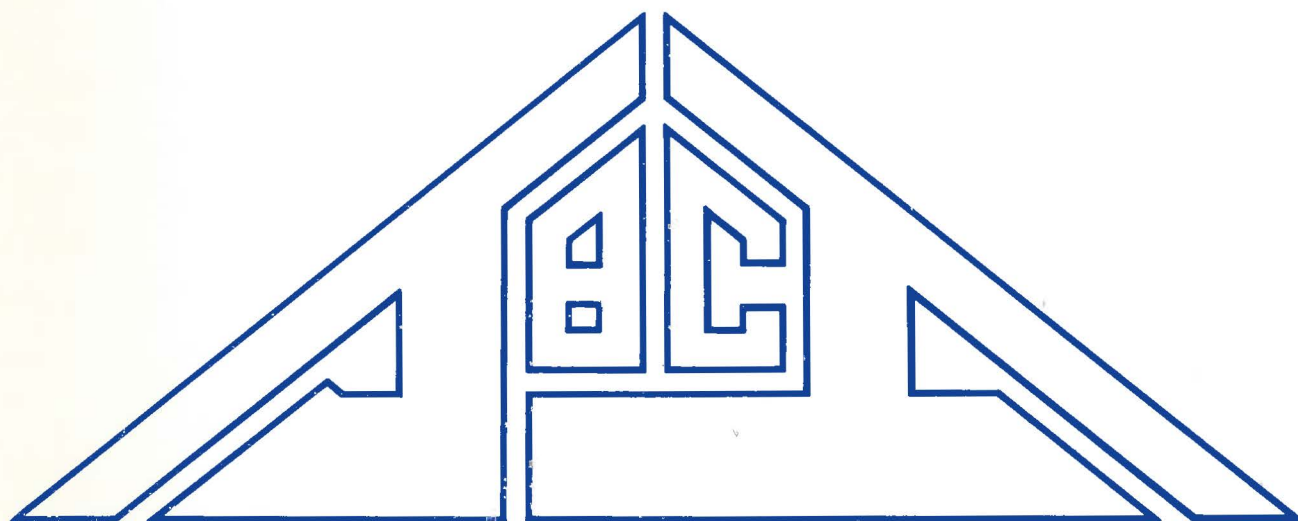


**Justice Institute
Of
British Columbia**



**ANNUAL REPORT
1980-1981**

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"The Justice Institute of British Columbia, as a post-secondary educational institute, provides leadership and coordination to support, develop and deliver a wide range of training, professional and educational programs and services for people working within the field of justice and public safety in the community. These programs and services are designed to improve the quality of justice and public safety for all citizens of British Columbia."

Mission Statement

- I To develop and provide programs, courses of instruction and services consistent with the identified needs of,
 - A) the Corrections Branch of the Ministry of the Attorney-General,
 - B) the Court Services Branch of the Ministry of the Attorney-General,
 - C) the Emergency Health Services Commission of British Columbia,
 - D) the Fire Services Commissioner of British Columbia, and
 - E) the Police Commission of the Province of British Columbia.
- II To develop and provide courses of instruction and services consistent with the identified needs of,
 - A) other components of the Ministry of the Attorney-General,
 - B) other Ministries of the government in justice and public safety related areas, and
 - C) private agencies and community groups engaged in justice or public safety activities.
- III To provide opportunities through continuing education for the community to participate in activities that promote a better understanding of justice and public safety issues.
- IV To develop a cooperative system of coordination between the Institute's own programs and those of other institutes, colleges, universities, public schools and community based organizations.

Goals

Members of the Board

Robert J. Stewart, Chairman
Chief Constable, Vancouver Police Department

Anthony P. Pantages, Vice-Chairman
Barrister and Solicitor, Russell and DuMoulin

Joseph H. Cohen, C.M.
Vice-President & Director, Sony of Canada

His Honour Judge Gerald R. Coultas
Provincial Court of British Columbia

Jack Giles
Barrister and Solicitor, Farris, Vaughan, Wills & Murphy

Len Maracle
Law Student, University of British Columbia

Glen Ridgway
Barrister and Solicitor, Taylor, Newcomb and Ridgway

E.A. Sandy Robertson, P. Eng.
President, Robertson, Kolbeins, Teevan and Gallagher Ltd.



From Left to Right

Front Row Anthony P. Pantages, Robert J. Stewart, Jack Giles.

Back Row Gerald R. Coultas, Joseph H. Cohen, E.A. Sandy Robertson, Glen Ridgway.

Absent Len Maracle

Chairman's Remarks

On behalf of the Board, I am pleased to submit the 1980-81 Annual Report on the Justice Institute of British Columbia. In an age of unprecedented inflation, this year's report describes how a public organization can effectively serve its provincial community and efficiently manage publicly entrusted dollars. 1980-81 reflects both a doubling of educational activity at the Institute and a significant reduction in average student costs, an achievement worthy of note.

The support of the Ministry of Education and the Ministry of Attorney-General has been a key to the success of the Institute. Their financial support in operating and capital funding has permitted this institution to develop the environment and the programs that train an important segment of public servants within the Province, those concerned with justice and public safety. The detailed divisional reports that follow articulate the magnitude of these programs.

