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PERSONNEL

THE STAFF TRAINING PROGRAMME
OF THE DEPARTMENT OF REFORM INSTITUTIONS
IN ONTARIO (CANADA)

by Hedley Basher,
Deputy Minister of Reform Institutions
for the Province of Ontario, Toronto



UNITED NATIONS

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I. INTRODUCTION

"Experience is a hard teacher. She
gives the test first and the lesson
afterward."

In 1946 the Department of Reform Institutions of Ontario developed what has become known as the Ontario Plan, a name chosen to describe the new therapeutic approach it planned to institute throughout its institutions in order to rehabilitate a greater number of inmates under its care. This plan inaugurated greater refinements in the classification of inmates, more academic and vocational training facilities, a scientific team approach to treatment, physical training and after-care on release. An integral and important aspect of the plan was the introduction of staff training courses which would familiarize existing and new staff members with the plan's purposes and teach them how to carry them out most effectively.

II. EXTENT OF THE PROBLEM

The Department of Reform Institutions of Ontario is responsible for the operation of sixty separate institutions: six juvenile schools, four reformatories, four industrial farms, forty-five jails and one clinic. An additional clinic and a reformatory are being built at the present time. Its staff training program is concerned with the training of staff for all these institutions.

During the year ending 31 March 1953, the Department employed 690 people in its 45 jails which accommodated 46,003 inmates during that same period. The ratio of staff to inmates was 1 to 67.

Statements of fact in this report are the responsibility of author, and opinions expressed are not necessarily those of organs or Members of the United Nations.

In accordance with the tradition of past Congresses, it has been possible to secure the co-operation of certain national prison administrations for the printing of documentation for the First United Nations Congress on the prevention of crime and the treatment of offenders, which is from an historical point of view the Thirteenth International Penal and Penitentiary Congress. Thus the present report has been generously printed by the Federal Bureau of Prisons of the United States of America, in the prison printing plant at Leavenworth, Kansas.

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At the same time, 867 people were needed to staff its four reformatories and four industrial farms, which housed 9,057 inmates that year. The ratio between staff and inmates in these institutions was one to ten.

For the Department as a whole, in its adult institutions, the ratio of staff member to inmate was 1 to 36.

III. PRACTICAL PROGRESS

Table Number One: Showing the types of courses given, the number of times each course has been given and the numbers of staff trained for the eight year period November 1946 to October 1954, at the Department's Staff Training School:

Type of Course	Number of Courses	Number of Staff Trained
General Course.....	36	698
" " (Women).....	1	38
Physical Training and Recreation Course.....	5	89
Cooking Course.....	16	57
Primary Course.....	11	284
	<u>69</u>	<u>1166</u>

Table Number Two: Showing the types of supplementary courses that have been given, by the Department but not at the Staff Training School, and elsewhere(*) and the number of persons trained.

Type of Course	Number of Staff Trained
Stationary Engineering.....	38
*School of Alcohol Studies (Yale University).....	6
Kitchen Management.....	5
Tailor Shop Management.....	5
*Artificial Insemination (Ontario Veterinary College).....	4
Laundry Operation.....	3
Shoe Repairing.....	2
Sheet Metal.....	2
Abattoir Management.....	1
Painting and Decorating.....	1
Nursing Orderly.....	1
Clerical.....	1
*Motion Picture Projectionists.....	5
	<u>74</u>
Total	74

IV. SELECTION OF STAFF

"The success of good administration in a penal establishment, lies in a very simple principle: If you want to exert an influence on human beings you must call upon men capable of exerting that influence . . . There is in fact, no single career which prepares a man for prison service."

The method used for selecting staff may be divided into:

- A. Selection prior to appointment.
- B. Screening during staff training.
- C. Final assessment.

A. Selection prior to employment

Approximately every two months advertisements are placed in the paper published in the vicinity of correctional institutions to notify the public of staff requirements. Applicants are advised to apply to the offices of the institution which is nearest their home.

Applicants for a position with the Department first of all fill out an application form. A medical examination and intelligence test follow. A person who is felt to be physically unfit for this type of work is rejected by the Institution's doctor and a person who is found to possess less than normal ability is turned down by the examining Psychologist. It has been found through experience that people with less than average ability are unlikely to be able to pass prescribed staff training courses and have much greater difficulty controlling inmates under their care than those who possess normal intelligence or better.

