

CANADIAN PENITENTIARY SERVICE

FILE NUMBER

SUBJECT

CROSS REFERENCE

FILE DOSSIER
DEPARTMENT
MINISTÈRE

200-11

VOLUME 5

1722/ (1)

SUBJECT
SUJET

MANGEMENT MEETING

DORMANT SECTION

Formerly:
Management
Policy
Committee

VOL. 5

CGSB 40-3

7690-21-849-8686

L'ONGC 40-3

Referred To	Initials	Date	Purpose for Which Referred	P.A. Date	B.F. Date	Initials	Registry Inspection
Works	mb	6-5-71	req	7/5/71		RH	MB
C Card	u	11-5-71	req	12-5-71		mc	MB
P. Media	u	25-5-71	req	25-5-71		Wm	R
SRO	u	10-6-71	req	10-6-71		C.T.	mb
See	df	13-7-71	an request	13-7-71		df	R
INACTIVE RECORDS DOCUMENTS INACTIFS							
MB Media	df	11-9-71	req	11/9/71		Wm	MB
See	df	30-8-71	request	31-8-71		df	R
Sol	df	5-8-71	on request	5-8-71		df	R
RETURN TO INACTIVE RECORDS OFFICE							
RETOURNER AU BUREAU DE DOCUMENTS INACTIFS							
DF	AB	17-10-71	Req	17-10-71		AB	
CWE	mf	23-10-73	Req	23-10-73		ED	KM



**CLOSED
VOLUME**



**VOLUME
COMPLÉT**

DATED FROM À CONTER DU	April 1, 1971	TO JUSQU' AU	July 16, 1971
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AFFIX TO TOP OF FILE — À METTRE SUR LE DOSSIER

DO NOT ADD ANY MORE PAPERS — NE PAS AJOUTER DE DOCUMENTS

FOR SUBSEQUENT CORRESPONDENCE SEE — POUR CORRESPONDANCE ULTÉRIEURE VOIR

FILE NO. — DOSSIER N°

1722/ (1)

VOLUME

6

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

PA

FROM DE Chief, Secretariat

TO A Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D. Pers.
D. Custody
A/D. Ind.
Regional Directors)
Wardens of Institutions) for information only
Supt. S.C.U. (Que))
Supt. Prison for Women)

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE - NÉRÉFÉRENCE
1722/MPC (1)
YOUR FILE - NÉRÉFÉRENCE
DATE
July 16, 1971

Subject
Sujet

Management Policy Committee Meeting
July 14, 1971
MINUTES

1. The Minutes of the July 7th Meeting were approved subject to the following amendments:
 - (a) Page 1, Para. 2(a), delete the last sentence entirely.
 - (b) Page 5, Para. 6(e), delete the last sentence and substitute "He explained that he will now make the required formal presentation to Department."

2. The Commissioner requested SEC to bring forward the following items from the July 7th Minutes for reporting on dates shown:
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 - (b) Item 2 (g) - Shoulder Flashes - B.F. July 21 (for a report from D.S.S.).
 - (c) Item 2 (h) - Visit to Scandinavian Countries - B.F. July 21.
 - (d) Item 3 (c) - S.C.U. (Que.) - B.F. Sept. 8 (interim report expected from Dr. Cormier).
 - (e) Item 3 (f) - Flower and Gift Fund - B.F. July 28 (for draft constitution from SEC).

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- (f) Item 4 (a) - Establishment, Reception Centres
B.F. July 21 (for progress report by DC).
- (g) Item 4 (b) - Reorganization - Production and
Training Activities - Collins Bay Penitentiary
- B.F. July 21 - (for establishment structure
implications study by DC/ A.D/Ind /D. Pers.).
- (h) Item 4 (c) - Information Officer Position -
B.F. July 21.
- (i) Item 5 (a) - Draft Directive 322.07 (Leave Program)
- B.F. July 21.
- (j) Item 5 (b) - Press Releases relating to new policy
directives - B.F. July 21.
- (k) Inmate Pay Revision - B.F. July 21 (Press Release
- SEC).

3. The Commissioner reported as follows on his meetings with the
Minister:

- (a) The Minister was briefed on Dr. Cormier's contract to
evaluate the S.C.U. (Que.) Program. The dates have been
advanced and Dr. Cormier is to submit his final report
by November 15th with an interim report about the middle
of September.
- (b) The cost of the Commission of Inquiry into the Kingston
Penitentiary which is still going on was discussed. The
Commissioner's proposal that he write to Mr. Swackhamer
about financial limits and at the same time request an
interim report was agreed to by the Minister. D.F.S. is
endeavouring to find out how much has been spent so far.
- (c) A letter has been received from the District of Mission
seeking compensation for expenditures made by the District
in anticipation of the Mission Complex which has now been
deferred. The Minister agreed that this matter should
be discussed with D.P.W. in an effort to arrive at an
amicable solution.
- (d) 172 letters had come in from inmates of Leclerc Institution
addressed to the Minister, many requesting that the Minister
meet with them at the Institution to hear grievances. On
the Commissioner's recommendation the Minister will decline
to go and a letter to this effect has been prepared for the
Minister's signature. The letter also mentions that after
August 1st. there will be inmate committees at each institution,
and these can be used as a channel for presenting grievances.

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4. New Items of Business

(a) Inmate Trust Funds

During general discussion on this subject it was agreed that there were implications as a result of new policies to be implemented such as the requirement for inmates to purchase their stamps and stationery, as well as the fact that they will be permitted to purchase extra items of leisure-time clothing. D.T.T. was requested to prepare a draft policy on Inmate Trust Funds and include the subject of Inmate Welfare Funds. SEC was requested to B.F. on September 1st.

ACTION BY: D.T.T./SEC

(b) Penitentiary Cemeteries

D.T.T. presented a paper for consideration on the cemeteries at Dorchester Penitentiary, the only remaining institution having such facilities where inmates are interred. The suggestions in the paper were agreed upon and D.T.T. is to write to Dorchester Penitentiary directing them to (a) improve the appearance of both the disused cemetery and the one at present in use, and (b) for future use, six plots should be purchased in the Sackville Cemetery.

ACTION BY: D.T.T.

5. Progress Reporting

(a) A/D. Ind. (i) Mail Bag Repair Operation

A/D. Ind. stated that an interim report was now with the Commissioner. He outlined the current status of this operation and the subject of incentives was discussed. He will continue with the drafting of his paper on a program including incentives. SEC is to B.F. for the September 8th Meeting for progress reporting.

ACTION BY: SEC/A/D. IND.

(ii) A/D. Ind. mentioned working conditions in the Millhaven shop building where heat and humidity were causing problems. D.S.S. stated that he has taken the matter up with D.P.W. in an effort to improve these conditions.

ACTION BY: D.S.S.

4...

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- (b) Living Unit Concept - D.T.T. stated that he has prepared a second draft paper on the training program and is holding it for the return of A.D.C. SEC is to B.F. for the August 28th Meeting when D.T.T. is to report progress.

ACTION BY: SEC/D.T.T.

- (c) Career Planning: D. Pers. stated that he has submitted an outline paper to the Commissioner. Some discussion took place and the Commissioner directed SEC to B.F. both Career Planning and Staff Training as weekly agenda items for reporting and M.P.C. consideration until further notice.

ACTION BY: SEC

6. Non Agenda Items

- (a) Flowers at Institutions: It was agreed that it was desirable to use cut flowers and potted plants to enhance the appearance of visiting areas of Institutions. D.S.S. reported there should be no problem since Institutions have hot house/gardening facilities and it was agreed that this could be worked into the Ornamental Grounds operations. D.S.S. is to write to Regions on this matter.

ACTION BY: D.S.S.

- (b) Inmate Clothing: D.T.T. mentioned that he would be absent for the next five weeks on a combination of annual leave and attendance at conferences and meetings. He has turned the Inmate Clothing item over to DSS/A/D. Ind. in the interim. D.S.S. reported that sample items are coming in and that the Stanfield Co. will be presenting some suggestions. When all material has been assembled and evaluated, D.S.S. is to prepare a memo for Commissioner's signature making recommendations to the Minister. SEC is to B.F. this as a weekly agenda item until further notice.

ACTION BY: SEC/D.S.S.

- (c) Transfer of Inmates from Dorchester to Springhill: D.T.T. reported that there are approximately 150 inmates ready for transfer to medium security at Springhill Institution. He mentioned that it would be necessary to transfer appropriate numbers of staff as well. D. Pers. was requested to look into the matter of staff transfers and D.T.T. is to report further regarding inmates. SEC is to B.F. for the August 11th MPC Meeting.

ACTION BY: SEC/D.PERS/D.T.T.

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7. Divisional Reporting

- (a) A/D. Ind. - reported that the Shoe Manufacturing operation at Kingston Penitentiary can be considered closed out. He mentioned that it could not be transferred to another institution and since there was little demand in the labour market for people trained in this trade it was of little value. During the discussion the subject of shoes for officers in Quebec institutions came up. It was generally agreed that officers' shoes should be purchased, rather than manufactured in Penitentiaries. A/D. Ind. is to look into this matter further and particularly the Archambault shoe shop operation. SEC is to B.F. on September 1st. for reporting.

ACTION BY: SEC/A/D. IND.

- (b) A/D. Ind. - reported that shirt manufacturing in the Quebec Region had been done at St. Vincent de Paul Penitentiary using protective cases as inmate labour. There are no such cases now and the shop has been closed until labour from other resources can be obtained.
- (c) D.F.S. - stated that a memo had been received from the Deputy Solicitor General regarding the 1972-73 program forecast to the effect that it would be necessary to get the Minister's approval on certain items before implementation. D.F.S. will be writing to Directors concerned requesting them to provide papers of substantiation on these items.
- (d) D.S.S. - reported that letters are going out to institutions with regard to modifying visiting facilities and asking for reports by August 15th.
- (e) D.M.S. - reported that he had sought a legal opinion from Departmental Counsel as to liability of the Crown in a case where an inmate had been injured quite some time ago by snow falling from a roof and was now claiming compensation. In

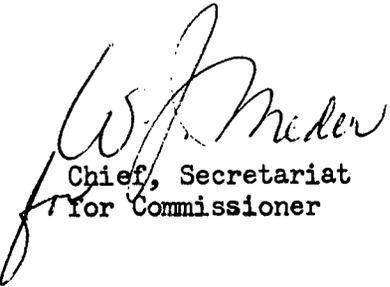
Accidents reports are part of the responsibility of the S&S Division and D.S.S. is to look into present procedures for handling proceedings of boards of inquiry and other reports and the related directives and instructions. He will report to D.C.

ACTION BY: D.S.S.

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- (f) D.M.S. reported that Mrs. Hamilton, a Registered Nurse, has been appointed to a position in the Matsqui Institution hospital. Mrs. Hamilton was formerly employed in that capacity in the hospital of the Female Unit of Matsqui from the time of its opening.
- (g) D.M.S. mentioned that at the Wardens' conference, during discussions on medical examinations for instructors, it was pointed out that it had been necessary to dismiss an officer because of his inability to meet the type 3 medical standards. The matter of age as it relates to these standards was discussed. D.M.S. is preparing a paper on this for the Commissioner on the basis that all recruits must meet type 3 standards.
ACTION BY: D.M.S.
- (h) D.C. mentioned that in discussions with the Operational Audit people, Mr. Bezanson indicated that in cases where Penitentiary HQ Personnel make written reports following visits to the institutions such reports might be of value to his team. Directors were requested to give copies of such reports to the Audit people if they contain items in which they are concerned.
- (i) The Commissioner commented on the fact that the complete proceeding of Boards of Inquiry were usually lengthy and took up too much time to read. Some discussion took place and it was agreed that perhaps the summary and recommendations would be sufficient for the requirements at this HQ. D.C. stated that he would look into this matter and issue a directive to the field.

ACTION BY: D.C.


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for Commissioner

WJMEDER/lv

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TO
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SECURITY - CLASSIFICATION / DE SÉCURITÉ

PA

OUR FILE - N/RÉFÉRENCE

1722/MPC (1)

YOUR FILE - V/RÉFÉRENCE

DATE

July 16, 1971

*Reproduced
and Distributed
WJM
2/1/71*

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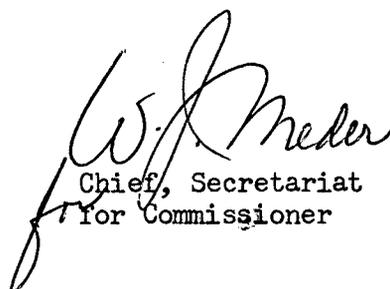
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for Commissioner

WJMEDER/lv

MEMORANDUM

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TO A Commissioner
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D.S.S.
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D/PERSONNEL
D/CUSTODY
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Regional Directors)
Wardens of Institutions)
Supt. S.C.U. (Quebec)
Supt. Prison for Women)

for information only

Subject Management Policy Committee Meeting
Sujet July 7, 1971
MINUTES

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE - NIRÉFÉRENCE
1722/MPC(1) YOUR FILE - VIREFÉRENCE
DATE July 9, 1971

reproduced & distributed

WJm

1. The minutes of the June 30th Meeting were approved.
2. The Commissioner reported as follows on his meeting with the Minister:
 - (a) Items from the Wardens' Conference were discussed and the Minister agreed with decisions taken on all items. These were: Visiting and Correspondence, Inmate Grooming, Inmate Leave Program, Code of Inmate Discipline and Inmate Committees.
 - (b) The Mail Bag repair operation was discussed and the Minister expressed interest in a piece work system of pay. The proposal will be discussed with him again using as a basis the paper A.D /Ind. is preparing.
 - (c) The subject of inmate pay came into discussion and it was agreed that inmates should be paid for work as well as for studies. The basic principle should be to use pay as an incentive/motivator in our programs. It was considered that a great deal would be accomplished if we were successful in the teaching of good working and social habits.

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- (d) Conjugal visiting was discussed and the Minister agreed to defer this until the new leave program has been implemented and evaluated and the report of the Working Group on maximum design had been received.
- (e) The Commissioner reported that there were brief discussions on the following although no decisions have been made:
 - (i) Organization at National H.Q.
 - (ii) The need for short and long range planning.
- (f) Farms - The Minister is of the opinion that there is value in the farm operations and wants a study made. The Commissioner will be meeting with Mr. Cote (M.P.) and a Department of Agriculture representative on this matter, who will be visiting the Quebec Region to evaluate possibilities from a technical point of view.
- (g) The Minister indicated that he wanted shoulder flashes to remain in wear. D.S.S. is to include this item with the policy directives on bilingual signs and vehicle markings.
- (h) The Minister and the Commissioner will visit the Scandinavian countries the end of August.
- (i) The Minister is in favour of changing the legislation on Statutory Remission so that it can be applied as an incentive by rewarding inmates with granting of remission rather than taking away as punishment.
- (j) On the subject of induction staff training the Minister re-affirmed the statement which he made to the Wardens' Conference that he favoured a recruit training program of about six months duration as is the case in the R.C.M.P. A review of our induction training program is to be made.

ACTION BY: D/PERS.

3.

NEW ITEMS OF BUSINESS

(a) Subscriptions to Newspapers, etc.

The Commissioner mentioned that he had been contacted by the editor of "Breakthrough" regarding permission for inmates to subscribe to this publication. After discussion it was the consensus that inmates should be permitted to subscribe to "Breakthrough" if they wished and that the present restriction permitting only two subscriptions per inmate should be relaxed. D.T.T. is to notify institutions.

ACTION BY: D.T.T.

(b) Letterhead Stationery

The Commissioner stated that new letterhead stationery should be designed to provide space in which to quote "your file reference" and "our file reference" and subject matter. Current stock will be used up before new supplies are printed.

ACTION BY: SEC

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(c) S.C.U. (Quebec)

The Commissioner mentioned the study conducted by the group headed by Mr. Waugh and the requirement for a program review. Dr. Cormier is to do an evaluation of the program commencing August 1st with a target date for completion by November 30th. The Regional Director Quebec has been given the opportunity to comment.

(d) Wardens' Conference Minutes

The Commissioner stated that he has seen the first draft. Copies will be distributed to Directors who were asked to review as quickly as possible those portions which pertain to their respective Divisions and to ensure that these are complete and that all decisions are included. When printed in final form these Minutes will contain a list of decisions at the beginning with page references to the text for details. Decisions will be followed up through M.P.C. until action on all items has been completed.

(e) Fire - Manitoba Penitentiary Farm Annex

The Minister wants to discuss the possibility of an independent inquiry. The Commissioner directed that a Board of Inquiry will not be set up until he has discussed the matter with the Minister. D.C. is to advise Manitoba Penitentiary accordingly. It was mentioned that there will be Fire Commissioner and R.C.M. Police investigation reports on this incident.

ACTION BY: D.C.

(f) Flower and Gift Fund

SEC mentioned that since the disbanding of the former H.Q. Recreation Association there has been no fund to provide flowers or gifts for employees on such occasions as death in a family, retirement, etc. Following discussion it was agreed that such a fund should be established. SEC is to write a constitution specifying rates of contribution and providing authority to audit the fund and to issue an annual report.

ACTION BY: SEC

(g) Transfer of Inmates for Court Appearances as Witnesses

D.T.T. stated that he had been contacted by Mr. Cote of the Quebec Provincial Police Methods Department on the subject of legal responsibility for the transfer of inmates who are required to appear in court as witnesses. D.T.T. has requested a legal opinion from Dept. Counsel and will reply on receipt.

ACTION BY: D.T.T.

.../4

(h) Inmates Attending Special Functions in Ottawa

A.D.C. mentioned that it would be advantageous for various reasons to know when inmates have been permitted to travel to Ottawa to attend special functions particularly in the event that officials of this H.Q. attend the same functions as speakers or in other capacities. SEC is to request Institutions to provide such information.

ACTION BY: SEC

4.

PROGRESS REPORTING

(a) D.C.: Establishment - Reception Centres

The draft program which D.C. had received from A.D.C./D.T.T. was presented for consideration. The paper was discussed in detail and amendments suggested. It was agreed that additions were required relating to the provision of medical, dental and other support services. D.C. is to coordinate the revision with assistance from A.D.C., D.M.S. and D.T.T. to sort out details.

ACTION BY: D.C., A.D.C., D.M.S., D.T.T.

(b) D.T.T.: Re-organization - Production and Training Activities - Collins Bay Penitentiary

D.T.T. stated that he had received comments from Mr. Lavery of Departmental H.Q. recommending no change until an evaluation had been made of the pilot plan at F.T.C. In the meantime, D.C., A.D/Ind. and D/Pers. will discuss the establishment structure to determine implications.

ACTION BY: D.C./A.D/IND/D.PERS.

(c) SEC: Information Officer Position

D/Pers. stated that the classification of the position of information officer on SEC establishment has been approved at the I.O.2 level.

5.

REVISED DIRECTIVES AND INSTRUCTIONS

(a) Draft directives were handed out by D.T.T. for members' consideration and approval. These directives were:

- | | | |
|-------------|---|-----------------------------------------------|
| C.D. 306 |) | Inmate Committees |
| D.I. 306.01 |) | |
| D.I. 321.03 | | Inmate Grooming |
| D.I. 322.07 | | Leave Programme |
| C.D. 326 | | Visiting & Correspondence |
| D.I. 326.01 | | Correspondence |
| D.I. 326.02 | | Visiting |
| D.I. 326.03 | | Translation of Letters
to and from Inmates |

(b) Following discussion in detail and subject to amendment as agreed

upon, approval was given for D.T.T. to prepare these directives and instructions in final form for the Commissioner's signature. Covering letters of explanation and giving effective dates as required are to accompany these directives. SEC is to arrange for press releases.

ACTION BY: D.T.T./SEC

- (c) With regard to the new policy on Visiting, D.S.S. was directed to write to Institutions on the subject of modifying present facilities to provide visiting rooms.
- (d) During consideration of the new policy on Correspondence the subject of Inmate Trust Funds entered into the discussions. The Commissioner directed SEC to B.F. this as an item for discussion at the July 14 MPC meeting.

ACTION BY: SEC

- (e) When discussing the leave program it was agreed there should be two policies outlined separately
 - (i) Temporary absences for compassionate reasons and
 - (ii) Leave system.

6. DIVISIONAL REPORTING

- (a) D/Pers. reported that the candidate for the position of Bilingual Advisor had accepted the job at the AS4 level and would be reporting for duty early in August.
- (b) D.M.S. reported that Dr. Bisson would be meeting with him on July 8th regarding the programme and establishment for the Psychiatric Centre at St. Vincent de Paul Penitentiary. D.M.S. stated that an attempt would be made to reduce the number of positions from that in Dr. Bisson's original staffing paper. Draft job descriptions will be available soon.
- (c) D/Pers. stated that he had met with Mr. MacIntosh of T.B. and reported on the current status of positions and man years and on the T.B. "freeze" on staffing. T.B. will study the material submitted to them before considering the release of the 140 MYs held back from our 71/72 estimates.
- (d) D.F.S. stated that in his opinion a formal request should be submitted to T.B. for the release of specific positions to bring about the desired ratios such as in the Psychologist and Classification Officer groups. The Commissioner agreed and requested D.F.S. to prepare such a submission which he would sign after a review has been made of the allocation of vacancies on a basis of priorities as established now rather than as when positions were requested.

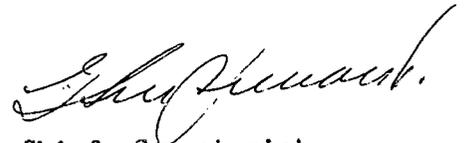
ACTION BY: D.F.S.

- (e) D.F.S. reminded members that T.B. has placed reserves on certain capital funds and that these would only be released on formal request. He explained the action he has taken to take care of potential needs for the remainder of this year, itemizing the projects and his estimated costing for each. He asked members for their views regarding the adequacy of his estimates and for any additional items. He explained that he will now make the required formal presentation to Department.

ACTION BY: D.F.S.

- 6 -

- (f) The Commissioner asked Directors to submit their priorities for essential positions for 1971/72 to D.F.S. without delay since D.F.S. must meet with the Commissioner for discussions on this matter on Friday, July 9th.
- (g) D.C. stated that he had given a new draft code of Inmate Discipline to A.D.C. for further action by A.D.C./D.T.T.


Chief, Secretariat
for Commissioner

WJMEDER/sf

MEMORANDUM

GOVERNMENT OF CANADA



Document disclosed under the Access to Information Act
Document divulgué en vertu de la Loi sur l'accès à l'information
NOTE DE SERVICE

GOUVERNEMENT DU CANADA

FROM
DE Chief, Secretariat

TO
À Commissioner
Deputy Commissioner
Assoc. Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERSONNEL
D/CUSTODY
A.D./IND.
Regional Directors)
Wardens of Institutions)
Supt. S.C.U. (Quebec))
Supt. Prison for Women)

for information only

SECURITY - CLASSIFICATION - DE SÉCURITÉ

OUR FILE - NÉRÉFÉRENCE

1722/MPC(1)

YOUR FILE - VÉRÉFÉRENCE

DATE

July 9, 1971

Subject Management Policy Committee Meeting
Sujet July 7, 1971
MINUTES

1. The minutes of the June 30th Meeting were approved.
2. The Commissioner reported as follows on his meeting with the Minister:
 - (a) Items from the Wardens' Conference were discussed and the Minister agreed with decisions taken on all items. These were: Visiting and Correspondence, Inmate Grooming, Inmate Leave Program, Code of Inmate Discipline and Inmate Committees.
 - (b) The Mail Bag repair operation was discussed and the Minister expressed interest in a piece work system of pay. The proposal will be discussed with him again using as a basis the paper A.D /Ind. is preparing.
 - (c) The subject of inmate pay came into discussion and it was agreed that inmates should be paid for work as well as for studies. The basic principle should be to use pay as an incentive/motivator in our programs. It was considered that a great deal would be accomplished if we were successful in the teaching of good working and social habits.

... /2

000068

- (d) Conjugal visiting was discussed and the Minister agreed to defer this until the new leave program has been implemented and evaluated and the report of the Working Group on maximum design had been received.
- (e) The Commissioner reported that there were brief discussions on the following although no decisions have been made:
 - (i) Organization at National H.Q.
 - (ii) The need for short and long range planning.
- (f) Farms - The Minister is of the opinion that there is value in the farm operations and wants a study made. The Commissioner will be meeting with Mr. Cote (M.P.) and a Department of Agriculture representative on this matter, who will be visiting the Quebec Region to evaluate possibilities from a technical point of view.
- (g) The Minister indicated that he wanted shoulder flashes to remain in wear. D.S.S. is to include this item with the policy directives on bilingual signs and vehicle markings.
- (h) The Minister and the Commissioner will visit the Scandinavian countries the end of August.
- (i) The Minister is in favour of changing the legislation on Statutory Remission so that it can be applied as an incentive by rewarding inmates with granting of remission rather than taking away as punishment.
- (j) On the subject of induction staff training the Minister re-affirmed the statement which he made to the Wardens' Conference that he favoured a recruit training program of about six months duration as is the case in the R.C.M.P. A review of our induction training program is to be made.

ACTION BY: D/PERS.

3.

NEW ITEMS OF BUSINESS

- (a) Subscriptions to Newspapers, etc.

The Commissioner mentioned that he had been contacted by the editor of "Breakthrough" regarding permission for inmates to subscribe to this publication. After discussion it was the consensus that inmates should be permitted to subscribe to "Breakthrough" if they wished and that the present restriction permitting only two subscriptions per inmate should be relaxed. D.T.T. is to notify institutions.

ACTION BY: D.T.T.

- (b) Letterhead Stationery

The Commissioner stated that new letterhead stationery should be designed to provide space in which to quote "your file reference" and "our file reference" and subject matter. Current stock will be used up before new supplies are printed.

ACTION BY: SEC

(c) S.C.U. (Quebec)

The Commissioner mentioned the study conducted by the group headed by Mr. Waugh and the requirement for a program review. Dr. Cormier is to do an evaluation of the program commencing August 1st with a target date for completion by November 30th. The Regional Director Quebec has been given the opportunity to comment.

(d) Wardens' Conference Minutes

The Commissioner stated that he has seen the first draft. Copies will be distributed to Directors who were asked to review as quickly as possible those portions which pertain to their respective Divisions and to ensure that these are complete and that all decisions are included. When printed in final form these Minutes will contain a list of decisions at the beginning with page references to the text for details. Decisions will be followed up through M.P.C. until action on all items has been completed.

(e) Fire - Manitoba Penitentiary Farm Annex

The Minister wants to discuss the possibility of an independent inquiry. The Commissioner directed that a Board of Inquiry will not be set up until he has discussed the matter with the Minister. D.C. is to advise Manitoba Penitentiary accordingly. It was mentioned that there will be Fire Commissioner and R.C.M. Police investigation reports on this incident.

ACTION BY: D.C.