The establishment of the Emergency Health Services Academy as a Division of the Justice Institute was a highlight of the year. The smooth transition of the new Division into the daily operation of the Institute illustrated the nature of the good working relationship that exists between the Institute and the Emergency Health Services Commission of the Ministry of Health. The addition of this major training responsibility has and will enhance the ability of the Institute to provide services to the entire field of justice and public safety.

The Board looks forward to the integration of the Corrections Staff Development Division and the Courts Training Division into the Institute. The benefits, both academic and financial, will enhance the quality of programs and increase the services that will become available. The confusion with respect to the Institute's role in fire services training has been of concern to the Board. Nonetheless, it is understood that the creation of a new and innovative response to training cannot come into existence without difficulties. It is anticipated that these problems will be resolved within the new year and that fire services training will become a major Division within the mandate of the Institute.

This year, Canadians from Alberta and Ontario and visitors from Australia, New Zealand, Kuwait, England and the United States, came to see and learn about an innovative idea in action. Written enquiries have been received from Holland requesting more information on the Justice Institute. Plans are underway which might allow cooperative exchanges to occur, so that more may learn and benefit from this kind of cross system concept.

The Board is proud of what is occurring at the Justice Institute for British Columbians. Creative people conceived and nurtured an idea. Innovative legislators supported and endorsed the proposal. Conscientious public officials and public servants have worked hard to get the Justice Institute underway. Courses dealing with pertinent justice and public safety issues are being developed and delivered, not only in the Lower Mainland, but across British Columbia.

On behalf of the Board, I congratulate the Principal for his perceptive leadership, the administrative team for their dedication and hard work and the faculty and staff of the Justice Institute for their enthusiasm and commitment. It is primarily due to their efforts that the Justice Institute is meeting its legislated goals.

Robert J. Stewart
Chairman of Board

Principal's Remarks

Last year my remarks closed with Longfellow's quote:

"Not enjoyment, and not sorrow is
our destined end or way
But to act, that each tomorrow
find us further than today."

The action of reviewing the achievements of the past year is of considerable value. Daily we address issues, effect change, solve problems and achieve objectives, to a greater or lesser degree, in seeking to fulfill the Institute's mission. Reflecting on past years permits us an opportunity to see how dramatically we have changed and how far we have advanced in the pursuit of our goals. Client satisfaction and support, coupled with the positive reinforcement of the Ministry of Education and the community at large, indicates that 1980-81 has been a most successful and productive year for the Justice Institute.

Student training days increased by 31,472 over 1979-80, average student training day costs decreased by approximately \$17.00 a day and the total distribution of financial support broadened to reflect the wide range of clients that the Institute serves (50% Ministry of Attorney-General, 22% Ministry of Health and 28% Ministry of Education).

With the incorporation of the recommendations of Phase II of our Five Year Plan by the Board, the organization of the Institute has moved towards stability. As soon as the Corrections Staff Development Division and the Courts Training Division are fully integrated into the Institute, considerably more energy and talent will be directed towards the enhancement of all educational and training programs. Work has commenced on Phase III of the Five Year Plan and with the assistance of our major clients, we will soon be in a position to project a plan of growth and development for the next five years.

