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FIRST UNITED NATIONS CONGRESS ON THE PREVENTION
OF CRIME AND THE TREATMENT OF OFFENDERS
GENEVA 1955

PERSONNEL

SELECTION AND TRAINING OF PERSONNEL
IN THE CANADIAN FEDERAL PENITENTIARY SERVICE

by R. B. Gibson, Q.C.,
Commissioner of Penitentiaries,
Department of Justice of Canada, Ottawa



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Corrigendum:

The title on the cover page should read as follows:

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INTRODUCTION

The penitentiaries of Canada are maintained for the confinement and reformation of persons lawfully convicted of crime and sentenced for life or any term of not less than two years. Persons sentenced for lesser terms are confined in places other than penitentiaries, and are, therefore, under provincial rather than federal jurisdiction. Six of the eight penitentiaries administered by the Commissioner of Penitentiaries serve specific areas of Canada. Collin's Bay Penitentiary and Federal Training Centre do not receive persons by direct committal from the courts. Their population consists of youthful and reformable inmates selected from other penitentiaries and transferred by authority of the Commissioner.

INITIAL SELECTION AND APPOINTMENT OF STAFF

The following statement of principles is based upon *Penitentiary Regulations, 1933* as amended to 31 August 1954:

- (a) There is an "establishment" of staff personnel, authorized by the Governor-in-Council, for each penitentiary. (Reg. 481)
- (b) Wardens, Deputy Wardens and certain other administrative and executive officers are appointed by the Governor-in-Council. (Reg. 482(a))
- (c) Guards, trade instructors and other subordinate officers are appointed by the Commissioner of Penitentiaries upon the Warden's recommendation. (Reg. 483(a))
- (d) The Warden may, upon emergency only, employ guards, immediately reporting to the Commissioner of Penitentiaries the circumstances, causes and necessity for so

Statements of fact in this report are the responsibility of the 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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doing. Their services may not be continued after the emergency which necessitated their employment has passed. (Reg. 205)

- (e) Eligibility for appointment to a position in a penitentiary is restricted to natural-born or naturalized British subjects (Canadian citizens) who have been resident in Canada at least five years and, so far as is practicable, for at least one year in the portion of Canada served by the Penitentiary. (Regs. 485, 486)
- (f) Persons dismissed from the Service may not be reappointed. (Reg. 487)
- (g) Before commencing duty each employee is required to take an oath of office and an oath of allegiance to the Sovereign. (Reg. 488, and Penitentiary Act 1939, Section 34)
- (h) Each applicant must signify willingness to be fingerprinted, photographed and, if necessary, inoculated and vaccinated. (Reg. 489)
- (i) Minimum educational standing is completion of elementary grade-school in one of the provinces of Canada, or the equivalent thereof: in Quebec, Grade VI, in all other provinces, Grade VIII. (Reg. 490) For administrative positions appropriate special training is required, including university degree where applicable.
- (j) Age limits for appointment as guard are: minimum 21 years, maximum 35 years; except that persons over 35 years of age who have been on Active Service in the armed services of his Majesty or his allies may be employed if certified fit by the penitentiary physician. (Regs. 491 (a) (b))
- (k) Proof of age is required. (Reg. 494(b))
- (l) The father, son, sister or brother of a penitentiary officer may not be appointed to serve in the same penitentiary. (Reg. 491(c))
- (m) Medical and physical standards for appointment are specified. (Reg. 492 and Appendix IV as amended by Circ. Letter 25/1954)
- (n) Applicants must appear for physical examination, and for oral or written examination. (Reg. 496)

- (o) The character, morals, integrity and training of applicants are investigated. (Reg. 497)
- (p) The application and all supporting documents pertaining to the applicant are submitted by the Warden to the Commissioner of Penitentiaries for approval or rejection, and copies are returned to the Warden. (Reg. 498)
- (q) A "Qualified List" of suitable applicants is maintained by the Warden for each class of position; the list may be added to from time to time as the eligibility of applicants is approved. (Reg. 496)
- (r) Appointment is made without regard for respective dates of application or the order in which names appear on the Qualified List; the Warden recommends for appointment the applicant who, in his judgment, is best qualified. (Regs. 499(a) (b))
- (s) By statute, preference is given in selection for appointment (but not for subsequent advancement) to persons who served on overseas active service with the allied forces in World Wars I or II. (Reg. 499(c))
- (t) Persons, upon first appointment, are required to serve a probationary period of six months which may be extended a further six months by the Warden with the approval of the Commissioner of Penitentiaries. (Reg. 501)

Vacant custodial positions of junior grade are advertised in daily newspapers whose circulation covers the area served by the penitentiary concerned. Vacant clerical, instructional and other administrative positions are usually advertised within the penitentiary as well as in newspapers and in such trade or professional magazines as may be necessary.

When two or more suitably qualified applicants offer themselves for a single administrative position, competitive written examinations are sometimes used as an adjunct to oral tests and interviews. Advice and assistance of the Civil Service Commission of Canada is sometimes sought in the selection of specialist staff-members. Due attention is always paid, in the selection process, to such qualities as personality, emotional stability, appearance, intelligence and other factors deemed essential in successful guidance of human behaviour. It has been found practicable in most penitentiaries to have

personality and intelligence tests administered to applicants by members of the Classification Staff.