(f) Flower and Gift Fund

SEC mentioned that since the disbanding of the former H.Q. Recreation Association there has been no fund to provide flowers or gifts for employees on such occasions as death in a family, retirement, etc. Following discussion it was agreed that such a fund should be established. SEC is to write a constitution specifying rates of contribution and providing authority to audit the fund and to issue an annual report.

ACTION BY: SEC

(g) Transfer of Inmates for Court Appearances as Witnesses

D.T.T. stated that he had been contacted by Mr. Cote of the Quebec Provincial Police Methods Department on the subject of legal responsibility for the transfer of inmates who are required to appear in court as witnesses. D.T.T. has requested a legal opinion from Dept. Counsel and will reply on receipt.

ACTION BY: D.T.T.

.../4

(h) Inmates Attending Special Functions in Ottawa

A.D.C. mentioned that it would be advantageous for various reasons to know when inmates have been permitted to travel to Ottawa to attend special functions particularly in the event that officials of this H.Q. attend the same functions as speakers or in other capacities. SEC is to request Institutions to provide such information.

ACTION BY: SEC

4.

PROGRESS REPORTING

(a) D.C.: Establishment - Reception Centres

The draft program which D.C. had received from A.D.C./D.T.T. was presented for consideration. The paper was discussed in detail and amendments suggested. It was agreed that additions were required relating to the provision of medical, dental and other support services. D.C. is to coordinate the revision with assistance from A.D.C., D.M.S. and D.T.T. to sort out details.

ACTION BY: D.C., A.D.C., D.M.S., D.T.T.

(b) D.T.T.: Re-organization - Production and Training Activities - Collins Bay Penitentiary

D.T.T. stated that he had received comments from Mr. Lavery of Departmental H.Q. recommending no change until an evaluation had been made of the pilot plan at F.T.C. In the meantime, D.C., A.D/Ind. and D/Pers. will discuss the establishment structure to determine implications.

ACTION BY: D.C./A.D/IND/D.PERS.

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D/Pers. stated that the classification of the position of information officer on SEC establishment has been approved at the I.O.2 level.

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- D.I. 306.01)
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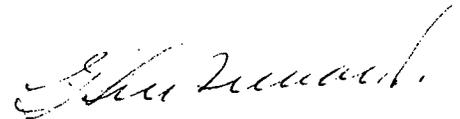
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Chief, Secretariat
for Commissioner

WJMEDER/sf

CANADIAN PENITENTIARY SERVICE

SERVICE PÉNITENTIAIRE CANADIEN

MATSQUI INSTITUTION

INSTITUTION DE MATSQUI



ABBOTSFORD, B.C.



Commissioner of Penitentiaries

Attention: Mr. G. Suprenant,
Chief, Secretariat.

PLEASE QUOTE REFERENCE:
VEUILLEZ MENTIONNER:

1722/ (.)
13 Jul 71

Management Policy Committee Meeting Minutes

1. We received the first copy of the above-mentioned minutes, dated 8 Jul 71, and, as we were previously advised, the minutes are to be considered "for information only".
2. If it is also your intention that these minutes be for the information only of the Institutional Head, then I might suggest that they be forwarded under confidential cover. Mail which is not so marked is opened and date stamped in the Central Registry.
3. I would favour this material coming under confidential cover, but I am simply contacting you at this time to bring it to your attention.

JK Adams
15-7-71

J. M. Murphy
J. M. Murphy,
Warden.

JMM/hb

cc: Commissioner
cc: RHQ (W)
cc: File 1722

Mr. Meeder
do not classify the docu-
ment as confidential
but ensure that the report
is sent out in individual
envelopes marked Confidential
15.7.71

Notes
WJM
19-7-71

cc: ETLG JSSS
cc: HNC (M)
cc: Commissioner

JMW/PP

Morgan,
J. W. Murray,

PENITENTIARY SERVICE
JUL 15 1974
HEADQUARTERS

PENITENTIARY SERVICE
JUL 15 1974

bring it to your attention.
first cover, but I am afraid concerning you at this time to
3. I would advise the Minister's coming under confiden-

Confidential Registry.
that action is not so marked is observed and date stamped in the
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for the information only of the Institutional Head, then I
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Management Policy Committee Meeting Minutes

Attention: Chief, Secretariat,
Mr. C. Sullivan,
Commissioner of Penitentiaries

13 JUL 71

JSSS



ABBOTTSDOWN B.C.

MINISTRE DE LA JUSTICE

COMMISSION DES PENITENCIERS

SERVICE PENITENCIARIE CANADIEN

CANADIAN PENITENTIARY SERVICE

MATSQUI INSTITUTION



SERVICE PÉNITENTIAIRE CANADIEN

INSTITUTION DE MATSQUI

ABBOTSFORD, B.C.

Commissioner of Penitentiaries

Attention: Mr. G. Suprenant,
Chief, Secretariat.

PLEASE QUOTE REFERENCE:

VEUILLEZ MENTIONNER:

1722

13 Jul 71



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ORIGINAL

SIGNED BY

J. M. MURPHY, M.S.W.

J. M. Murphy,
Warden.

JHM/hb

cc: Commissioner

cc: RHQ (W)

cc: File 1722

SERVICE PENITENTIAIRE CANADIEN

CANADIAN PENITENTIARY SERVICE

INSTITUTION DE MATSQUI

MATSQUI INSTITUTION



ABBOTSFORD, B.C.



PLEASE DATE AND SIGN
YOUR EXHIBIT NUMBER

Get information on our services

Applications for...
Contact...

Management Policy Committee

We received the first copy of the...
document dated July 11, and we are...
the information to be provided...

It is also your intention that...
for the information only of the...
which is not to be used...
for any other purpose.

I would leave this material...
with you, but I would like...
to see it in your possession.

JUL 15 1971
HEADQUARTERS

JUL 15 1971
HEADQUARTERS

ORIGINAL
SIGNED BY
J. M. MURPHY, M.S.W.

get information
on...
see...

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat

TO
A

- Commissioner
- Deputy Commissioner
- Associate Deputy Commissioner
- D.T.T.
- D.S.S.
- D.M.S.
- D.F.S.
- D. Pers.
- D. Custody
- A. D/Ind.

OUR FILE - N/RÉFÉRENCE	
1722/MPC (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
June 28, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

*Reproduced
and distributed
WJM
29-6-71*

Subject Management Policy Committee Meeting
June 30, 1971
Agenda

1. The agenda for the June 30th. Meeting will be as follows:
 - (1) Approval of Minutes of June 9th. Meeting
 - (2) Reporting by the Commissioner on his meeting with the Minister, etc.
 - (3) New items for discussion: NIL
 - (4) Progress Reporting - Division Heads are requested to report on the following items brought forward from previous meetings
 - (a) D.C.
 - (i) Establishment - Reception Centres
 - (ii) Audit Reports on Institutions
 - (b) D.T.T.
 - (i) Reorganization - Production and Training Activities, Collins Bay Penitentiary
 - (ii) Inmate Clothing
 - (c) D. Custody: Firearms Policy

-2-

(d) D.M.S.: Composition of the Advisory Board of
Consulting Psychiatrists

- (5) Non-agenda items
- (6) Individual Reporting by Directors



Chief, Secretariat,
for Commissioner.

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND.

SECURITY - CLASSIFICATION - DE SÉCURITÉ

PA.

OUR FILE - N/REFERENCE

1722/M.P.C. (1)

YOUR FILE - V/REFERENCE

DATE

July 13, 1971

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JULY 14, 1971
AGENDA

1. The agenda for the July 14th Meeting will be as follows:

- (1) Approval of Minutes of July 7th Meeting.
- (2) Reporting by the Commissioner on his meeting with the Minister, etc.
- (3) New items for consideration:
 - (a) Inmate Trust Funds.
 - (b) Inmate Cemeteries (sponsor - D.T.T.). *(paper attached)*
- (4) PROGRESS REPORTING: Divisional Heads are requested to report on the following items brought forward from previous meetings:

.../2

- 2 -

- (a) A. D/IND - Mail Bag Repair Operation
(Incentive pay - piece work).
 - (b) D.T.T. - Living Unit Concept
(outline paper on training
programme, etc.).
 - (c) D/PERS. - ~~Career Planning~~ (outline
paper on our programme).
- (5) Non-agenda items.
- (6) Individual reporting by Directors.

W.J. MEDER/cag


Chief, Secretariat
for Commissioner

MEMORANDUM

CLASSIFICATION



TO
A
COMMISSIONER

YOUR FILE No.
Votre dossier

OUR FILE No.
Notre dossier

FROM
De
D. T. T.

DATE JULY 13, 1971

FOLD

SUBJECT
Sujet
PENITENTIARY CEMETERIES

1. During a recent visit to Dorchester Penitentiary the Chief, Social Education and Chaplaincy Services inspected the two cemeteries on the Dorchester Penitentiary reserve; one is not now in use and the present one is in a state of repair which leaves much to be desired.

2. The matter was discussed with the Acting Warden and the Senior Chaplain, and the following suggestions have been submitted for consideration:

(i) The disused cemetery, going back nearly 100 years, should be made into a small garden of remembrance, all the tombstones removed - they need repair in a number of cases, and the names with appropriate information could be put on a suitable tablet and displayed in the garden.

(ii) The same treatment is also suggested for the cemetery at present in use.

(iii) For future use, six plots should be purchased by the Penitentiary Service (both R.C. and Protestant) for inmates in Sackville Cemetery so that provision has been made for any inmate who dies and whose body is not claimed by immediate members of his family.

3. Reverend Nickels concluded his report with the observation that, "If citizen participation is our policy - then alive or dead, we should show forth a spirit of fellowship and togetherness."

4. I understand that the Dorchester Penitentiary Cemetery is the only remaining one where inmates are interned; all of the others having long since made arrangements as recommended in (iii) above. I would

...../2..

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therefore recommend that action as has been suggested above be taken in respect of the Dorchester Penitentiary Cemeteries, and plots purchased in the Sackville Cemetery to be used for deceased inmates whose bodies are not claimed by immediate family members.



H. F. Smith
D. T. T.

WORKS

1722/MPC(1)
5421(1) V.3

A/DSS

July 9, 1971.

Management Policy Committee Meeting, June 30, 1971.
Penitentiary Vehicles - Markings

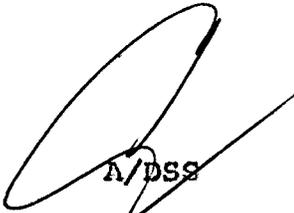
1. It was agreed that all penitentiary vehicles shall have departmental markings except

- (i) Community Release Centre Vehicles, and
- (ii) one vehicle at each Institution.

When it is desirable to transport inmates in unmarked cars, the drivers should not be in uniform.

2. Would you please amend or re-write your Divisional Instruction to reflect this policy.

RAC:lp


A/DSS

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

COMMISSIONER OF PENITENTIARIES

TO
À

REGIONAL DIRECTORS
WARDENS OF INSTITUTIONS
SUPERINTENDENT, S.C.U. (QUEBEC)
SUPERINTENDENT, PRISON FOR WOMEN

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
MINUTES

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
July 8, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

1. As agreed during the recent Wardens' Conference, these Minutes will be forwarded on a weekly basis to Regional Directors and Wardens of Maximum and Medium Security Institutions, the Superintendents of the Special Correctional Unit (Quebec) and of the Prison for Women.

2. These Minutes are sent for information only. No action should be taken on any of the decisions taken at these meetings until Commissioner's Directives and/or Divisional Instructions are issued from this office on the subject.

GS/tm

G. Surprenant
G. Surprenant,
Chief, Secretariat,
for Commissioner.

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D. PERS.
D. CUSTODY
A. D./IND.
Regional Directors (for information only)
Wardens of Institutions (for information only)

SUBJECT
SUJET

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JUNE 30, 1971
MINUTES

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE - N/RÉFÉRENCE <u>1722/M.P.C. (1)</u>
YOUR FILE - V/RÉFÉRENCE
DATE July 6, 1971

1. The minutes of the June 9th Meeting were approved.
2. The Commissioner reported that the only item discussed at his meeting with the Minister was inmate clothing. The Minister gave his approval to the proposals for work and leisure-time clothing and agreed generally with the styles and material of the samples displayed. There is to be a press release as soon as it is known when the new clothing can be introduced and D.T.T. is to report on the status of this item at the July 21st M.P.C. Meeting. SEC is to B.F. as an agenda item for that date.

ACTION BY: SEC/D.T.T.

3. PROGRESS REPORTING

- (a) D.C.: (i) Establishment-Reception Centres: D.C. reported that D.T.T. had given him a document on the programme. This document is to be discussed at the July 7th M.P.C. Meeting and SEC is to B.F. as an agenda item.

ACTION BY: SEC/D.C.

- (ii) Audit Reports-Institutions: D.C. reported that he had discussed this matter with Mr. Bezanson and that the new procedures as set out in the D.C. memo of May 13, 1971 are to be followed. He stated that the audit team is better prepared now after having studied the Penitentiary Act and other regulations and directives. Reports are coming in well from the field and Institutions appeared to be accepting the audit team comments. The team will be going to Dorchester in due course.

000086

- 2 -

- (b) D.T.T.: Reorganization-Production and Training Activities, Collins Bay Penitentiary - D.T.T. reported that he had referred an organization chart to Mr. Lavery of Dept. H.Q. for comments. SEC is to B.F. this as an agenda item for the July 7th M.P.C. Meeting.

ACTION BY: SEC/D.T.T.

- (c) D.CUSTODY: Firearms Policy: D.CUSTODY brought members up-to-date on this item and will prepare a draft policy for M.P.C. discussion. SEC is to B.F. as an agenda item for the July 28th Meeting.

ACTION BY: SEC/D.CUSTODY

- (d) D.M.S.: (i) Advisory Board of Consulting Psychiatrists: D.M.S. reported on the meeting of the Board of Directors of the Canadian Psychiatric Association in Halifax at which nominations for appointments to the Advisory Board were obtained. D.M.S. has discussed this matter with A.D.C. and a memo is being prepared for the Minister recommending appointments. The Commissioner intends to recommend to the Minister that the appointments should include some Penitentiary Psychiatrists.

4.

WARDENS' CONFERENCE ITEMS

The Commissioner introduced for clearance and action the following items from the Wardens' Conference which he will discuss with the Minister:

- (a) Inmate Committees: It was agreed that these groups will be called "Inmate Committees". D.T.T. is to issue a policy directive, appropriately amended, based on the draft which was discussed at the Conference. A press release will also be prepared. SEC is to arrange.

ACTION BY: D.T.T./SEC

- (b) Visits: D.T.T. is to issue a policy directive, appropriately amended, based on the draft directive discussed at the Conference.

ACTION BY: D.T.T.

.../3

- 3 -

- (c) Correspondence: D.T.T. is to issue a policy directive, appropriately amended, based on the draft directive discussed at the Conference. The new policy under which inmates will pay for their stamps and writing paper will take effect August 1, 1971 to coincide with a T.B. authorization of higher inmate pay rates.

ACTION BY: D.T.T.

- (d) Inmate Grooming: D.T.T. is to prepare a policy directive on this subject, appropriately amended, based on the draft directive discussed at the Conference.

ACTION BY: D.T.T.

- (e) Temporary Absence: D.T.T. is to arrange for the preparation of a paper setting out an "inmate leave program" to replace the present policy on temporary absence. This paper is to be discussed at the July 7th M.P.C. Meeting. SEC is to B.F. as an agenda item on that date.

ACTION BY: SEC / D.T.T.

- (f) Conjugal Visiting: It was agreed that the matter of conjugal visiting has a relationship to the inmate leave program. A working group is studying this subject and later on, in the Fall, the Commissioner intends to discuss the matter again with the Minister.

- (g) Inmate Code of Discipline: A.D.C. and D.T.T. are to write a new Inmate Code of Discipline based on the paper which was discussed at the Conference. The importance of the role of custody as part of the treatment program was mentioned. D.CUSTODY is to submit his comments.

ACTION BY: A.D.C./D.T.T./D.CUSTODY

- (h) Employment of Inmates: The subject of the mail bag repair contract was mentioned. A.D/IND. stated that the work was falling behind and that officials of the Post Office Dept. were concerned. A.D/IND. was requested to look into the possibility of providing incentives and to prepare a paper by July 14th setting out details of the current operation and the implications involved in paying piece-work rates for those who might be interested in spare time work. SEC is to B.F.

ACTION BY: A.D/IND./SEC

.../4

- 4 -

- (i) Career Planning: The Minister has asked for a paper outlining our program in this field. The paper is to show specific needs, development training courses, etc. D.PERS was requested to have this prepared by July 14th. SEC is to B.F.

ACTION BY: D.PERS/SEC

- (j) Recruiting: The Commissioner mentioned the importance of advertising on the broadest possible basis in order to attract the best candidates for employment. It was agreed that this aspect of the recruiting process should be intensified. D.Pers mentioned that he would attempt to get correctional officers out of the Operational Group and into the Welfare Support Group.

ACTION BY: D.PERS

- (k) Operational Orders: D.C. stated he was dealing with this item and would report progress to M.P.C. on July 21st. SEC is to B.F.

ACTION BY: D.C. / SEC

- (l) Technical Communications Equipment at Institutions: D. CUSTODY stated that he has discussed this subject with A.D.(Works). Arrangements have been made with the Dept. of Communications to do an evaluation of our Institutional communications systems and to make a report. D. CUSTODY is to report progress to M.P.C. on July 28th. SEC is to B.F.

ACTION BY: D. CUSTODY / SEC

- (m) Living Unit Concept: The Commissioner directed that an outline paper be prepared by D.T.T. by July 14th on the training program listing institutions where the program will be implemented and a time schedule of implementation. SEC is to B.F.

ACTION BY: D.T.T. / SEC

5.

DIVISIONAL REPORTING

- (a) D.M.S. mentioned that a report from Dr. Walker indicated that the physical condition of the female Doukhorbor inmates who are being force-fed at Prison for Women is deteriorating slightly. D.M.S. has instructed Dr. Walker to discuss this problem with the Superintendent and the Regional Director (Ontario) and to arrange for these inmates to be admitted to Canadian Forces Hospital, Kingston, should it become necessary.

- 5 -

- (b) D.M.S. reported that the final report from the Department of Health and Welfare representatives on the Hospital Officer study should be ready in a week. He also stated that a Nursing Advisor would be of great assistance to him. A.D.C. is to look into the matter of getting such a position authorized for the establishment of this H.Q.

ACTION BY: A.D.C.

- (c) D.S.S. Representative reported that a policy directive has been drafted relating to bilingual signs. The Commissioner stated that he wants to discuss this matter with the Minister before a directive is issued and requested D.S.S. to give him a memo outlining cost and timing factors with regard to both bilingual signs and bilingual markings on vehicles.

ACTION BY: D.S.S.

- (d) Unmarked Cars - during the discussion on bilingual markings on vehicles the matter of unmarked vehicles was raised. It was agreed that all vehicles should be marked except as follows:
- (i) Community Release Centre vehicles
 - (ii) one vehicle at each institution

It was further agreed that in situations when it was desirable to transport inmates in these unmarked vehicles, the drivers should not be in uniform.

ACTION BY: D.S.S.

- (e) D.T.T. stated that a Committee report is expected in about a month's time on the subject of compensation to injured inmates. SEC had been instructed previously to B.F. this item for the September 1st M.P.C. Meeting.
- (f) D.T.T. stated that he had attended the Parole Board Conference at which the following two items of concern to C.P.S. were discussed:

- (i) Parole forfeiture - The Parole Board would like to see our regulations amended to permit parole violators to be re-admitted to the medium or minimum security institutions from whence they had been paroled. It was agreed by M.P.C. members that D.T.T. should look into this matter and get a legal opinion. SEC is to B.F. on July 28th.

ACTION BY: D.T.T. / SEC

- 6 -

- (ii) Forecast of Releases - The Parole Board would prefer that these statistics be provided at least five or six months in advance to facilitate their mandatory parole supervision planning. SEC is to look into this matter to work out a system of forecasting which will suit both R.C.M.P. and Parole Board.

ACTION BY: SEC

- (g) A.D./IND mentioned that Ind. Supervisor Dube of Dorchester Penitentiary will retire shortly and that staffing action for his replacement would be required soon.
- (h) SEC brought up the matter of a standard practice with regard to signature blocks. After discussion it was agreed that correspondence containing matters of policy should be signed by the Commissioner. On other matters the signature block was left to the preference of the Divisional Head concerned.

ACTION BY: SEC

- (i) D.PERS reported that a candidate with excellent qualifications had been contacted for the position of Bilingual Advisor. It was hoped he would accept at the AS4 level.
- (j) The Commissioner stated that during his visit to Drumheller Institution the Warden had expressed his desire to reinstate the Mount Royal course in place of the New Start Program. D.PERS was requested to take the matter up with the Warden.

ACTION BY: D. PERS

- (k) A.D.G. asked M.P.C. for authority to enter into contract with St. Lawrence College to provide an academic program at Collins Bay Penitentiary as recommended in the Dean Curtis report. This was approved in principle for a trial period of two years.

WJMEDER/cm


Chief, Secretariat
for Commissioner

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

P.A.

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND.

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JULY 7, 1971
AGENDA

SUBJECT
SUJET

OUR FILE - N/RÉFÉRENCE
1722/M.P.C. (1)
YOUR FILE - V/RÉFÉRENCE
DATE <i>Reproduced + distributed</i>
July 6, 1971
REFER REPLY TO ENVOYER LA RÉPONSE À
TEL. NO. TÉL.

1. The Agenda for the July 7th Meeting will be as follows:

- (1) Approval of Minutes of June 30th Meeting.
- (2) Reporting by the Commissioner on his meeting with the Minister, etc.
- (3) New items for discussion - NIL.
- (4) PROGRESS REPORTING: Division Heads are requested to report on the following items brought forward from previous meetings:
 - (a) D.C.: Establishment - Reception Centres (programme).
 - (b) D.T.T.:
 - (i) Reorganization - Production and Training Activities, Collins Bay Penitentiary.
 - (ii) Inmate Leave Programme.
 - (c) SEC: Public Relations Position for SEC establishment.

.../2

- 2 -

(5) NON-AGENDA ITEMS.

(6) INDIVIDUAL REPORTING BY DIRECTORS.

W.J. MEDER/cag


Chief, Secretariat
for Commissioner

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND
Regional Directors
(for information only)

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
June 10, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TEL.

PA
reproduced and distributed
afm

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JUNE 9, 1971
MINUTES

1. The Minutes of the June 2 Meeting were approved subject to the following amendment:

Delete sub-paragraph 2(f) and substitute the following:

2(f) "The Minister indicated that he would like to hold a meeting at which two inmates from each of the maximum security institutions would attend, and get opinions from them on how a maximum security institution program should operate from the inmate point of view. D/CUSTODY is to prepare a paper giving the "pros and cons" of such a proposal for the Minister's meeting on June 3rd".

2. D.C., who chaired the Meeting in the absence of the Commissioner, reported as follows on the meeting with the Minister:

(a) The Minister's proposal for a meeting with a representative group of inmates, to gain inmate opinions on how a maximum security institution program should operate is to be held in abeyance until after the Wardens' Conference.

- 2 -

- (b) The Minister is most interested in the Warden's Conference and will attend Monday morning to address the Conference, Monday evening for the film "Challenge for Change" and Thursday afternoon from 1530 hours on.
- (c) The Minister approved the establishment of Community Release Centres at Halifax, Regina, Calgary and Edmonton. Funding is at \$135,000.00 each with a staff of eight for each Centre.
- (d) Work on the revision of the Penitentiary Act is going forward.
- (e) There will be no organized tours of institutions for the delegates to the Congress on Criminology and Corrections. Delegates returning from the Congress will be allowed to tour the Release Centres in either Winnipeg or Montreal as itineraries permit.
- (f) The matter of inmates appearing in court in leg-irons came up for discussion. It was explained to the Minister that this was usual practice. The practice will remain in effect.
- (g) The Prime Minister will visit Drumheller Institution on July 13th. There is to be no publicity by Canadian Penitentiary Service. A "summary of achievements" paper is to be prepared before the visit for the Prime Minister.
- (h) The possibility of authorizing summer hours of work for non-operational staff of institutions was mentioned. This was discussed by M.P.C. and D/PERS. was requested to study the matter and report to the Commissioner

ACTION BY: D/PERS.

.../3

- 3 -

- (i) The conversion of Manitoba Penitentiary to medium security was mentioned. Following further discussion by M.P.C. D/PERS. was requested to discuss the implications with P.S.A.C. and report.

ACTION BY: D/PERS.

- (j) The classification of the position of Supervisor of Vocational Training at Manitoba Penitentiary was mentioned. Apparently a proposal has arrived at this Headquarters to reclassify the position to Assistant Supervisor of Vocational Training. D.T.T. was requested to determine the status of this proposal.

ACTION BY: D.T.T.

- (k) Classification of the positions of Visits and Correspondence Officers for Drumheller Institution was also mentioned. D/PERS. reported that this matter is being dealt with in his Division.

3.

AGENDA ITEMS

- (a) OFFICERS' DUTY ROSTER DURING SUMMER HOURS OF WORK:

SEC briefed members on the current situation and confirmed that Central Registry is and will be staffed until 1645 hours each working day that Summer hours are in effect. It was agreed that a duty officer is to remain on duty until 1700 hours until the recessing of Parliament. A duty roster will be prepared by SEC.

ACTION BY: SEC

- (b) PROPOSAL FROM VERSA FOODS TO PROVIDE FOOD SERVICES AT WARKWORTH

D.S.S. introduced this item. During discussion it was generally agreed that our own handling of food services provides a valuable training facility for inmates. A decision was then taken to hold the Versa Foods' proposal in abeyance until the food consultant study by Bernard and Associates at Archambault Institution is completed and reviewed.

.../4

- 4 -

4. PROGRESS REPORTS

(a) D.C.: (i) ESTABLISHMENT - RECEPTION CENTRES - D.C. reported no progress. The programme has not yet been submitted to him.

(ii) AUDIT REPORTS - INSTITUTIONS

D.C. reported that his paper, which had been an agenda item for the M.P.C. Meeting of June 2nd came up for discussion at the Minister's meeting on June 8th. The procedure outlined in this paper is to be adopted. D.C. has discussed the matter with Mr. Baird, Director of Management Consultant Services, and a fresh start will be made later in the Summer using this new approach after further discussions take place.

(b) D/PERS: ROUTINE ORDERS PART II - D/PERS. reported that all replies were in from the field and there was general agreement that Routine Orders Part II could be discontinued. SEC is to send a letter to the field notifying institutions that Routine Orders Part II are no longer required at this Headquarters.