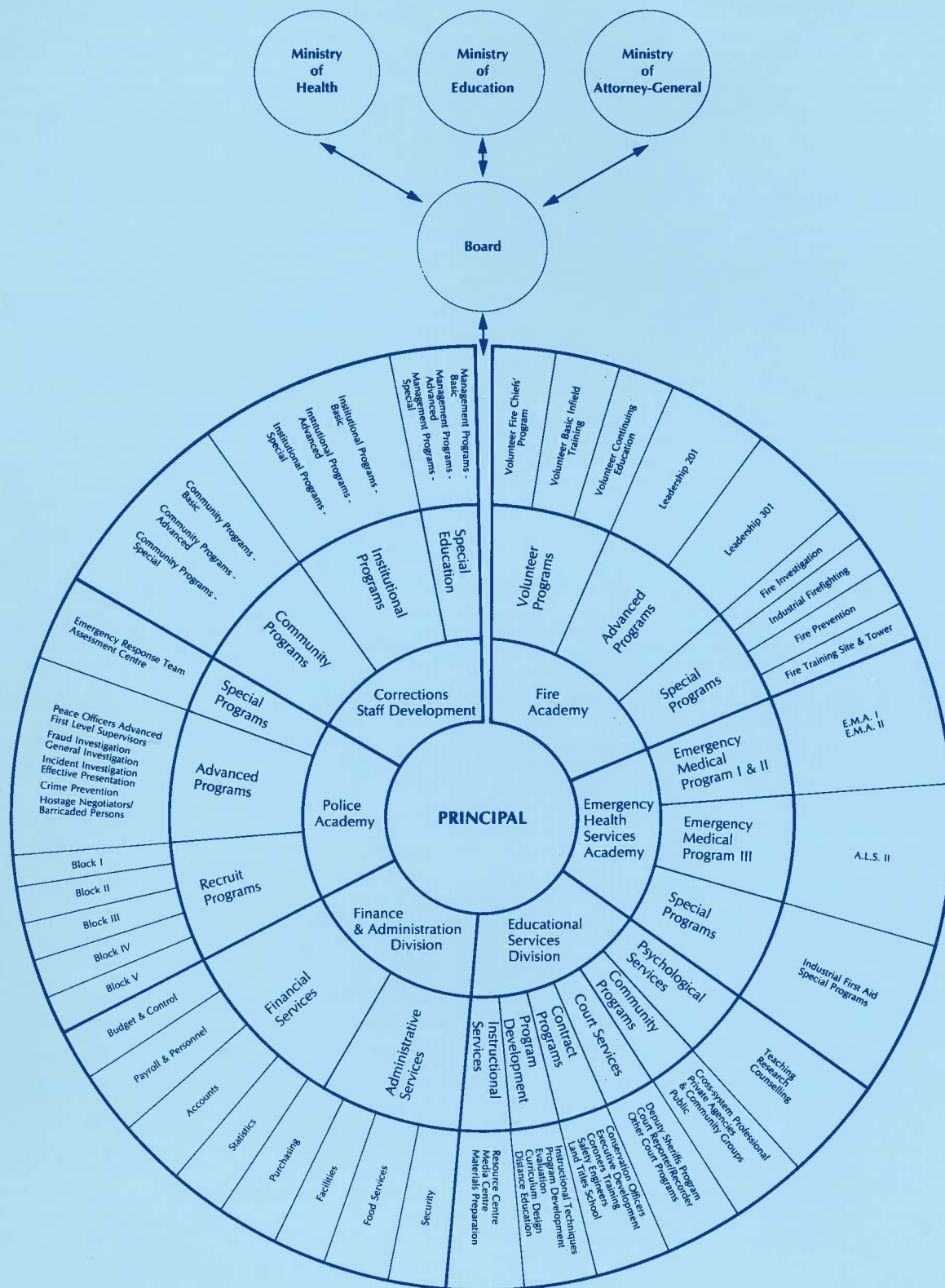
Despite the notable achievements that are detailed within the following pages, no report would be complete without comment on the difficult issues of the year that continue to require attention. Lack of resolution surrounding the division of the property between the Jericho Hill School and the Institute has placed the entire capital building program on hold. This in turn has delayed our ability to approach the City of Vancouver with an application to rezone our property and obtain necessary building permits. These delays are most frustrating since the approval of capital funds for the specialized facilities of both the Fire and Police Academies has been achieved through the Management Advisory Council and the Ministry of Education. These issues will be vigorously pursued.

The confusion concerning the role of the Institute in providing training to the respective branches of the fire service of the Province has been of specific concern during this past year. The process of clarifying the relationship between the Institute and the Fire Commissioner's office surrounding the delivery of training continues to draw energy from the sources that should be concentrating on the development and delivery of training programs. I anticipate that these issues will be resolved early in the new year permitting the Fire Academy to grow in concert with the other divisions of the Institute.

In conclusion, 1980-81, has found us closer to the achievement of our objectives. The successes are obvious and are to be shared equally with everyone that has been associated with the Institute. The intelligent and wise direction of the Board; the exceptional talents and leadership of all administrators, and the competency and dedication of the faculty and staff has made the Justice Institute an institution that deserves our pride, our respect and our dedication.

**Gerald B. Kilcup,
Principal.**

THE ORGANIZATION CHART OF THE JUSTICE INSTITUTE OF B.C.



Student Statistics Report 1980-1981

	Year to March 31/81		
	No. of Courses	No. of Students	No. of Student Days
DIVISION: CORRECTIONS STAFF DEVELOPMENT			
Community Programs - Basic			
Probation Officer Basic Training			
Block I	3	43	133
Block II	2	29	1605
Block IV	2	34	299
Basic Family Relations Act	1	20	100
Community Programs - Advanced			
Conflict Resolution by Mediation	11	118	307
Power Writing	2	35	104
Criminal Law Workshop	1	20	100
Impact of Alcohol & Drug Dependencies	1	18	90
Violence in Families	1	18	71
General Refresher Workshop	2	36	178
Youth/Children in Stress	1	19	93
Community Programs - Special			
Field Tutor Workshop	1	17	17
Breach of Probation Workshop	1	6	6
Parole Co-ordinators Course	1	17	17
Clerical & Secretarial Development	1	10	30
Institutional Programs - Basic			
Security Officer Block II - Juvenile Focus	4	68	980
Security Officer Block IV - Juvenile Focus	4	52	415
Security Officer Block II - Adult Focus	4	73	1070
Security Officer Block IV - Adult Focus	6	107	1035
Institutional Programs - Advanced			
Stress Management/Assertiveness	2	38	114
Legal & Justice System Update	2	31	110
Power Writing	4	79	233
Community Resources for Juveniles	1	13	50
Records Workshop	1	9	9
Crisis Intervention	2	36	142
Justice System & Legal Aspects Workshop	1	18	36
Interviewing & Motivational Skills	2	31	93
Hostage Survival for Physicians	1	17	17
Institutional Programs - Special			
Information Sharing	1	4	8
Learning Familiarization	1	41	15
Focus 80 Workshop	1	51	153
Regional Firearms Instructors Course	1	9	45
Manpower Inventory	2	7	7
General Update & Information Sharing	1	20	22
Special Security Officer Backlog	1	11	66
Career Planning	1	32	32
Forensic Psych. Seminar	1	43	43
Hostage Survival	2	43	52
Justice Update	1	10	5
Firearms Training	1	11	11
Women in the Justice System	1	15	15

