

inmate training programs. We are introducing the Living Unit Concept of staff employment, which breaks down the inmate population into small groups with the assignment of a staff team to each group on a permanent basis. The main goals of this program are to improve communication between staff and inmates, acceptance of self-responsibility by inmates, shared participation in planning programs, and to provide a climate which will enhance treatment. The type of environment which this program will foster should aid in the inmate's personality growth and development through increased responsibility and cooperative action. It is hoped that physical/custodial requirements will be lessened as relationships are established — i.e., external control will be replaced by self-control, which carries over to community situations when the inmate is released. The staff team will be composed of classification officers and correctional officers. The team will have responsibility for the management of the individual programs for each inmate in the Living Unit, including discipline, earned remission, pay, visiting, temporary absence and parole recommendations.

The development and utilization of community resources in inmate training programs are being facilitated greatly by the formation of Citizen Advisory Committees and the increasing involvement of volunteers who make important and valuable contributions, not only in the community, but also by visiting the institutions and enhancing the content and value of the social and cultural aspects of institutional programs. More than ten thousand citizens have been visiting our institutions on a regular basis to participate in a wide variety of programs designed to prepare the inmate for his ultimate return to the community. For example, at Beaver Creek, the Advisory Committee includes the Mayor of Gravenhurst, and inmate drawn from the Inmate Committee, an ex-inmate who is now a successful business man and a number of leading citizens. They meet at least once a month and on quarterly basis, they have meetings with the total population of the institution, including inmates and staff. With the help of the Citizens Committee, the inmates and the local Ski Association run a successful ski resort.

Inmate pay scales are currently being studied with a view to bringing them more in line with the minimum wage prevailing in the community. A pilot project has already been approved at William Head, where an inmate training building will be constructed using inmate labour and paying the minimum wage. In such circumstances, however, inmates will be asked to pay reasonable charges for room and board and clothing. The usual deductions for income tax, hospitalization and unemployment insurance benefits will also be applicable to those in receipt of wages or salary equal to or exceeding the prevailing minimum wage rates. Under these circumstances, an inmate will be able to accumulate a reasonable nestegg for the day of his release, while at the same time he will be able to build up unemployment insurance credits which will stand him in good stead, should he be unsuccessful in obtaining employment immediately after release.

A new project has just been approved which will provide for the first time a formal Life Skills Course for inmates who are in need of additional knowledge and training in problem solving behaviours. This course has been adapted to the correctional setting with the assistance of the Saskatchewan NewStart Corporation.

Another innovation relates to academic and occupational upgrading at Collins Bay Institution. A contract has been negotiated with St. Lawrence Community College to provide for the total requirement for academic upgrading in addition to a number of polytechnical courses. Changing job market requirements frequently dictate the necessity of short-term or specialty training. Under the contract basis, the Service is able to maintain a much higher degree of flexibility in meeting the needs of inmates at any given time. It would appear that the motivation and interest of inmates is maintained at a higher level by the presence of instructors who are not part of the institutional establishment. The drop-out rate has been reduced by two-thirds of the traditional rate. Similar contractual arrangements, on a smaller scale, are in effect at several other locations in the country. For example, Commission Scolaire Régionale de Missisquoi (Cowansville).

I think it may be of interest to mention also an example of a cooperative arrangement with Industry and the National Parole Service. I refer to the Metal Fabrication Course, conducted by Douglas Aircraft, at Warkworth Institution. Trainees were pre-selected by a joint committee of the Parole Service and the Penitentiary Service, in order that trainees might be granted parole in principle prior to embarking upon the three-month course. This project worked out very well and notwithstanding the lull in the aircraft industry as the course neared completion, a substantial number of trainees obtained employment with the firm. A second course, commenced within the last few days, will be patterned along similar lines as the first. In the Quebec Region, there are a number of similar endeavours involving Industry, Parole Service and the Penitentiary Service.

Mention should be made of the important contributions of the private after-care agencies in relation to the development of correctional programs within the institutions and in the community and also in relation to their contributions in public education and the development of a body of public opinion and attitudes which permit of experimentation and progress in the whole Criminal Justice system. I think it is now an accepted fact that the after-care services, both of a counselling and residential nature, are being recognized as an essential part of the correctional system. It is with satisfaction also that we note that the government has accepted the recommendation of the Canadian Committee on Corrections in recognizing the need for a partnership with voluntary agencies and that the partnership involves a major direct service function on the part of the voluntary agencies in relation to the government correctional services.

Corrections is a continuum from the police to the courts to the institutions and ultimately parole—each part has its continuing effect on the whole. No parole system can rise above the institutional program that precedes it.

Although about 80% of inmates in federal institutions have been in some correctional institution before, approximately only 43% have ever been in penitentiary previously and returned to penitentiary. Much has been said about recidivism rates indicating they point to a failure of the institution. On the contrary, it is possible to indicate that if the total correctional system including probation and parole is operating as it should be, then the fact that there is a