The fourth step in the selection process is the applicant's personal interview with a Superintendent and a Departmental official. At this interview the applicant's personal appearance, maturity, work record, stability, habits, initiative, interest, ability, capacity to establish effective inter-personal relationships and reliability are considered. If he creates a favourable impression he will be advised at a later date when and where to report for staff training. If not, he is notified that his application has not been accepted.

Each applicant is asked to submit two letters of reference, together with a conduct report from his local Police force if he has at any time been guilty of unlawful behavior. In the

meantime, his fingerprints, which were taken when he first applied, are cleared through the Royal Canadian Mounted Police. All references, as well as his R.C.M.P. report, are carefully checked at the Department. People with a criminal record are not accepted in the service although a number of them apply.

A criminal record is a secret difficult to keep. If it became known to inmates that their custodial officer had such a record, he might be placed in the position of making a decision between carrying out their wishes or having his own criminal record made known. It is felt, for this reason, that it is wiser to reject such applicants and thus avert embarrassing and possibly dangerous situations which might arise if they were employed.

B. Screening during training

A committee consisting of the Supervisor of Staff Training, the Assistant Superintendent of the Ontario Reformatory at Guelph, and the Chief Psychologist, review with students, picked at the discretion of the Supervisor of Staff Training, the progress that they are making in the course. In some cases advice is given which may be helpful to the student, in others, termination of training may be advised.

3. Final assessment

Final assessment of each student taking staff training is the responsibility of the Supervisor of Staff Training. It is accompanied by a psychological report which includes an Intelligence Quotient, a personality appraisal and is completed at the conclusion of staff training. Final appointment to the Department's permanent staff is not made until six months of satisfactory service have been completed.

If the student's marks fall within the borderline between success and failure his results are reviewed by a Committee made up of a Superintendent, a Governor, a Senior Custodial Officer, the Supervisor of Staff Training and his Assistant, in order that his suitability may be given careful consideration.

V. ACCOMMODATION

For the first four years staff training courses made use of accommodation provided by the Ontario Reformatory at

Guelph, Ontario. Recognition of their value by the Department resulted in new quarters being built there for the school. These have been in use since January 1950.

One building provides convenient living accommodation for students while they are under training. The school building has three administrative offices, a fine lecture room, and a small gymnasium. The two, rectangular, frame one-storey buildings, which are 120' x 20', provide adequate room for a class of 35. It is a course requirement that students should live in while under training. No charge is made for meals and lodging.

Certain advantages result from having a staff training school located close to a large institution. Some rather expensive facilities such as medical service, cooking facilities, central heating plant, and grounds and buildings suitable for athletics need not be duplicated. The staff of the training school can more conveniently make use of certain members of the institution's staff for instructional purposes. Their proximity provides a better opportunity for observation and the student body may be utilized by the main institution from time to time if emergencies arise.

VI. TEACHING STAFF

"A teacher affects eternity; he can never tell where his influence stops."

The responsibility for organizing all Staff Courses, operating the Staff School and doing some of the lectures has been given to a Supervisor of Staff Training and one assistant. They are the only full-time members of the teaching staff.

Supplementary lectures have been given by a provincial magistrate, two provincial judges, a psychiatrist, a university professor, the Director of Child Welfare for Ontario, a minister, two officials from the Ontario Provincial Police, three senior members of the Department's staff, one of its doctors, two of its psychologists, four of its superintendents, one of its jail governors, one of its teachers and a number of its senior custodial officers.

VII. STAFF TRAINING COURSES:

A. General Staff Course (Refresher Course) :

Thirty-six general staff courses have been given to date. The period of training is five weeks. Courses are given by thirty-one different lecturers. Six hundred and ninety-eight staff members have taken this course. The syllabus of training is given in Annex I.

B. Physical Training and Recreation Instructor's Course:

This is an eight week course requiring eight instructors. Five courses of this type have been given and eighty-nine members of staff have been trained. The syllabus of training is given in Annex II.

C. Cookery Course:

This is a five week course requiring five instructors. Sixteen such courses have been given. Fifty-seven members of staff have taken them. The syllabus of training is given in Annex III.

D. Primary Staff Course:

Eleven primary staff courses have been completed to date. This six week course uses seventeen instructors and has trained two hundred and eighty-four members of staff. Its syllabus is to be found in Annex IV.