Management Programs - Basic			
Basic Management Training	3	59	590
Management Programs - Advanced			
Situational Leadership	1	18	54
Organization Development	1	18	72
Managing & Resolving Conflict	2	27	108
Budget Management Level I	1	25	100
Management Programs - Special			
Manpower Planning	1	14	42
TOTALS	89	1,470	8,894

DIVISION: EDUCATIONAL SERVICES

Court Services			
Court Clerk I	1	17	85
Court Clerk II	1	13	52
Court Clerk III	1	12	60
Deputy Sheriffs Basic Training	4	51	810
Sheriffs - Civil Executions	2	32	88
Personnel Practices	4	52	288
Personnel Seminar	2	36	72
Principles of Supervision	4	66	330
Dacum Workshop - Registrars	1	13	26
Sheriffs Refresher	1	18	180
Clerk/Secretarial Development	1	5	15
Instructional Skills	4	19	95
Principles of Management	2	50	140
Communication Seminar	2	20	100
Date Control Clerks Seminar	1	11	22
Deputy Sheriffs Advanced Training	1	12	120
Community Programs			
Mentally Handicapped Children in			
Contact with the System	1	74	37
Survey Skills	1	4	2
Practical Work Skills	2	19	38
Interview Skills	2	30	30
Minority Groups and the			
Criminal Justice System	1	67	67
Divorce Lifeline - Family Law	1	60	30
How should Police Officers Be Trained	1	25	6
Sexual Abuse of Children Within			
The Family	1	230	460
Family Court Committee Workshop	1	48	48
Practical Approaches to Dealing			
With Deaf People	1	63	32
Public Liability Conference	1	55	55
Al Ross Talks	1	55	28
Crisis Management Skill Training	1	15	45
Vandalism	1	8	4
Battered Women: Advocacy & Protection	1	50	50
Family Violence	1	15	15
Family Law Workshop	1	15	15
Skills For Secretaries	1	13	26
Aid to Victims Project - Volunteer Trg.	1	17	17
Expanding Your Leadership Skills	1	12	36

Constitution Hassles	1	190	134
Head Injuries: Essentials of Nursing Care	1	134	268
Skills for Communicating with Clients	1	15	30
Follow up to Sexual Abuse Conference	1	50	25
Sexual Abuse Workshop			
1: Human Sexuality issues for Professionals	1	50	50
Stress Management	1	43	43
Kootenay Committee on Intergroup Relations	1	7	3
Sexual Abuse Workshop	1	70	70
Wife Battering Workshop	1	35	17
Family Violence Workshop	1	27	27
Program Development			
Conservation Officers Training	2	43	645
B.C. Parole Board	1	25	125
Program Evaluation	1	20	60
DACUM Workshop	2	24	30
Executive Development Course	1	18	180
Safety Engineers - Training in Court Process	4	97	291
Instructional Techniques	4	24	120
Formal Evaluation of Courses Workshop	1	6	3
Principles of Management	2	41	376
Coroners Basic Training	1	6	6
Land Titles - Introductory	2	33	99
Land Titles - Intermediate	1	11	110
Land Titles - Advanced	2	44	220
TOTALS	88	2,315	6,456

DIVISION: EMERGENCY HEALTH SERVICES ACADEMY

E.M.A. I - Undergraduate	39	377	3,770
E.M.A. I - Graduate	3	26	260
E.M.A. II - Undergraduate	4	134	2,970
E.M.A. II - Graduate	11	328	473
A.L.S. II - Undergraduate	1	20	6,271
A.L.S. II - Graduate	16	93	137
Industrial First Aid	270	874	9,614
C.P.R.	2	9	18
TRAUMA Orientation	1	7	3
Instructional Techniques	1	8	32
R.C.M.P. Drug Squad	1	30	30
TOTALS	349	1,906	23,578