ACTION BY: SEC

(c) SEC: AGENDA - WARDENS' CONFERENCE - SEC reported that the basic agenda has been prepared. Still required from Divisions were short summaries for each subject heading. Upon receipt of this material SEC will proceed with making up the kits for distribution prior to the commencement of the Conference.

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- 5 -

5. NON-AGENDA ITEMS

(a) TRAVEL EXPENSES - NOON MEAL ALLOWANCE

D.F.S. introduced the subject of claims for meal allowance for those required to travel outside their Headquarters area during the noon period. He mentioned that it has been the practice to pay these claims in the past. During discussion D/PERS. pointed out that meals and uniforms will be items for negotiation in the new contract for correctional staff. It was agreed that the practice of paying these claims should continue but to be carefully controlled to preclude abuse.

(b) BUDGETARY ACTIVITY STRUCTURE CHANGES

D.F.S. mentioned that there would be a need to "re-shuffle" certain budgetary activities and quoted items under D.M.S. such as medical and psychiatric services as examples. During discussion it was pointed out that other changes may be required as well, due to managerial overlap in some areas or as a result of any restructuring of the Headquarters organization.

6. DIVISIONAL REPORTING

(a) SEC reported that there would be an interdisciplinary meeting on law, psychiatry and corrections in London, England, on July 19-20, 1971. This meeting is sponsored and financed by the Stone Foundation of Chicago, Illinois. No one from Canadian Penitentiary Service will attend.

(b) SEC read the latest report from Kingston Penitentiary regarding the two officers who were suspended. The correct version is that these officers were suspended for permitting inmates to go into an area where hobbycraft items had been pilfered. The original report that the officers were suspended on suspicion of pilfering such items is incorrect.

.../6

- 6 -

- (c) D.T.T. reported that the Ontario Rehabilitation Foundation has written to the effect that they must withdraw their proposal upon which the Operation Reliance contract was based. Further discussions are to take place. The contract at \$22,000.00 was approved by Treasury Board on May 20th.
- (d) D.T.T. reported that discussions with Mr. A. Lavery had taken place with regard to the organization chart for A&Y institutions; during these discussions certain changes had been proposed. D.C. was most emphatic that the living unit concept must continue.
- (e) D.F.S. reported that he had received a telephone call "reaction" from Treasury Board regarding our "B" Budget proposals. He reviewed the areas of "cut-back" in man-years and dollars. D.F.S. will report to the Commissioner on this matter. D.F.S., in collaboration with D/PERS., briefed members on our current "tight" situation with regard to man-years and positions.
- (f) D.S.S. reported that the baseball diamond at Millhaven would be ready for use on June 10th.
- (g) D.S.S. mentioned that there is a plumbers strike in Kingston and that Millhaven construction could be affected if there is picketing and other tradesmen refuse to cross their lines.
- (h) D.S.S. stated that work at Kingston is progressing in good fashion and that "A" Range would be able to accept inmates this week.

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- 7 -

- (i) A. D/IND reported that as of that day there were inmates in all shops at Millhaven Institution.
- (j) A. D/IND stated that the Product Analysis Task Force was on the job and is located in Ind. Div. They have visited Quebec Region, made contacts with the Department of Supply and Services and will be going to Ontario Region in the near future.

W.J. MEDER/cag


Chief, Secretariat

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

file

FROM DE CHIEF, SECRETARIAT.

TO A MANAGEMENT POLICY COMMITTEE MEMBERS.

OUR FILE - N/RÉFÉRENCE	
1722/MPC (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
June 9, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT SUJET AMENDMENT TO MINUTES OF JUNE 2, 1971.

1. The following amendments have been suggested by the Director of Services and Supplies. These amendments refer to paragraph 2 (f). The paragraph should read as follows:

(f) The Minister indicated that he would like to hold a meeting at which two inmates from each of the maximum security institutions would attend, and get opinions from them on how a maximum security institution program should operate from the inmate point of view. D.CUSTODY is to prepare a paper giving the "pros and cons" of such a proposal for the Minister's meeting on June 3rd.

2. Submitted for your approval.

G. Surprenant

G. Surprenant,
Chief, Secretariat.

GS/tm

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat.

TO
A

COMMISSIONER
DEPUTY COMMISSIONER
ASSOCIATE DEPUTY COMMISSIONER
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D.PERS
D.CUSTODY
A. D/IND

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
June 7, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

*reproduced
and distributed
7-6-71 W.J.m*

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JUNE 9, 1971
AGENDA

1. The Agenda for the June 9th Meeting will be as follows:
 - (1) Approval of Minutes of June 2nd Meeting.
 - (2) Reporting by the Commissioner on his meeting with the Minister, etc.
 - (3) NEW ITEMS FOR DISCUSSION:
 - (a) Provision of staff at Headquarters between 1645 hours and 1700 hours during the Summer period of early closing.
(To be introduced by the Commissioner.)
 - (b) Proposal from Versa Foods to provide food services for a twelve-month period at Warkworth Institution - (documentation prepared by D.S.S. has been distributed to members).

- 2 -

- (4) PROGRESS REPORTING - Divisions are requested to report on the following items:
- (a) D.C.:
 - (i) Establishment - Reception Centres.
 - (ii) Audit Reports on Institutions.
 - (b) D. PERS: Routine Orders Part II.
 - (c) SEC.: Agenda - Wardens' Conference.
- (5) Non-agenda items.
- (6) Individual Reporting by Directors.



Chief, Secretariat,
for Commissioner.

W.J. MEDER/dg

MEMORANDUM

PA this with agenda

CLASSIFICATION



TO
A

CHIEF, SECRETARIAT.

YOUR FILE No.
Votre dossier

OUR FILE No. 1722/MPC (100)
Notre dossier 526 (1)

DATE June 3, 1971.

FROM
De

DEPUTY COMMISSIONER.

FOLD

SUBJECT
Sujet

1. An item for the next meeting of M.P.C. is consideration of a proposal from Versa Foods to provide food services for a twelve-month period at Warkworth Institution. I send with this memorandum a memorandum from A.D.F.S., which should be circulated to Committee members.

2. D.S.S. will be responsible for leading the discussion at the M.P.C. meeting.

[Handwritten Signature]
Deputy Commissioner.

Att.
JRS/SR



MEMORANDUM

CLASSIFICATION

TO D.S.S.
 A

YOUR FILE No.
 Votre dossier

OUR FILE No.
 Notre dossier

FROM De A.D.F.S.

DATE May 27, 1971.

FOLD

SUBJECT
 Sujet ESTIMATED BUDGET FOR 12-MONTH PERIOD
 VERSA FOODS
COMPARED WITH PRESENT OPERATION

1. As requested by the Commissioner I have had the Versa Foods Regional Representative on a complete tour of three of our Institutions namely Joyceville, Millhaven and Warkworth.
2. All three institutions mentioned above have different feeding systems and Mr. Rick the Versa Food Regional Representative chose to write up his submission on Warkworth Institution.
3. Attached is a copy of the Versa Foods presentation outlining what they would provide and cost of same. To compare Versa Foods estimated 12 month budget period I have listed what it would cost us using the same number of inmates and officers for a 12 month period basing my figures on the past years performance.
4. Using the basic figure as shown in Versa Food Estimate of 445,665 meals our operation comes out as follows:

Total number of meals	445,665
Food Cost per meal	.30¢
Total Food Cost	133,700
Salaries (Officers)	53,419.
Salaries (Inmates)	6,000.
Overtime	3,555
Cleaning Supplies and proper goods	3,361
Laundry and Repairs white clothing	6,360
Accounting and Procurement and Stores	6,500
Other Inmate Clothing	2,173
Officers Clothing	400
	<hr/>
TOTAL OPERATING COST	\$ 215,468.
TOTAL COST PER MEAL	.483

5. For comparison purposes I did not use the cost of Maintenance and Repairs to equipment etc. as Versa Foods do not cover this in their estimates. As you can see, they expect us to still look after the Building, fuel, maintenance and repairs.

6. The one point you will notice in the Versa Foods write up that may be of enough interest to sell their wares and that is their willingness to employ our inmates and pay them the \$1.75 per hr. as to how this would work out, I'm not so sure. We may have all inmates applying for kitchen help if they knew they could earn up to \$14.00 per day. As another point of interest the Warden of Warkworth would be very willing to try this change in Food Services at his Institution as he foresees no problems that could not be overcome in making such a change, but as you can plainly see our present operation is \$.393 per meal less than Versa Foods. The total extra cost in using Versa Foods would be \$139,471.


W.L. Aitkenhead,
A.D.F.S.,

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D.PERS.
D.CUSTODY
A.D./IND.

SUBJECT
SUJET

Regional Directors (for information only)

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JUNE 2, 1971
MINUTES

OUR FILE - N/RÉFÉRENCE 1722/MPC (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE June 3, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

*Reproduced and distributed
WJW
7-6-71*

1. The Minutes of the May 26th Meeting were approved subject to the following amendment:

Page 4, para. 6(c), last line, for C.I.B.A., substitute C.I.D.A.

2. D.C., who presided over the meeting in the absence of the Commissioner, reported as follows on the meeting with the Minister:

- (a) D.M.S. accompanied D.C. for the discussion on the position paper on Psychiatric Centres and the resolution adopted at the May 20-21 meeting of the Advisory Board of Psychiatric Consultants relating to its own future composition.
- (b) The Minister indicated that he did not agree with the proposed composition. D.M.S. has now written to Dr. A.J. Cote, Secretary of the Canadian Psychiatric Association asking him to obtain seven nominations at the forthcoming meeting of the Board of Directors of the Canadian Psychiatric Association in Halifax. The Minister will subsequently select five members from the seven nominees. D.M.S. is to report in one month's time. SEC to BF on June 30th.

Ⓢ ACTION BY: SEC

- (c) The Minister directed that there would be no start on Psychiatric Centre construction until a national policy and program reflecting Regional needs had been developed and accepted. He asked for a "time frame" within which this could be accomplished. Six months was suggested and accepted.

- 2 -

- (d) The Minister stated that he was distressed at the apathy and laziness which was apparent in institutions, particularly at Dorchester Penitentiary.
- (e) The Evans Report is being discussed in Committee and an interim report has been submitted. One recommendation was that Joyceville and Leclerc Institutions be developed into industrial complexes. D.C. was requested to report on the "pros and cons" of this proposition which is to be an agenda item for discussion at the meeting with the Minister on Thursday, June 3rd in his House of Commons office.
- (f) The Minister indicated that he would like to hold a meeting at which two inmates would attend, and get opinions from them on what would be an ideal institution from the inmate point of view. D.CUSTODY is to prepare a paper giving the "pros and cons" of such a proposal for the Minister's meeting on June 3rd.
- (g) The time table for the Wardens' Conference was discussed. The Minister stated that he would require all of the morning of June 21st to talk to the Conference. The schedule has been adjusted accordingly.
- (h) The house at the Federal Training Centre formerly used by Mr. Kierans has been vacated. The Minister indicated that he was interested in it and would like to look at it some time this week.

3. Agenda Items

(a) Operational Audits

D.C. asked for comments on his memo of May 13, 1971. After discussion it was agreed that the procedure should be for the audit team first to define objectives and then, commencing at this Headquarters with a study of legislation and directives, work its way down through Regions to Institutions as set out in paragraphs 3, 4, 5, 6, 7 and 8 of D.C.'s memo.

(b) Reorganization - Production and Training Activities, Collins Bay Penitentiary

D.T.T. explained the reasons for the submission and the objectives that were envisioned with the proposed organizational structure. Following discussion it was decided to hold this

.../3

- 3 -

in abeyance until the new organization at Federal Training Centre has been studied. SEC is to BF for discussion again at the June 16th meeting of M.P.C.

ACTION BY: SEC

4.

PROGRESS REPORTS

- (a) D.C.:
- (i) Establishment Reception Centres - D.C. is still waiting for the programme for Ste. Anne des Plaines Reception Centre.
 - (ii) Audit Reports on Institutions - No progress was reported.
- (b) D.T.T.:
- Inmate Clothing - D.T.T. reported that some material had been purchased and that samples were being manufactured. It was expected that these will be ready for viewing in about 10 days. SEC to BF this item on June 16th.

ACTION BY: SEC

- (c) SEC:
- (i) Annual Report - SEC reported that a draft had been completed, approved by the Commissioner and forwarded to the Departmental Secretariat.
 - (ii) Wardens' Conference Agenda - SEC reported on the status of this item and that he was waiting for submissions from some Divisions. Those concerned were requested by D.C. to try to get their submissions that day.

5. Non Agenda Items

(a) Inmates in Mental Institutions

D.T.T. had received a letter from Dr. Boyd of the Penetang Mental Hospital to the effect that some inmates committed to that institution were not getting the benefits of statutory and earned remission and inmate pay. After discussion it was agreed that there appeared to be no problems in those cases where the inmate had been admitted to a penitentiary prior to committal to a mental institution. However, there were complications for those who had not been admitted to a penitentiary and it might be necessary to change existing legislation. D.T.T. was requested to obtain a written legal opinion from Departmental Counsel.

ACTION BY: D.T.T.

.../4

000109

- 4 -

(b) Establishment Review Committee

D.CUSTODY asked for information regarding the Committee's work schedule for the future. D.C. remarked that Summer leave would undoubtedly restrict the schedule. D.PERS who will be back from leave next week is to report on future activities planned for the Committee.

ACTION BY: D.PERS

6. DIVISIONAL REPORTING

- (a) SEC - mentioned that the Superintendents of the Community Release Centres would be in Ottawa on June 18th all day and will meet with A.D.C. and D.T.T.
- (b) SEC - reported that the Minister intends to visit Archambault Institution on June 9th.
- (c) D.S.S. - stated that inmates were being moved into the Minimum Institution at Ste. Anne des Plaines that day (June 2nd). The contractors were still working on the exterior of the building and on the landscaping.
- (d) D.S.S. - mentioned that his Chief, Procurement and Stores would be meeting in the Quebec Region regarding the Central Stores operation.
- (e) D.S.S. - reported that the matter of bilingual vehicle markings and signs is being held in abeyance until Information Canada produces a standardization policy which will be applicable to all Depts. This policy is being worked on now.
- (f) D.S.S. - reported that planned conversion to oil at Springhill Institution would not be proceeded with because of the high cost of fuel oil.
- (g) D.F.S. - reported that he had been advised by T.B. that the \$1.6 million in the current budget for the Mission complex had been "frozen".
- (h) D. PERS. representative reported that:
- (i) Chaplains were to be interviewed next week for positions at Collins Bay, Leclerc and Dorchester
 - (ii) Positions of Asst. Deputy Warden (Custody) at Manitoba, Warkworth and Springhill have been appealed. The last

.../5

- 5 -

appeal will be heard on June 28th and it will probably be August before any appointments are made.

- (i) A.D./IND - expressed concern over the fact that there were still no inmates in the Millhaven shops as of June 1st. D.C. stated that he would telephone Millhaven in an effort to hasten the opening of shops.

WJMEDER/cm



Chief, Secretariat
for Commissioner

MEMORANDUM

CLASSIFICATION



TO
A

CHIEF, SECRETARIAT.

YOUR FILE No.
Votre dossier

OUR FILE No. 1722/MPC (100)
Notre dossier 526 (1)

DATE June 3, 1971.

FROM
De

DEPUTY COMMISSIONER.

FOLD

SUBJECT
Sujet

1. An item for the next meeting of M.P.C. is consideration of a proposal from Versa Foods to provide food services for a twelve-month period at Warkworth Institution. I send with this memorandum a memorandum from A.D.F.S., which should be circulated to Committee members.

2. D.S.S. will be responsible for leading the discussion at the M.P.C. meeting.

H. Stone
Deputy Commissioner.

Att.
JRS/SR

2
Chief SEC
For June 9th M.P.C. Meeting

3

done + O.A.
g.s.
4.6.71



MEMORANDUM

CLASSIFICATION

TO D.S.S.
A

YOUR FILE No.
Votre dossier

OUR FILE No.
Notre dossier

FROM
De A.D.F.S.

DATE May 27, 1971.

FOLD

SUBJECT
Sujet ESTIMATED BUDGET FOR 12-MONTH PERIOD
VERSA FOODS
COMPARED WITH PRESENT OPERATION

1. As requested by the Commissioner I have had the Versa Foods Regional Representative on a complete tour of three of our Institutions namely Joyceville, Millhaven and Warkworth.
2. All three institutions mentioned above have different feeding systems and Mr. Rick the Versa Food Regional Representative chose to write up his submission on Warkworth Institution.
3. Attached is a copy of the Versa Foods presentation outlining what they would provide and cost of same. To compare Versa Foods estimated 12 month budget period I have listed what it would cost us using the same number of inmates and officers for a 12 month period basing my figures on the past years performance.
4. Using the basic figure as shown in Versa Food Estimate of 445,665 meals our operation comes out as follows:

Total number of meals	445,665
Food Cost per meal	.30¢
Total Food Cost	133,700
Salaries (Officers)	53,419.
Salaries (Inmates)	6,000.
Overtime	3,555
Cleaning Supplies and proper goods	3,361
Laundry and Repairs white clothing	6,360
Accounting and Procurement and Stores	6,500
Other Inmate Clothing	2,173
Officers Clothing	400

TOTAL OPERATING COST \$ 215,468.

TOTAL COST PER MEAL .483

5. For comparison purposes I did not use the cost of Maintenance and Repairs to equipment etc. as Versa Foods do not cover this in their estimates. As you can see, they expect us to still look after the Building, fuel, maintenance and repairs.

6. The one point you will notice in the Versa Foods write up that may be of enough interest to sell their wares and that is their willingness to employ our inmates and pay them the \$1.75 per hr. as to how this would work out, I'm not so sure. We may have all inmates applying for kitchen help if they knew they could earn up to \$14.00 per day. As another point of interest the Warden of Warkworth would be very willing to try this change in Food Services at his Institution as he foresees no problems that could not be overcome in making such a change, but as you can plainly see our present operation is \$.393 per meal less than Versa Foods. The total extra cost in using Versa Foods would be \$139,471.



W.L. Aitkenhead,
A.D.F.S.,

CHIEF, SECRETARIAT.

1722/MPC (100)
526 (1)

DEPUTY COMMISSIONER.

June 3, 1971.

1. An item for the next meeting of M.P.C. is consideration of a proposal from Versa Foods to provide food services for a twelve-month period at Warkworth Institution. I send with this memorandum a memorandum from A.D.F.S., which should be circulated to Committee members.

2. D.S.S. will be responsible for leading the discussion at the M.P.C. meeting.

Deputy Commissioner.

Att.
JRS/SR

DEPUTY COMMISSIONER

526 (1)
1722/MPC (100)

D. S. S.

June 1, 1971.

Versa Foods

1. Attached is a submission from Versa Food Services Limited covering the provision of food services for a twelve-month period at Warkworth Institution. Also attached is a memorandum from A.D.F.S. The total extra cost of using Versa Foods for a twelve-month period is estimated at roughly \$140,000. This includes paying inmates at the going rate, which may have some repercussions.
2. You will doubtless want to have the question discussed at M.P.C.

Original Signed by
E. WAUGH

F. Waugh,
D.S.S.

Attachs.
FW/bm

Deputy Commissioner

23/(1)
43313/(1)
1722/MPC(100) ←

A/D/IND.

May 31, 1971.

Study of CPS Regulations
and Directives

1. In response to your verbal request, made at the M.P.C. meeting of May 26th, this is to state that, in the Industries Division, Mr. Gerry Ferguson's contact is to be myself, or, in my absence, Mr. R. Taylor.

Original Signed by
R. J. THOMPSON

RJT/MIC

A/D/IND.

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND.

OUR FILE - /N/RÉFÉRENCE	
1722/M.P.C. (1) -	
YOUR FILE - /V/RÉFÉRENCE	
DATE	
May 31, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

*reproduced
& distributed
31-5-71
Wjm*

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
JUNE 2, 1971
AGENDA

1. The Agenda for the June 2nd Meeting will be as follows:

- (1) Approval of Minutes of May 26th Meeting.
- (2) Reporting by Commissioner on his meeting with Minister, etc.
- (3) NEW ITEMS FOR DISCUSSION:
 - (a) Operational Audit - (documentation distributed by D.C.).
 - (b) Re-organization, Production and Training Activities, Collins Bay Penitentiary - (Documentation from D.T.T. attached).

.../2

- 2 -

- (4) PROGRESS REPORTS - Divisional Heads are requested to report on the following items:
- (a) D.C.:
 - (i) Establishment - Reception Centres.
 - (ii) Audit Reports on Institutions.
 - (b) D.T.T.: Inmate Clothing.
 - (c) SEC:
 - (i) Annual Report.
 - (ii) Agenda - Wardens' Conference.
- (5) Non-agenda items.
- (6) Individual reporting by Directors.

W.J. MEDER/cag


Chief, Secretariat

Att.



MEMORANDUM

CLASSIFICATION

TO
A

A/D/C
D.T.T.
D.M.S.
A/D/IND

D.F.S.
D.S.S.
D/PERS

YOUR FILE No.
Votre dossier

OUR FILE No. 43313 (1)
Notre dossier 1722/MPC (100)

FROM
De

Deputy Commissioner.

DATE May 26, 1971.

FOLD

SUBJECT
Sujet

1. I attach a photostat of a memorandum which I sent to the Commissioner early this month and which was returned to me today minuted.

2. Will you please give consideration to this subject and be prepared to discuss at an M.P.C. meeting in the near future.

Att.
JRS/SR

[Handwritten Signature]
Deputy Commissioner.

c.c. SEC.

*Mr. Meade
Include in agenda
[Signature]*



MEMORANDUM

CLASSIFICATION

TO
A

Commissioner.

①

FROM De ② Deputy Commissioner.

Operational Audit

FOLD

SUBJECT
Sujet

*Please discuss with
Departmental Chief - certainly
the audit team should
know our directives*

YOUR FILE No.
Votre dossier

OUR FILE No. 43313 (1)
Notre dossier

DATE May 13, 1971.

*R. J. [Signature]
25-5-71*

1. As you know, I am following up the operational audit reports by asking the Regions and Institutions to report the action taken on the many recommendations by the audit team and, where no action has been taken, to give reasons. I must say that it is a tremendous job, not only for the Regions and Institutions but for the person collating the information at this Headquarters.

2. I have read most of the reports and, while I accept the value of the observations, I feel that the whole process got off to a wrong start by commencing the audit at operational unit level. My opinion is that the operational audit should have started at the top.

3. The audit team should first identify the objectives of the Penitentiary Service. A study of the Penitentiary Act, the Penitentiary Service Regulations, the Public Service Regulations and the various Financial Acts and Regulations would indicate if there are statutory impediments to the attainment of the objectives. If such impediments exist, recommendations for amendments to the appropriate Act or Regulations should be made.

*Do they have
preferences*

4. Next to be audited should be the Commissioner's Directives and Divisional Instructions, with a view to determining if they are in keeping with the attainment of the objectives.

5. Auditing to this stage would indicate if the policy of the Service is correctly stated in accordance with the Law and the objectives of the Service.

6. Regional operations, which are the "control" functions of the Service, should next be examined, first, to see if control is being properly exercised at that level and, second, if decentralization of powers to the Region is on a proper and legal basis.

...../2

- 2 -

7. The institutional function, the actual "operations" part of the Service, would then be audited by a team which had checked and was cognizant of the statutory requirements and the Commissioner's policy. The team would then make findings on matters that were at variance with the Directives and Instructions.

8. The institutional audit should commence with a study of the Standing Orders and then the actual operational areas of the Institution to see if the Standing Orders are being followed.

9. I suggest that this should be discussed before the audit team makes further field trips.


Deputy Commissioner.

JRS/SR

MEMORANDUM

CLASSIFICATION



TO
A Secretariat

YOUR FILE No.
Votre dossier

OUR FILE No. 1722/M.P.C. (1)
Notre dossier

FROM
De C.V.T.

DATE May 25, 1971

FOLD

SUBJECT
Sujet Agenda - Management Policy Committee

1. Would you please place the following item on the agenda of the next Management Policy Committee meeting:

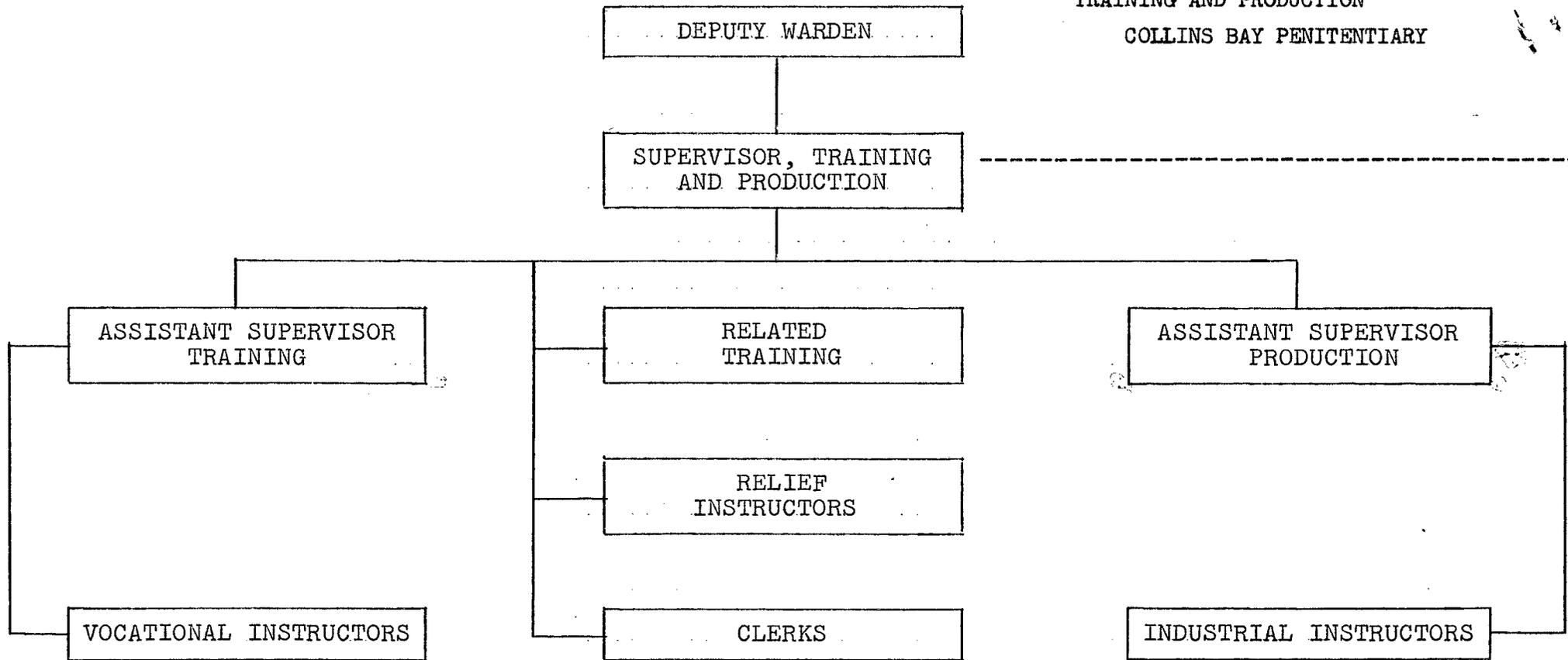
"Re-organization Production and Training Activities,
Collins Bay Penitentiary"

2. A draft of the proposed organization chart is attached.


C.V.T.

