

to reforms in correctional institutions and this sort of thing. I was surprised, but it was favourable rather than negative. I think that with good public relations and good public information, we can make it.

Senator Hastings: I wonder if you could find a better name than "community correctional centres"? It has a kind of connotation of another "joint" that is going to be established within the community, in a residential area.

Mr. Faguy: In official language, in bureaucrat's language, I call them community correctional centres, but I would like, for instance in Calgary, to call it the Scarborough Centre.

Senator Hastings: Or call it the Faguy Manor?

Mr. Faguy: I remember that a suggestion was made not long ago by a senator, and I was flattered.

The Chairman: It may be we could call them all Shangri-la.

Senator Hastings: They are part of the correctional process.

Mr. Faguy: We use these centres not only for release or pre-release now, but, I would hope, by agreement with the parole people, that some of the parolees in need of recycling or re-counselling would come in and stay there for a while. So they are, to all intents and purposes, correctional in a broad and good sense of the word.

Senator Thompson: I wonder if I could come back to your point of unification of parole and custodial officers? Could I put it to you, first, in this way? You are a distinguished public servant in other areas as well as commissioner. Would there be a time when a man could come in as a custodial officer and feel he could arrive at your position?

Mr. Faguy: Oh, yes. The position of commissioner is open to anyone who wants to participate in the program, is willing to take it on and is also qualified to do it. I would maintain, however, that what you need basically, first of all, is an administrator, a correctional administrator and, hopefully, a professional correctional administrator. At this point in time, you have a correctional administrator, myself. I would hope that there would be a professional person who has been through the ranks, who is qualified professionally and who also at the same time has the ability and capability to be an efficient administrator.

Senator Thompson: What I was getting at is that in the navy or in the services, which perhaps yourself and some of us have been through, there was a period when it was suggested we start as an ordinary seaman and then get this training and move up to become an officer, and so on. Does this apply to your service?

Mr. Faguy: Yes, sir. We have the regional directors now, which is one level below the associate deputy commissioner and deputy commissioner. Some of these people have been through the ranks. They came in as correctional officers or guards, even in those days.

They have gone through the service and have become regional directors. Most of our directors or wardens, as we used to call them, have been through the ranks. Others have come in at the middle management level or as classification officers and have become directors. It is possible, certainly.

Senator Thompson: If I were, the parole officer type, who had taken a master's degree in social work, I wonder how I would feel about moving into the custodial care service where perhaps a fellow has got qualifications like Grade 7 or Grade 10.

Mr. Faguy: This is one of the advantages of having the unified service, because a parole officer could become director of an institution. He could come through the ranks and the service to be possibly the commissioner, or whatever the title would be, of the unified service or the correctional services. We have now an ex-district representative of parole services as a director. We have qualified recently another assistant director of parole to become a director of an institution. If there were a unified service, I would make it a point, or it should be made a point, to have career planning for all these people to match together, and to go to exchange and interchange between the two services. In this way you would have a man who knows both sides.

Senator Thompson: In the case of the parole officer, when he exchanges, what position in the penitentiary would he have?

Mr. Faguy: He could be a classification officer, or a chief classification officer, or in charge of programs; or he could become co-ordinator of programs at the regional level, a position which has just been created and which has been announced recently in Ontario and Quebec, and which is soon to be announced in British Columbia. All these positions are available to these people, but they would have to prove themselves to be not only professional counsellors but also able to manage people, to co-ordinate the work of people, to plan ahead and to push the program.

Senator Thompson: With my own very meager knowledge, it appears to me that in the penitentiary field, it is dissimilar from, say, the RCMP, where they all start at the same point. In the RCMP you all start as constables and go to Regina and get training right at the start. The fellow who comes in often can move to the middle echelon or to the top echelon whereas the fellow who starts at the bottom finds that it is a hard climb for him to get up. Are you changing that?

Mr. Faguy: We have. I would not want to say that you have to start as a guard in order to become a director, a regional director or even commissioner. We have taken people in at all levels. The majority of them have grown through the ranks, however. The majority of our directors have. Some of them, during their career in the Penitentiary Service, have taken courses at university and have qualified themselves and have become professionals. They did this while they were in the service. We have now authorized, on a regular basis, every year, ten positions where we send ten of our officers to university to qualify themselves. I hope to increase this number of positions, by the way. We also take people from outside, from other services, provincial services, for instance, people who have proved