VIII. TRAINING METHODS

Training methods include: lectures, question periods, panel discussions, books, practical experience, films, drill, demonstrations, visits to institutions, practice in public speaking, gas drill, firearms practice and training in self-defence.

IX. GRADUATION

A graduation ceremony takes place at the conclusion of each officer training course. At this ceremony the officer appears in uniform for the first time. A senior official from the Department gives the graduation address and each successful candidate is presented with a diploma. These ceremonies tend to impress the graduate with the importance of his duties and his value to the Department.

X. RESULTS

When one endeavors to assess the results of a variety of staff training courses their intangible quality must be recognized. The concensus of Departmental officials is that they have done much to improve the general appearance of the custodial staff and hence they create a more favourable impression. Weeks of training provide a background of knowledge which tends to produce greater self-confidence and effectiveness. Breaches of discipline are handled more wisely and efficiently. As a result of training the staff can foresee a better future for themselves and so become more stable. Staff training courses have been the means of discovering abilities which might have remained unnoticed and promotions have followed. They are a prerequisite for permanent staff appointments and results obtained on them provide a useful guide when promotions are being considered.

ANNEX I
GENERAL STAFF COURSES
SYLLABUS OF TRAINING

Objective: To achieve through training a full appreciation on the part of staff officers, of the psychology of human behaviour, of the causes of delinquency and crime, of the processes of law enforcement, and of the approved methods of handling and training persons confined in penal institutions; to be totally constructive in nature and tending toward reformation in mental attitudes and patterns of physical conduct.

Length of Courses -	5 weeks		
Hours per day -	6½ actual, plus	1½ personal study	
Hours per week -	32½ " " "	7½ " "	
Total Hours.....	162½ " " "	37½ " "	- 200 hours.

DISTRIBUTION OF PERIODS

<i>Instructional Periods</i>	<i>Hours</i>	
Lectures.....	56	
Defence Training.....	18	
Semi-Military Drill.....	18	
Firing Range.....	6	
Audio Visual.....	3	101 hours
<hr/>		
<i>Discussion Periods and Recapitulation</i>	10	10 hours
<hr/>		
<i>Practical Periods</i>		
Shops.....	4	
Physical Training and Recreation.....	15	
Gas Demonstration.....	1	
Trainee Assignments.....	15	
Visit to O. R. Brampton.....	3½	38½ hours
<hr/>		
<i>Tests</i>		
Psychological.....	½	
Personality.....	1	1½ hours
<hr/>		
<i>Examinations</i>		
Spot test.....	½	
Written.....	3	
Defence Training.....	4	
Drill.....	4	11½ hours
<hr/>		
<i>Personal Study</i>		37½ hours
<hr/>		
		<u>200 hours</u>

ASSESSMENT

Written Exam.....	200
Defence Training.....	100
Drill.....	100
Trainee Assignment (Public Speaking).....	100
Spot Test.....	50
Note Books.....	50
<hr/>	
	600

RATING

90% - 100%	- Superior
80% - 89%	- Very Good
70% - 79%	- Good
60% - 69%	- Pass
55% - 59%	- Review

LECTURES

SUBJECT	SCOPE	PERIODS
Introductory	The mechanics of the course	1
	Practical technique	
Rules of Conduct	Significant position of officer in correction process; importance of personal appearance and bearing, honesty and diligence in performance of duties; loyalty and staff unity; indecent and profane language forbidden; intoxicants forbidden; carrying letters or other items in or out of institution.	1
Public Relations of the Institution	Common community attitudes toward crime and criminals; the art of public relations; need for limitation of officer in discussion of institution affairs; payment of debts; good reputation in the community.	1
Officer-Inmate Relationship	Essential personal qualities of the successful officer; qualities and habits which arouse unfavorable reactions, typical problem situations.	1
Practical Psychology	Modern scientific studies of offenders; review of findings; differences between offenders in mental levels; interests and aptitudes; importance of understanding these differences, practical applications in handling offenders in confinement.	4
Practical Aspects of Abnormal Behavior	Recognition of the characteristics of abnormal mental states most frequently encountered; meaning of psychopathic personality and constitutional defective; how to deal with the homosexual, the drug addict, the epileptic and the psychoneurotic.	4