Att.

TRAINING AND PRODUCTION
COLLINS BAY PENITENTIARY



NUMBER OF VOCATIONAL, INDUSTRIAL AND SUPPORT POSITIONS, DEPENDENT ON SIZE AND SCOPE OF THE RESPECTIVE PROGRAMMES.

FUNCTIONAL DIRECTION OF THE TRAINING PROGRAMME IN ALL OTHER WORK AREAS.

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND.
Regional Directors
(for information only)

OUR FILE - N/RÉFÉRENCE		PA
1722/M.P.C. (1)		
YOUR FILE - V/RÉFÉRENCE		
DATE		
May 28, 1971		
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.	

*reproduced
and distributed
WJM
28/5/71*

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
MAY 26, 1971
MINUTES

1. The Minutes of the May 19th Meeting were approved.
2. The Commissioner stated that there had not been the usual meeting with the Minister this week however he reported as follows on other meetings he had attended:
 - (a) Planning and Policy Committee - May 21st
There had been a detailed review of Information Services. The Minister feels he is not getting enough "back-up", and that there is a need for more Headquarters staff. The review will be continued at the next meeting.
 - (b) The Minister was to hold a meeting on the afternoon of May 26th to discuss matters relating to his visit to British Columbia.

.../2

- 2 -

(c) Parliamentary Committee on Justice and
Legal Affairs - Meeting of May 20th

The Commissioner stated that this meeting was very "low-key". He mentioned that some of the questions asked were related to the Criminal Records Act and the manner in which information with regard to pardons was made available to inmates. There is to be another meeting of this Committee on May 27th. SEC was requested to provide up-to-date information on the activities at Millhaven for this meeting.

ACTION BY: SEC

- (d) The Commissioner announced that Warden Westlake of Warkworth was on his way to Dorchester to commence an inquiry into the recent disturbance at that Institution.
- (e) The Commissioner stated that he would be travelling to the Prairie Provinces next week to complete his meetings with the Public Service Alliance and would not be here for the June 2nd M.P.C. Meeting.

3. AGENDA ITEM

(a) Rewrite of Penitentiary Service Regulations

D.C. stated that Mr. Hollies had been to see him and had introduced a Mr. Jerry Ferguson, a graduate law student, whose task for the summer would be to rewrite the Regulations. D.C. mentioned that certain sections have been the cause of controversy and he cited 3.06 as an example. He went on to say that it would be necessary for Mr. Ferguson to scrutinize our directives in conjunction with the rewrite and that contact with the Divisions would be necessary. Directors were requested to nominate one knowledgeable person in their respective Divisions for Mr. Ferguson to contact as required.

ACTION BY: Divisional Heads

.../3

- 3 -

- (b) The Commissioner brought up the matter of modifying the Penitentiaries Act and that it was desirable for the Act to be written in the broadest terms without unnecessary limitation. He has sent a memo to the legal adviser, making specific recommendations for deletions and modifications.

4.

PROGRESS REPORTS:

- (a) D.C.: (i) Establishment - Reception Centres - D.C. stated he is still waiting for the programme for the Ste. Anne des Plaines Reception Centre.
- (ii) Audit Reports on Institutions - D.C. stated that replies continue to come in from the Institutions.
- (b) D.T.T.: Inmate Clothing - D.T.T. reported that a Committee meeting was held last week. Consideration was given to some new designs. These are being manufactured locally and should be available for viewing in a week or so.
- (c) SEC: Annual Report - SEC reported that the introduction was being written and he expected to be able to submit it to the Commissioner by the end of this week.
- (d) D/PERS.: Routine Orders Part II - D/PERS reported that returns were still coming in from the field. SEC was instructed to B.F. this item for the June 9th Meeting of M.P.C. when D/PERS. will report again.

ACTION BY: SEC

5. NON-AGENDA ITEMS - NIL

.../4

- 4 -

6. DIVISIONAL REPORTING

- (a) A.D/IND. mentioned his concern that Millhaven shops are not yet open. Apparently the delay is due to unfinished work on grills and doors relating to security. The Commissioner requested D.S.S. and D/CUSTODY to look into this matter.
- ACTION BY: D.S.S. - D/CUSTODY
- (b) A.D/IND. also mentioned that these closed shops were creating problems in meeting contract obligations and that he was particularly concerned about the mail bag contract.
- (c) A.D/IND. reported that a letter had been received from Mr. Kines of C.A.R.E. regretting that they were unable to be of assistance in the marketing of Penitentiary manufactured items. A copy of the letter will be placed on the floater file. A.D/IND. is pursuing the matter through other sources, i.e. C.I.B.A.
- (d) A.D/IND. reported that display stands and shipping crates for the Prison Arts' 71 display were being produced at Joyceville and Warkworth Institutions. The display will be set up at the Skyline Hotel during the Correctional Congress following which it will be displayed across Canada.
- (e) A.D/IND. mentioned the difficulty in recruiting a project manager for the Product Analysis Survey at a reasonable stipend. (This was important because the project is funded at \$10,000.) A candidate is coming in for an interview shortly.
- (f) A.D/IND. handed out a paper on under-employment of inmates in C.P.S. This subject is to be an agenda item for the Wardens' Conference. The Commissioner agreed that A.D/IND. would act as discussion leader.

.../5

- 5 -

- (g) A.D/IND. spoke on the value of the Mail Bag operation in C.P.S. which in his opinion should continue since it creates employment for inmates and is a profitable operation as well. There was some discussion and it was agreed that the operation would continue until a better one could be substituted.
- (h) D/CUSTODY stated that with regard to Perimeter Security Mr. Munro of D.P.W. would have his experimental project at Warkworth completed by June 14th.
- (i) D/CUSTODY mentioned that he had received a copy of a letter from the Canadian Bar Association with regard to the holding of in camera meetings by the Commission of Inquiry on the Kingston disturbance. Also mentioned in the letter was the right of inmates to counsel. D/CUSTODY will give the Commissioner a copy of this letter.
- (j) D/PERS. reported that the position of bilingual adviser was ready for classification but salary had not yet been worked out.
- (k) D/PERS. stated that requests had been received from the field for more Summer Students and that he was discussing ways and means of hiring more. He reported on the current state of hirings.
- (l) D.F.S. stated that the "B" Budget review with the Minister would not take place this week. He mentioned that our Man Years would be under challenge by the Treasury Board Programmes Officer and that a reduction was anticipated. Formal notification of the Programmes Officer's observations are expected.
- (m) SEC spoke on Wardens' Conference Agenda matters and mentioned that A.D.C. had given him a paper prior to departing for Vancouver. Submissions were now all in from the field and SEC would distribute the last of these papers to Divisions immediately. The Commissioner reminded members of the meeting called for the morning of May 27th to discuss and approve agenda items.

- 6 -

- (n) D.M.S. gave a brief report on the Advisory Board of Psychiatric Consultants' Meeting and mentioned some of the resolutions that were approved. He will arrange for circulation of the Minutes.
- (o) D.M.S. spoke briefly about the information he had obtained from Ontario Region with which to prepare an answer to Question No. 1365 asked by Mr. F. Howard in the House of Commons. In view of the sensitivity of this matter the Commissioner stated that reply must be studied very carefully before it goes out.
- (p) D.S.S. reported that he has submitted the reports requested of him last week on the subjects of bilingual signs and the activities building at Matsqui.
- (q) D.S.S. reported that there was some concern in the field as to why a general briefing had not been given to supervisors with regard to the General Labour and Trade Group conversions. D/PERS. explained the reasons for the delay and reported that three classification officers from Headquarters had left for the field on the evening of May 25th to give such briefings.
- (r) D.S.S. reported that instructions have been given to get bids and let a sodding contract for recreation fields at Millhaven to hasten the availability of these facilities.
- (s) D.S.S. reported that \$103,000 will be spent to refurbish cells at Kingston Penitentiary and that the work was underway.

W.J. MEDER/cag



Chief, Secretariat

A/D/C
D.T.T.
D.M.S.
A/D/IND

D.F.S.
D.S.S.
D/PERS

Deputy Commissioner.

43313 (1)
1722/MPC (100)

↗
May 26, 1971.

1. I attach a photostat of a memorandum which I sent to the Commissioner early this month and which was returned to me today minuted.
2. Will you please give consideration to this subject and be prepared to discuss at an M.F.C. meeting in the near future.



Att.
JRS/SR

Deputy Commissioner.

c.c. SEC.

Secretariat

1722/M.P.C. (1)

C.V.T.

May 25, 1971

Agenda - Management Policy Committee

1. Would you please place the following item on the agenda of the next Management Policy Committee meeting:

"Re-organization Production and Training Activities,
Collins Bay Penitentiary"

2. A draft of the proposed organization chart is attached.

Original Signed By
C. L. McQUAIDE

C.V.T.

CLM/lb

Att.

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat

TO
À

Commissioner ✓
Deputy Commissioner ✓
Associate Deputy Commissioner ✓
D.T.T. ✓
D.S.S. ✓
D.M.S. ✓
D.F.S. ✓
D/PERS. ✓
D/CUSTODY ✓
A. D/IND. ✓

SUBJECT
SUJET

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
MAY 26, 1971
AGENDA

OUR FILE - /N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - /V/RÉFÉRENCE	
DATE	
May 25, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

reproduced and distributed

1. The Agenda for the May 26th Meeting will be as follows:

- ✓ (1) Approval of Minutes of May 19th Meeting.
- (2) Reporting by Commissioner on his meeting with Minister, etc.
- ✓ (3) New items for discussion: Rewrite of C.P.S. Regulations (P.S.R.).
- (4) PROGRESS REPORTS: Divisional Heads are requested to report on the following items.
 - (a) D.C.
 - (i) Establishment - Reception Centres.
 - (ii) Audit Reports on Institutions.
 - (b) D.T.T. Inmate Clothing.
 - (c) SEC Annual Report.
 - (d) D/PERS. Routine Orders Part II.
- (5) Non-agenda items.
- (6) Individual reporting by Directors.

W.J. MEDER/cag

Chief, Secretariat
Chief, Secretariat

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

Reproduced & distributed

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A. D/IND

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
May 21, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

(Copies sent to Reg Directors for info)

SUBJECT
Sujet

MANAGEMENT POLICY COMMITTEE MEETING
MAY 19, 1971
MINUTES

1. The Minutes of the May 12th Meeting were approved.
2. The Commissioner reported as follows on his meeting with the Minister:
 - (a) The Minister has agreed that there should be no official opening of Millhaven Institution but that a group of newsmen and parliamentarians would be invited to visit the Institution on a date to be specified. There would be no interviewing of inmates. A Scenario is to be prepared by SEC who is to take care of other necessary arrangements.

ACTION BY: SEC

.../2

- 2 -

- (b) The Minister is calling a special meeting to discuss his recent visit to British Columbia.
- (c) The Commission of Inquiry on Kingston Penitentiary held a formal hearing in Kingston on May 17th.
- (d) The hearing of grievances from inmates involved in the Kingston disturbance began last Wednesday. The procedure is that penitentiary officials will hear a representative from each cell wing following which the grievances will be referred to the Commissioner and then on to the Minister.
- (e) The position paper on Psychiatric Centres was discussed and the Minister has given approval to go ahead with consultations. Letters are to be prepared to the provinces for the Minister's signature.
- (f) The Advisory Board of Psychiatric Consultants under Dr. Craigen's chairmanship commences meetings here on May 20th. A press release has been prepared.
- (g) Mission Complex - with regard to the deferment of this project the Minister was in receipt of a letter from Mr. Pringle, M.P., and Mayor Cox of the District of Mission had written to the Prime Minister. This matter will be discussed at the meeting the Minister intends to call on his visit to British Columbia.
- (h) (i) A second request has been received from the Minister to outline the pros and cons of sending inmate letters to M.P.s unopened. The Commissioner recommended that this proposal be accepted and members of the Committee on Justice and Legal Affairs were so informed by the Minister at the May 18th Meeting. D.T.T. is to prepare a letter to M.P.s notifying them of this policy change and outlining possible problems. The letter would also advise M.P.s that letters to inmates would bear House of Commons franking would also be delivered unopened.

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- 3 -

- (ii) The Commissioner directed that letters from inmates to himself and the Minister were to go unopened as well.

ACTION BY: D.T.T.

- 3. (a) The Commissioner reported on the Meeting last Friday, May 14th with the National Executive of the Public Service Alliance. Matters relating to the Kingston disturbance came under discussion particularly the allegations of use of unnecessary force and beatings etc. SEC was directed to include this as an agenda item for the Warden's conference.

ACTION BY: SEC

- (b) The Commissioner mentioned that P.S.A. had asked that C.P.S. employees who are elected P.S.A.C. representatives be given leave with pay to attend the Congress on Criminology and Corrections in June. It was the opinion of M.P.C. that regional representation should be allowed and that they would pay for their own meals, transportation and hotels. Institutions and P.S.A. will be notified.

ACTION BY: D/PERS.

4. The Commissioner mentioned some of the subjects discussed at the May 18th meeting of the Planning and Policy Committee such as the role of the Departmental Headquarters, bilingualism and summer employment hirings, etc., as follows:

- (a) BILINGUALISM - C.P.S. is to hire a bilingual adviser - D/PERS. is to give this priority. D/PERS. was also directed to look into language training on an intensive basis for trainees on induction. The Commissioner expressed concern over training problems and enumerated some of them. D/PERS. was requested to look into this matter and report in one month's time. SEC is to include this as an agenda item for reporting by D/PERS. on June 16th.

ACTION BY: D/PERS. - SEC

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- 4 -

- (b) SUMMER EMPLOYMENT - There was concern at the relatively small number of hiring to date. D/PERS. was directed to accelerate recruiting. He is also to give the Commissioner a position report by Thursday p.m. The Commissioner stated that for next year there should be proper programmes with planned projects on which these employees would be utilized.

ACTION BY: D/PERS.

- (c) ROLE OF DEPARTMENTAL HEADQUARTERS - The Commissioner stated that the role of the Departmental Headquarters is to be defined in a paper being prepared by the Deputy Solicitor General. To be clarified in the same paper will be areas of responsibility and authority as applicable to the Agencies.

- (d) MILLHAVEN:- The Commissioner is to provide for the information of the Justice and Legal Affairs Committee an up-to-date report on shops, recreation and yard facilities at Millhaven. SEC was directed to get this information by May 20th.

- (e) PROTECTION CASES - At the Committee Meeting concern was expressed for the segregated inmates of Millhaven, e.g. dangerous sexual offenders, protection cases, etc., who are being used sparingly on work gangs and remain, for the most, cooped up in their cells. The Committee had been told this would come under study by the Working Group on Maximum Security Institutions. However, D.T.T. was requested to provide a report for the May 20th Meeting which would show:

- (i) percentage of dangerous sexual offenders;
- (ii) percentage of protection cases;
- (iii) in what institutional activities are they involved;
- (iv) accessibility of shops, etc., to this group.

ACTION BY: D.T.T.

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- 5 -

- (f) INMATE ROBERT - A member of the Parliamentary Committee stated that Inmate ROBERT, who died of injuries sustained in the Kingston disturbance, had applied for transfer weeks before the disturbance. The Commissioner requested D.T.T. to look into this and let him know the reasons if transfer had been denied.

ACTION BY: D.T.T.

5. AGENDA ITEM:

- (a) CONTROL OF MATERIAL AND EQUIPMENT - D.F.S. explained in detail the paper he had prepared. General discussion followed during which D.S.S. stated he had submitted some observations to D.F.S. The paper was approved in principle.

6. NON AGENDA ITEMS:

- (a) LEAVE SCHEDULE FOR SENIOR OFFICERS - The Commissioner requested Directors to provide him with a schedule indicating when they intend to take annual leave. D/PERS. is coordinating this information.

ACTION BY: D/PERS.

- (b) BILINGUAL POLICY: The Commissioner brought up the matter of the policy on bilingualism as it applies to signs, lettering on vehicles and shoulder flashes on uniforms. During discussion that followed it was determined that the policy has not yet been fully implemented in some areas and not properly implemented in others. D.S.S. was requested to look into this and report to the Commissioner, particularly as to time and cost factors.

ACTION BY: D.S.S.

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- 6 -

- (c) WARDENS CONFERENCE - The Commissioner stated that time was short and that he was concerned about the agenda. SEC reported that submissions were in from the field except for Quebec Region and that he had taken hastening action. He also stated that he had arranged for Mr. Baril to come here to assist him. SEC was directed to distribute the input from the field to Divisions without delay so that Divisional Heads could study this material before preparing their own submissions. The Commissioner will call a meeting on Thursday, May 27th to discuss and approve items for the agenda.
- (d) INMATE PERFORMANCE - "A CRIMINAL RECORD" - The Commissioner mentioned that a good turn out on May 21st was of great importance to both inmates and public. The Minister will give an opening address. SEC is to ensure that arrangements are made regarding skeleton staffs and notification to staff.

ACTION BY: SEC

7. PROGRESS REPORTS:

- (a) D.C.: (i) ESTABLISHMENT - RECEPTION CENTRES - D.C. stated that he was still waiting for confirmation of the programme for the Ste Anne des Plaines Reception Centre.
- (ii) AUDIT REPORTS ON INSTITUTIONS - D.C. stated that replies are coming in from Institutions and that he has referred some of these to the Divisions concerned.

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- 7 -

- (b) D.T.T.: (i) INMATE CLOTHING - D.T.T. stated that his Committee was meeting this week and he will report further after that.
- (ii) COMPENSATION TO INMATES FOR INJURY - D.T.T. stated that an interim report is expected from the Department of Labour Committee and that there will be no early solution to this matter. The Commissioner directed that the item be deferred until September 1st for D.T.T. reporting and SEC is to take agenda action.

ACTION BY: SEC

- (c) SEC: ANNUAL REPORT - SEC reported on the current status of this item. He said he was waiting for one more submission and that an introduction was being prepared.
- (d) D/PERS: UNIFORMS - CUSTODIAL STAFF - D/PERS. reported that as a result of hastening action a reply had been received from Treasury Board. He presented a paper summarizing the current status of this matter. Treasury Board is developing over-all policy guidelines and criteria and have suggested that action contemplated by C.P.S. be deferred for the time being. The Commissioner directed SEC to B.F. as an agenda item on September 1st.

ACTION BY: SEC

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- 8 -

8. DIVISIONAL REPORTING:

(a) D.T.T. - brought up the matter of staffing the positions in the professional categories of psychologist and classification officer. D/PERS. mentioned that Treasury Board had not released positions to permit staffing action to bring about a 1-75 officer to inmates ratio but that there were some vacant positions which could be reclassified. The Commissioner emphasized that there can be no justification for a submission to Treasury Board seeking the release of positions so long as we have unused positions to reclassify. He directed that action required now was for D/PERS. in collaboration with D.F.S. to prepare a list of vacancies, establish priorities and submit it to the Commissioner, with copies for D.C. and A.D.C.

ACTION BY: D/PERS. - D.F.S.

(b) D.T.T. - spoke of an unsigned letter from a group calling themselves "Joyceville Inmates 1971" criticizing the Institution administration. D.T.T. had requested Regional Director (Ontario) and the Warden for comments and the consensus was that the letter should be ignored. Following discussion the Commissioner directed that an item should be placed on the agenda for the Wardens' Conference relating to the creation of "Inmate Advisory Councils" to provide a channel for the presentation of grievances.

ACTION BY: D.T.T.

(c) D/PERS. - reported that the General Labour and Trades Group conversions had been completed except for the completion of documentation which was in the final stages. He stated that he had until June 18th to make the pay arrangements.

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- 9 -

- (d) D/CUSTODY - reported that the Commission of Inquiry had held a formal public hearing in Kingston on May 17th following which the members travelled to Millhaven. Warden Clark advised them that except for 19 troublemakers, who were removed from the general population, the remainder of inmates were involved in institutional activities.
- (e) (i) D/CUSTODY - mentioned his visit on May 18th to the Prison for Women where potential for trouble exists among the Doukhabor inmates who seem convinced that mail is being withheld. D.T.T. was requested to investigate and report.
- ACTION BY: D.T.T.
- (ii) A.D.C. - mentioned that he knew of a British Columbia Parole Officer who has been successful in dealing with Doukhabors in the past and it was agreed that he should be contacted in an effort to provide a solution to problems with this group at the Prison for Women.
- (f) D/CUSTODY - also mentioned that he had ~~visited the segregation area at the~~ Prison for Women and found security measures to be excessive. The matter was taken up with the Superintendent and changes were suggested.
- (g) D.F.S. - reported that he had been in touch with Treasury Board on "B" Budget items. He stated that they have some very pertinent questions and that money will be tight.

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- 10 -

- (h) (i) D.S.S. - reported that the clean-up at Kingston Penitentiary has been completed.
- (ii) S.E.C. - was directed by the Commissioner to include in his weekly situation report to the Minister -
- (a) a report on the state of repairs at Kingston Penitentiary;
 - (b) a report on progress of the Commission of Inquiry on Kingston Penitentiary;
 - (c) a report on the state of affairs at Millhaven Institution.
- (i) A.D.C. - stated that with regard to additional Community Release Centres he had discussed financing with D.F.S. He stated he will rewrite his paper to the Commissioner on this subject.
- (j) A.D.C. - also spoke about Matsqui Institution mentioning the financing for the new activities building and security modifications to the former female unit. After discussion it was agreed that modification work for which \$50,000. was available should proceed. D.S.S. is to provide details on the proposed activities building.

ACTION BY: A.D.C. - D.S.S.

W.J. MEDER/cag


Chief, Secretariat
for Commissioner

Commissioner

1722/(100)M.P.C.

Acting D/IND

May 1, 1971

Product Analysis Survey -
Department of Services & Supply
and Other Sources

1. During the M.P.C. meeting of May 12th I briefly referred to the above noted topic and indicated to you that I would send you a note concerning this and my involvement in this exercise.
2. My first knowledge of this activity was gained through a copy of a memorandum which was addressed to Mr. Lou Mozzolillo via Mr. McLaughlin under date of March 31st, in which Mr. McLaughlin outlined the project and, in view of his imminent departure on extended leave, named me as the C.P.S. contact in the recruitment of the personnel required on a Task Force basis to staff this undertaking.
3. My next involvement in this undertaking was through a telephone call from Mr. Hofley, A/DM, requesting that I go to his office to discuss this project. In the course of this discussion and through instructions received later by telephone Mr. Hofley requested that I take this matter in hand and consult with officials of the Department of Supply and Services concerning the possibility of recruiting a suitably qualified project director and take whatever action may be necessary to select and employ two students which were, in Mr. McLaughlin's memorandum, suggested as being required to form the Task Force required to successfully complete this undertaking during the coming summer. This project, as I indicated to you at the M.P.C. meeting, arises out of the Dr. Evans' Report which was received by Departmental Headquarters early in 1970.
4. In compliance with Mr. Hofley's direction, on April 27th I met with Mr. Bob Laughton, Director General of Purchasing, Department of Supply and Services, who had requested that Mr. Ken Pond, Director of Planning and Program Analysis, Management Consulting Services, Department of Supply and Services, and Mr. Jack Gray of the same Department, plus Mr. Swan, Chief of the Purchase Consolidation Branch, Department of Supply and Services, also attend this meeting. In the course of this encounter I outlined to the members present the nature of the project, and the purpose of this initial meeting, which was specifically to explore the possibility of obtaining a duly qualified project leader from

c.c. Mr. Hofley
Mr. McLaughlin

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- 2 -

within the ranks of the Department of Supply and Services. This possibility had been suggested by Mr. Hofley, Mr. Nozzolillo and others. In this project leader we are looking for a person who has a background of experience and expertise in marketing, marketing services and advertising plus a background in the operation of production shops and in the manufacture of various types of commodities.

5. After listening quite intently to my presentation, Mr. Laughton expressed a view that, in his opinion, it would be quite unlikely that a person having these qualifications and experiences could be found in or drawn from the ranks of the Department of Supply and Services since most of the officials in that Department are usually more "purchasing" oriented than are they "sales" oriented.

6. Mr. Pond further expressed the view that from the Management Services standpoint and considering the many officials who are employed in that section of the D.S.S., he could think of no one person who could fully fill the qualifications required of this project leader which we are trying to find. Mr. Pond did offer the suggestion that from the many officials employed in the Management Services group it would be possible to find the expertise for which we are searching, but that this could not be found in any one person. In this respect he suggested that the required project leader could be provided from his organization, but, this would quite likely have to be provided by at least two and perhaps three different people.

7. In my presentation I had indicated that we proposed to finance this Product Survey undertaking with \$10,000. In suggesting that two or three people from his organization might be used on this project, Mr. Pond suggested that the \$10,000 figure was, in his opinion, very much too low, due to the fact that each official in the Management Services group of the D.S.S. costs upwards of \$1,000 per week. He went on to explain that this is made up of \$175.00 per day for consulting fees plus expenses. On this basis, if officials from Mr. Pond's organization were to be used on this project, we would have sufficient funds with which to finance this project for a period of slightly more than three weeks, but, we would have no funds with which to employ the two student assistants which we visualize as making up the "leg working" part of this project team.

8. The upshot of this meeting was, therefore, that if we were to use D.S.S. officials to head up this project, the \$10,000 provided for this project would, of necessity, have to be increased to something of the order of between \$25,000 and \$30,000. I briefly reported this fact at the MPC meeting of April 28th, in your absence, due to your trip to British Columbia.

9. As I and many other C.P.S. officials consider it incredible that the D.S.S. Management Services personnel charge so much for their services, the possibility of using their services was almost

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- 3 -

automatically dropped and I continued searching for someone whom we might be able to find in our own C.P.S. ranks who could, by past training and experience, qualify as the leader of this project. When I referred briefly to this matter during the MPC meeting of May 12th, I was of the opinion that our requirements would be met through the secondment of Mr. J.L. Bennett, ARD(Ind) Western Regional Headquarters, C.P.S. to Ottawa for the purpose of heading up this project over a three to four month period. By that date, also, between Mr. Nozzolillo and myself, the two students required to work on this project had been lined up, and these students will, within the next week, sign contracts, to work on this project during the next three to four months, at the monthly salaries prescribed by the Public Service Commission commensurate with their degrees of academic achievement.