Before any applicant is appointed to a position in the Penitentiary Service, his finger-prints are submitted to the Identification Branch, Royal Canadian Mounted Police (R. C. M. P.) to ensure that no employee is engaged who has a criminal record.

PROBATION AND EFFICIENCY RATING

All new staff-members are appraised by their immediate supervisors after five months' service. This appraisal, submitted on the efficiency rating form of the Civil Service of Canada, is reviewed by the warden and submitted to the Commissioner of Penitentiaries with recommendation for retention or further probation. The same efficiency rating form is used for annual appraisal upon which increases of salary are dependent. A minimum rating of sixty per cent is required for retention of probationers and for annual increases.

SELECTION FOR ADVANCEMENT

So far as circumstances permit, the principle that attendance at the central Officers' Training Course is pre-requisite to advancement in the Service is adhered to. As subsequently explained in this report, an appraisal of each candidate is appended to the summary of achievement upon completion of central courses of training. This appraisal is used in conjunction with the efficiency report, the service record, seniority, education, special trade knowledge, examination results and other pertinent factors to ensure, so far as possible, that advancement in the Service is won by the most deserving employees. Promotion of guards to rank of guard Grade 2 or keeper is dependent, in part, upon attainment of satisfactory standing in the examinations for the post of keeper which are held from time to time in each penitentiary. Senior officers promoted to their present positions since 1948 are, almost without exception, graduates of the central training programme. Efficiency Rating of 65 per cent is required for permanent appointment, 70 per cent for promotion to the post of keeper.

STAFF TRAINING IN GENERAL

(a) Extent of the Problem

As of 31 August 1954, the inmate population of the eight Canadian penitentiaries was 4,983. The eight penitentiary staffs comprised 1,601 persons, as follows: executive—113, administrative—561, custodial—927. Executive staff-members are the warden, deputy warden and chief keeper of each penitentiary, assistant chief keepers where required and the clerical staff-members immediately associated with the fore-going offices, including personnel and censorship. Administrative staff embraces all other employees except the purely custodial. Thus, chaplains, physicians, classification officers, teachers, engineers, trade instructors, stewards, messengers, farmers, and all other specialists are included in this category. Custodial staff consists of guards Grade 1 and Grade 2, keepers, and principal keepers where required. Ratio of staff to inmates, by groups as defined above, was:

Inmates per executive officer:	44.09
Inmates per administrative officer:	8.88
Inmates per custodial officer:	5.37
Inmates per officer (all categories):	3.11

These high ratios are due in part to the introduction of a 44-hour working week for employees, to the need for adequate night-staffs, to the development of a vigorous vocational training programme in most penitentiaries, and to the productive daily employment of inmates.

The opening of a new institution in 1952 has necessitated creation of 133 new staff positions. During the period from 1 September 1947 to 31 March 1954, a total of 426 new staff positions have been created to meet the needs of all penitentiaries. During the seven years of the current administration, 1,539 new appointments have been made in the Service to fill both new positions and vacancies created by separation. Normal replacements will continually introduce untrained personnel into the Service. Future expansion as necessitated by the growth of population may also make heavy demands upon our training facilities.

(b) Early Development

The deputy warden of each penitentiary is responsible for the training of all officers, under the direction of the warden (Regs. 258 and 204). In compliance with the latter Regulation, staff-training for many years consisted of lectures by the warden and deputy warden to such staff-members as could be assembled monthly for the purpose; annual examinations in proficiency were conducted. Assignment of duty was, of course, controlled in the initial orientation period of newly appointed officers. Individual attention was relatively haphazard and of short duration. The new officer acquired proficiency as best he could by seeking advice of other officers and by attendance at the monthly lectures.

The Royal Commission Report (1938) spoke disparagingly of penitentiary staff-training and advocated (page 362) that a few officers be sent to the Training School for Prison Officers at Wakefield Prison, England, so that the British principles of administration might effectively be imported into the Canadian system. This recommendation was acted upon.

Nine carefully selected officers, representing the seven Canadian penitentiaries then in existence, proceeded to Wakefield in the Spring of 1939. This group participated in the regular course of training at the Wakefield school. Shortly after their return a second representative group was selected but the outbreak of World War II caused cancellation of their embarkation which had been arranged for October 1939. Further activity in central training was necessarily deferred until the post-war era.

Following the re-organization of the Penitentiary Branch under the Commissioner of Penitentiaries in 1947, plans were laid to establish central courses in Canada. Thus, beginning in February 1948, with the co-operation of the Commissioner of the Royal Canadian Mounted Police, a course of six weeks duration was commenced at the R.C.M.P. Barracks at Rockcliffe, Ontario. The course was directed by two of the original group who had attended Wakefield school nine years earlier. Instruction was provided by the R.C.M.P., by senior members of the staff of the Commissioner of Penitentiaries and by a professor of Toronto University's School of Social Work.

Twenty-five officers representing all penitentiaries were students of the course.