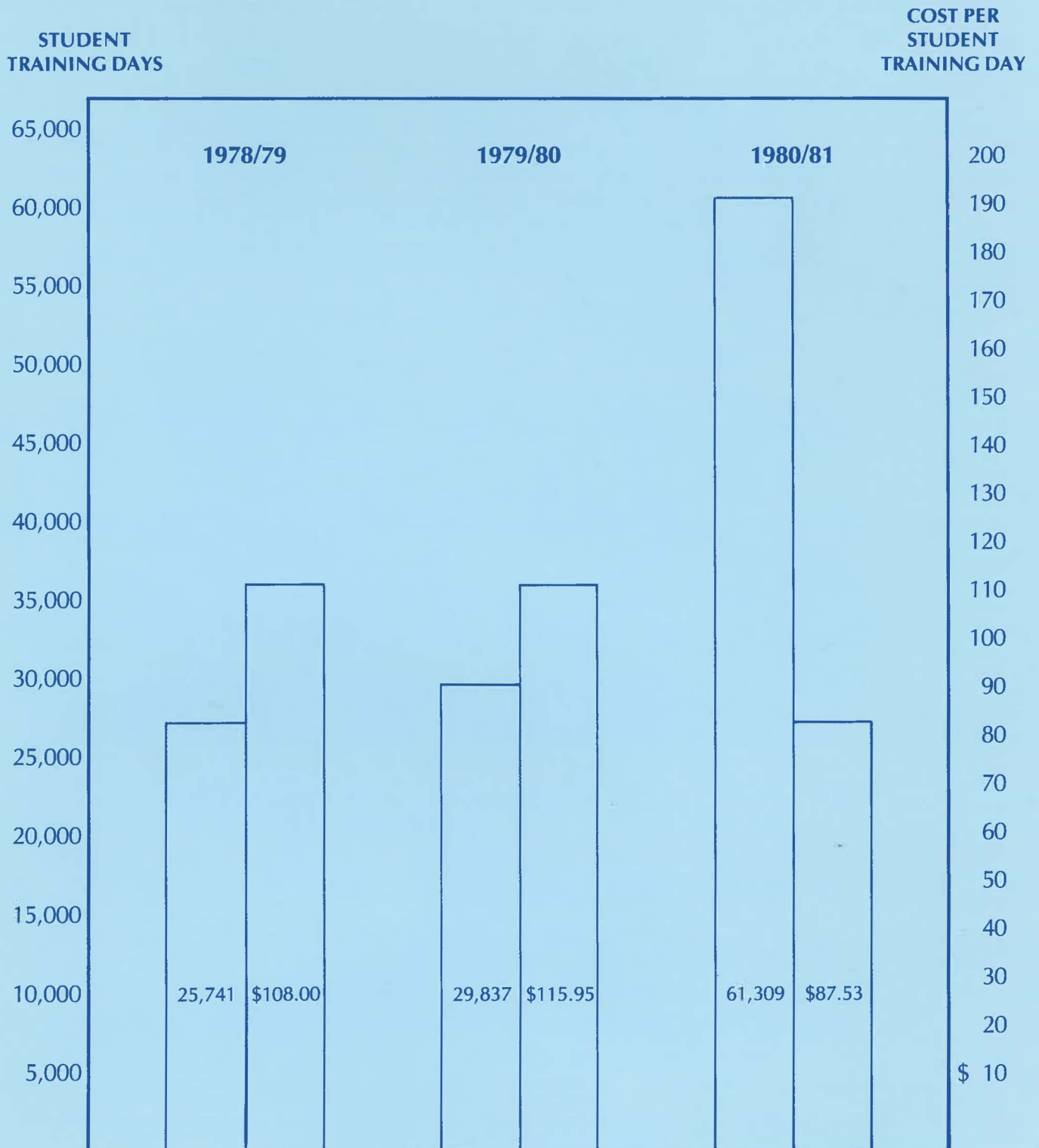
DIVISION: FIRE ACADEMY

Leadership Development 201	4	77	770
Leadership Development 301	2	34	170
Volunteer Fire Chiefs Program	4	78	390
Volunteer Fire Dept. Training	9	175	332
Industrial Fire Protection Level 1	2	39	195
Fire Prevention Level 1	2	42	210
Instructional Techniques	1	15	75
Fire Investigation	1	20	100
TOTALS	25	480	2,242