10. One of these students is completing his M.A. in Mechanical Engineering at the University of Ottawa, and, incidentally, this student worked with the C.P.S. last summer on the inmate job description project. The other student is a graduate of Algonquin College, Ottawa, in Business Administration, with a Marketing specialty.

11. To ensure that the project headed up by Mr. Bennett, who incidentally, has considerable expertise and experience in both the production and marketing sides of the industrial operation on the West Coast, would not wind up with an inbred or short-sighted result, I had tentatively arranged with Mr. Pond's organization to employ the services of one of his people for between six to eight days during the life of this project, at the rate of \$200.00 per day, to obtain assistance for Mr. Bennett in setting out the approach to this undertaking, in guiding him generally in respect to certain high level managerial approaches to the conduct of this project, and more particularly, in the planning and the presentation of the report which must ensue from this exercise.

12. On reaching my office after the MPC meeting of May 12th I had two telephone calls awaiting my attention, one from Mr. Bennett, and another from Mr. Hofley. I spoke first with Mr. Bennett, who had in the two weeks prior to May 12th indicated that he was quite ready and willing to come to Ottawa for the period required and to do his level best to make a success of this project, but who, on May 12th, reported to me that after considering all the various factors involved, he was declining the opportunity of acting as project leader of this exercise.

13. I spoke later with Mr. Hofley, with whom I had had no communication since prior to his departure for France, and I brought him up-to-date on what had transpired since our last encounter. Mr. Hofley appeared to be quite pleased with the progress achieved to date in lining up members of this Task Force, short of the refusal of Mr. Bennett to come to Ottawa to act as project leader. Mr. Hofley appeared to be as disappointed as I was over this development.

- 4 -

14. At the present moment, we still have the two students who are ready and willing to go to work, and we are searching and running down various leads in hot pursuit of a suitably qualified project leader with the intention of getting this show on the road no later than June 1st of this year. I may say, that in the course of my conversation with Mr. Hofley on May 12th, I indicated to him that you had expressed some concern that you had not, up to May 12th, heard very much about the Dr. Evans' Report or what was taking place in respect to proposals or its implementation.

15. Mr. Hofley indicated that he hoped to be able to provide you and other agency heads with the report of the main Departmental Committee, in respect to the implementation of the Dr. Evans' Report, within the next few days.

RJT/NIC

ORIGINAL BY
[Illegible]
R.J. Thompson,
Acting D/IND.

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D.PERS.
D.CUSTODY
A.D/IND.

OUR FILE - N/RÉFÉRENCE <i>PA</i>	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE May 17, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

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& distributed*

SUBJECT
SUJET

Management Policy Committee Meeting
May 17, 1971
AGENDA

1. The Agenda for the May 19th Meeting will be as follows:
 - (1) Approval of Minutes of the May 12th Meeting
 - (2) Report by the Commissioner on his meeting with the Minister
 - (3) New items for discussion:
 - (a) Control of Material and Equipment (documentation attached)
 - (4) Progress Reports : Divisional Heads are requested to report on the following items:
 - (a) D.C.: (i) Establishment - Reception Centers
(ii) Audit Reports on Institution
 - (b) D.T.T.: (i) Inmate Clothing
(ii) Compensation to Inmates for Injury
 - (c) S.E.C.: Annual Report - deadline
 - (5) Non-agenda items
 - (6) Individual reporting by Directors.

W.J. MEDER:gf

[Signature]
Chief, Secretariat

CANADIAN PENITENTIARY SERVICE



CANADA

SERVICE PENITENTIAIRE CANADIEN

OTTAWA, ONT.

K1A 0P9

PLEASE QUOTE REFERENCE:

VEUILLEZ MENTIONNER: 56(1)

REGIONAL DIRECTORS
INSTITUTIONAL HEADS

Control of Material and Equipment

Purpose:

To define the role of the accountant in the financial control of Material and Equipment.

Background:

Because of the requirements for accountants to establish and maintain the value of stores and equipment on charge to the main stores and to the operating departments, detailed records are being maintained in institutions showing the quantity and value of equipment and material in stores and in shops.

As a result of the establishing of regional stores in the Ontario and Quebec Regions and the establishing of institutional stores accounts at other institutions it is now timely to review our requirements for the maintenance of inventory records.

It is obvious that a strict inventory control must be maintained of material held in stores. Under the Regional Stores or Institutional Stores, responsibility for maintaining the detail of units and values will rest with the storekeeper in conjunction with the overall dollar control which will remain with finance. This will be done through the use of cards maintained in Stores which will identify each type of material. The quantity and value will be increased with each purchase and decreased with each issue.

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Similar records and controls are required for materials charged to the Industrial Revolving Fund, the Canteen Revolving Fund and the Livestock and Canning Account.

Definitions:

Management Improvement Circular MI-1-65 classifies materials as follows:

- (1) Expendable Items - material that is expended or consumed in use and for which no records are maintained after final issue or direct issue. Examples: builders supplies, printing and stationery, petroleum, oil and lubricants, cleaning materials, non repairable maintenance spare parts, food, crockery, glassware, medical supplies, etc.
- (2) Equipment - major items of material that are not expendable except through depreciation or wear and tear and which, although they may be fixed or positioned in prescribed places, do not lose their identity or become integral parts of other equipment or installations. Items in this category are normally susceptible to running maintenance. Equipment items are usually procured, issued and replaced on the basis of planned departmental capital acquisition programs. Examples: aircraft, vehicles, vessels, boats, workshop machinery, electronics systems, etc.
- (3) Controllable Items - material of a permanent or semi-permanent nature such as tools and instruments, clothing, furniture and furnishings, small implements. Items in this category normally are not susceptible to running maintenance, but may be repairable if they become defective. If desired, this category may be divided into two or more sub-categories to indicate high cost, repairability or attractiveness. In the case of attractive items it may be desirable, in some cases, to maintain distribution records after issue or direct issue.

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Proposal:

A review of the material management principles and practices throughout the Penitentiary Service has disclosed that too much emphasis is being placed on accounting for low cost items. The recording and accounting for material are costly and time consuming and impose a workload on all levels of material management. It is essential, therefore, that a form of selective management control should be devised to satisfy all requirements.

The three categories of material described above were designed to permit this selective control in that each category requires a decreasing degree of accountability and management attention.

The definitions for Expendable Items and Equipment make it relatively simple to decide which falls into these two categories. Controllable items, however, are more difficult to determine because many items could be considered as "minor items of equipment" and "major or attractive items of expendable."

Under the description of Controllable Equipment, Treasury Board has left it to Departments to determine where and when records will be maintained after issue to user.

Within the Penitentiary Service the need to safeguard tools and other items which may be used as weapons or for purposes of escape has resulted in controls being established within shops. These controls take the form of shadow-boards or by the shops maintaining a record of tools issued each day and a check each night to ensure that all tools have been returned. It, therefore, follows that a card control in the accounting section of Controllable Equipment is ineffective and an unnecessary duplication.

Under the terms of the MI-1-65 Major Equipment must be controlled. For those cases where it is difficult to determine whether an item is Major Equipment or Controllable Equipment, the item will be treated as Major Equipment if it bears a serial number, or if it has a value of \$25.00 or more.

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- 4 -

The accountant will maintain a record of Major Equipment or Controllable Equipment which meets the criteria in the above paragraph. This record will show the following information:

- Type of equipment
- Model Number
- Engine or Serial Number
- Accessories
- Cost
- Manufacturer
- Supplier
- Location and Date of Installation

At least once each year the accountant will ensure that a physical inventory is verified with the records. Discrepancies will be accounted for in accordance with standard survey board procedures.

Each accountant will make an examination of the cards presently maintained for materials and equipment charged to users. Those cards which do not meet the above criteria will be deleted from the records. In this examination, care must be taken to ensure that cards used to control material in stores, the Industrial Account or other similar accounts are not accidentally destroyed.

On completion of the examination, an adding machine tape will be taken of the cards remaining and the total posted to the control account in the General Ledger.

When new equipment is purchased a card will be set up to record the item and the amount will be posted to the control account.

When equipment is transferred between institutions, appropriate entries will be made to the control account of each institution.

When equipment is surplus to requirements or is obsolete and declared surplus to Crown Assets Disposal Corporation, the item will be deleted from inventory records and a credit entry made in the Control Account.

- 5 -

At the time of taking inventory, an overage and shortage report will be prepared.

Overages will be taken into inventory and the control account adjusted.

Shortages will be deleted from inventory and the control account adjusted. The usual Board of Enquiry will be held.

The adjustments to the inventory records and control account will be made at the time the statement of overages and shortages is submitted to the Director of Financial Services.

P. Faguy,
Commissioner.

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
Regional Directors
(for information only)
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D. PERS.
D. CUSTODY
A. D/IND.

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OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE May 13, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT
Sujet

MANAGEMENT POLICY COMMITTEE MEETING
MAY 12, 1971
MINUTES

1. The Minutes of the May 5th Meeting were approved.
2. The Commissioner reported as follows on his meeting last Wednesday with the Minister:
 - (a) They had discussed the official opening of Millhaven Institution and that in view of the publicity the Institution was currently getting, the tenuous situation, and the fact that investigations were going on by Police and Commissions of Inquiry the Commissioner had recommended to the Minister against going ahead with an official opening on June 1st. The Minister wished to proceed as planned; however, the Commissioner stated he would speak to him again with a view to gaining a postponement or cancellation.

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- 2 -

- (b) The Justice and Legal Affairs Committee would meet on May 18th and 20th. The Commissioner delegated certain officers to accompany him to meet with the Minister in his House of Commons office (Room 235S) at 3 p.m., one-half hour before the Committee meetings commence.
- (c) (i) The matter of hearing grievances from inmates involved in the Kingston disturbance was discussed. Still to be determined was what the grievances were, who would present them and how they would be heard. The Commissioner stated this matter would be discussed this afternoon with Regional Director Moloney who is in Ottawa today.
- (ii) Also to be discussed with Mr. Moloney today, would be matters related to cleaning-up, repairs, staffing and security at Kingston Penitentiary.
- (d) A press release on the Working Group on Maximum Security Institutions has been submitted for the Minister's approval.
- (i) The Commissioner advised the Meeting of the names of those appointed to the Group, and stated that they had commenced their work and some meetings have been held. He stated that he would be meeting with them on Thursday morning May 13th.
- (e) On the subject of letters from inmates to Members of Parliament and whether or not they should be sent out unopened, the Minister has requested detailed information setting out the pros and cons of such censoring.
- (f) The Minister will view the inmate clothing presentation in the Board Room on Friday, May 14th.

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3. AGENDA ITEM: (B.F. from April 21st Meeting).

(a) ADDITIONAL COMMUNITY RELEASE CENTRES:

A.D.C. presented a revised paper on this subject and explained the changes from the original documentation. Following general discussion it was agreed that:

- (i) Mr. Bezanson of Departmental Headquarters would be requested to do an operational audit on an existing Centre,
- (ii) there was a question of legality in C.P.S. footing the cost of transportation, lunches and tuition for inmates on day parole but that this could be overcome by changing the "vote" wording,
- (iii) although existing Centres had not been used to capacity in the past, the situation was better now.

The Commissioner stated that he would take a closer look at the revised paper before a submission is made to the Minister.

4. PROGRESS REPORTS:

(a) D. PERS.: UNIFORMS FOR CUSTODIAL STAFF:

D. PERS. reported that a hastening letter had been written to T.B. but no reply has been received. In addition Mr. Waddington had personally contacted Mr. Kirkland, the T.B. representative. T.B. have been made aware of the urgency in our case. The Commissioner gave direction to B.F. in one month.

ACTION BY: SEC/D.PERS.

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- 4 -

(b) D.C.: (i) ESTABLISHMENT - RECEPTION CENTRES:

D.C. stated that he had asked A.D.C. to design a programme for a reception centre and was waiting for this paper. He stated that there was more urgency at this time to work out an establishment for the Ste Anne des Plaines Reception Centre and that if A.D.C. would give him a memo now confirming the programme for the Institution he could proceed with this task.

ACTION BY: A.D.C./D.C.

(ii) AUDIT REPORTS INSTITUTIONS:

D.C. reported that to date only one institution has replied to his letter to the field requesting institutions for reports on action taken on recommendations of the audit team. It was agreed that he should wait for all replies to come in before taking further action.

(c) SEC: ANNUAL REPORT: SEC reported on the current situation and after discussion the Commissioner directed SEC to put together all available material, determine what was still required and how long it will take to obtain, and to report back to him this week.

ACTION BY: SEC

.../5

- 5 -

5. NON-AGENDA ITEM:

(a) DELEGATION OF AUTHORITY BY REGIONAL DIRECTORS AND INSTITUTIONAL HEADS:

D.C. presented draft Commissioner's Directive 1.02. Following detailed discussion the Directive was approved but it was agreed that an opinion as to legality should be obtained from Departmental Counsel before issue in final form.

ACTION BY: D.C.

6. DIVISIONAL REPORTING:

(a) D.T.T. reported that the Directives and covering letter on Visits and Correspondence were ready for signature.

(b) D.T.T. informed the Meeting that the inmate clothing exhibit by D.N.D. would be presented in the Board Room this afternoon and left there for the Minister to view on Friday, May 14th. He also mentioned that there were now two additional members on his Inmate Clothing Committee.

(c) D.T.T. also mentioned that a play entitled "A Criminal Record" featuring inmates from Collins Bay Penitentiary would be presented at the Alumni Theatre, Carleton University at 2 p.m. May 21st. SEC was requested to advise staffs of C.P.S., Parole Board and Departmental Headquarters that they are welcome to attend. The Commissioner stated that it was permissible to have skeleton staffs on duty that afternoon.

ACTION BY: SEC

(d) A. D/IND. stated that he would be sending the Commissioner a report on the appointment of a Task Force to produce a product marketing survey this Summer. D.F.S. mentioned that he had a financial involvement in this matter.

(e) SEC reported on progress made in designing the new weekly inmate population return which will replace Part III Routine Orders. This will be in use by the first week of June.

- 6 -

- (f) D.C. reported that a letter is with the Commissioner for signature notifying institutions that the practice of stamping numbers on the outside of inmate clothing is to be discontinued.
- (g) The Commissioner mentioned that regulations governing inmates awaiting trial would be changed to reflect that such persons would not be held in dissociation except for cause.

W.J. MEDER/cag


Chief, Secretariat

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
Regional Directors
(for information only)
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D. PERS.
D. CUSTODY
A. D/IND.

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
May 13, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT
Sujet

MANAGEMENT POLICY COMMITTEE MEETING
MAY 12, 1971
MINUTES

1. The Minutes of the May 5th Meeting were approved.
2. The Commissioner reported as follows on his meeting last Wednesday with the Minister:
 - (a) They had discussed the official opening of Millhaven Institution and that in view of the publicity the Institution was currently getting, the tenuous situation, and the fact that investigations were going on by Police and Commissions of Inquiry the Commissioner had recommended to the Minister against going ahead with an official opening on June 1st. The Minister wished to proceed as planned; however, the Commissioner stated he would speak to him again with a view to gaining a postponement or cancellation.

.../2

- 2 -

- (b) The Justice and Legal Affairs Committee would meet on May 18th and 20th. The Commissioner delegated certain officers to accompany him to meet with the Minister in his House of Commons office (Room 235S) at 3 p.m., one-half hour before the Committee meetings commence.
- (c) (i) The matter of hearing grievances from inmates involved in the Kingston disturbance was discussed. Still to be determined was what the grievances were, who would present them and how they would be heard. The Commissioner stated this matter would be discussed this afternoon with Regional Director Moloney who is in Ottawa today.
- (ii) Also to be discussed with Mr. Moloney today, would be matters related to cleaning-up, repairs, staffing and security at Kingston Penitentiary.
- (d) A press release on the Working Group on Maximum Security Institutions has been submitted for the Minister's approval.
- (i) The Commissioner advised the Meeting of the names of those appointed to the Group, and stated that they had commenced their work and some meetings have been held. He stated that he would be meeting with them on Thursday morning May 13th.
- (e) On the subject of letters from inmates to Members of Parliament and whether or not they should be sent out unopened, the Minister has requested detailed information setting out the pros and cons of such censoring.
- (f) The Minister will view the inmate clothing presentation in the Board Room on Friday, May 14th.

.../3

- 3 -

3. AGENDA ITEM: (B.F. from April 21st Meeting).

(a) ADDITIONAL COMMUNITY RELEASE CENTRES:

A.D.C. presented a revised paper on this subject and explained the changes from the original documentation. Following general discussion it was agreed that:

- (i) Mr. Bezanson of Departmental Headquarters would be requested to do an operational audit on an existing Centre,
- (ii) there was a question of legality in C.P.S. footing the cost of transportation, lunches and tuition for inmates on day parole but that this could be overcome by changing the "vote" wording,
- (iii) although existing Centres had not been used to capacity in the past, the situation was better now.

The Commissioner stated that he would take a closer look at the revised paper before a submission is made to the Minister.

4. PROGRESS REPORTS:

(a) D. PERS.: UNIFORMS FOR CUSTODIAL STAFF:

D. PERS. reported that a hastening letter had been written to T.B. but no reply has been received. In addition Mr. Waddington had personally contacted Mr. Kirkland, the T.B. representative. T.B. have been made aware of the urgency in our case. The Commissioner gave direction to B.F. in one month.

ACTION BY: SEC/D.PERS.

.../4

- 4 -

(b) D.C.: (i) ESTABLISHMENT - RECEPTION CENTRES:

D.C. stated that he had asked A.D.C. to design a programme for a reception centre and was waiting for this paper. He stated that there was more urgency at this time to work out an establishment for the Ste Anne des Plaines Reception Centre and that if A.D.C. would give him a memo now confirming the programme for the Institution he could proceed with this task.

ACTION BY: A.D.C./D.C.

(ii) AUDIT REPORTS INSTITUTIONS:

D.C. reported that to date only one institution has replied to his letter to the field requesting institutions for reports on action taken on recommendations of the audit team. It was agreed that he should wait for all replies to come in before taking further action.

(c) SEC: ANNUAL REPORT: SEC reported on the current situation and after discussion the Commissioner directed SEC to put together all available material, determine what was still required and how long it will take to obtain, and to report back to him this week.

ACTION BY: SEC

.../5

- 5 -

5. NON-AGENDA ITEM:

(a) DELEGATION OF AUTHORITY BY REGIONAL DIRECTORS AND INSTITUTIONAL HEADS:

D.C. presented draft Commissioner's Directive 1.02. Following detailed discussion the Directive was approved but it was agreed that an opinion as to legality should be obtained from Departmental Counsel before issue in final form.

ACTION BY: D.C.

6. DIVISIONAL REPORTING:

(a) D.T.T. reported that the Directives and covering letter on Visits and Correspondence were ready for signature.

(b) D.T.T. informed the Meeting that the inmate clothing exhibit by D.N.D. would be presented in the Board Room this afternoon and left there for the Minister to view on Friday, May 14th. He also mentioned that there were now two additional members on his Inmate Clothing Committee.

(c) D.T.T. also mentioned that a play entitled "A Criminal Record" featuring inmates from Collins Bay Penitentiary would be presented at the Alumni Theatre, Carleton University at 2 p.m. May 21st. SEC was requested to advise staffs of C.P.S., Parole Board and Departmental Headquarters that they are welcome to attend. The Commissioner stated that it was permissible to have skeleton staffs on duty that afternoon.

ACTION BY: SEC

(d) A. D/IND. stated that he would be sending the Commissioner a report on the appointment of a Task Force to produce a product marketing survey this Summer. D.F.S. mentioned that he had a financial involvement in this matter.

(e) SEC reported on progress made in designing the new weekly inmate population return which will replace Part III Routine Orders. This will be in use by the first week of June.

- 6 -

- (f) D.C. reported that a letter is with the Commissioner for signature notifying institutions that the practice of stamping numbers on the outside of inmate clothing is to be discontinued.
- (g) The Commissioner mentioned that regulations governing inmates awaiting trial would be changed to reflect that such persons would not be held in dissociation except for cause.

W.J. MEDER/cag


Chief, Secretariat

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM DE Chief, Secretariat

OUR FILE - N/RÉFÉRENCE	PA
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	May 11, 1971
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

TO A
 Commissioner
 Deputy Commissioner
 Associate Deputy Commissioner
 D.T.T.
 D.S.S.
 D.M.S.
 D.F.S.
 D.PERS.
 D.CUSTODY
 A.D/IND.

*Reproduced
&
Copies distributed
on 11 May 71.*

SUBJECT
 SUJET Management Policy Committee Meeting
May 12, 1971
 AGENDA

1. The agenda for the May 12, 1971 Meeting will be as follows:

- (1) Approval of Minutes of the May 5th Meeting
- (2) Report by the Commissioner on his meeting with the Minister
- (3) New items for discussion - NIL
- (4) Additional Community Release Centres - (B.F. from April 21st Meeting) - documentation by A.D.C.
- (5) Progress Reports : Divisional Heads are requested to report on the following items:
 - (a) D.PERS.: Uniforms - Custodial Staff
 - (b) D.C.: (i) Establishment-Reception Centres
(ii) Audit Reports on Institutions
 - (c) SEC: Annual Report-extension of time
- (6) Non-agenda items
- (7) Individual reporting by Directors

WJMEDER/cm

[Signature]
 Chief, Secretariat
 for Commissioner

000166

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

*Reproduced + distributed
Wjm*

FROM
DE

CHIEF, SECRETARIAT

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
Regional Directors (for information only)
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUST.
A.D/IND.

SUBJECT
SUJET

SUBJECT
SUJET
MANAGEMENT POLICY COMMITTEE MEETING
MAY 5, 1971
MINUTES

OUR FILE - N/RÉFÉRENCE <i>PA</i> 1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE May 6, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TEL.

1. The Minutes of the April 28th Meeting were approved subject to the following amendments:

- (a) sub-paragraph 4(d), third line, after "submitted" insert the words "to D/Custody"
- (b) sub-paragraph 6(d), second line, delete "C.A.R.E." and insert "C.I.D.A."
- (c) after sub-paragraph 6(d) add a sub-paragraph (e) as follows:
 - (e) Associate D.C. informed the meeting that the Penthouse Players, an inmate drama group from Manitoba Penitentiary, would give a performance for the entertainment of the Congress on Criminology and Corrections, and the general public, in Ottawa on June 14th. SEC was requested to arrange for an auditorium and accommodation for the inmates. A.D.C. stated that there were other arrangements which he would co-ordinate himself.

ACTION BY: A.D.C. / SEC

2. The Commissioner stated that there had been no meeting with the Minister this week. However he had requested a meeting with the Minister for 1:00 p.m. today and that he would discuss certain urgent items.

3. There were no agenda items for discussion.

.../2

- 2 -

4. Non-agenda item

- (a) Registration Number on Inmate Clothing D.C. summed up the response from Institutions to Commissioner's letter of April 2, 1971 in which it was proposed that the practice of stamping numbers on the outside of inmate clothing be discontinued; he stated that he personally recommended adoption of this proposal. After discussion it was agreed the practice would cease and D.C. was to prepare a letter to the field for Commissioner's signature.

ACTION BY: D.C.

5. Visits and Correspondence: (B.F. from April 21st Meeting)

D.T.T. presented second drafts of C.D. 326 and D.I.s 326.01 and 326.02. The matter of a standard format for directives was brought up by D.S.S. however it was agreed that no change would be made at this time. The drafts were discussed in detail and:

- (a) were approved subject to certain amendments which are to be incorporated into the final drafts;
- (b) it was agreed that A.D.C. and D.T.T. would investigate the feasibility of providing more telephone facilities for inmates' use;
- (c) it was agreed that D.T.T. should send a covering letter to the field with the directives explaining, where necessary, the changes/departures from the existing policy,
- (d) it was agreed that all detail in para. 4 of 326.02 (Visiting Days and Times) should be deleted, that a notation be inserted to the effect that this matter was still under review, and that the existing practice would continue for the time being.
- (e) it was agreed that a directive should be issued by D.C. in the "100" series to the effect that "Institutional Head" is also intended to imply "or other person delegated by him".

ACTION BY: D.C. / A.D.C. / D.T.T.

.../3

- 3 -

6. Additional Community Centres (B.F. from April 21st Meeting) -

This item was postponed and will be placed on the agenda for the May 12th Meeting.

ACTION BY: SEC

7. Progress Reports

(a) D.T.T. Life Skills Program: D.T.T. reported that the New Start Corp had returned the signed contract. D.F.S. stated that the funds (\$4,500.00) could be found.

(b) D/PERS. Uniforms - Custodial Staff: D/PERS. reported that there has been no reply from T.B. to date. He was requested to write in an effort to hasten.

ACTION BY: D/PERS.

(c) D.C. (i) Firearms Policy: D/Custody reported that an inventory was being prepared and that there would be little to report for some time. It was agreed that he should report again at the end of June. SEC will B.F. on June 30th.

ACTION BY: SEC

(ii) Establishment - Reception Centres: D.C. was not available to report and SEC was requested to keep this item on the agenda.

ACTION BY: SEC

(iii) Audit Reports on Institutions: It was reported that D.C. had sent a letter to institutions. SEC was requested to keep this item on the agenda.

ACTION BY: SEC

(d) SEC Annual Report: SEC is to contact the Departmental Secretariat to secure an extension of time and will report at next Meeting.

ACTION BY: SEC

.../4

- 4 -

8. Divisional Reporting

- (a) D/CUSTODY reported that he had met with Dr. MacIntosh of Queen's University in Kingston on April 30th and had discussed our requirements for a physical fitness program for correctional staff. The University will submit a proposal to the Commissioner in about three weeks time.
- (b) D/PERS. reported that the Establishment Review Committee would meet in the Board Room Monday, May 10th at 3:30 p.m. to discuss the Dorchester Penitentiary Establishment.
- (c) SEC requested the co-operation of Divisional Heads in forwarding items to him by May 25th for the agenda of the Wardens' Conference. He also requested the services of Mrs. Jean Webb during the conference because of her experience and demonstrated capability in co-ordinating the secretariat work and producing the minutes.
- (d) A.D/IND. reported that he was preparing a paper for the Commissioner on the subject of the "tempo of work (inmates)" for discussion at the forthcoming Wardens' Conference.

WJMEDER/cm


Chief, Secretariat

file

K1A OP9

REGIONAL DIRECTOR (ONTARIO)
" " (QUEBEC)
" " (WESTERN)

1722/M.P.C. (1)

May 3, 1971.

MANAGEMENT POLICY COMMITTEE MEETING
CANADIAN PENITENTIARY SERVICE HEADQUARTERS

1. I believe we all recognize the need for good communications and information at all levels of the Service. It is important that Regional Directors be kept informed of the policies under review at National Headquarters and of the discussions being held on various subject matters.

2. Every week, on Wednesday morning, the Management Policy Committee meets to discuss policy matters, to keep Directors informed of my discussions with the Solicitor General and to receive progress reports from each Director.