Public Speaking	Importance of clear, logical, concise thinking and effective speaking; selection of subject; gathering and preparing material notes; mannerisms; delivery and enunciation; gaining and holding an audience; mastering fear and self-consciousness.	1
Semi-Military Drill	Purpose of drill on officers courses; the direct, positive, masterly, decisive approach; the voice of authority; commands; voice culture; formations, general mechanics of controlling groups and commanding.	1
Personal Defence	Defence training; its practical use, techniques, surprise, speed, nerve pressure points, necessary safety precautions.	1
Finances and Economy	Appropriation, budgeting, duties of purchasing officer, store keeper, accountant; care of equipment; proper handling and use of supplies; general and specific economy.	1
County Jails and City Jails	Specific responsibilities and effective functioning of County Jail officers, interpretation of rules and regulations.	3
Medical Services	Initial physical examination; treatment of defects; medical services as factor in rehabilitation; when officer should report inmates to medical department; problems of sanitation; quarantine, duration and programme; need for physical segregation; officer's action in case of injury to inmate.	1
Letters and Visits	Need for maintaining wholesome outside contacts; kinds of letters and visits which should be encouraged; purposes of censorship and supervision of visits; records of letters and visits.	1/2
Custody	Officers' responsibility for custody; essential basis of custody; special problems and precautions to be taken inside shop	

	or other inside work detail, in mess hall and general assembly programs, on outside work details and farm, outdoor recreation, in transporting inmates to another institution.	1
Emergencies	Action to be taken in case of fire or power breakdown, riot, escape or attempt to escape; indications of impending trouble; officer's responsibility for alertness and prompt reporting of all signs of trouble.	1
Taking Counts of inmates	Time and frequency of counts; overall institution procedure on counts; importance of stopping all movement; special precautions to be taken by the officer.	1/2
Search of Rooms and Cells	Definition of contraband; purpose of search; when held; approved searching techniques; courtesies to inmates when making search.	1/2
Search of Person	Purpose; when used; frisking; strip-frisking; means of concealing contraband; approved techniques in personal searching; handling of women visitors.	1
Discipline	Place of discipline in the modern correctional institution; conduct expected of the inmates; successful kinds of appeal to inmates; approved means of handling minor infractions; punishments in serious offences; role of disciplinarian.	2
Reports	Types of reports; to whom submitted; under what circumstances required; special importance of care in preparing reports; wording of reports; security. Draughting specimen reports on hypothetical cases.	2
Use of Weapons	Revolver, shot gun, rifle, handcuffs, gas riot gun, gas billy, gas grenades.	1 1/2

ESSENTIAL BACK-GROUND and RELATED MATERIAL

1. Public Service

The Ontario Civil Service	Administration of civil service in Ontario; rights and privileges under civil service; obligations as an employee; relationship with superintendent and staff; conditions of promotion.	1
Pension System	How it works; organization, contributions, retirement benefits, age, amount, duration; Comparison with other pension systems.	1/2
Department of Reform Inst.	Structural organization of Department-Minister, Deputy Minister, Director, etc.	1/2
Facilities for Mentally Ill, Epileptic and Mentally deficient	Definition of mentally ill, epileptic, mentally deficient; facilities and programs at the several institutions; plan and programs for care in community; current problems.	1
Public Assistance and Welfare Services	(a) (Children's Aid Societies (Welfare Dept.) (b) (Family Courts (Family Welfare)	1 1

2. Field of Crime and Criminals

Early Conceptions of Crime and Criminals	Crime and punishment in primitive societies; prescientific views of crime and criminals; emphasis on punishment; work of Lombroso and Ferri; corporal punishment; modern trends in corporal punishment; capital punishment; transportation.	1
Development of Modern Penology	Reform of criminal law; criminal codes and practices in colonial America; colonial institution in U. S. and Canada; the English Borstal system; the modern Reformatory and penitentiary.	1
Juvenile Delinquency	Distinction between delinquency and crime; causes of juvenile delinquency. its	1

	nature and extent; juvenile court procedures.	1
Prevention of Crime and Delinquency	Need for better recreation facilities; co-operation of police; special functions of the school system; modification of curriculum for the maladjusted child; community co-ordinating councils; contribution of social case work and group work.	1

