented his life to help the people better understand why he is now serving a life sentence. Dave Gustafson, Co-Director of Fraser Region Community Justice Initiatives Association, in Langley, B.C., gave a presentation about his efforts (along with many others) to promote healing dialogue in communities and across our country. The forum concluded with a summation by Dr. Michael Hadley of the Restorative Justice Project at the Centre

for Studies in Religion and Society at the University of Victoria. During the forum, participants broke into small groups to discuss specific topics. Also, there was ample opportunity for one-on-one discussions over lunch and during the health breaks. The presence of a drug detection dog at the principal entrance and the tour of an inmate residence gave many people a

sample of what it is like to be in prison.

Restorative justice at William Head Institution faces many challenges and creates many opportunities. Some of the challenges include: how to reconcile short-term offender perspectives with long-term offender perspectives; how to involve correctional staff; how to involve the community; how to involve the offender's family; how to involve victims and their families; and, most importantly, how to do this with the utmost respect for one another.

In his book, *The Expanding Prison: The Crisis in Crime and Punishment and the Search for Alternatives*, David Cayley quotes Judge Barry Stuart, one of the people he has interviewed on crime and social justice:

"good news in criminal justice rarely travels far" and

"five myths see to this:

- 1- all criminals are the same and demand the same treatment;
- 2- only punitive sanctions work;
- 3- the public demands harsh punishment;
- 4- only professionals can deal with crime;
- 5- there is nothing citizens can do."

Local radio and press gave positive coverage to the forum and inmate articles are now appearing in *Out of Bounds*, an inmate magazine produced at William Head Institution, and other publications. The public forum helped to shatter these myths for the people who attended. More forums of this type will help spread the good news. ♦