3. It is important that all Directors participate in the discussion and formulation of policy so that they can be made aware of changes and be given an opportunity to express their points of view.

4. Beginning in May, a copy of the Minutes of the Management Policy Committee will be sent to Regional Directors for information only so as to keep you informed. Should there be any subjects appearing in the Minutes on which you wish to comment, please do not hesitate to do so, but no action is to be taken based on the Minutes. Appropriate directives and instructions will be issued as required.

Original signed

P. A. FAGUY.

P. A. Faguy,
Commissioner.

GS/tm

A2 I believe we all recognize the need for good communications and information at all levels of the Service. It is important that Regional Directors be kept informed of the policies under review at National Headquarters and of the discussion being held on various subject matters.

Every week, on Wednesday morning, the Management Policy Committee meets to discuss policy matters, ~~and~~ to keep ~~Directors~~ ~~Staff~~ informed of my discussion with the Solicitor General and to receive progress reports from each Director.

It is important that all Directors participate in the ^{discussion and} formulation of policies so that they can be made aware of changes and be given an opportunity to express their points of view.

Beginning in May ~~1971~~ a copy of the minutes of the ~~Policy~~ ^{Management} Policy Committee 000172

will be sent to Regional Directors for
~~information only~~ so as to keep
you informed. Should there be
any subject ^{appearing in the minutes} on which you
wish to comment please do not
hesitate to do so but no action
is to be taken based on the mi-
nutes. Appropriate directions and
instructions will be issued as re-
quired.



MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

PA.

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.

D.M.S.
D.F.S.
D/Pers
D/Custody
A.D/Ind

OUR FILE - RÉFÉRENCE	1722/M.P.C. (1)
YOUR FILE - RÉFÉRENCE	
DATE	May 3, 1971
REFER REPLY TO ENVOYER LA RÉPONSE À	
TEL. NO. TÉL.	<i>Wjm</i>

Copies have been reproduced and distributed

SUBJECT
SUJET

Management Policy Committee Meeting
May 5, 1971
AGENDA

1. The agenda for the May 5, 1971 Meeting will be as follows:

- (1) Approval of the Minutes of the April 28th Meeting
- (2) Report by the Commissioner on his meeting with the Minister
- (3) New items for discussion - NIL
- (4) Items brought forward from the April 21st Meeting at the Commissioner's direction:
 - (a) Visits and Correspondence - DTT
 - (b) Additional Community Release Centres - A.D.C.
- (5) Progress Reports: Divisional Heads are requested to report on the following items:
 - (a) D.T.T. (1) Life Skills Program
 - (b) D/Pers (i) Wearing of Uniforms/Custodial Staff
 - (c) D.C. (i) Firearms Policy
 - (ii) Establishments-Reception Centre
 - (iii) Audit Reports on Institutions
 - (d) SEC (i) Annual Report 1971-extension of 15 days.

.../2

- 2 -

- (6) Non-agenda items
- (7) Individual reporting by Directors

WJMEDER/cm


Chief, Secretariat

SEC.

→ 1722/ (100) MPC
6111 (1)

DEPUTY COMMISSIONER.

May 5, 1971.

Item for Agenda - M.P.C. Meeting - May 5
Registration Number on Inmate Clothing

1. All major institutions, except four, replied to the Commissioner's letter of April 2nd in which it was proposed to discontinue the practice of stamping numbers on the outside clothing of inmates. Institutions were also asked to comment on the desirability of issuing name tags.
2. The issue of name tags was generally not well received. Registrations numbers on clothing is not favoured in the medium security institutions generally, but many of the maximum security institutions feel that it is necessary for identification purposes.
3. Some institutions felt that identification cards could be issued to inmates, but I am sure that cards, like name tags, would be lost, not used or changed with other inmates.
4. Archambault Institution is in favour of removing number tags from the outside of the inmate clothing.
5. St. Vincent de Paul Penitentiary feels that it should be retained.
6. The Superintendent, Montgomery Centre, feels that the system should be retained in maximum security institutions.
7. The Warden, Millhaven, opposes the removal of stamped numbers on the outside of inmate clothing.
8. The Warden, Joyceville, states that he does not feel that the removal of obvious numbers from inmate clothing would be a vital factor in the rehabilitation program and he feels that some means of formal identification would need to replace the number.

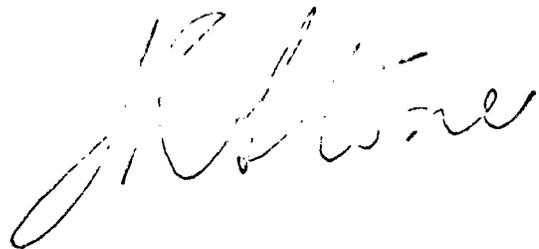
c.c. COMM.
ADC
D/PERS
DSS
DTT

DFS
D/CUST
A/D/IND
DMS

...../2

- 2 -

9. Manitoba suggests that, if the number is removed, the name should be stencilled or stamped on the jacket.
10. The Superintendent, Saskatchewan Penitentiary Farm Annex, recalled with great dissatisfaction in the main institution, when it was suggested that outside numbering be removed. This was approximately ten years ago.
11. Saskatchewan Penitentiary wishes the numbers on the outside of the clothing be retained.
12. British Columbia Penitentiary would accept the removal of numbers, but feels that name tags would need to be sewn on, rather than be of a pinned-on type.
13. Regional Directors, Western and Ontario, agree that the practice of stamping numbers on the outside of clothing should be discontinued.
14. We have not heard from Regional Director (Quebec), Federal Training Centre, the S.C.U., Kingston Penitentiary and Collins Bay Penitentiary.
15. A majority opinion is that numbers on the outside of clothing should be retained in maximum security institutions but that the practice is not necessary in medium and minimum security institutions. Very few respondents are in favour of name tags.



J. H. Stone,
Deputy Commissioner.

JRS/ER

File

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM DE CHIEF, SECRETARIAT.

TO A Commissioner
Deputy Commissioner
Associate Deputy Commissioner
Regional Directors
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUST.
A.D/IND.

SUBJECT SUJET

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1) ✓	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 28, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT SUJET MANAGEMENT POLICY COMMITTEE MEETING
APRIL 28, 1971
MINUTES

1. The Minutes of the April 21st Meeting were approved.

2. The Deputy Commissioner advised that there had been no Minister's weekly meeting this week.

3. AGENDA ITEMS

Nil.

4. DIVISIONAL REPORTING

(a) D.T.T. (i) Inmate Clothing: D.T.T. reported that arrangements have been completed for a clothing display to be set up in our Board Room at 2 P.M., May 12th.

(ii) Life Skills Program: A letter of contract has been addressed to the New Start Corp. on April 21, 1971.

(iii) Sale of Hobbycrafts: D.T.T. reports that he has sent out to the institutions a letter suggesting ways and means of selling hobbycrafts and at the same time asking advice from various institutions on the methods in use for this purpose.

(b) D/PERS. (i) Part II Routine Orders: D/PERS. advises that he has written to the institutions on April 14th last and would like to report in a month from that date to allow the institutions 000178 to study the problem and submit the return.

- 2 -

- (ii) Wearing of Uniform (Custodial) Staff: D/PERS: states that he was still waiting for T.B. reply.
- (c) D.F.S.
 - (i) Guideline for "A" and "B" Budgets: These guidelines have been determined by the Commissioner, Deputy Commissioner and Associate Deputy Commissioner and a proposal is being submitted to the Department.
 - (ii) Travel Claims - Millhaven: The Commissioner has written to the Regional Director (Ontario) on April 22, 1971 on this matter.
- (d) D/C
 - (i) Firearms Policy: D/C reports that an inventory of firearms has been made and will be submitted by Mr. Bilodeau of D.S.S. as soon as this inventory is compiled.
 - (ii) Establishments - Reception Centre: D/C reports no progress on this item.
- (e) SEC.
 - (i) Use of C.P.S. Crest on Rings: SEC. reports letter written to Dorchester authorizing use of crest as requested.
 - (ii) Part III Routine Orders: SEC. reports that the final form should be ready for use on or about May 14, 1971.
 - (iii) Copies of Reports to Regional Directors: A covering letter has been prepared for the signature of the Commissioner to be forwarded with the first issue (April 28, 1971).

5.

NON-AGENDA ITEMS

- (a) Audit Reports on Institutions: The Associate Deputy Commissioner brought up the subject of the co-ordination of action taken or to be taken either by institutions or by this Headquarters on the various items contained in these reports. The Deputy Commissioner said he would issue instructions on this subject.

ACTION BY: D/C

.../3

- (b) Annual Report 1971: The Director of Services and Supplies requested that an extension of 15 days be granted for the submission of the Divisional Annual Report Section, since D.F.S. will not have their preliminary financial report ready before May 10, 1971. SEC. to discuss with Departmental Secretary.

ACTION BY: SEC.

6. DIVISIONAL REPORTING

- (a) D/CUST. reports that he will be meeting Dr. MacIntosh of Queen's University, in the company of Mr. Murray Miller of the Correctional Staff College (Ontario) on Friday, April 30, 1971 for the purpose of obtaining additional information on Dr. MacIntosh's program of physical health.
- (b) D/CUST. informs that the installation of Berka wire at Springhill Institution has not affected the physical appearance of the fence.
- (c) A.D/IND. reports that following his meeting with D.S.S. representatives of the Task Force for a market survey, it seems that no candidate may be found for the salary available. He is still looking for a candidate but advises that the salary may have to be increased if a suitable candidate is found.
- (d) ASSOCIATE D/C advises that contact has been established with C.A.R.E. for the development of possible markets such as educational material, repair of farm equipment and possibly the manufacture of such equipment and also in the field of packaging and warehousing.

GS/tm



G. Surprenant,
Chief, Secretariat.

File

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat.

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A.D./IND.

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1) ✓	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 27, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
APRIL 28, 1971
AGENDA

1. The agenda for the April 28, 1971 Meeting will be as follows:

- (1) Approval of the Minutes of the April 21st Meeting.
- (2) Report by the Commissioner on his meeting with the Minister.
- (3) New items for discussion: Nil.
- (4) Progress Reports: Divisional Heads are requested to report on the following items:
 - (a) D.T.T.:
 - (i) Inmate Clothing.
 - (ii) Life Skills Program - Saskatchewan New Start Corp.
 - (iii) Sale of Hobbycrafts by Agencies Other than C.P.S.
 - (b) D/PERS.:
 - (i) Part II Routine Orders.
 - (ii) Wearing of Uniforms by Custodial Staff.
 - (c) D.F.S.:
 - (i) Guidelines for "A" and "B" Budgets.

- 2 -

- (ii) Travel Claims - Millhaven.
- (d) D/C:
 - (i) Use of Firearms.
 - (ii) Establishments - Reception Centre.
- (e) SEC.:
 - (i) Use of C.P.S. Crest on Rings.
 - (ii) Part III Routine Orders.
 - (iii) Copies of Reports to Regional Directors.
- (5) Non-agenda items.
- (6) Individual reporting by Directors.

GS/tm



G. Surprenant,
Chief, Secretariat.

File

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS
D/CUSTODY
A.D/IND

SUBJECT
SUJET

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
APRIL 21, 1971
MINUTES

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1) ✓	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 26, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

1. The Minutes of the April 21st Meeting were approved.
2. The Commissioner reported that the Minister had agreed to using Dr. Cormier for the S.C.U. study. This study was to look into such matters as the principle involved, the type of inmate, type of program, etc. The Commissioner said he would meet with Dr. Cormier to discuss his employment.
3. The Commissioner stated that:
 - (a) he would visit Kingston on April 22nd where he intended to meet with the Regional Director and address the Elizabeth Fry Society;
 - (b) he will leave on Monday, April 26th for the West where he will address the Elizabeth Fry Society in Vancouver, returning to Ottawa on Wednesday, April 28th. During his absence, Mr. Stone would act as Commissioner.
4. The current format with regard to Management Policy Committee meetings came under discussion during which views were expressed on the advantages and disadvantages of what is now a combined policy and general staff meeting. The consensus was that this procedure had merit and would be continued. It was also agreed that copies of the Minutes of M.P.C. Meetings would in future be sent to the Regional Directors for information only. SEC was requested to prepare, for the Commissioner's signature, an appropriate covering letter to be sent with the first distribution.

- 2 -

ACTION BY: SEC

5. The Commissioner reviewed some of the events of the past week relating to the Kingston Penitentiary riot. He stated that:

- (a) henceforth, in serious disturbances of this kind it appeared that the Minister, the Cabinet and perhaps the Prime Minister would be deeply involved in any decision making;
- (b) certain lessons had been learned from problems which came to light in the operation of the control centre in the Minister's office. Some of the problems encountered were in the areas of reporting, communications as well as the effects of physical exhaustion after days of continuous duty for staff of the institutions and the Regional Director;
- (c) a Board of Inquiry, the composition of which was still being worked out, would be convened;
- (d) he would approach the Minister this date for permission to commence the clean-up at the Institution without further delay;
- (e) it had come to his attention that there may be a shortage of mattresses at the Institution. D.S.S. gave assurance that mattresses were available and that he would give the matter his immediate attention.

6.

AGENDA ITEMS

- (a) Visits and Correspondence - Following brief discussion it was agreed that there was insufficient time to give this item the attention it would require. The Commissioner directed that it was to be placed on the agenda for the May 5th Meeting.

ACTION BY: SEC

- (b) Community Release Centres: A.D.C. commented briefly on this item and some discussion took place. It was agreed that more time would be required in discussion and the Commissioner directed that it was to be placed on the agenda for the May 5th Meeting.

- 3 -

ACTION BY: SEC

7.

Divisional Reporting

- (a) D.S.S. (i) Food - Prison for Women: D.S.S. briefed the Commissioner on this matter and outlined corrective action which was being taken to improve the situation. The Commissioner directed that there was no need for further progress reports.
- (ii) Unfinished projects at Millhaven:
D.S.S. reported that D.P.W. had been requested to proceed with these on an emergency basis. He also stated that landscaping was in hand. The Commissioner directed that there was no need for further progress reports.
- (iii) Paving at Saskatchewan Penitentiary:
D.S.S. stated that Mr. Olson had provided additional justification in an effort to get the submission through. The Commissioner stated that there was no need for further progress reports.
- (b) D.T.T. (i) Inmate clothing: D.T.T. reported that he had been in contact with the Director of Clothing (D.N.D.) and that a clothing display would be set up for viewing in our Board Room at 2:00 P.M., May 12th. SEC was requested to arrange for setting up the display and also to B.F. this item for a progress report after May 12th.

ACTION BY: SEC/DTT

- (ii) Ratio and Vacancy Pattern - Classification Officers: The Commissioner has a report from D.T.T. on this item. He stated that there was no need for further progress reports.

- 4 -

- (iii) Compensation to Injured Inmates: D.T.T. reported that he was still waiting for a reply from the Dept. of Labour Committee. A.D.C. offered to contact the Committee in an effort to hasten. The Commissioner directed that this item be brought forward again on May 19th.

ACTION BY: SEC

- (iv) Life Skills Program - Saskatchewan New Start Corp.: D.T.T. reported that a contract had been drafted. A.D.C. explained how the program would work and that as soon as the Corporation representative presents a course outline a decision would be made regarding feasibility in our Service. D.T.T. stated that the cost would be \$3,000.00 plus allowances which should come out of staff training funds.

(c) D/PERS:

- (i) Part II Routine Orders: D/PERS stated that he was waiting for replies to his letter to the field.
- (ii) Wearing of Uniforms by Custodial Staff: D/PERS stated that he was still waiting for T.B. reply.
- (iii) Millhaven Minimum Annex - Positions: Both D.F.S. and D/PERS spoke on this item and after discussion it was confirmed that "spare" positions in the Region should be used before a submission is made to T.B. to "unfreeze" positions. The Commissioner directed that there was no need for further progress reports.

(d) D.F.S.

- (i) Operation Reliance Inc.: D.F.S. stated that he was in the submission stage with regard to the contract and that funding would be no problem. The Commissioner directed that there was no need for further progress reports.

- 5 -

- (e) D/Custody: (i) Use of Firearms.
(ii) Establishment - Reception Centres.

D.C. stated that he would undertake responsibility for these two items in view of D/Custody's involvement in other matters.

ACTION BY: D.C.

- (f) SEC.: (i) Part III Routine Orders:
SEC stated that he was still working on this item and that he expected to hear from D.B.S. the beginning of next week.
(ii) Inmate Population Summary:
SEC reported that the reason Dr. Ciale's Section required this information for the next year and a half was that they were preparing an index of institutional climate by combining suicides, assaults, escapes, murders, etc. The Commissioner directed that there was no need to report further on this item.

8.

NON-AGENDA ITEMS

- (a) Travel Claims for commuting - Millhaven
D.F.S. stated that claims were coming from personnel on loan to Millhaven claiming 13 cents per mile for daily travel, by private motor car. After discussion it was agreed that these employees should be seconded to Millhaven. Commuting allowance would then be payable at the rate of 5 cents per mile. D/Pers and D.F.S. were requested to arrange and D.F.S. to prepare a letter to Regional Director (Ontario) for Commissioner's signature. D.S.S. said he would investigate to see which of those in his area of responsibility could be transferred to Millhaven now.

ACTION BY: DFS/D.PERS/DSS

.../6

- 6 -

9.

DIVISIONAL REPORTING

- (a) (i) A.D/Ind reported that following the receipt of a "flyer" from CARE, and on the Commissioner's suggestion, he had written to Mr. Kines of that Organization with regard to penitentiary manufactured items which might be of interest to them. A.D/Ind is awaiting a reply.
- (ii) A.D/Ind reported that he had met with Mr. Hofley and Mr. Thibault on April 20th at the A.D.M.'s request to finalize the wording of the contract being entered into with York University covering a study of employers' attitudes in Toronto and surrounding area.
- (iii) Also at A.D.M.'s request A.D/Ind is to contact Mr. Laughton of the Department of Supply & Services to organize a research project to be conducted this summer respecting market developments in the Department of S&S and other Departments.
- (iv) A.D/Ind reported that user trials had been conducted with a mail bag patching machine of American make and that the machine was satisfactory. He is endeavouring to obtain a comparable machine in Canada with the objective of implementing a mail bag repair operation throughout the C.P.S.
- (b) (i) D.F.S. reported that he will attend the Quebec Region Warden's conference on Monday, April 26.
- (ii) D.F.S. reported that he had not yet heard from T.B. regarding guidelines for "A" & "B" Budgets, nevertheless he would proceed with having them typed. He was requested to leave copies of "B" Budget proposals and supporting narrative with the Commissioner, D.C. and A.D.C.

ACTION BY: D.F.S.

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- 7 -

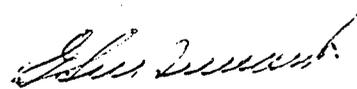
- (c) (i) SEC reported that following notification to the field that there would be no participation in exhibitions and fairs this year, a letter was received from Regional HQ (Western) regarding complaints from inmates that sale of inmate hobbycraft items would be directly affected due to lack of opportunity to display these items. Some discussion followed during which alternatives were suggested. D.T.T. was requested to write institutional heads on this matter to suggest possible alternatives for display and sale of hobbycraft.

ACTION BY: D.T.T.

- (ii) Rings with C.P.S. Crests - SEC reported that a written request had been received from Dorchester Penitentiary to use the C.P.S. crest on signet rings. There was no objection and SEC was requested to advise the Institution accordingly.

ACTION BY: SEC

- (iii) SEC informed the Committee that Mr. John Rama would be the Secretary of the Maximum Security Committee during its six month study.
- (d) D.M.S. reported that one case of infectious hepatitis had come to light at Warkworth Institution.



Chief, Secretariat

PA
21/4/71
882

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE ADC

TO
A COMMISSIONER

SUBJECT
SUJET

Professional Staff Requirements -
Canadian Penitentiary Service

Attached you will find an initial draft which may, or may not, suffice for the Minister as an estimation of our requirements for professional staff.

JOHN BRAITHWAITE

J. Braithwaite.

Attach.

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 21, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

PROFESSIONAL STAFF REQUIREMENTS
CANADIAN PENITENTIARY SERVICE

Our major professional staff requirements are divided into two primary functional areas:

- A) psychiatric and medical; and
- B) classification and counselling.

A. Psychiatric and Medical

The need reflects the staffing pattern required for the proposed Psychiatric Centres. This pattern is still subject to change following consultation with relevant universities and psychiatric associations but a proposed establishment has been drawn up which will serve as a basis for consultation.

The requirements are as follows:

Full-time psychiatrists	- 20
Part-time physicians	- 5
Part-time dentists	- 5
Hospital officers	-348

Qualifications - Psychiatrists, dentists and doctors should be in possession of the relevant qualifications and certified to practice. Hospital officers should possess psychiatric nursing diplomas and for more senior positions, a degree in nursing would be desirable.

The above summary refers to additional positions.

A breakdown on a regional basis giving present establishment and future needs follows:

Present Staff

Atlantic Region

Physicians:	3 contract
Psychiatrists:	3 contract
Dentists:	2 contract
Hosp. Officer:	Nil
(Psychiatric)	

Staff Required to Meet Future Needs

Atlantic Region

Staff sharing arrangement with Maritime Provinces may be considered. Staffing details dependent on result.
Physician part-time:
Dentist part-time:

Present Staff

Staff Required to Meet Future Needs

Quebec Region

Quebec Region

Physicians: 4 full-time
 1 contract
 Psychiatrists: 2 full-time
 1 part-time
 1 contract
 Dentists: 3 full-time
 1 part-time
 1 contract
 Hosp. Officer: 15 (psychiatric)

Staff: Psychiatrists: 5 full-time
 Hosp. Officers: 116
 (Psychiatric)
 Physician: part-time
 Dentist: part-time

Ontario Region

Ontario Region

Physicians: 3 full-time
 2 part-time
 2 contract
 Psychiatrists: 2 full-time
 4 contract
 Dentists: 1 full-time
 5 contract
 Hosp. Officer: 13 (Psychiatric)

Staff: Psychiatrists: 5 full-time
 Hosp. Officer: 116
 (psychiatric)
 Physician: part-time
 Dentist: part-time

Prairie Region

Prairie Region

Physicians: 1 full-time
 2 contract
 Psychiatrists: 1 full-time
 1 part-time
 2 contract
 Dentists: 2 part-time
 Hosp. Officer: 3 (psychiatric)

Staff: Present plans are to share
 hospital with Provinces of
 Alberta, Manitoba and Saskatchewan
 Psychiatrists: 5 full-time
 Hospital Officers: 116
 (psychiatric)
 Physician: part-time
 Dentist: part-time

Western Region

Western Region

Physicians: 3 contract
 Psychiatrists: 2 full-time
 1 contract
 Dentists: 1 part-time
 1 contract
 Hosp. Officer: 12 (psychiatric)

Staff: Psychiatrists: 5 full-time
 Hosp. Officers: 116
 (psychiatric)
 Physician: part-time
 Dentist: part-time

- 3 -

B. Classification and Counselling

Projection of additional professional staff (Classification Officers and Psychologists) requirements over five years:

This projection assumes that the 1971-72 estimates are approved. It reflects the fact that the greater number of temporary absences; the more thorough assessments now required by the visiting National Parole Board members; and, greater diversification of duties, has made the 1/75 ratio for traditional institutions already obsolete for Classification staff. It also attempts to correct the inadequacy of the 1/200 ratio for Psychologists. Finally, it takes into consideration an estimated increase of 300 inmates per annum (except for 75-76 set at 400 (letter from DFS, 18 March 1970, file 412/71-72(1))).

The projection is based on the following ratios:

- A. (a) Classification Officers, "traditional institutions - 1/65
(b) Classification Officers, Living Unit institutions - 1/50
(c) Classification Officers, Regional Reception Centres - 1/40
(d) Classification Officers, Regional Medical Centres - 1/40
- B. (a) Psychologists, all institutions - 1/125
(b) Psychologists, Regional Reception Centres - 1/40
(c) Psychologists, Regional Medical Centres - 1/40
- C. (a) One Classification Officer or Psychologist to assist the Chief, Classification and Psychological Services in Head Office.

Qualifications

- (a) Assistant Regional Directors and Supervisors of Classification; Post graduate degree in social work, psychology, sociology, criminology, with extensive experience;
- (b) Classification Officers; Preferably post graduate degree as above, or at least a B.A. with a major in one of the behavioural sciences; and,
- (c) Psychologists: Minimum requirements - Master's Degree in psychology (clinical or social) preferred.

In summary, we will require a total of 54 Classification Officers and 27 Psychologists on or shortly after April 1, 1976.

John Braithwaite,
Associate Deputy Commissioner
April 21, 1971

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Director of Personnel.

1722 M.P.C. ←

Chief, Staff Training.

April 20, 1971.

USE OF STAFF COLLEGES
TRAINING OF CORRECTIONAL STAFF

1. Reference your memorandum dated March 24, 1971, this file, on the above subjects, please find enclosed:

- (a) a summary of the courses conducted at each of the three Staff Colleges during the 1970/71 fiscal year, from which you will note that the Colleges were not used to anywhere near their capacity for courses; however, a few conferences were held at the Colleges and facilities were used on occasion by other Government Departments. Use of the Colleges is not likely to change appreciably, until we inaugurate an expanded program for Correctional Officers;
- (b) those sections of the minutes of the Headquarters' Education Committee meeting of April 15, 1971, indicating the decisions taken with respect to a continuous training program for Correctional staff.

Original signed by
R. W. Cunningham
Chief, Staff Training.

EMC/ja

Atts.

EXTRACT FROM THE MINUTES OF THE HEADQUARTERS
EDUCATION COMMITTEE MEETING OF APRIL 15, 1971.

ITEM 1

ROLE OF THE CORRECTIONAL STAFF COLLEGES
TRAINING OF CORRECTIONAL STAFF

Memorandum dated March 31, 1971, file 34 (1) and Appendix "A" thereto were reviewed and the following decisions arrived at with reference to the questions outlined in the agenda:

- (a) there is a requirement for a continuous training program for Correctional Officers;
- (b) there is a requirement for a ten man day per year training allotment for Correctional Officers which should be incorporated into the "man day" figure used to calculate the Correctional Officer establishment of each Institution. Regional Training Officers will be required to ensure that an appropriate training program is established and a monitoring system devised to ensure that each Correctional Officer receives training based upon an average of ten man days per year;
- (c) the training program for Correctional Officers will include the topics outlined in the agenda and a study shall be made to determine the use of weapons within Institutions and from this study an appropriate training program will be devised which will incorporate subjects of this nature into the total training program;
- (d) all levels of Correctional Officers require a continuous training program. The total program will, in all probability, include training within the Institution, courses at a Correctional Staff College, and training outside the Service in accordance with the Correctional Officer Training Plan as outlined in Chapter 7, Section 10, of the Personnel Policy Manual;
- (e) with the exception of the Induction Custodial Course, those courses now conducted at the Correctional Staff Colleges, whether custodial or otherwise, will be provided to Institutional personnel following promotion to positions at the level for which the course has been designed.