3. Ontario System of Police, Courts and Probation

Police Organization and Methods	Organization of police, municipal, provincial and federal; duties and responsibilities, the arresting process, confessions and the obtaining of evidence through questioning; scientific police methods; general problems of crime control.	1
Identification	Fingerprinting, its origin, purpose, practical use in institution. Provincial police and the R. C. M. P. files; physical identification.	1
Criminal Prosecution and Court Procedure	Functions of Crown Attorney; charge and plea; jury trial; rules of evidence; <i>the witness in court</i> ; the sentencing function; theory of the indefinite and indeterminate sentences; trial of juveniles.	1
Suspended Sentence and Probation	Meaning of probation and suspended sentence; pre-sentence study; kind of case in which indicated; frequency of use; methods of supervision; qualifications of probation officers.	1

4. The Ontario Plan of Institutional Treatment

The Ontario Plan	Origin and development of the Ontario Plan; its purpose and function; features of the plan and significance of each.	1
The Objective Inmate Training Program	Purpose, function and importance of inmate training; media through which training, treatment and rehabilitation are achieved.	1

Introduction to Institution Programme	Instructions to inmates on arrival <i>re</i> conduct while in the institution. Plans of institution to assist inmate for re-entry into society-further education, training and recreation, etc.	1
Classification	General and specific aims of classification; classification as applied under the Ontario Plan; case study procedure; transfers between institutions; practical results of classification within the institutions.	1
Physical Training and Recreation	Purpose and function in the broad programme of rehabilitation persons in custody.	1
Recreation	Special importance of recreation in a place of confinement; facilities required in satisfactory programme; need for variety of programme; athletics, movies, educational and entertainment assemblies, special interest clubs, radio, magazines, handicraft. (Observation period).	1
Education	Variety of educational need in inmate population; opportunities for educational advancement; special classes for illiterates; problem of enlisting and maintaining interests; library facilities; industrial training.	1½
Counselling service	The inmate counselling service; its purpose and function as a stabilizing and motivation force; to whom available; frequency of interviews; conditioning for release and rehabilitation.	1½
Religious Services	Nature of chaplain's work; pastoral services to individual inmates; interpretation of inmate's trouble-problems, to administration and of institutional requirements to inmates; help with personal problems; relationships with churches in	

	the community; conduct of religious services and observances.	1
Juvenile Schools	Bowmanville, Galt, Cobourg, Sectarian Schools.	1
County, City and District Jails under The Ontario Plan	Essential differences between the work in the jails and in the larger provincial institutions; rehabilitative program in the jails; results in terms of morale, officer-inmate relationships, disciplinary problems, ultimate rehabilitation; common opportunity to influence men in their thinking and groom them for intelligent application to broader program in the larger provincial and federal institutions.	1
Parole, Conditional and Supervised Release	Board of Parole in parole procedure; factors determining release.	1
Rehabilitation and After-Care	The parole and rehabilitation officer; pre-release interviews; community contacts, industrial, cultural, recreational, social, welfare, placement in jobs and boarding-homes; other assistance given; follow-up; review of results and case histories.	1
		<u>56</u>
PRACTICAL		
Defence Training	Primary holds and come-alongs.	18
Physical Training and Recreation	General conditioning and organized sports promoting esprit-de-corps and relaxation.	15
Drill	Semi-military squad drill and mutual instruction.	18
Firing Range	Instruction in care and firing, revolver, rifle, shot gun, gas weapons.	6
Gas Demonstration	Demonstrating the effectiveness of tear gas.	1
Trainee Assignment	Experience in public speaking; subject to be determined by each trainee.	15

Experience on Post	Cell Block Dining-Room, Dormitory, Industrial Shops, Inside labour detail, Outside labour detail, Kitchen, Tower.	4
Observation Visit	Familiarization with training program at Ontario Reformatory, Brampton.	3½
		<u>80½</u>

DISCUSSION PERIODS

County, City and District Jails	1
Problem Situations	1
The Ontario Plan	1
Objective Inmate Training Programme	1
Modern Penology	1
Prevention of Crime and Delinquency	1
Panel Discussion	2
General - (Vary to meet the requirements of each course)	1
Recapitulation	1
	<u>10</u>

AUDIO VISUAL TRAINING

Films on various forms of maladjustment, narcotics, rehabilitation, etc.	3
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ANNEX II
PHYSICAL EDUCATION & RECREATION INSTRUCTORS'
COURSE
SYLLABUS OF TRAINING

Objective: To create a corps of enthusiastic, adequately trained Physical Training and Recreation instructors, so that a high standard of quality may be found in all institutions, providing ample opportunity for full participation on the part of all inmates in a balanced programme of physical education, organized sports and recreation, as a positive rehabilitative factor.