Subsequent developments necessitated re-location of central courses at Laurentian Terrace, Ottawa. Finally, in 1952, the training programme was centralized at Kingston, Ontario, in a Penitentiary Staff College especially prepared for the purpose. Details of its staff, management and curriculum are given elsewhere in this report, along with particulars of total participation in central officer-training courses. A significant outgrowth of the central programme will now be mentioned.

LOCAL IN-SERVICE TRAINING

As officers returned to penitentiary duty upon completion of central courses, opportunities were provided locally for these men to acquaint their fellows with the highlights of the training they had just received. One or more such men in each penitentiary, having shown particular aptitude for this work, undertook briefing of those nominated for subsequent courses. Alive to the needs of junior staff-members in particular, and foreseeing the passage of a very long time before all such members might have the benefit of central training, wardens and deputy wardens organize local groups for in-service training with approval of the Commissioner of Penitentiaries. Fully aware of the resultant over-lapping of curricula between local and central training, authorities nevertheless encouraged this activity as being a worthwhile though not fully integrated addition to the programme.

Meanwhile, the succession of regular central courses was being augmented by conference-courses of specialist groups representing all penitentiaries. One such group, meeting at Penitentiary Staff College in March 1953, was designated a conference of in-service training officers. Officers in attendance were those whom their wardens had selected for local training duties as outlined above. All had previously attended a regular central course. During their conference, additional training was provided, especially in teaching techniques, methods of instruction and human relations. With the assistance of head office representatives they studied the possibilities of in-service training, concluding that the problem may be resolved in three parts:

- (a) Individual orientation of newly-appointed staff-members;
- (b) Basic training of homogeneous groups of junior officers, i.e., those having similar training needs;
- (c) Advanced training, as an adjunct of the central training programme.

Through its In-service Training Officer, acting under direction of the Deputy Warden, each penitentiary now undertakes the orientation or induction of each newly-appointed staff-member during his first week of service. After the swearing-in ceremony the new officer is conducted through the institution, measured for uniform, acquainted with regulations and standing orders, as was formerly the practice. In addition, he is now introduced to the specialists whom he might not otherwise meet in the normal course of his early service, such as the chaplains, physician, classification officer, chief trade instructor, chief vocational officer and various other administrators. From each he receives, through brief discussion, some insight into his future relationship to inmates, to other staff-members and to the administration generally. From the in-service training officer and from other selected officers he receives specific instruction in the performance of routine duties to which he will soon be assigned. The result of this procedure, admittedly performed better in some penitentiaries than in others, is that the new officer is enabled to function effectively much sooner than was formerly the case.

Basic training of junior officers, after they have acquired a few months of practical experience, is now developing satisfactorily in the hands of most deputy wardens. Groups, varying from four to twelve junior officers according to the local situation, are receiving full-time instruction for periods of one to two weeks. Our largest institution deviates from this pattern by arranging a forty-hour course for forty officers, using a one-hour period thrice weekly after the close of the regular working day. Compensatory leave is subsequently granted for this overtime duty. Appended to this report is a condensation of the curriculum used in a typical basic training course (App. I).

Advanced training may consist of any organized instruction intended to refresh or improve the efficiency of experienced staff-members. There is presently some over-lapping be-

tween this and the basic function of training. Further development is planned. Industrial and vocational training officers are sent periodically to outside industry and vocational schools for the purpose of keeping abreast of new developments in their trades.

PENITENTIARY STAFF COLLEGE

This is a modest establishment having residential and other facilities to accommodate 24 students. On spacious and beautiful grounds adjacent to the reserve of Kingston Penitentiary and at no great distance from Collin's Bay Penitentiary, it lies within the city limits of Kingston. A classroom, a gymnasium, four dormitories, a library, a recreation room, an athletic field, a dining room, a kitchen, administrative offices, superintendent's quarters and one motor vehicle (station wagon) are provided.

Permanent staff consists of the superintendent, the assistant superintendent and an administrator with rank of assistant accountant. Two female cooks and a part-time kitchen-boy are employed at prevailing rates. Housekeeping, scullery duties, care of grounds and general maintenance are performed by inmates of the neighboring penitentiaries. Certain staple food products are requisitioned from the same institutions. An outline of the Penitentiary Staff College curriculum is attached hereto as Appendix II.

CENTRAL TRAINING

From February 1948 to date, at Rockcliffe, Ottawa and Penitentiary Staff College, twenty-six regular courses have been provided for custodial and administrative officers; six of these were arranged with bilingual (French-English) instruction. Courses have been of five and one-half to six weeks' duration. The total number of officer-students attending has been 598.

In addition, five special courses for trade instructors have been held, including one in the French language at St. Vincent de Paul Penitentiary. Teaching methods and shop management have been featured in the curricula of instructors' courses. Four of these courses were of normal six weeks' duration; the fifth, of four weeks in July 1953, was designed espe-

cially for vocational training instructors and was led by prominent vocational educationist from schools in the province of Ontario. An additional special course for welders was held in Montreal. Total attendance at special courses has been 120.