ACTION: Director of Custody and Chief, Staff Training.

COURSES CONDUCTED AT CORRECTIONAL STAFF COLLEGES DURING THE FISCAL YEAR 1970/71

<u>COURSE TITLE</u>	<u>DURATION</u>	<u>NO. OF COURSES</u>			<u>NO. OF CANDIDATES</u>		
		<u>QUEBEC</u>	<u>ONTARIO</u>	<u>WESTERN</u>	<u>QUEBEC</u>	<u>ONTARIO</u>	<u>WESTERN</u>
INDUCTION CUSTODIAL	6 weeks	1	4	2	24	85	35
BASIC ADMINISTRATION	4 weeks	1	1	2	23	15	40
METHODS OF INSTRUCTION	3 weeks	2	2	-	23	37	-
INDUCTION TRADES	4 weeks	1	1	2	9	12	26
CORRECTIONAL OFFICER	4 weeks	-	2	1	-	43	14
INDUCTION TRAINING (INDIANS)	5 weeks	-	1	-	-	26	-
INDUCTION TRAINING (INDIANS) (PHASE 2)	2 weeks	-	1	-	-	4	-
TOTAL		5	12	7	79	222	115

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& distributed
N/M*

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS
D/CUSTODY
A.D./IND

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
APRIL 21, 1971
AGENDA

OUR FILE - N/RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 19, 1971.	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

1. The agenda for the April 21, 1971 Meeting will be as follows:

- (1) Approval of the Minutes of the April 14th Meeting.
- (2) Report by the Commissioner on his meeting with the Minister.
- (3) New Items for discussion:
 - (a) Visits and Correspondence (draft directives 326, 326.01, 326.02, 326.03 and 326.04).
 - (b) Additional Community Release Centres (documentation attached).
- (4) Progress Reports: Divisional Heads are requested to report on the following items:
 - (a) D.S.S.:
 - (i) Food - Prison for Women.
 - (ii) Millhaven - unfinished projects.
 - (iii) Paving - Saskatchewan Penitentiary.

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- 2 -

- (b) D.T.T.: (i) Inmate Clothing.
 - (ii) Ratio and vacancy pattern - Classification Officers.
 - (iii) Compensation to injured inmates.
 - (iv) Life skills program - Saskatchewan New Start Corp.
 - (c) D/PERS: (i) Part II Routine Orders.
 - (ii) Wearing of iniforms by custodial staff.
 - (iii) Millhaven Minimum Annex - positions over authorized formula.
 - (d) D.F.S.: Operation Reliance Inc. - contract and funds.
 - (e) D/CUSTODY: (i) Use of firearms.
 - (ii) Establishment - Reception Centres.
 - (f) Chief, SEC.: (i) Part III Routine Orders.
 - (ii) Inmate Population.
- (5) Non-agenda items.
- (6) Individual reporting by Directors.

W.J. MEDER/dg


Chief, Secretariat

ADDITIONAL COMMUNITY RELEASE CENTRES

Background

Four Community Release Centres have been operating in Montreal, Toronto, Winnipeg and Vancouver for some time and their programs have helped ensure the successful re-entry into the community of inmates who have not obtained paroles.

At the same time, other institutions, not served by Community Release Centres, have moved ahead in developing community focussed programs involving temporary absence and day parole, enabling inmates to enter into education and employment opportunities in the community. The ultimate success of these programs have been hindered somewhat by the lack of Community Release Centres and the lack of adequate private half-way houses.

Proposal

It is proposed that the Service establish additional Community Release Centres in the following areas listed according to priority:

1. Calgary
2. Edmonton
3. Atlantic Region (Moncton and/or Halifax)
4. Regina

Considerations

One alternative to the establishment of Community Release Centres would be the use of private half-way houses on a contractual basis. However, Departmental Headquarters has not as yet been able to develop an adequate contractual formula and is still operating on a grant basis in relation to half-way houses. It is anticipated that a study, which has not yet begun, into this whole area will take some 18-24 months.

The need is sufficiently great and standards within half-way houses so diverse that we should establish our own Community Release Centres. These Community Release Centres should be prepared to accommodate not only inmates of the Penitentiary Service but also parolees under temporary suspension or who are experiencing temporary crises situations. In addition, it would be desirable if all residents of a Community Release Centre enjoyed the status of day parolees with one of the conditions of their parole being that they adhere to all the rules and regulations imposed by the Superintendent of the Centre.

- 2 -

Should half-way houses develop to such an extent that we could delegate our responsibility for pre-release programming to them these proposed Community Release Centre could then become minimum security institutions operating within the urban community.

It is suggested that all the proposed Centres be housed in rented accommodations.

It is further suggested that we hold a competition for three Superintendents of Community Release Centres, i.e. those destined for Calgary, Edmonton and the Atlantic Region, and that the successful candidates spend a period of orientation in one of our existing Community Release Centres and also in St. Leonard's Half-Way House, Windsor. The Executive Director of the latter establishment will be going on educational leave from September, 1971 to May, 1972 and the Society has offered, to this Service, the opportunity of orienting and training a member or members of our staff by having the Executive Director replaced by Penitentiary Service personnel during this period.

If these proposals are accepted, it would be appropriate to have our intentions made public at the forthcoming Congress of the Canadian Criminology and Corrections Association which is focussed on community correctional programs.

Recommendation

It is recommended that we establish Community Release Centres in Calgary, Edmonton and the Atlantic Provinces (exact location of the latter to be determined); a competition be held to select three Superintendents; and, the successful applicants to receive training in our existing Community Release Centres and the St. Leonard's Half-Way House in Windsor.

John Braithwaite,
Associate Deputy Commissioner

April 15, 1971

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and
distributed*

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
À

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/Pers
D/Custody
A. D/Ind.

SUBJECT
SUJET

SUBJECT
SUJET
MANAGEMENT POLICY COMMITTEE MEETING
APRIL 14, 1971
MINUTES

DUP FILE - /N/RÉFÉRENCE <i>PA</i> 1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE April 16, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

1. The Minutes of the April 7th Meeting were approved subject to the following amendments:

- (a) on page 3, 9th line of sub-paragraph (c), insert "professional" instead of "correctional";
- (b) on page 4, at the end of sub-paragraph (g), after "Action by", delete "D.T.T." and substitute "D/Custody";
- (c) on page 4, at the end of line two and the beginning of line three of sub-paragraph (i), delete "the most senior" and substitute "an".

2. AGENDA ITEM: VISITS AND CORRESPONDENCE

D.T.T. presented draft directives 326, 326.01, 326.02, 326.03 and 326.04 and spoke briefly on the basic changes contained in these directives over present policy and procedures. Some general discussion took place during which A.D.C. mentioned that another paper would be presented on the subject of conjugal visiting. The Commissioner stated that since there had been no opportunity to study these draft directives, he wished it to be noted that copies were received and that this item will be included on the agenda for the next M.P.C. Meeting.

ACTION BY: SEC

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- 2 -

3. PROGRESS REPORTS ON ITEMS FROM PREVIOUS MEETINGS:

- (a) D.S.S.:
- (i) Millhaven: Mr. Olson has the list of unfinished projects and is taking action.
 - (ii) Paving - Saskatchewan Penitentiary: Mr. Olson has written to Treasury Board on this item.
- (b) D.T.T.:
- (i) Inmate Clothing: D.T.T. stated that a letter has been sent to Institutions requesting their comments by April 30th. He had also telephoned the Deputy Minister of Corrections (Ontario) to set up visits to some provincial institutions to examine inmate clothing.
 - (ii) Ratio and Vacancy Pattern of Classification Officers: D.T.T. reported that he had given the Commissioner a paper on this item.
 - (iii) Compensation to injured inmates: D.T.T. reported that he is still assembling information, including what is being done in other countries. He also mentioned that his Division was in contact with the Department of Labour Committee and was expecting comments from that body.
- (c) D/Pers:
- (i) Part II Routine Orders: D/Pers reported that a letter has been sent to Institutions telling them to discontinue sending Part II to this HQ and asking them for comments and recommendations with a view to abolishing this form of reporting.
 - (ii) Wearing of Uniforms - Custodial Staff: D/Pers reported that this would be a long drawn-out process because it was a "money" item for employees and as such there would be Union and Treasury Board involvement. He is waiting to hear further from Treasury Board.
 - (iii) Recruiting Standards: D/Pers will be following-up with the Community Colleges. The Commissioner stated that there was no need for further progress reports on this item.

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- 3 -

- (iv) Contract for Dr. Cormier: The Commissioner intended to have discussions with D.M.S. with regard to using Dr. Cormier on the S.C.U. study. It would be decided then whether or not he should be offered a contract. The Commissioner stated that this item need not be reported upon again.
- (d) D.F.S.:
- (i) Parking - St. Hubert Centre: D.F.S. reported that a letter had gone out advising the Centre of the decision taken at the April 7th Meeting. The Commissioner stated that there was no need for further progress reports on this item.
 - (ii) "B" Budget: D.F.S. brought the members up-to-date on this item. He mentioned some of the items which would be adjusted or eliminated and that others would be left in or added.
- (e) D/Custody:
- (i) Firearms: In the absence of D/Custody, the D.C. reported that a questionnaire had been sent to Institutions.
 - (ii) Reception Centre Establishment: The D.C. explained what D/Custody was required to do on this item.
- (f) SEC:
- (i) Part III Routine Orders: SEC explained the current status of this item and that he was proceeding with the task of working out an alternative method of reporting inmate movements. He stated that the Department's Correctional Research Section would require information on punishment awards for about another year and a half. The Commissioner requested SEC to find out the reason for this requirement.

4. NON-AGENDA ITEM - TYPING AND TRANSCRIBING UNIT STUDY:

- (a) The Commissioner had Mr. Rama give his presentation of the Management Consultant's study following which discussion and questioning took place with regard to the recommendations. The Commissioner stated he was satisfied with the study and it was agreed that the recommendations should be implemented.

.../4

- 4 -

- (b) With regard to staffing the new positions for Works, Treatment and Training, Custody and Financial Services, it was agreed that Divisions concerned should proceed with writing job descriptions and forward them to D/Pers for classification and staffing action.
- (c) It was agreed that the sharing of positions, where this arrangement was indicated in the recommendations, should be controlled within the Divisions concerned.
- (d) The provision of replacements for assigned secretaries who are on annual leave, or who are otherwise absent, was discussed and the problems of acting pay were mentioned. It was agreed that requests for such replacements are to be directed to D/Pers (Staffing) who could liaise with SEC if required.
- (e) It was agreed that a follow-up would be made in 1971-72 and that adjustments could be made where necessary and in the light of recommendations that will be forthcoming from the National HQ study which is currently in progress.

5. DIVISIONAL REPORTING:

- (a) Inmate Selection Process - Co-operation with National Parole Service: A.D.C. presented a paper relating to the parole experiment in Alberta and proposing that it be expanded to include the whole of the Prairie Provinces and the Atlantic Region. Following discussion, it was agreed to accept the proposal in principle as well as the target date for implementation.
- (b)
 - (i) D.T.T. reported that the Establishment Review Committee would be going to Dorchester next week and wished to meet with M.P.C. before leaving.
 - (ii) D.T.T. reported that a draft contract with Operation Reliance Inc. of Toronto was prepared in his Division and passed to D.F.S. to examine. The contract involved \$20,000., of which \$16,000. has been "found" by the Regional Director (Ontario). D.T.T. has forwarded a submission to D.F.S. asking him to "find" the balance.
- (iii) D.T.T. spoke about the Saskatchewan "New Start" Corporation and their life skills course. He stated that he was meeting with a corporation representative to discuss the application of such a program to our institutions. The Commissioner requested D.T.T. to make a submission to him for his examination.

ACTION BY: D.F.S.

.../5

- 5 -

- (c) (i) D.F.S. mentioned the annual report and stated that certain figures would not be available and therefore the deadline date could not be met. The Commissioner confirmed that there was an understanding and such statistics could only be provided when available.
- (ii) D.F.S. also brought up the matter of positions over the authorized formula for the Millhaven Minimum Annex. After discussion it was agreed that rather than go to Treasury Board to "un-freeze" positions, action should be taken to transfer positions from elsewhere in Ontario Region.

ACTION BY: D/Pers D.F.S.

- (d) SEC reported that there would be 38 C.P.S. members attending the Canadian Criminology and Corrections Congress and that the cost would be approximately \$8,604.00.
- (e) D.C. stated that he had sent a memo to Divisions that morning with regard to amending the Penitentiary Act and inviting suggested amendments.


Chief, Secretariat

W.J. MEDER/sah

Commissioner

6544 (1)

6351 (1)

222 (1)

— 1722/LPC(1)

Acting D/Industries

April 14, 1971.

Publication of recent Management
Policy Committee Decisions

1. I forward herewith, for your consideration and hopefully for your approval and signature, three general letters concerning subjects which were recently considered and approved by the M.P.C.
2. The ratio of industrial Instructors to inmates was approved during the M.P.C. Meeting of February 24th.
3. The 1 to 7 ratio of general duty and relief Instructors to regular industrial shop Instructors was approved on March 24th; the operation of pre-employment training shops and the organization structure of the production and training division at Institutions was approved on the same date.

Original Signed

R. J. TUCKER

Acting D/Industries.

RSP/MSIC
Att.

REGIONAL DIRECTORS
INSTITUTIONAL HEADS

222 (1)
6544 (1)

April 14, 1971.

Ratio of Industrial Shop
Instructors to Inmates

1. Some five or six years ago a ratio of one (1) Industrial Shop Instructor to ten to fifteen (10 - 15) inmates (excluding Relief Instructors), was set out as a general rule or guide line. It has recently been found that this ratio was too general and that it required refinement to provide adequate Instructor supervision in the different types of Industrial activities currently in operation.
2. Accordingly, this guide line was recently reviewed at this Headquarters and revised as set out in "Appendix A" attached.
3. These are interim guide lines which will not be definitely finalized until the study of the Evans' Report on Industries and the re-organization of the National Headquarters are completed.
4. Meanwhile, these interim guide lines set out the minimum permissible number of inmates which justify the operation of an Industrial activity and the existence of a position of Instructor. Should the number of inmates assigned to a specific Industrial shop or activity be reduced below the minimum numbers set out in Appendix "A" for periods exceeding two to three months, it will be necessary to seriously consider the advisability of closing out of the activity in question and the possible abolition of the Instructor position affected by such action.

Att.

Commissioner.

Interim Guide Lines Governing the
Ratio of Instructors to Inmates
in Industrial Shops

General

These ratios are exclusive of General Duty & Relief Instructors.

1. Canvas Shop

1 Instructor to 10 - 20 inmates, depending on the type of work being performed, i.e.

a) mail bag manufacture and repair -
1 Instructor to 15 - 20 inmates;

b) manufacture of complex and difficult canvas products -
1 Instructor to 10 - 15 inmates.

2. Cabinetmaking shops, clothing manufacture (tailor shop), shoe and footwear manufacture (shoe shop), printing, broom and brush, bookbinding and sheet metal shops -

1 Instructor to 10 - 15 inmates.

3. Paint & Industrial finishing, electronic, welding, auto body repair and repainting, sign manufacture, upholstery and machine shops -

1 Instructor to 8 - 10 inmates.

4. Auto Repair (Mechanical)

1 Instructor to 6 - 8 inmates.

5. All Other Shops

1 Instructor to 10 - 15 inmates.

REGIONAL DIRECTORS
INSTITUTIONAL HEADS

222 (1)

April 14, 1971.

Provision of General Duty & Relief Instructors.
Ratio of General Duty & Relief Instructors to
Regular Industrial Shop Instructors.

1. Some seven or eight years ago the concept of providing General Duty & Relief Instructors to relieve regular Industrial Shop Instructors during their absences, was adopted. At that time the tentative principle or guide line adopted as the basis for providing such relief Instructors was that one (1) General Duty & Relief Instructor may be provided for every seven (7) regular industrial shop Instructors.
2. This subject has recently come up for review at this Headquarters and the need for providing general duty and relief Instructors was re-affirmed. The provision of such relief Instructors on the ratio of one (1) General Duty & Relief Instructor for every seven (7) regular industrial shop Instructors was also approved on the basis that this is the absolute maximum provision that will be allowed for the relief of regular shop Instructors. Furthermore, it is generally felt that in several Institutions in which there exist several shops which are supervised by either two or three regular shop Instructors, through efficient, economical management and the movement of regular Instructors around to cope with emergencies, it should not be necessary to provide relief Instructors to the full extent of the "one to seven" ratio.

Commissioner.

REGIONAL DIRECTORS	6531 (1)
INSTITUTIONAL HEADS	6544 (1)

April 14, 1971.

Pre-employment Training
Organization of Institutional
Production and Training Division

1. The practice of operating pre-employment training shops was recently reviewed at this Headquarters and re-affirmed on the basis set out hereunder.

Pre-employment training shops -

- a) May be operated in the fields of woodworking, metal working, motor vehicle repair (mechanical); in welding, where and when such training shops are deemed, by this Headquarters, to be justified to fill continuing needs for semi-skilled inmate welders, in institutional production programs; in specialized fields and on short term basis, to prepare inmates for post release employment in specific specialized fields in commercial industry.
- b) Shall provide semi-trained inmates to industrial and maintenance shops.
- c) Shall not be operated in Institutions where formal Vocational Training courses are already established and in operation, provided that the vocational training organization can and will provide industrial and maintenance shops with adequate numbers of semi-trained inmates.
- d) Shall not be operated in fields other than those specified in "a" above, without prior approval of this Headquarters.

- 2 -

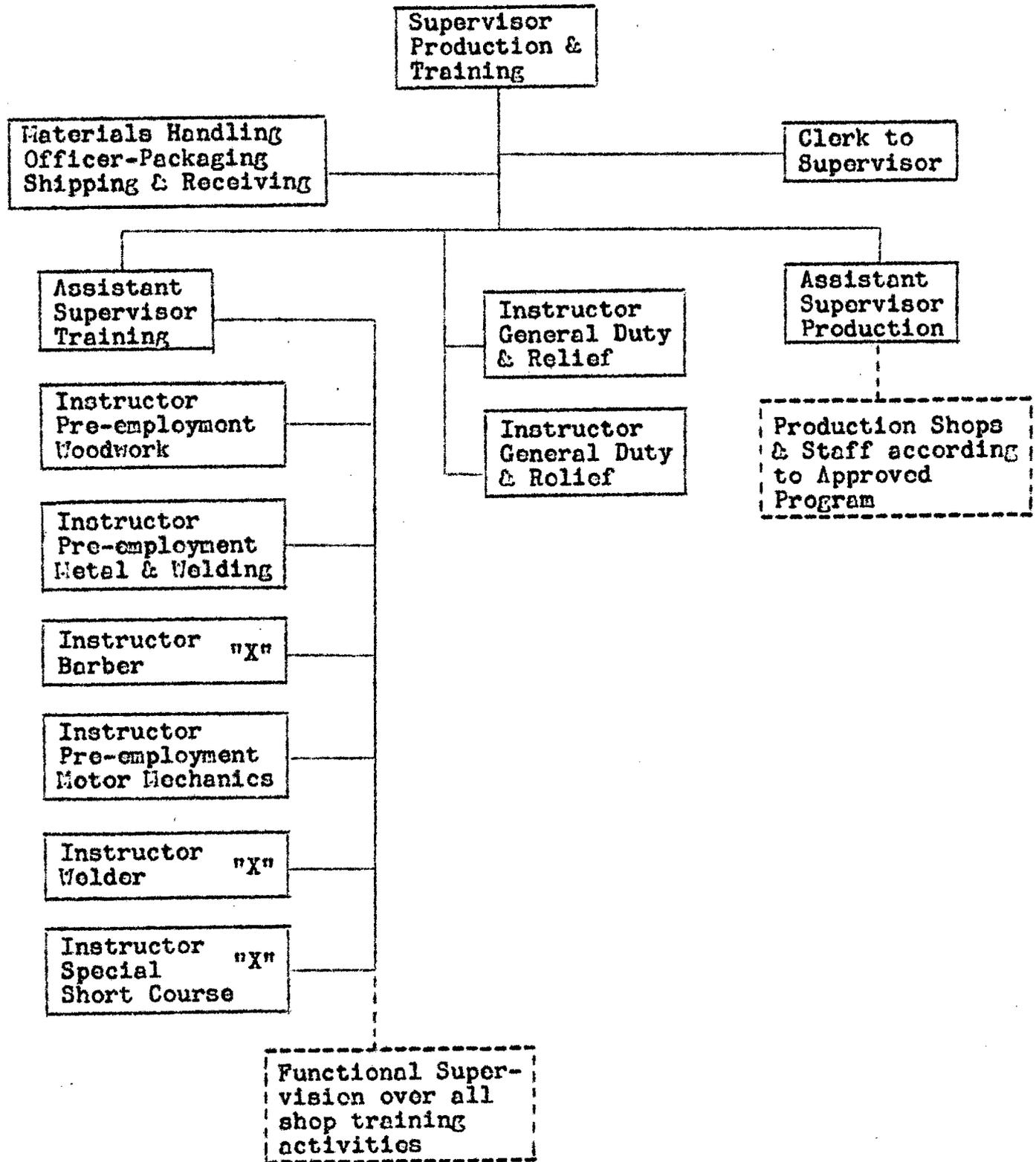
2. A new Divisional Instruction on pre-employment training is being written and this will be published in the near future. This Divisional Instruction will include the aims and purposes of pre-employment courses, training standards, the duration and content of courses.

3. Where applicable, in Institutions in which pre-employment and production programs are operated, the production and training division will be organized in the manner illustrated in the organization chart attached at Appendix "A". This organization is similar to that already approved for A&Y Institutions.

Att.

Commissioner.

ORGANIZATION CHART
PRODUCTION & TRAINING DIVISION



"X" where applicable

INMATE SELECTION PROCESS - COOPERATION WITH NATIONAL PAROLE SERVICE

Background

For sometime now the National Parole Service staff in Alberta have been conducting a cooperative experiment with the Penitentiary Service which involves Parole Officers interviewing men sentenced to penitentiaries and directing their initial placement in either Prince Albert or Drumheller.

This experiment, which has been going on for a number of months, has proven to be quite successful and has resulted in considerable savings to the Penitentiary Service.

At the same time, it provides the Parole Service with an opportunity to become acquainted with the offender very early in his sentence.

Current Proposal

It is now suggested that this experiment be expanded to include the whole of the Prairie Provinces and the Atlantic Region.

Considerations

In order to expand the project, the Parole Service will have to add additional staff at the Prince Albert office but otherwise they have sufficient manpower to proceed.

Guidelines or criteria for institutional assignment will have to be prepared by Chief of Classification, working in co-operation with the Parole Service.

It will also be necessary to conduct an orientation conference for Parole Service representatives. It would be helpful if the National Parole Service District Representatives in Calgary and Edmonton, along with Penitentiary representatives of Prince Albert and Drumheller, could take leadership roles in such an orientation conference as they could speak from their background of experience.

Part of this proposal includes the Parole Service Officer submitting to the receiving institution a post-sentence report on the offender in all cases where a probation officer's pre-sentence report is not available. This means that each inmate entering a penitentiary would have a report following him and this would be of considerable assistance to institutional staff.

- 2 -

Benefits

Based on our experience to date, the initial placement process would not suffer but would be handled with a great deal more economy.

Each inmate entering a penitentiary would have following him either a pre-sentence or a post-sentence report.

The Parole Service would be involved in the inmate's program at the outset.

The need for extensive, expensive Reception Centres would be modified downwards.

The total project would result in greater teamwork with the National Parole Service.

Recommendation

It is recommended that the Management Policy Committee support this proposal and that a target date for implementation be set for July 1, 1971.

John Braithwaite,
Associate Deputy Commissioner

April 13, 1971

P.A. please

**CHIEF OF STAFFING
CHIEF, CLASSIFICATION & PAY**

251/23 (1)
1722/M.P.C.

DIRECTOR OF PERSONNEL

April 15, 1971.

Typing and Transcribing Study

1. The study conducted by the Management Consulting Service on the typing and transcribing service has been reviewed and approved by the Management Policy Committee.
2. The summary of the findings will be found on pages two and three, and briefly the recommendations are that four Pool positions be transferred, with two to D.S.S., one to D.T.T. and one to Custody. It also recommends that an ST position be made available to Finance when the Chief of Internal Audit commences producing reports, but this is not likely to happen for another year.
3. I informed the members of the Management Policy Committee that we would take no action in Personnel until we received job descriptions from the appropriate Divisions, at which time the positions would be classified and subsequently filled by Staffing as appropriate.
4. Once the four positions are transferred, there might be a need, in view of the reduced establishment and workload in the Pool, to review the classifications of the Supervisor and Assistant Supervisor.

Approved by
J. A. GIROLAMI

J. A. Girolami,
Director of Personnel.

MEMORANDUM
GOVERNMENT OF CANADA



NOTE DE SERVICE
GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS
D/CUSTODY
A. D/IND

OUR FILE - N/RÉFÉRENCE		PA
1722/M.P.C. (1)		
YOUR FILE - V/RÉFÉRENCE		
DATE		
April 13, 1971		
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.	

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
APRIL 14, 1971
AGENDA

1. The agenda for the April 14, 1971 Meeting will be as follows:

- (1) Approval of the Minutes of the April 7th Meeting.
- (2) Report by the Commissioner on his meeting with the Minister.
- (3) New items for discussion:
 - (a) Visits and Correspondence - D.T.T.
- (4) Progress Reports: Divisional Heads are requested to report briefly on the following items:
 - (a) D.S.S.:
 - (i) Food - Prison for Women.
 - (ii) Millhaven - unfinished projects.
 - (iii) Paving - Saskatchewan Penitentiary.

.../2

- 2 -

- (b) D.T.T.:
 - (i) Inmate clothing.
 - (ii) Ratio and vacancy pattern - Classification Officers.
 - (iii) Compensation to injured inmates.
 - (c) D/PERS:
 - (i) Routine Orders Part II.
 - (ii) Wearing of Uniforms - Custodial Staff.
 - (iii) Recruiting standards.
 - (iv) Contract - Dr. Cormier.
 - (d) D.F.S.:
 - (i) Parking - St. Hubert Centre.
 - (ii) "B" Budget increases.
 - (e) D/CUSTODY:
 - (i) Use of firearms.
 - (ii) Establishment - Reception Centre.
 - (f) Chief, SEC:
 - (i) Routine Orders Part III
 - (ii) Inmate Population Summary Reports - terminology.
- (5) Non-agenda items for discussion.
- (6) Individual reporting by Directors.