Length of Course - 8 weeks
 Hours per day - 6½ actual, plus 1½ personal study
 Hours per week - 32½ " " 7½ " "

Total Hours..... 260 " " 60 " " - 320 hours

DISTRIBUTION OF PERIODS

<i>Lectures</i>	<i>Hours</i>	
General.....	4	
Physical Training, Sports, Drill.....	38	
Social Entertainment.....	9	
First Aid.....	9	60 hours
<hr/>		
<i>Practical</i>		
Calisthenics.....	38	
Defence Training.....	20	
Tumbling and Apparatus.....	6	
Track and Field Athletics.....	6	
Tabloid Sports.....	2	
Organized Games.....	50	
Games of Low Organization.....	4	
Drill (Semi-Military).....	20	
First Aid.....	9	155 hours
<hr/>		
<i>Audio Visual</i>	2	
<i>Course Director's Disposal</i>	5	
<i>Examinations and Tests</i>		
Written.....	3	
Drill Practical.....	6	
Physical Training Practical.....	8	
Defence Training.....	4½	
First Aid.....	3	
Trainee Assignments.....	11	
Spot Test.....	½	
Mid-Course Paper.....	2	45 hours
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<i>Personal Study Periods</i>		60 hours
		<u>320 hours</u>

LECTURES

	Periods
Introductory.....	1
Objectives of Programme.....	1
Discipline.....	1
The Physical Training and Recreation Instructor.....	1
First Aid.....	9

Physical Training and Sports

Drill.....	1
Organization and Promotion.....	4
Schedules and Tournaments.....	2
Publicizing Programmes.....	1
Track and Field Athletics.....	2
Tabloid Sports.....	1
Officiating and Refereeing.....	1
Games of Low Organization.....	1
Organized Games.....	13

Softball	2
Basketball	2
Hockey	1
Floor Hockey	1
Volley Ball	1
Soccer	1
Touch Rugby	1
Lacrosse	1
Borden Ball	1
Badminton	1
Tennis	1

Play areas - Outdoor.....	1
Play areas - Indoor.....	1
Tests and Measures.....	1
Swimming.....	2
Swimming Meets.....	1
Boxing Training and Tournaments.....	1
Displays.....	1
Pyramid Building.....	1
Staff Activities.....	1
Equipment.....	1

Social and Entertainment

Organization and Promotion.....	1
Hobbies and Handicraft.....	1
Small Games - Social Games, Contests.....	1
Hikes, Weiner Roasts, Stunt Nights, etc.....	1
Talent Nights, Plays, Concerts, Parties.....	1
Seasonal Activities - Christmas, Halloween, etc.....	1
Dances and Staff Activities.....	1
Card Tournaments and Bingos.....	1
Bridge Scoring.....	1

Practical - Physical Training

	Periods
Calisthenics, Conditioning Exercises, Corrective Ex. and Mutual Instruction.....	38
Defence Training.....	20
Tumbling - Apparatus.....	6
Track and Field Athletics.....	6
Tabloid Sports.....	2
Organized Games, Coaching, Officiating.....	50
Softball	
Basketball	
Hockey	
Floor Hockey	
Volley Ball	
Soccer	
Touch Rugby	
Lacrosse	
Borden Ball	
Badminton	
Tennis	

Games of Low Organization.....	4
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Drill (Semi-Military)	
Squad Drill and Mutual Instruction.....	20

First Aid

Canadian Red Cross Course.....	9
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Examinations and Tests

Written	3
Drill Practical	6
Physical Training Practical	4½
Defence Training	11
Trainee Assignments	3
First Aid	½
Mid-Course Paper	2

ASSESSMENT

Written	100
Drill Practical	100
Defence Training	100
Physical Training Practical	150
Capacity and Potentialities	100
Trainee Assignment	100
First Aid	100
Spot Test	50
Note Books	100
	900

RATING

90%—100%—Superior
80%—89%—Very Good
70%—79%—Good
60%—69%—Pass

Length of Course - 4 weeks
 Hours per day - $6\frac{1}{2}$ actual, plus $1\frac{1}{2}$ personal study
 Hours per week - $32\frac{1}{2}$ " " $7\frac{1}{2}$ " "
 Total Hours..... 180 " " 30 " " - 160 hours.