An interesting and valuable feature of early regular courses was participation as assistant chief instructors by senior officers seconded from their respective penitentiary duties. Several deputy wardens, chief keepers and keepers thus had an opportunity to acquire knowledge of other aspects of the curriculum whilst serving as instructors in duties and responsibilities with which they were already familiar. Without doubt, this experience was an important factor in the preparation of such officers for further advancement in the Service.

Sixteen specialist conference groups have been convened for periods of approximately ten days each; a formal record of deliberations and recommendations was compiled and distributed following each such conference. The following specialist groups have met so far:

Wardens	— June 1949 and June 1951
Deputy wardens	— March 1952
Chief keepers	— June 1952
Classification officers	— January 1951 and March 1954
Chief trade instructors and chief vocational officers	— March 1952
Accountants and storekeepers	— January 1951
Plant engineers and chief trade instructors	— February 1951
Stewards	— March 1950
Executive secretaries and senior clerks	— May 1951
Schoolteacher-librarians	— May 1951
Chaplains	— June 1951
Censor clerks	— October 1952
In-service training officers	— March 1953
Hospital officers	— October 1953

Every such conference has been a valuable training experience for its participants, developing new insight into the principles and practice of enlightened penology. Each has suggested improvement of facilities for the treatment, train-

ing and rehabilitation of inmates. Many changes of policy and revisions of regulations have resulted directly or indirectly from these meetings.

As this report is written, plans are being formulated for the third conference of Wardens, wherein the recommendations of other groups will receive further study and consideration. Total attendance at the above-mentioned conferences has been 150.

EMERGENCY MEASURES IN TRAINING OF RECRUITS

To the seven penitentiaries mentioned earlier in this report, another was added early in 1952. This is the Federal Training Centre at St. Vincent de Paul, province of Quebec. Its function is to receive by transfer from our largest institution, St. Vincent de Paul Penitentiary, young and reformable inmates who are mainly French-speaking. The new institution received a nucleus of staff from St. Vincent de Paul and other penitentiaries. It was necessary, however, to appoint and train a relatively large number of inexperienced staff-members in a short space of time. For this purpose three successive four-week courses in the French language were conducted at the Federal Training Centre. The curriculum was closely related to that of the Penitentiary Staff College and to the basic in-service courses in current use at other institutions. It was amplified by practical work within the institution, and is thus the only example of full-time recruit staff-training thus far carried out in the Canadian Federal Penitentiary Service. Though practical considerations militate against general adoption of this type of training, the results of this project seem to have met the need quite satisfactorily. The total number of recruits trained was 58.

PARTICIPATION IN THE CENTRAL TRAINING PROGRAMME

Total participation in the central programme of regular courses, instructors' courses, special recruit courses and specialist-conferences has been 926; the actual number of participants is estimated at 875, some persons having participated in more than one central conference or course. Some trained

officers have left the Service. As of 21 October 1954, there remain on the staffs of our several institutions 726 officers who have participated in central training. Their distribution is as follows:

Penitentiary	Participants	Percentage of Staff
Dorchester	95	52%
St. Vincent de Paul	107	31%
Kingston	111	40%
Collin's Bay	81	50%
Manitoba	84	58%
Saskatchewan	85	51%
British Columbia	87	51%
Federal Training Centre	32	
	41 (Recruit)	47%
Penitentiary Staff College	3	100%
All institutions	726	45%

LITERATURE FOR STAFF TRAINING

As will be noted from the Penitentiary Staff College curriculum appended hereto (App. II), we rely upon correctional training manuals and literature produced by organizations other than our own. We have not, in fact, undertaken the development of training manuals, preferring to maintain a certain flexibility of curriculum throughout a period of rapid development in our Service. There is growing recognition of the need for some training literature particularly related to our own Service, and we anticipate that such material will be developed in the future.

Twenty-five issues of a Penitentiary Officers' Information Bulletin and seventeen issues of a Penitentiary Service Bulletin were issued to all officers during the period 1948 to 1952. Staff-changes involving the removal of personnel from Head Office to Penitentiary Staff College have resulted in temporary cessation of the Bulletin which was used primarily for the re-publication of pertinent articles on correctional subjects gleaned from various sources. Revival of the Bulletin as an appropriate medium for the dissemination of training material and of news and factual information concerning the Service is contemplated.

EVALUATION OF RESULTS

The process of initial selection for appointment as described in the foregoing report has been in effect for twenty years or more, and has proved itself satisfactory. Its weakness, if any, is the minimum educational requirement for appointment to custodial staff. The salary scale of guards Grade 1 has been given several upward revisions in recent years, and now stands at \$2670, rising by annual increments to \$3060 per annum. There is reasonable prospect that any capable guard may rise to the rank of keeper with the salary of \$3696, or to principal keeper (\$3960) or chief keeper (\$4608). Some thought is being given, therefore, to the advisability of increasing the minimum educational qualifications for appointment.