W.J. MEDER/cag


Chief, Secretariat

*Reproduced
distributed*

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

PA

FROM
DE

CHIEF, SECRETARIAT

TO
A

COMMISSIONER
DEPUTY COMMISSIONER
ASSOCIATE DEPUTY COMMISSIONER
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS.
D/CUSTODY
A.D/IND.

OUR FILE - VOTRE RÉFÉRENCE	
1722/M.P.C. (1)	
YOUR FILE - VOTRE RÉFÉRENCE	
DATE	
April 13, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

Subject MANAGEMENT POLICY COMMITTEE MEETING
Sujet APRIL 7, 1971
MINUTES

1. The minutes of the March 31st meeting were approved subject to amendments to Paragraphs 6,7,8,9(d),9(f),13(e) and 13(f). (Revised pages 2, 3 and 5 incorporating these amendments have been distributed.)

2. The Commissioner reported on his meeting with the Minister during which the following items had been discussed:

- (a) Design for Maximum Security Institution: The Minister has been informed that:
 - (i) a working committee had been set up
 - (ii) the first meeting would be held on April 16th
 - (iii) agenda items are being prepared, and
 - (iv) the committee would work toward presenting a report on an acceptable design within a six month time limit.
- (b) Mission Complex: The Commissioner stated that letters of reply are going out to M.P.s and others who had written the Minister on this matter. Copies of these letters will be circulated on the "Floater" file for all to see.
- (c) Purchase of land at Leclerc: The Minister agreed to this in principle.
- (d) Sale of Houses at Dorchester: The Minister agreed that the houses would be sold and that individuals such as penitentiary officers should be given the first opportunity to buy.
- (e) Psychiatric Centre: A position paper has been left with the Minister who indicated that he would study it during the Easter recess and discuss it with the Commissioner upon his return.

.../2

- 2 -

- (f) Correspondence for the Minister's signature: Correspondence for the Minister's signature should now be dated April 19th - the date he will return after the Easter recess.
- (g) Inmate Clothing: The Commissioner stated that he had informed the Minister of the current status of this matter.
- (h) Doctor Cormier: The matter of a contract with Dr. Cormier was discussed. D/Pers. was requested to check into and report upon the feasibility of a contract, following which the Commissioner will discuss it with A.D.C. and D.M.S.

ACTION BY: D/Pers.

3. Meeting in Ontario Region with Public Service Alliance: The Commissioner stated that he considered that the meeting on Monday with the P.S.A. people had been a successful one. During discussion the matter of lack of consultation on the part of some of the Wardens had come up.

4. The Commissioner reported that he had met with the Wardens the same afternoon, and the following items were discussed:

- (a) It was found that there was a need to define clearly the authority that Regional Directors would have over Wardens. This would be clarified in the Regional Organizational Chart.
- (b) Millhaven - is now ready to accept inmates and transfers are to commence. The Commissioner gave D.S.S. a list of unfinished projects to take action upon. There had been a complaint that certain items of officers' uniform were in short supply and D.S.S. is to investigate.

The Commissioner mentioned the subject of Visits and Correspondence and that it is to be an agenda item for the next M.P.C. meeting. D.T.T. is to make a review of the policy and present a draft paper for the meeting.

ACTION BY: D.S.S./D.T.T./SEC

- (c) Prison for Women:
 - (i) Food: D.S.S. gave some views on the reasons why a food problem exists. He will be investigating this during his visit to the institution on April 8th and will provide the Commissioner with a report.

ACTION BY: D.S.S.

- (ii) Closing of the Shirt Factory: After some discussion the Commissioner stated he would be visiting the Institution on April 22nd at which time he would look into the matter. He also intends to follow-up on the food problem in the light of the report D.S.S. will provide.

5. There were no new agenda items for discussion.

6. Progress Reports - items from previous meetings.

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- 3 -

(a) Routine Orders:

Part I: Institutions have been instructed to discontinue sending Part I to this HQ.

Part II: D/Pers. stated that Part II was not required at this HQ. He was requested to notify Institutions accordingly and to determine if publication could be discontinued entirely.

ACTION BY: D/Pers.

Part III: SEC reported that publication of Part III is to continue for the time being. A meeting has been held and opinions are being obtained to work out alternative methods of reporting inmate movements.

ACTION BY: SEC

(b) Wearing of Uniforms by Custodial Staff: D/Pers reported that he had discussed this matter with T.B. representative and will report further on the matter.

ACTION BY: D/Pers.

(c) Recruiting Standards: D/Pers. reported briefly on this item. He noted that in recent hirings some applicants did have Grade XII and others had their B.A. Work is continuing on this item.

The matter of standards for all professionals was also discussed. A.D.C. reported that there was a committee being formed in the Department which will look into the whole field of correctional manpower. The Commissioner confirmed that this should be departmentally coordinated. He stated that he wanted a report prepared showing our own correctional manpower needs for the next 5 years and that he would then take the matter up with the Minister.

ACTION BY: A.D.C.

(d) Inmate Clothing: D.T.T. reported that a meeting is to be held early in May with D.N.D. representatives. Problems of our Service will be discussed and full advantage will be taken of D.N.D. expertise.

ACTION BY: D.T.T.

(e) Inmate Identification: D.C. reported that a letter has been sent to Institutions directing them to discontinue the practice of stamping registration numbers on the outside of inmate clothing for identification purposes. In the same letter he requested opinions by April 30th on the desirability of issuing name tags. Upon receipt of replies this item will be proceeded with.

ACTION BY: D.C.

- 4 -

- (f) Use of Firearms: D/Custody is preparing a questionnaire to be completed by all institutions. The Commissioner stated that when their replies come in a policy is to be formulated which would then be sent back to the Institutions for comment.

ACTION BY: D/Custody

- (g) Establishment for a Reception Centre: D/Custody spoke briefly on this item. It was agreed that the proper approach was to first establish minimum requirements. These would be referred to the Establishment Review Committee for study and its recommendations would, in turn, be referred to the M.P.C.

ACTION BY: D.T.T.

- (h) Ratio and Vacancy Pattern - Classification Officers: D.T.T. was requested by the Commissioner to report back to him on this item.

ACTION BY: D.T.T.

- (i) Organization Chart - Regional Headquarters

(i) Some discussion took place on the subject of a Regional Medical Officer. The Commissioner confirmed that the most senior institutional medical officer would perform this role in addition to his institutional functions.

(ii) D.C. brought up the subject of control over psychological services. After discussion it was agreed that the Chief, Psychological and Classification Services at Regional HQ would have functional authority only, over institute psychologists.

7.

Non-Agenda Items

- (a) D.T.T. spoke on the subject of a parking problem at St. Hubert Centre. It was noted that a garage is provided at public expense for the one institutional vehicle and that the area was adequately served by the public transportation system. It was agreed therefore that the use of public funds to provide parking space for employees could not be substantiated and that the practice would cease. The institution is to be notified of this decision.

ACTION BY: D.F.S.

- (b) D.T.T. also brought up the subject of compensation for injuries sustained by inmates. Different views were expressed regarding whether or not there is an entitlement if an inmate is injured while involved in leisure time activities. D.T.T. is assembling information, including what is being done in other countries in this area of compensation and will report further.

ACTION BY: D.T.T.

.../5

- 5 -

(c) Inmate Population Summary Reports: Considerable discussion took place with regard to the terms which are used at present to report inmates who are unlawfully at large. It was agreed that a clear distinction should be made, for instance, between those who break out of maximum security as opposed to those who walk-away from minimum security or those who fail to return from temporary leave of absence. It was agreed that in future these inmates would be categorized and reported under the following headings:

- (i) Escape
- (ii) Walk-away
- (iii) Failed to return from leave of absence

ACTION BY: SEC

(d) Paving of Roads - Saskatchewan Penitentiary
D.S.S. commented on the matter of his submission to T.B. having been turned back at the Departmental level. D.S.S. was to discuss with the T.B. representative and advise Commissioner.

ACTION BY: D.S.S.

8. Division Reporting

(a) D.F.S. brought up the subject of "B" Budget. D.F.S. is to provide the Commissioner with a paper identifying increases over the forecast years and stating the reasons for these increases. Following this, the Commissioner will review with D.C., A.D.C. and D.F.S.

ACTION BY: D.F.S.

(b) D.S.S. reported that T.B. had commented most favourably on our safety manual and intended to establish it as a model for use in other departments.

(c) The Associate Deputy Commissioner reported in general terms on his visit to British Columbia, the meetings he had attended and the contacts he had made. He is preparing a detailed report for the Commissioner.

ACTION BY: A.D.C.


Chief, Secretariat

WJMeder/sah

MEMORANDUM

CLASSIFICATION



TO
A

DC
ADC
DMS
DSS
DTT

DFS
D/PERS.
D/CUST.
A/D/IND.
SEC.

YOUR FILE No.
Votre dossier

OUR FILE No. 261/27(1)
Notre dossier 1722/M.P.G.

DATE April 8, 1971

FROM
De
COMMISSIONER

SUBJECT
Sujet
TYPING AND TRANSCRIBING STUDY.

1. The attached report has been submitted by the Management Consulting Services, as a result of my request to review these services, following a discussion at a Management Policy Committee meeting.
2. Will you please read and be ready to comment at our next Policy Committee meeting, on April 14, at which time I will have Mr. Rama make a presentation and be available to answer questions.
3. Two aspects should be considered:
 - (a) the adequacy of the recommendations in so far as your Division is concerned;
 - (b) the timing of implementation in view of the present study of the Headquarters organizational structure (see p. 33).



Commissioner

Encl.
PAF/MBB

MEMORANDUM

CLASSIFICATION



COMMISSIONER
DEPUTY COMMISSIONER
ASSOCIATE DEPUTY COMMISSIONER
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS
D/CUSTODY
A. D/IND
CHIEF, SECRETARIAT

YOUR FILE No.
Votre dossier

PA

OUR FILE No. 1722/MPC (1)
Notre dossier

DATE April 5, 1971

FROM
De

FOLD

SUBJECT
Sujet

Management Policy Committee Meeting
April 7, 1971
Agenda

1. The Agenda for the April 7, 1971 Meeting will be as follows:

1. Approval of the minutes of the March 31st Meeting subject to amendments to the following:

Paragraphs (6), (7) and (8) on page 2;

Paragraphs (9)(d) and (f) on page 3;

Paragraphs (13)(e) and (f) on page 5.

NOTE: Revised pages 2, 3 and 5 incorporating these amendments are attached.

2. Report by the Commissioner on the Meeting of Heads of Agencies with the Minister.

3. No new items have been received from Divisions for presentation at the April 7th Meeting.

4. Progress reports on outstanding items from previous Meetings are:

(a) Routine Orders: A letter prepared by SEC dated April 5, 1971 is being distributed to Institutions directing that effective immediately they are to cease sending Part I to this Headquarters. Other methods of reporting the information contained in Parts II and III are under study by D/PERS and SEC respectively.

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Reproduced and distributed WJm.

- 2 -

(b) Physical Training for Custodial Staff:

Chief, Staff Training has been in touch with the University of Ottawa regarding the services of a consultant but without success. He is now in the process of contacting Queen's University.

(c) Wearing of Uniforms by Custodial Staff Only:

D/PERS has this item under study.

(d) Recruiting Standards: D/PERS has prepared a memorandum to the Commissioner on this item.

(e) Inmate Clothing: The Committee, under the Chairmanship of D~~SS~~, is working on this item. Suggestions are being obtained and other material is being assembled.

(f) Inmate Identification: D/CUSTODY has prepared a memorandum to the Deputy Commissioner on this item.

(g) Use of Firearms: D/CUSTODY has prepared a memorandum to the Deputy Commissioner outlining the procedures to be followed in the proposed study.

(h) Establishment for a Reception Centre:

D/CUSTODY has this item under study.

5. Discussions of items not included on the Agenda, the consideration of which is urgent.

6. Individual reporting by the Directors.

Att.


Chief Secretariat

WJMEDER/dg

- 2 -

4. The Commissioner was scheduled to appear before the Parliamentary Committee on Justice and Legal Affairs at 1530 hours March 31st. He was to be accompanied by the Deputy Commissioner, D.T.T., D.F.S., Mr. Olson and Mr. Nelson.

5. The Commissioner stated that he had discussed with the Minister the matter of whether or not letters from inmates to M.P.s should be forwarded unopened. The Minister has this matter under consideration.

6. Mr. T.W. Hall has informed the Commissioner that he is considering retirement from the Service after the new legislation on retirement age is passed.

7. The Commissioner brought up the subject of the ratio and vacancy pattern of Classification Officers. He requested that D.T.T. provide him with a paper on this showing total requirements on the basis of the new approved ratio and indicating vacancies to be filled.

ACTION BY: D.T.T.

8. The Establishment Review Committee, while at Warkworth, had discussions on an establishment for an A and Y program. The Commissioner requested that the Establishment Review Committee set a date for a meeting the following week.

ACTION BY: D/Pers D/Custody

9. Agenda Item - Staff Requirements Regional Headquarters

The draft organization chart for a Regional Headquarters was discussed in detail. It was agreed:

- (a) that there was a requirement for a Secretariat (or, to use another term, a Headquarters Administration Unit) as well as for the four divisions i.e. Financial Administration, Personnel Administration, Inmate Programs Coordinator and Services Coordinator;
- (b) that no mention would be made regarding the number of positions - this would be governed by the work load in each Region;

.../3

- 3 -

- (c) after hearing statements from Mr. Aitkenhead, that there was a requirement for a coordinator of food services and particularly so in the Western Region. The problem would be to get a position classification which would ensure adequate remuneration for the incumbent. It was suggested that perhaps a Chief Steward in one of the institutions could perform this function as well as his institutional function. Mr. Aitkenhead was requested to implement a system in the Ontario Region which would have Mr. Milne, the Chief Steward at Millhaven, take on the tasks of coordinator of food services in addition to his institute steward functions. This would be for a trial period only and a report is to be submitted on how well it works;
- (d) that the position of supervisor, inmate accounts should be shown at a different reporting level than that shown on the draft organization chart and replaced by Programme Planning and Estimates;
- (e) that, after including the amendments mentioned above and others such as position titles, etc. which were agreed upon during the discussion, the chart should be produced in final form and sent to Regional Directors. They are to be informed that it is a typical establishment. Job descriptions, where they exist, will be provided by D/Pers and should accompany the charts. Regional Directors will be requested to re-draw the chart to suit their requirements and return it to Head Office where it will be discussed again in committee;
- (f) that the control function to be exercised by Regional Headquarters (Western) over institutions in the Prairie Provinces should be clearly defined by every Division and reported to the Deputy Commissioner;
- (g) that D.T.T. should inquire of the Regional Director (Western) why his Regional Classification Officer still travels to the Prairie Institutions to chair Classification Boards.

ACTION BY: Deputy Commissioner Directors

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- 5 -

- (c) Inmate Identification - D/Custody was requested to provide some details for discussion at the next meeting.

ACTION BY: D/Custody

- (d) Inmate Clothing: D.T.T. stated this was a large task which would take considerable time. He confirmed that his Committee had held its first meeting.

- (e) Money Earned from Custom Work:

D.F.S. reported that he had looked into the possibility of retaining money earned by custom work rather than turning it over to the Receiver General. After discussion it was agreed that the amounts involved were small, that the transfer to the inmate's fund would be time consuming and comparatively too costly and that the matter should be dropped.

- (f) Use of Firearms: D/Custody explained that a thorough study would be time consuming. He was requested to have a paper prepared for Committee study. It was also suggested and agreed that D/Custody should be relieved of Establishment Committee responsibilities and replaced by a representative selected from the field so that he will have more time to devote to policy matters.

ACTION BY: D/Custody

- (g) Recruiting Standards: D/Pers reported on the possibility of using Grade XII as the education requirement and on recruiting from Community Colleges. He will make a further report.

ACTION BY: D/Pers

14. Division Reporting:

- (a) A. D/Ind reported that he has completed the first draft of Inmate Occupational Titles and that he would now proceed with the task of editing.

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ADC

1722/M.P.C. (1)

DMS

April 2, 1971.

Management Policy Committee Meeting

1. In your memo of 25 March 1971 you indicated that at the Management Policy Committee meeting on March 24th the Commissioner reported that the Minister had requested an estimate, projected over the next five years, of the number of professional staff required by the Penitentiary Service.

2. As mentioned in your above quoted memorandum, as far as requirements for the medical services are concerned, the need will reflect, to a great extent, the staffing pattern required for the Psychiatric Centres. While this staffing is still subject to discussion and consultation with the relevant Universities and Psychiatric Associations, a proposed establishment has been drawn up which will serve as a basis for this consultation.

3. The following is an outline of the additional professional staff required by the Division of the Medical Services over the next five years. As I am uncertain whether the Minister wishes to know only of the additional staff required, rather than the total staff requirements, I am including both, present staff and staff required to meet our future needs.

<u>Present staff</u>	<u>Staff required to meet future needs</u>
<u>Atlantic Region</u>	<u>Atlantic Region</u>
Physicians: 3 Contract	Staff: Sharing arrangement with Maritime Provinces may be considered. Staffing details dependent on result.
Psychiatrists: 3 Contract	Physician part-time:
Dentists: 2 Contract	Dentist: part-time:
Hosp. Officer: (Psychiatric) NIL	
<u>Quebec Region</u>	<u>Quebec Region</u>
Physicians: 4 full-time	Staff: 5 full-time psychiatrists
1 Contract	116 Hospital Officer (Psychiatric)
Psychiatrists: 2 full-time	Physician: part-time:
1 part-time	Dentist: part-time:
1 Contract	
Dentists: 3 full-time	
1 part-time	
1 Contract	
Hosp. Officer: 15 (Psychiatric)	

<u>Present staff</u>	<u>Staff required to meet future needs</u>
<u>Ontario Region</u>	<u>Ontario Region</u>
Physicians: 3 full-time 2 part-time 2 Contract	Staff: 5 full-time psychiatrists 116 Hospital Officer (Psychiatric)
Psychiatrists: 2 full-time 4 Contract	Physician part-time: Dentist part-time:
Dentists: 1 full-time 5 Contract	
Hosp. Officer: 13 (Psychiatric)	
<u>Prairie Region</u>	<u>Prairie Region</u>
Physicians: 1 full-time 2 Contract	Staff: Present plans are to share hospital with provinces of Alberta, Manitoba and Saskatchewan.
Psychiatrists: 1 full-time 1 part-time 2 Contract	5 full-time psychiatrists 116 Hospital Officer (Psychiatric)
Dentists: 2 part-time	Physician part-time: Dentist part-time:
Hosp. Officer: 3 (Psychiatric)	
<u>Western Region</u>	<u>Western Region</u>
Physicians: 3 Contract	Staff: 5 full-time psychiatrists 116 Hospital Officer (Psychiatric)
Psychiatrists: 2 full-time 1 Contract	Physician part-time: Dentist part-time:
Dentists: 1 part-time 1 Contract	
Hosp. Officer: 12 (Psychiatric)	

4. With regard to qualifications, the psychiatrists, dentists and doctors should be in possession of the basic relevant professional qualification and the psychiatrists should either be certified to practice psychiatry in Canada or be in possession of an equivalent qualification. As many of the nursing staff as possible, should be in possession of Psychiatric Nursing Diplomas and for the most senior appointments the University Graduate in Nursing would be desirable. It is not anticipated, however, that we will be able to fill all these nursing positions with qualified personnel. It is anticipated that the report of the consultants from the Department of National Health and Welfare who made a study of our Hospital Officers will recommend the employment of many additional people with R.N. qualifications.

D.M.S.

DC/lid

P.A.
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The Warden,
Dorchester Penitentiary.

1722/IDPC (1) ✓
193/47 (1)

April 2, 1971.

ESTABLISHMENT REVIEW COMMITTEE

1. It is the intention of the Establishment Review Committee to visit your institution during the week of April 19-23, 1971 and to that end we would ask you to complete a questionnaire regarding the use of your Correctional Officers, similar to the one attached.
2. Realising that time is short, your cooperation in completing as much of the questionnaire as possible before the visit of the Establishment Review Committee would be appreciated.

ORIGINAL SIGNED BY
F. K. REESOR

**F. K. Reesor,
Chief, Manpower Planning
and Development,
for Commissioner.**

FKR/opw

Attach.

MEMORANDUM

GOVERNMENT OF CANADA



NOTE DE SERVICE

GOUVERNEMENT DU CANADA

FROM
DE

Chief, Secretariat

TO
A

Commissioner
Deputy Commissioner
Associate Deputy Commissioner
D.T.T.
D.S.S.
D.M.S.
D.F.S.
D/PERS
D/CUSTODY
A. D/IND

OUR FILE - N/RÉFÉRENCE <i>PA.</i>	
1722/M.P.C. (1)	
YOUR FILE - V/RÉFÉRENCE	
DATE	
April 1, 1971	
REFER REPLY TO ENVOYER LA RÉPONSE À	TEL. NO. TÉL.

SUBJECT
SUJET

MANAGEMENT POLICY COMMITTEE MEETING
MARCH 31, 1971
MINUTES

1. The Minutes of the March 24th Meeting were approved subject to paragraphs 7 and 9 being amended as set out in paragraph 7 of the Agenda dated March 29th.
2. The Commissioner reported that he had discussed with the Minister the matter of a grant to the Municipality of Mission and that there may be a moral obligation on the part of the Department to make the grant available to them. The Minister has decided to hold this is abeyance.
3. The Commissioner reported on his meeting with the Canadian Corrections Association regarding the design of a Maximum Security Institution. A Committee is being formed consisting of a chairman, two members from the Association and two members from Penitentiary Service. The Committee is to hold discussions and call in consultants as required. The Commissioner stated that within 6 months he hoped for completion of a total review and the production of an acceptable design.

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- 2 -

4. The Commissioner was scheduled to appear before the Parliamentary Committee on Justice and Legal Affairs at 1530 hours March 31st. He was to be accompanied by the Deputy Commissioner, D.T.T., D.F.S., Mr. Olson and Mr. Nelson.

5. The Commissioner stated that he had discussed with the Minister the matter of whether or not letters from inmates to M.P.s should be forwarded unopened. The Minister has this matter under consideration.

6. Mr. T.W. Hall has informed the Commissioner that it is his intention to retire from the Service as soon as the new legislation on retirement age is passed.

7. The Commissioner brought up the subject of the ratio and vacancy pattern of Classification Officers. He requested that D.T.T. provide him with a paper on this.

ACTION BY: D.T.T.

8. The Establishment Review Committee, while at Warkworth, had discussions on an establishment for an A and Y program. The Commissioner requested that D/Pers and D/Custody meet with him on this matter.

ACTION BY: D/Pers D/Custody

9. Agenda Item - Staff Requirements Regional Headquarters

The draft organization chart for a Regional Headquarters was discussed in detail. It was agreed:

- (a) that there was a requirement for a Secretariat (or, to use another term, a Headquarters Administration Unit) as well as for the four divisions i.e. Financial Administration, Personnel Administration, Inmate Programs Coordinator and Services Coordinator;
- (b) that no mention would be made regarding the number of positions - this would be governed by the work load in each Region;

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- 3 -

- (c) after hearing statements from Mr. Aitkenhead, that there was a requirement for a coordinator of food services and particularly so in the Western Region. The problem would be to get a position classification which would ensure adequate remuneration for the incumbent. It was suggested that perhaps a Chief Steward in one of the institutions could perform this function as well as his institutional function. Mr. Aitkenhead was requested to implement a system in the Ontario Region which would have Mr. Milne, the Chief Steward at Millhaven, take on the tasks of coordinator of food services in addition to his institute steward functions. This would be for a trial period only and a report is to be submitted on how well it works;
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- (e) that, after including the amendments mentioned above and others such as position titles, etc. which were agreed upon during the discussion, the chart should be produced in final form and sent to Regional Directors. They are to be informed that it is a typical establishment. Job descriptions, where they exist, will be provided by D/Pers and should accompany the charts. Regional Directors will be requested to re-draw the chart to suit their requirements and return it to Head Office where it will be discussed again in committee.
- (f) that the control function to be exercised by Regional Headquarters (Western) over institutions in the Prairie Provinces should be clearly defined;
- (g) that D.T.T. should inquire of the Regional Director (Western) why his Regional Classification Officer still travels to the Prairie Institutions to chair Classification Boards.

ACTION BY: Deputy Commissioner Directors

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- 4 -

10. The Commissioner reaffirmed that the Deputy Commissioner is the coordinator of these organizational studies and that all instructions and information to the field relating to these matters would emanate from the Deputy Commissioner.

11. D/Pers suggested that if Divisional Heads will contact his office, he would be pleased to provide assistance on classification problems related to these organization studies.

12. Agenda Item - Routine Orders

- (a) After discussion it was agreed that Part I serves no useful purpose at this Headquarters. SEC is to instruct institutions to discontinue sending it in.
- (b) Part II is of interest only to D/Pers who is of the opinion that some other means could be used to report this type of information. D/Pers will do a review and present an alternative format.
- (c) Part III provides information on inmate movements which is of interest to D.B.S., R.C.M.P. and to the SECRETARIAT. SEC is designing a reporting form to take the place of Part III Routine Orders.

ACTION BY: SEC D/PERS

13. Agenda Item - Progress reports on outstanding items from previous meetings:

- (a) Physical Training for Custodial Staff - D/Pers was requested to have ADST prepare a specific report giving the names of consultants who have been contacted. Also, contact is to be made with University of Ottawa to determine if the services of a consultant could be obtained from that source.

ACTION BY: D/Pers

- (b) Wearing of Uniforms by Custodial Staff Only - D/Pers was requested to get Treasury Board reaction.

ACTION BY: D/Pers

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- 5 -

- (c) Inmate Identification - D/Custody was requested to provide some details for discussion at the next meeting.

ACTION BY: D/Custody

- (d) Inmate Clothing: D.T.T. stated this was a large task which would take considerable time. He confirmed that his Committee had held its first meeting.

- (e) Money Earned from Custom Work:

D.F.S. reported that he had looked into the possibility of retaining money earned by custom work rather than turning it over to the Receiver General. After discussion it was agreed that the amounts involved were comparatively small and that the matter should be dropped.

- (f) Use of Firearms: D/Custody explained that a thorough study would be time consuming. He was requested to have a paper prepared for Committee study and it was agreed that he could request assistance from people in the field for research etc. It was also suggested and agreed that D/Custody should be relieved of Establishment Committee responsibilities so that he will have more time to devote to other tasks.

ACTION BY: D/Custody

- (g) Recruiting Standards: D/Pers reported on the possibility of using Grade XII as the education requirement and on recruiting from Community Colleges. He will make a further report.

ACTION BY: D/Pers

14. Division Reporting:

- (a) A. D/Ind reported that he has completed the first draft of Inmate Occupational Titles and that he would now proceed with the task of editing.

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