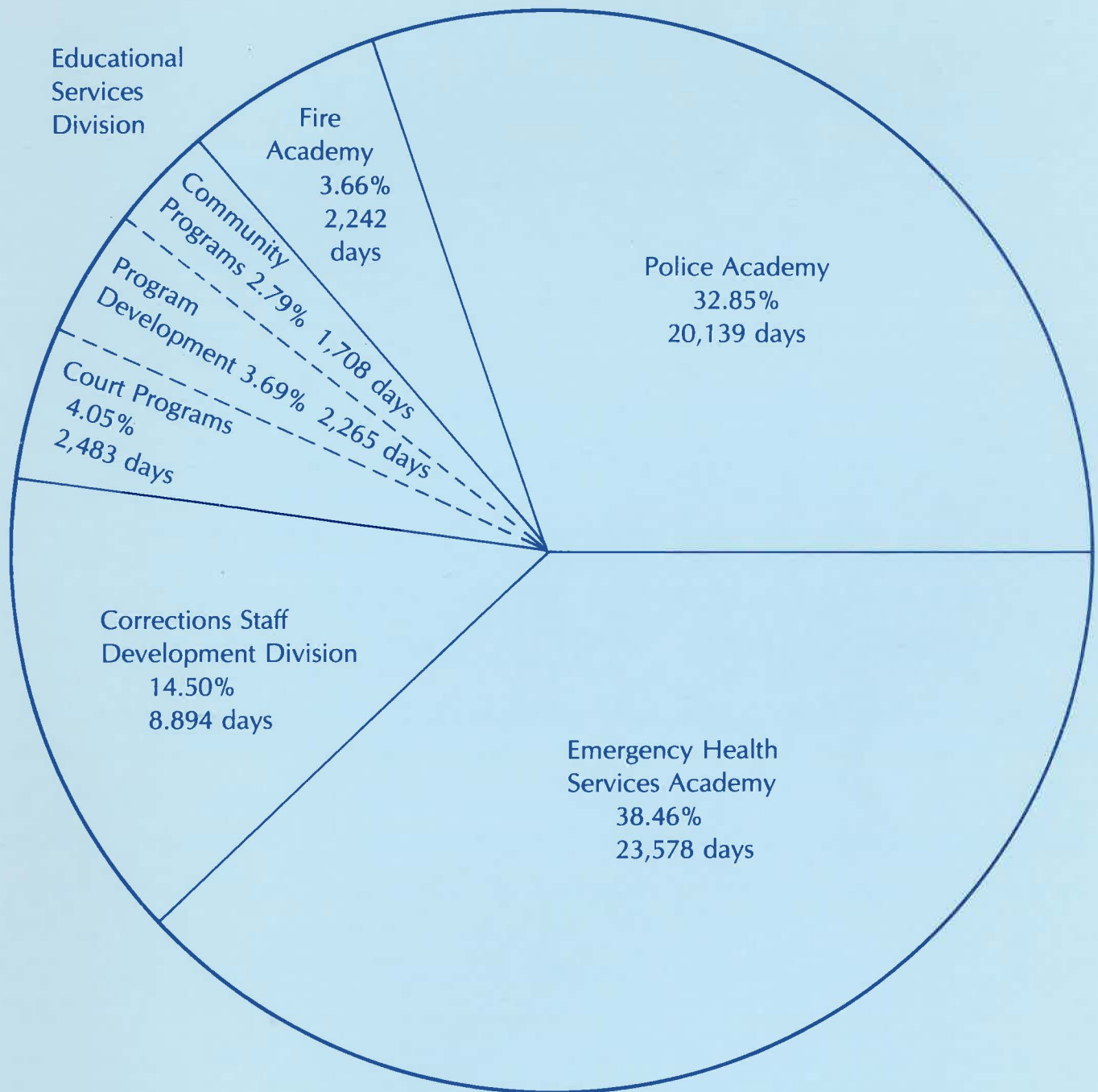
DIVISION: POLICE ACADEMY

Peace Officers General Training Program			
Block I	5	129	5,465
Block II	4	101	1,574
Block III	5	121	6,462
Block IV	5	112	1,715
Block V	3	65	1,300
Peace Officers Advanced Training Program	4	71	710
Emergency Response Team Training	24	196	796
General Investigation Program	3	51	401
Effective Presentation Program	4	32	160
Incidence Investigation Program	3	57	285
Crime Prevention Program	2	41	290
Police/School Liaison Program	1	73	146
Assessor Training	3	35	134
Complaint Takers	1	16	128
Fraud Investigation Workshop	2	33	109
Hypnosis in Police Investigation	1	46	23
Field Instructors Program	1	27	81
First Level Police Supervisor Training	1	20	200
Commander Hostage Barricaded Persons	1	13	65
Negotiators Hostage Barricaded Persons	1	19	95
TOTALS	<u>74</u>	<u>1,258</u>	<u>20,139</u>
 GRAND TOTALS 1980/81	<u>625</u>	<u>7,429</u>	<u>61,309</u>
GRAND TOTALS 1979/80	<u>233</u>	<u>4,816</u>	<u>29,837</u>
PERCENTAGE CHANGE	<u>+ 168%</u>	<u>+ 54%</u>	<u>+ 105%</u>