As already mentioned, slightly less than one-half of our total institutional staff has participated in the central training programme. The proportion would be higher if staff-turn-over had not drained off a number of trained officers. The probable establishment of another penitentiary to cope with rapidly increasing national population will present new problems in training. There is obvious need for continuation of the central programme. It may be anticipated that in five to seven years from this date total coverage may be approached. Long before that time, however, the curricula of local in-service training and of central training at Penitentiary Staff College will tend to duplicate one another unless amended. The future role of the Penitentiary Staff College should probably be:

- (a) to continue, in a diminishing degree, regular courses of the basic variety for custodial and administrative officers; as total staff coverage is more nearly approached, to substitute a secondary level of studies; satisfactory completion of basic training at local level might then be pre-requisite to admission to Staff College (the purpose of secondary training to be the selection and development of junior non-specialist officers for increased responsibility);
- (b) to continue serving as the locale for conferences of specialist officer-groups;
- (c) to provide special courses, some of which might be much longer than the customary six weeks, designed to improve the knowledge and skill of specialist officers, to develop uniformity and efficiency in institutional practices, and to facilitate the selection and development of future senior administrators and executives.

It has been the avowed purpose of our training programme to assist in the creation in each institution of a climate that will encourage the prisoner to apply himself in working hours and in his spare time to self-improvement against the day of his release. To that end, our courses are designed to develop staff knowledge of modern penology, to raise staff standards of awareness of factors which influence human behavior, to increase staff knowledge of social problems and causes of crime, to improve staff efficiency in specific responsibilities, physical fitness and general interest in prison work as a career. A vastly changed relationship between staff and inmates in every institution has been the result. Even during the one serious disturbance we have had in recent years, the absence of hostility toward the staff was especially noted. There has been a decrease in penitentiary recidivism from 45.45 per cent in 1948 to 38.08 per cent in 1954. Statistics of inmate-conduct tend to support the view that the staff has learned improved methods of guiding inmates. The proportion of offences against regulations was 1.38 per inmate in 1948, 0.821 in 1952. There was a decrease of 1,661 offences per year, despite an increase of 722 in the inmate population. Statistics on inmate behaviour for subsequent years are not available at present.

The cost of central training is considerable, involving rail transportation of officers over great distances, food and other maintenance whilst in training, as well as loss of their services whilst absent from their institutional posts. We remain convinced, however, that tangible results have been achieved, and that training of officers is an essential part of our programme.

APPENDIX I

Outline of Curriculum of typical local basic in-service training course

Duration of Course: 8 days, comprising 56 periods of 45 minutes each. Written tests on 9th day, consisting of two papers of 10 questions each. Marks also allotted for notebooks.

SYLLABUS

Monday

Period	1	Introductory—Warden and Deputy Warden
	2,3	Penitentiary Act
	4	Classification
	5	Man Management and Discipline
	6,7	Personalities

Tuesday

	1,2	Penitentiary Regulations
	3	Characteristics of a Prison Officer
	4	Custodial Tasks
	5	Psychiatry
	6,7	Reception and Discharge Procedures

Wednesday

	1,2	Custodial Organization and Programme
	3	Annual Report
	4	John Howard Society and National Employment Service
	5,6	Vocational Training
	7	Censoring

Thursday

	1	Searching and Reports
	2	Duties of Warden
	3	Duties of Deputy Warden
	4	Duties of Chief Keeper
	5,6,7	Class sits in on Meeting of Classification Board

Friday

	1	Use of Restraint Equipment
	2	Remission and Remuneration
	3,4	Vocational Training
	5	Duties of Custodial Officer in General Housekeeping
	6	Duties of Chief Trade Instructor
	7	Accounting Procedure

Saturday

	1	Duties of Tower and Gate Officers
	2	Fire Fighting Equipment
	3	Duties of Dome and Cell Block Officers
	4	Food Handling and Sanitation
	5	Care and Use of Fire Arms (Revolver)
	6	Care and Use of Fire Arms (Rifle)
	7	Night Duties

Monday

	1	Inmate Grading Forms
	2	Staff Efficiency Rating Forms
	3,4	Rehabilitation
	5,6	Education
	7	Gas Equipment

Tuesday

	1	Transportation of Prisoners
	2	Duties of Officer in charge of the Keepers' Hall and Switchboard
	3	Duties of Storekeeper; Requisitions
	4	Escape Procedure
	5,6	Social Studies
	7	Spare

Wednesday

Tests

APPENDIX II

Outline of Curriculum Penitentiary Staff College Kingston, Ontario

OBJECTIVES:

To improve the efficiency of the Federal Penitentiary Service by raising the standards of Officers in terms of:

- (a) their understanding of contemporary correctional policies and practices;
- (b) their understanding of the factors which influence human behaviour;
- (c) their knowledge of social problems and factors which cause criminal behaviour;
- (d) their own specific responsibilities in maintaining custody and supporting all rehabilitative processes inside and outside the institution;
- (e) their awareness of institutional and departmental administrative policies and practices;
- (f) their physical fitness and competency to meet unusual or violent prison situations;
- (g) their general knowledge and personal development over and above a professional interest in correctional work.

INSTRUCTORS:

Staff College permanent staff.

Members of the Commissioner's Staff, Ottawa.

Executive and administrative staff from Federal Training Centre, Kingston, Collin's Bay, St. Vincent de Paul, Dorchester and Manitoba Penitentiaries.

