

workload now being handled by them. Since publication of the Ouimet Report, two important developments have occurred:

1) the announcement by the Solicitor General of dividing the parole supervision caseload equally between the National Parole Service and other agencies (public and private);

2) the replacement of grants to private agencies by payment for services according to contractual arrangements. These have not reversed the trend we have noted and the portion of work assigned to private agencies apparently remains relatively small.<sup>12</sup>

To achieve a standard of direct contact supervision which provides more than the present three-hour-per-month-per-case standard, it will be necessary to expand both public and private services. As public services are expanded, contractual arrangements with private agencies should also be revised. Agencies that can respond to increased demands should be asked to provide more services and consideration should be given to assisting those that cannot meet increased demands. Contracts with private agencies, however, should not exempt them from maintaining high standards of service. Contracts should determine a minimum time of direct contact with parolees or, in some manner, set a supervision standard which provides for more than the existing National Parole Service standard. We do not suggest that supervision be twenty-four hours of surveillance daily. No doubt each case requires individual attention but the requirements of public protection and assistance to parolees cannot be satisfactorily met by periodical office interviews of a few minutes and a few telephone calls. Such an approach is unsatisfactory whether practised by a public or private agency.

Increasing the time of direct contact between parolee and supervisor can also be achieved by using community residential centres. Certainly, for parolees without homes, or those needing a more structured environment to be able to function, community residential centres are ideal. The Outerbridge Task Force found that sixty-five per cent of 714 inmates questioned replied "they would prefer to live in a *post*-release centre for a short period than anywhere else. . ." <sup>13</sup> Parolees can benefit from residing in such centres and can more easily be supervised and assisted since they are in contact with the parole supervisor or his representative sometimes for several hours daily.

Direct contact between parolee and supervisor could also be increased if parole officers provided emergency services on a standby basis. Parole offices should be open during evenings and week-ends when crises tend to occur. Furthermore, supervisors should actively seek ways of making direct contact with parolees. For example, they could meet the parolee at the bus, train or air terminal when he arrives in his community on release from the institution. Selection and training of staff should emphasize the techniques of establishing and maintaining direct contact as well as the skills and sensitivity to enforce parole conditions wisely.

### Recommendation

52. Parole supervision resources should be expanded by:

- a) increasing the staff of public services.