COST PER STUDENT TRAINING DAY STATISTICS

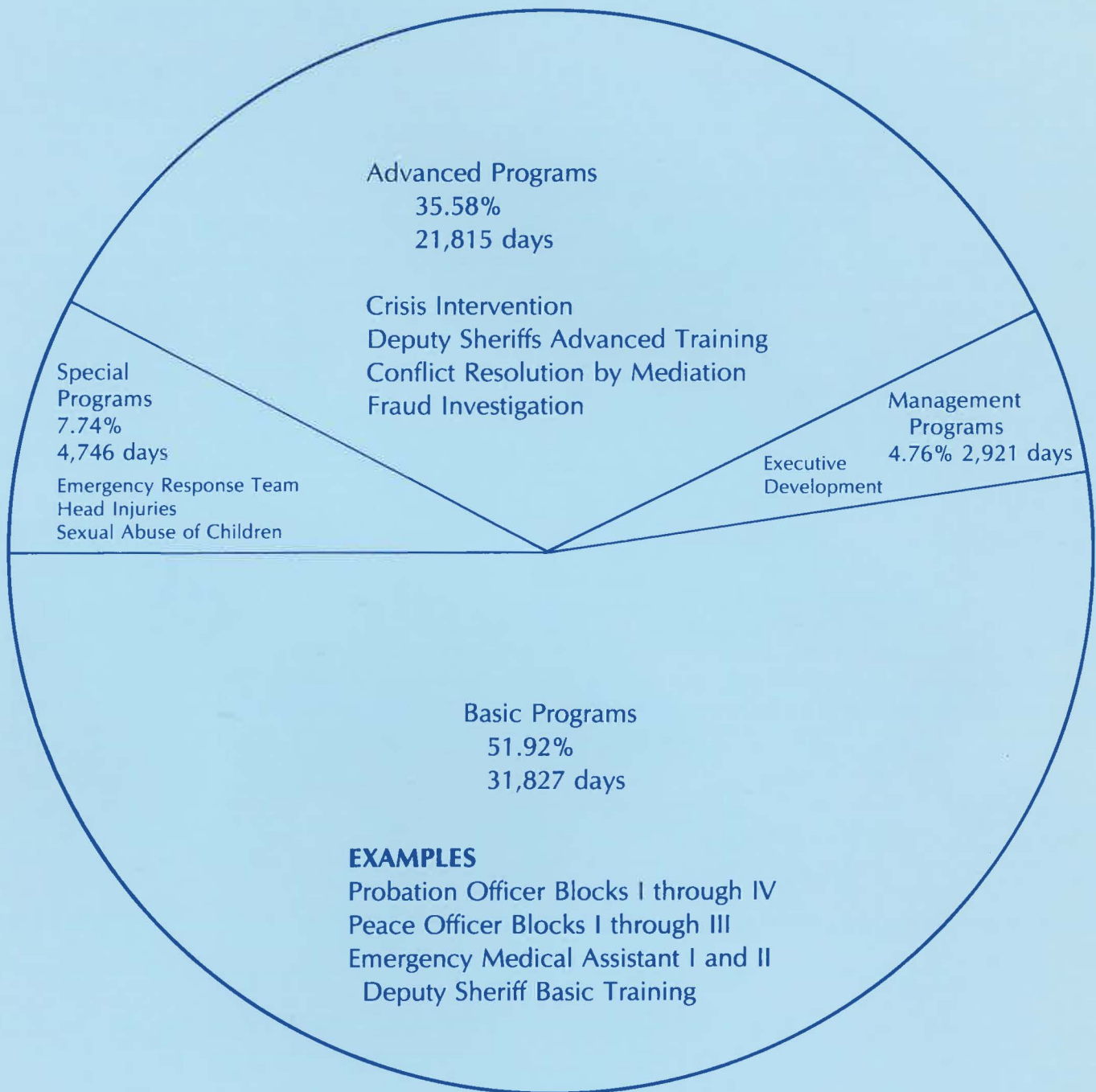


STUDENT TRAINING DAYS BY DIVISION 1980 - 1981



The total number of student training days amounted to 61,309
A student training day is based on 7 hours of instruction.

PROGRAM MIX BY STUDENT TRAINING DAY



The total number of student training days amounted to 61,309
A student training day is based on 7 hours of instruction.

STUDENT TRAINING COST ANALYSIS

DIVISION	Student Training Days 1980/81 (1979/80)	Training Costs				Student Training Costs Per Day	Student Support Costs			Average Total Cost Per Student Training Day
		Min. of Att. Gen.	Min of Health	Min. of Education	Other		Food-Travel-Accommodations Min. of Att. Gen.	Min. of Health	Other	
Corrections Academy	8,894 (8,575)	614,047	-	184,372	-	89.77	253,836	-	-	118.31 (133.07)
Educational Services										
- Courts	2,483 (1,530)	178,582	-	51,472	-	92.65	90,169	-	-	128.97 (84.21)
- Community Programs	1,708 (887)	-	-	31,716	78,514	64.53	-	-	8,886	69.74 (69.08)
- Contract Programs	2,265 (1,812)	111,000	-	46,953	8,047	73.29	8,000	-	8,374	80.52 (72.77)
Emergency Health Services Academy	23,578 (1,742)	-	1,003,095	488,771	-	63.27	-	89,030	-	65.88 -
Fire Academy	2,242 (840)	271,637	-	46,467	-	141.89	61,662	-	-	169.39 (244.02)
Police Academy	20,139 (14,451)	1,152,193	-	406,101	-	77.37	149,384	-	-	84.79 (118.91)
TOTAL	61,309 (29,837)	2,327,459 49.8%	1,003,095 22.1%	1,255,852 27.8%	86,561 0.03%	76.29 -	563,051 -	89,030 -	17,260 -	87.13 (120.34)

STUDENT TRAINING COST
ANALYSIS

Corrections Staff Development

Mission Statement

To provide training and development courses and staff development services to ensure that Corrections Branch employees are properly trained to perform the duties of their positions in a competent manner.

Divisional Report

This year the Divisional staff undertook a total of 8,894 student training days covering a variety of activities. In addition to regularly scheduled courses, new courses were developed and delivered to meet specific field needs. Some of these included hostage survival, career planning, conflict resolution by mediation, violence in families, managing and resolving conflict and situational leadership.

The primary focus for Institutional Services section was toward improving the quality of service delivery. The basic Juvenile Security Officer program was refined and several examining processes, to be used next year, were field tested. Physical fitness standards for security officers were introduced to the Branch and Basic training courses have been adjusted to permit time for physical training and testing. Statistics are being analyzed from the six month evaluation completed by all students regarding their training experiences. Course content analysis meetings were held to ensure that program material is evaluated, updated and changed as necessary.