Faculty members—Schools of Social Work—the University of Toronto and McGill University.

Representatives of the Canadian Penal Association.

Representatives of the John Howard Society.

Representatives of the National Employment Service.

Representatives of the Narcotic Control Division, Department of National Health and Welfare.

Representatives of the Training Division, Civil Service Commission, Ottawa.

Representatives of vocational-technical schools and institutions in Ontario.

CORRECTIONAL HISTORY AND CONTEMPORARY PRACTICES:

18th and 19th century prison experiments—Australian and French Guiana penal colonies—the influence of the Auburn and Pennsylvania prison systems on Canadian and English penal developments.

Prison reform pioneers in America and England—contributions by John Howard and Elizabeth Fry.

The Canadian scene: pre- and post-Confederation (1867) penitentiaries—contributions to penal philosophy and development by early Inspectors and Superintendents.

The Archambault Report, 1938.

The Gibson Report, 1947.

The Penitentiary Act, 1939 and 1947.

Contemporary correctional practices—federal and provincial—philosophy of corrections—religious programmes—classification—education (academic and vocational)—industries—recreational and cultural programmes.

Crime statistics and decrease in penitentiary recidivism. Administrative organization and techniques—the importance and scope of staff training.

Rehabilitative agencies—the work of the John Howard and the Elizabeth Fry Societies—other prisoner aid agencies—the National Employment Service—support of employers—the Canadian Penal Association.

Public relations and press publicity—officers' role in programme interpretation.

The American scene: federal and state—the American Prison Association—medium and minimum security institutions and programmes.

The English scene: Borstal and "open" institutions today.

Films:

Penitentiary, National Film Board.

After Prison, What? National Film Board.

Children on Trial, England.

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The Correctional Process, Canadian Welfare Council.

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Contemporary Correction, Tappan.

New Horizons in Criminology, Barnes and Teeters.

Prisoners are People, Scudder.

The San Quentin Story, Duffy and Jennings.

Reports of the American Prison Congress.

Manual of Suggested Standards for a State Correctional System, American Prison Association.

Annual Reports State and Federal Prison Services, U.S.A.

Federal Probation, Federal Prison Service, U.S.A.

The Howard Journal, England.

PSYCHOLOGY AND PSYCHIATRY:

Prison background—case history preparation and interpretation—individual physical and mental growth—early environmental influences

on later behaviour—anti-social and asocial development—major and minor mental disorders and their treatment—problem cases in prison: the epileptic, alcoholics and drug addicts, perverts, the Doukhobours—staff relations in the handling of mentally disturbed inmates—techniques of preventing or alleviating some mental illnesses in prison—contemporary psychiatric treatment—psychological tests, their use and administration.

Films: *Emotional Health*, McGraw-Hill.
The Mental Mechanisms Series, National Film Board:
The Feeling of Rejection
The Feeling of Hostility
Over-Dependency
Feelings of Rejection
Breakdown
Drug Addict, National Film Board.
The Quiet One, New York.
Psychiatry in Action, England.

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Toward Mental Health, Public Affairs
Pamphlet No. 120.
Broadcasts on Human Relations and Mental
Health—The Canadian Broadcasting
Corporation.

MODERN SOCIAL PROBLEMS:

Old and new patterns of living—social urbanization and problems—problems of unemployment, housing, depressions, etc.—the community setting for delinquency and crime—the place of the home, school, church, social agencies in crime prevention—family and juvenile courts—police and service club youth organizations to combat delinquency—community leisure and recreational programmes—the role of the social worker in delinquency prevention.

The increasing importance of government in helping to solve modern social problems (e.g., The National Housing Act, Unemployment Insurance, Family Allowances, Old Age Pensions, Workmen's Compensation, Mothers' Allowance, Medical-Hospital Plans, etc.)

Crime today and public attitude towards it—community goals for the prevention of delinquency and crime.

Films: *A Friend at the Door*, National Film Board.
The Disinherited, Children's Aid Society of New York.
Who is My Neighbour? National Film Board.
Children of the City, Scotland.
When All the People Play, National Film Board.
Family Circles, National Film Board.

Bibliography: *Your Town Against Delinquency*, Canadian
Welfare Council.
Social Work and the Joneses, Public
Affairs Pamphlet No. 97.
The Field of Social Work, Fink.

Youth Marriage and the Family, Canadian
Youth Commission.
Street Gangs in Toronto, Rogers.
Canadian Welfare, selected issues.
Annual Reports of the Toronto Family Court.
The Royal Bank of Canada Monthly Letter—
selected issues.
Youth and the Police, Royal Canadian
Mounted Police.