DISTRIBUTION OF PERIODS

	<i>Hours</i>	
<i>Lectures</i>		
Cookery.....	3	
General Subjects.....	18	21 hours
<i>Discussion Periods</i>		
	1	1 hour
<i>Practical</i>		
Cookery.....	72	
General Subjects.....	30	102 hours
<i>Examinations</i>		
Spot Test.....	$\frac{1}{2}$	
Written (Cookery).....	2	
Practical (Cookery).....	3	
Defence Training.....	$\frac{1}{2}$	6 hours
<i>Personal Study</i>		
		30 hours
		<u>160 hours</u>

ANNEX III

SYLLABUS OF TRAINING

COOKERY COURSE

LECTURES

Subject	Hours	
Introductory.....	1	
General Kitchen Work: Observation Tour of Institutional Kitchen in operation.....	1	
Preparation of Menus and Recipes.....	1	
Supplies: Ordering, Requisitions. The Kitchen Store Room.....	1	
Defence Training.....	1	
Practical Psychology.....	8	
The Objective Inmate Training Program.....	1	
Emergencies.....	1	
Discipline.....	2	
Reports.....	1	
Physical Training and Recreation.....	1	
Pension System.....	1/2	
Public Speaking.....	1/2	
Family Welfare and Family Courts.....	1	21 hours

DISCUSSIONS

The Ontario Plan.....	1	1 hour
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PRACTICAL

Cereal and Eggs: Preparation and Cooking.....	1	
Breakfast Meats, Back Bacon, Side Bacon, Cottage Roll, Ham Roll, Sausage, Bologna; Preparation and Cooking.....	3	
Beef: Cutting a Hind Quarter.....	3	
Beef: Cutting a Front Quarter.....	3	
Pork: Cutting and Preparation of side.....	3	
Roast Meats and Gravies: Preparation and Cooking.....	4	
Soups: Preparation and Cooking.....	4	
Fish: Preparation and Cooking.....	1	22 hours

Fish: Deep Frying.....	1	
Meat Pies and Stews: Preparation and Cooking.....	5	
Macaroni Dishes: Preparation and Cooking.....	4	
Spaghetti: Preparation and Cooking.....	2	
Bean Dishes: Preparation and Cooking.....	3	
Potato Dishes: Preparation and Cooking.....	3	
Salads and Salad Dressing: Preparation and Serving.....	3	
Bread, Rolls, Buns: Mixing and Baking.....	5 1/2	
Pancakes and Syrups.....	3	
Pastry: Mixing.....	2 1/2	
Pies: Preparation and Baking.....	2	
Cakes and Icing: Preparation, Baking, Icing.....	4	
Fruit Cakes and Fruit Puddings: Preparation and Cooking.....	4	
Cookies: Mixing and Baking.....	2	
Puddings and Sauces: Preparation and Cooking.....	5	
Beverages: Tea, Coffee, Cocoa.....	1	50 hours

Hours

Defence Training.....	15	
Physical Training and Recreation.....	12	
Trainee Assignments.....	3	30 hours

EXAMINATIONS

Spot Test.....	1/2	
Written (Cookery).....	2	
Practical (Cookery).....	3	
Defence Training.....	1/2	6 hours
		130 hours
Personal Study		30
		160 hours

ASSESSMENT

Spot Test.....	50
Written.....	100
Practical.....	100
Defence Training.....	100
Capacity and Potentialities Appraisal.....	100
Trainee Assignment (Public Speaking).....	100
	550

RATING

90% - 100% - Superior
80% - 89% - Very Good
70% - 79% - Good
60% - 69% - Pass

ANNEX IV
PRIMARY STAFF COURSE

Length of Course - 6 weeks
 Hours per day - 6½ actual, plus 1½ personal study
 Hours per week - 32½ " " 7½ " "
 Total Hours..... 195 " " 45 " " - 240 hours.

