

themselves there and are willing to come and want to come to work for the federal service. Some of these have been taken on. For instance, my associate deputy commissioner used to be in a provincial system in British Columbia and moved over to the departmental side on research planning. He is now in the Penitentiary Service. So he has experience as a classification officer, an assistant warden, deputy warden, warden; and now he has this total experience that I hope to get. So it is a mixture of both.

The Chairman: In the past there has been criticism by parolees of parole officers, on the basis that the parolee is afraid that the parole officer is just an extension of the guard system that used to exist. He equates him with another arm of the police, in other words. I think for them to function properly this image of the parole officer has to be effectively destroyed. It has to be destroyed so that those he deals with have confidence in him. Is there a danger in your system that this would be accentuated? Or do you think that by following this out that it will give you an opportunity, by their performance in the system, to sell the parole officer as a friend to this person before he has to meet him on the street?

Mr. Faguy: I would agree certainly with the last part of your statement. I might say that I am not in the Parole Service, but I think it applies to the parole officer just as it does to our own officer. If the officer knows how to handle the situation, how to handle the inmate, to counsel and advise, you will find, as we are finding more and more, that the inmate will accept him as a person who is there to help, advise and counsel the inmate. If the parole officer does his job as he is supposed to do—and I am sure this is the case for the majority, although I do not know it for a fact—the inmate will accept him as a person who is there to help, advise and counsel him, and to help him get back into society as a productive citizen. It is a question of aptitude and attitude. I am sure that they do not have 100 per cent success any more than we have.

Senator Hastings: Mr. Faguy, could you explain the living unit concept to us, slowly and carefully?

Mr. Faguy: With respect to the living unit, we hope to have living together a small number of staff and inmates. The Mohr Report suggests only 12 inmates in a group living together with staff. You would have the same staff working with the same inmates on a continuing basis, participating in all activities. They would be participating in group therapy and group discussion. We are even going to use videotape, audiovisual, so that people will see themselves in actual, critical situations. They will see themselves reacting to problem situations, and then the discussion is on why they reacted that way and what can be done to help them. This applies also to the staff who will also see themselves reacting in a situation. So it is helpful both to staff and to inmates. The important point is that they will be living together.

Senator Hastings: In a particular area?

Mr. Faguy: In a specific area in the building, yes. This is what the Mohr Report suggests. I am not saying the report will be accepted exactly as that, but the principle is a small living unit of 12 people in a small building. It could be a wing, a separate wing, if you

like; but they live together, the same staff and same inmates on a daily basis.

Senator Hastings: Will the parole officer be a part of this unit?

Mr. Faguy: We do not now have a parole officer in every institution. Certainly, you could not have a parole officer in every unit; this would not be possible. But, as we have said, we would like to have, if possible, a parole officer in every institution. As a starter, we should certainly have at least a parole officer in those far-out locations, such as Drumheller and Springhill, Nova Scotia. There should be a parole officer on the spot. He lives with them and he knows what is going on. They study the case together. Now it is a question of staffing and what-not. This has been discussed, by the way, with Mr. Street, the Chairman of the Parole Board. We are looking at ways and means of improving the liaison and co-operation between the two services.

Senator Thompson: You have been speaking about the parole officer, but would that not also be the classification officer's role?

Mr. Faguy: Our own classification officer within the penitentiary is, in fact, a counsellor for the inmate while in the institution. If there is going to be a proper study of what is going to happen after he leaves the institution, it would be desirable for that person to be close enough to the inmate to be able to know what is going on and to understand his problems, so that the decision at the end is a united or unified decision.

Senator Hastings: While the inmate is in the living unit, does he still participate in the school or the shop?

Mr. Faguy: Yes. He certainly could be going to school. It would all depend on what the program would be. There will be more time allocated for group discussions, and so on. The staff will also have meetings more often.

Senator Hastings: With the inmates?

Mr. Faguy: Yes, with the inmates, but also by themselves in order to say at one point, "What is happening? Are we doing it right or wrong?" Most of the meetings would involve inmates and staff together. That is happening now in Springhill, Nova Scotia, for instance, and I think that is going very well. I have sat in at one of these meetings myself in order to listen to the kind of discussions that go on. The staff had a post mortem afterwards with the professional classification officers, the padre, the chief classification officers and some of the correctional staff sitting together, saying, "How well did we make out?" This was very interesting. This is communication at its very best.

Senator Hastings: I agree with you that you cannot have a parole officer for every unit, but some sort of interplay should be had so that he goes in and out.

Mr. Faguy: I think so. I can tell you that the best thing would be to have one in each institution, but for the time being, at least, we will have one in the far-out locations.