DUTIES AND RESPONSIBILITIES OF THE PENITENTIARY OFFICER:

Staff standards—the role of the officer in understanding and supporting Departmental and institutional policies—staff relationships and “teamwork” in the correctional process—individual institutional physical differences and programmes—human relations in inmate supervision—counselling and its limitations—public relations on and off duty—Officers' libraries, in-service training and other opportunities for self-improvement in the correctional field—techniques of maintaining custody, work supervision, accident and fire prevention, sanitation, institutional economy—suggestion awards—report writing and other administrative procedures—offence reports and Warden's court procedure—institutional discipline, its meaning and application—prevention of escapes and riots—legal aspects of the use of force, searches of dwellings or vehicles—trespassers on the Penitentiary reserve—interpreting Penitentiary Rules and Regulations and Standing Orders—notebooks, their organization and use—administrative aspects of inmate remuneration—prisoner transportation.

Films: *The Arrest, Handling and Transportation of Prisoners*,
Royal Canadian Mounted Police.
Selected short films for observation tests.

Bibliography: *Penitentiary Officers' Handbook*, 1952.
The Penitentiary Act.
Selected sections of the Criminal Code.
*The training of Prison Guards in the
State of New York*, Wallack.
Contemporary Correction, Tappan.
The Prison World, Correctional Officers' Section.
Prison Riots and Disturbances, APA Report, 1953.
Federal Probation, September, 1952,
“Prisons in Turmoil”.
Transportation of Prisoners, California.
*Manual of Suggested Standards for a State
Correctional System*, American Prison
Association.

REMISSION AND TICKET OF LEAVE:

Background and administration of the Ticket-of-Leave Act—appeals, waivers and calculation of sentences—types of temporary release—ticket-of-leave conditions—The Coronation Amnesty, 1953, and forfeitures of remission.

Bibliography: Prepared precis.
The Penitentiary Act.
The Ticket-of-Leave Act.
Circulars from the Commissioner of Penitentiaries.

PHYSICAL TRAINING:

Drill and parade techniques—personal appearance, alertness—progressive setting-up exercises—games, their organization and rules—police or restraint holds for emergencies without danger of physical harm.

SMALL ARMS AND TEAR GAS:

Range safety—care of firearms—corrective revolver and rifle practice—use of tear gas guns and grenades for emergencies.

SPECIAL COURSES OR CONFERENCES

TEACHER TRAINING:

This training is given trade and vocational instructors and is added to the regular course for custodial officers. (Certain sections of that course are, however, shortened).

Scope and aim of the course—trades and their development—trade and job analysis—development of skills, knowledge and attitudes—the learner and the nature of learning—lesson planning—methods of teaching shop subjects—audio-visual aids—using the blackboard effectively—good housekeeping in the shop—safety through training—types of tests and their preparation—shop management.

Practical application of teacher training theory: the trainee teacher analyzes own trade—selects lesson units and prepares lesson plans—sets up and teaches model lessons—observes and reports upon model lessons by others—summarizes and emphasizes newly acquired skills and knowledge—reviews shop activities for more effective shop operation and trade training.

Films: Selected supervisory films and filmstrips from the National Film Board.
Selected industrial films.

Bibliography: Prepared precis.
Creative Teaching, Struck.
Trade and Job Analysis, Fryklund.
250 Teaching Techniques, Estabrooke and Karch.
Methods of Teaching Industrial Subjects, Leighbody.
Supervision, selected issues.
The American Vocational Journal, selected issues.
Penal Industries Association Newsletter, selected issues.

COURSES FOR FRENCH-SPEAKING OFFICERS:

Canada has two official languages—English and French. The majority of courses are conducted in the English language. These may be attended by bilingual officers from predominantly French-speaking areas. Occasionally, the curriculum is conducted entirely in French for the benefit of unilingual officers. The Federal Training Centre in the Province of Quebec conducts a four weeks' training course entirely in French for officers who might not otherwise have the opportunity for any centralized training at the Penitentiary Staff College.

CONFERENCES:

Conferences are held for senior executive and administrative officers in order to assess current policy and administrative practices and to recommend any revised procedures. Special agendas are set up to meet the needs

of each group. A report of proceedings and recommendations is submitted for consideration of the Commissioner of Penitentiaries.

Wardens, deputy wardens, chief keepers, chief trade instructors, plant engineers, accountants and storekeepers, chaplains, classification officers, censor clerks, executive secretaries and senior clerks, schoolteachers and librarians, in-service training officers, chief vocational officers, hospital officers and stewards may participate in such meetings.

OFFICERS' LIBRARIES:

A central library, covering a wide range of literature in the correctional and allied fields, is maintained at the Staff College. There is an officers' library at each institution, which carries single volumes of many of the books and publications at the Staff College.

COURSE AND PROMOTIONAL EXAMINATIONS:

Various types of tests or examinations are written by Course candidates. Certificates of Achievement are given at the conclusion of regular courses. Promotional examination papers are sometimes prepared and initially assessed by the college staff, the ratings given are subject to review by the Commissioner of Penitentiaries and other senior officials at Ottawa. These examinations may be written in French or English, at the discretion of the candidate.

FIELD VISITS:

Course officers visit Federal Training Centre, Kingston, Collin's Bay and St. Vincent de Paul Penitentiaries to study the programmes there.