DISTRIBUTION OF PERIODS

	<i>Hours</i>	
<i>Instructional Periods</i>		
Lectures.....	38	
Discussion Periods.....	6	
Defence Training - Physical Training and Recreation.....	38	
Drill.....	22	
Fire Arms.....	19	
Gas Demonstration.....	1	
Experience on Post.....	40	
First Aid Practical.....	6	170 hours
<i>Examinations</i>		
Spot Test.....	½	
Written.....	3	
Defence Training.....	7	
Drill.....	8	
First Aid.....	3	21½ hours
<i>Closing Exercise</i>		
Course Appraisals.....	½	
Course Summary.....	1	
Board of Review.....	2	3½ hours
Personal Study		45 hours
		240 hours

ASSESSMENT

Written Exam	200
Defence Training	100
Drill	100
First Aid	100
Spot Test	50
Note Books	50

RATING

Pass	600
	- 50% in each subject
	60% in over-all total
Review	- 45% to 50% in any subject
	55% to 60% in over-all total
Fail	Less than 45% in any subject
	Less than 55% in over-all total
90% to 100%—Superior	
80% to 89.9%—Very Good	
70% to 79.9%—Good	
60% to 69.9%—Pass	
55% to 59.9%—Review	
Less than 55%—Fail	

LECTURES

SUBJECT	Hours	
Introductory.....	1	
Rules of Conduct.....	1	
Public Relations of Institution Officer.....	1	
Officer - Inmate Relationships.....	1	
Practical Psychology.....	3	
Practical Aspects of Abnormal Behaviour.....	3	
Semi-Military Drill.....	1	
Defence Training.....	1	
Medical Services.....	1	
Letters and Visits.....	1/2	
Custody.....	1	
Emergencies.....	1	
Taking Count of Inmates.....	1/2	
Search of Rooms and Cells.....	1/2	
Search of Person.....	1	
Discipline.....	2	
Reports.....	3	
Use of Weapons.....	1 1/2	
The Ontario Civil Service.....	1	
Pension System.....	1/2	
Department of Reform Institutions.....	1/2	
The Ontario Plan.....	1	
The Objective Inmate Training Program.....	1	
Classification.....	1	
Parole, Conditional and Supervised Release.....	1 1/2	
Rehabilitation and Aftercare.....	1 1/2	
First Aid.....	6	38 hours

PRACTICAL

Defence Training.....	18	
Drill.....	22	
Firearm and Gas Equipment.....	19	
Gas Demonstration.....	1	
Experience on Post.....	40	
Physical Training and Recreation.....	20	
First Aid Practical.....	6	126 hours

DISCUSSIONS

The Ontario Plan.....	1	
The Objective Inmate Training Program.....	1	
Problem Situations.....	1	
Briefing re Examinations.....	1	
Course Director's Disposal.....	2	6 hours

Résumé

Le Département des établissements correctionnels de la province d'Ontario a commencé à donner une formation spéciale à son personnel en 1946, afin de l'initier au "Plan d'Ontario", nom donné à une nouvelle théorie pénologique progressive adoptée par le Département en vue d'obtenir la réadaptation sociale du plus grand nombre possible des détenus qui lui sont confiés. En 1953, le Département a employé 1,557 personnes dans ses établissements pour adultes, et ce programme vise à la formation de l'ensemble du personnel travaillant dans tous les établissements, qui sont de genres divers. Jusqu'à ce jour, il a été donné 143 cours de dix-huit types différents, qui ont été suivis avec succès par 1,240 membres du personnel.

On attache une importance considérable au choix du personnel. Ce choix intervient avant la nomination, puis pendant la formation professionnelle; une évaluation finale et l'expérience de l'employé au travail sont en outre pris en considération avant la titularisation des membres du personnel.

On a constitué en 1950 une école de formation pour le personnel, qui offre des facilités adéquates pour l'enseignement et le logement des élèves. Le personnel enseignant est composé du directeur et de son adjoint, qui travaillent à temps complet et de trente instructeurs spéciaux à temps partiel. On a recours à treize méthodes d'enseignement différentes. Le personnel de surveillance qui a été recruté récemment revêt l'uniforme pour la première fois à la cérémonie finale qui conclut le cours.

Les cours de formation du personnel ont beaucoup contribué à améliorer l'attitude générale du personnel de surveillance. Plusieurs semaines de formation donnent des connaissances de base qui produisent à leur tour une plus grande confiance en soi-même et une meilleure efficacité de la part du personnel. Les infractions disciplinaires sont traitées avec plus de tact et d'une manière plus efficace. Le personnel qui a été adéquatement formé à sa tâche peut voir en celle-ci de meilleures perspectives d'avenir pour lui-même, et devient ainsi plus

This archiving project is a collaborative effort between United Nations Office on Drugs and Crime and American Society of Criminology, Division of International Criminology. Any comments or questions should be directed to Cindy J. Smith at CJSmithphd@comcast.net or Emil Wandzilak at emil.wandzilak@unodc.org.