RATING OF CANDIDATES—PENITENTIARY STAFF COLLEGE

1500 marks are allotted for examination results, as follows:

1. THE CRIME PROBLEM.....	250
2. MODERN SOCIAL PROBLEMS.....	100
3. PSYCHOLOGY AND ITS APPLICATION TO PRISON WORK.....	250
4. THE PRISON OFFICER—FUNCTIONS AND DUTIES.....	250
5. REMISSION & TICKET-OF-LEAVE.....	100
6. PHYSICAL TRAINING.....	250
7. SMALL ARMS.....	100
8. NOTEBOOK.....	200
	<hr/>
	1500

1000 marks are allotted for personal rating, as follows:

1. PERSONALITY AND CHARACTER.....	200
2. ACADEMIC INTEREST.....	50
3. COOPERATION AND RESPONSIVENESS.....	100
4. OBSERVATION AND ALERTNESS.....	100
5. EFFORT AND PERSEVERANCE.....	100
6. POWERS OF ANALYSIS.....	100
7. INITIATIVE AND CAPACITY FOR GROWTH.....	200
8. PERSONAL APPEARANCE.....	150
	<hr/>
	1000

The examination results and personal ratings are combined into one general or final rating.

Numerical ratings are translated into alphabetical ratings for purposes of the summary of achievement:

- A: 90 to 100% of possible marks
- B: 80 to 89% " " "
- C: 70 to 79% " " "
- D: 60 to 69% " " "
- F: below 60%

SUMMARY OF ACHIEVEMENT

PENITENTIARY OFFICER'S TRAINING COURSE NO.

Date: _____

Name _____ Position _____ Penitentiary _____

<u>COURSES</u>	<u>EXAMINATION GRADE</u>
1. THE CRIME PROBLEM:	A B C D F
2. MODERN SOCIAL PROBLEMS:	A B C D F
3. PSYCHOLOGY AND ITS APPLICATION TO PRISON WORK:	A B C D F
4. THE PRISON OFFICER—HIS FUNCTIONS AND DUTIES:	A B C D F
5. REMISSION & TICKET-OF-LEAVE:	A B C D F
6. PHYSICAL TRAINING:	A B C D F
7. SMALL ARMS:	A B C D F
8. NOTEBOOK:	A B C D F

SUMMARY OF PERSONAL RATING:

<u>FACTOR</u>	<u>RATING</u>
1. PERSONALITY AND CHARACTER:	A B C D F
2. ACADEMIC INTEREST:	A B C D F
3. COOPERATION AND RESPONSIVENESS:	A B C D F
4. OBSERVATION AND ALERTNESS:	A B C D F
5. EFFORT AND PERSEVERANCE:	A B C D F
6. POWERS OF ANALYSIS:	A B C D F
7. INITIATIVE AND CAPACITY FOR GROWTH:	A B C D F
8. PERSONAL APPEARANCE:	A B C D F

GENERAL RATING:

EXAMINATION RATING: _____
PERSONAL RATING: _____

FINAL RATING: _____

(A—EXCEPTIONAL; B—VERY GOOD; C—GOOD; D—FAIR; F—DEFICIENT)

SUMMARY OF OFFICER'S POSSIBILITIES IN THE SERVICE:

RESUME

Le Gouvernement du Canada administre, par l'entremise d'un Commissaire, huit pénitenciers destinés à la détention et à la réadaptation des délinquants, condamnés légalement à des peines allant de deux ans à la détention à vie. Les délinquants condamnés à d'autres peines sont détenus par les juridictions provinciales. Le personnel des pénitenciers est fixé sur la base d'un rôle du personnel. Le nombre du personnel de surveillance est déterminé en relation avec la population pénitentiaire. Il y a à l'heure actuelle à peu près 1,600 membres du personnel pour 5,000 détenus. Ce pourcentage élevé est dû en partie à l'existence d'une semaine de 44 heures pour les employés, à l'importance du programme de formation professionnelle et de réadaptation sociale, à la nécessité d'un service de nuit adéquat et à l'instruction journalière progressive des détenus.

Les candidats à un poste de l'administration pénitentiaire doivent être citoyens canadiens et résider dans la région que sert le pénitencier, avoir au moins 21 ans, ne pas avoir de casier judiciaire, être physiquement aptes au service des prisons, avoir une éducation secondaire ou un niveau d'éducation plus élevé, avoir une bonne réputation, ne pas avoir été antérieurement renvoyés du service et ne pas avoir un parent immédiat dans le même personnel pénitentiaire. Les candidats au poste de surveillant âgés de plus de 35 ans doivent faire état de service militaire actif. Les postes à pourvoir sont annoncés publiquement dans la région en question.

Les employés commencent par une période d'essai et doivent obtenir une appréciation d'aptitude satisfaisante pour être retenus, titularisés et promus. Un examen écrit est requis pour la promotion du personnel de surveillance.

Antérieurement, la formation consistait en des conférences mensuelles données dans chaque établissement par des fonctionnaires supérieurs. On organisait des examens annuels pour vérifier l'état des connaissances du personnel. Le premier essai de formation centrale a commencé en 1939 avec l'envoi d'un groupe de neuf fonctionnaires à Wakefield, en Angleterre. La seconde guerre mondiale a interrompu ce programme. Des cours centraux de formation ont commencé à être donnés au

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.