The Community Services section developed lesson objectives for each session of the Probation Officer Basic training program. Detailed lesson plans have been completed for the adult and family functional areas. Training emphasized experiential learning and uses current adult education theories to allow maximum learning opportunities for students. A study to establish a competency base for family court counsellors was undertaken. When complete, results will assist the Division to identify training needs and establish criteria for recruitment and selection. Wherever possible, Community and Institutional programs are being integrated.

As a result of a refined needs analysis process, the Staff Development Division is taking a more active role in identifying the type and frequency of programs to be offered. The manpower inventory, now in use, will be a valuable part of this process and will assist both Staff Development and the field.

Corrections administrative support staff attended the first centrally developed training program and more secretarial courses are planned for the next fiscal year.

The year was extremely active for training staff and in addition to the increased number of courses, several special projects were completed or initiated. The organizational relationship between the Corrections Branch and the Justice Institute was furthered by the development of a contractual agreement which ensures the continuance of the types of services available through Corrections Staff Development. The Division will continue to play an active and responsive training and development role in meeting the identified needs of the Corrections Branch. Within the framework of this professional post-secondary educational institution we look forward to a new and challenging relationship as an enhanced opportunity to better serve the training interests of the Corrections Branch of the Ministry of Attorney-General.

John Laverock
Director

Educational Services Division

Mission Statement

Educational Services Division promotes and supports cross-systems programs and educational services at the Justice Institute and across British Columbia by providing

- 1) community and outreach conferences, workshops and seminars;
- 2) multi-media library and media resource centre;
- 3) cross-system management programs;
- 4) program development services;
- 5) psychological services;
- 6) contracted programs;
- 7) Court Services training liaison.

Divisional Report

Community Programs

During its second year of operation Community Programs expanded the number and types of programs offered to provide:

- a forum for the discussion of justice and public safety issues;
- training to increase cross-systems participants' skills in dealing effectively with their work and
- information and education on British Columbia's justice and public safety system.

Three categories of programs are offered through the section.

Interdisciplinary Programs involve workshops and seminars on current issues in the justice and public system and are designed for representatives from a range of professional, community and interested citizens' groups. Two examples were a major conference on the Sexual Abuse of Children for cross-system professionals and a workshop on Head Injuries for nurses and emergency medical assistants. Programs for *Private Agencies or Community Groups* are designed either specifically for one group or for representatives of several agencies with a common training need. During 1979-80 a series of programs were run on topics such as skills for communicating, stress management, family violence and leadership skills. *Public Forums and Courses* are organized to increase the public's awareness of their rights and responsibilities in relation to justice and public safety. This year a topical series was developed and delivered for the general public at Robson Square on the Constitutional Hassle. The series was videotaped for rebroadcast on the province's new Knowledge Network of the West.

This year Community Programs staff initiated an outreach program to meet justice and public safety needs in areas of British Columbia outside the Lower Mainland. Working with community groups, individuals and local professionals, *Community Programs Outreach* developed workshops on topics such as family law, juvenile delinquency, child sexual abuse, wife battering, practical working skills and crime prevention. Communities including Prince George, Terrace, Trail, Victoria, Kamloops, Fort Nelson, Dawson Creek and Vernon have involved themselves with the outreach program opportunities.

Court Services

The Court Services section increased their course offering to Deputy Sheriffs, Court Clerks and for supervisors and managers throughout the Court Services system by 220%.

The development of a new course for Court Registrars was started during the year. A Designing A Curriculum Workshop (DACUM) was conducted and the results have been forwarded to the Judiciary and Court Services Headquarters for their input prior to the course being written and offered at the Institute.

Both the Deputy Sheriff Basic Course and the Court Clerk Training Course continue to be updated and offered to staff throughout the province.

More than twenty-one management training programs were offered by Court Services this year. It is anticipated that this new thrust in developing and delivering management training for supervisors and managers will be further supported in the coming year through the Justice Institute Management Development Centre.

Instructional Services

The section contains a multi-media library centre, media centre, a continuing education unit and a materials preparation unit. Increased demands from the Institute's clients, both on campus and in the field had an impact on the organizational structure and service profile of Instructional Services.

Circulation statistics indicate that the use of Resource Centre print and non-print materials has increased an average of 100% over any equivalent time period in the previous year. The Continuing Education function in the Resource Centre has expanded rapidly. There are now over 1,100 registered borrowers utilizing the educational resources available through the Centre. The use of photocopied articles in the field increased more than 300% necessitating the introduction of new response procedures to meet increased demands. A major development for the Centre was the incorporation of a "Teaching Library" to ensure the integration of library skills instruction into the curricula of the Academies. The Centre developed a slide-tape presentation for this purpose and another on Legal Research is being developed. In addition, class presentations and reference requests were up 100% this year.

In December 1980, a Justice Institute sponsored study entitled "A Proposal to Establish Inmates' Libraries in Provincial Correctional Institutions" was published in several journals. As well, three major bibliographies and thirty comprehensive lists were compiled by the Resource Centre and Continuing Education Librarians. The Resource Centre collection continues to grow at the rate of 100 to 150 catalogued items a month.

The Media Centre's in-house production of curricula support materials in videotape and slide-tape formats for the Academies has increased. "Driver

Training" and "After the Honeymoon" were major videotape productions; the latter has been distributed around the province and helped to form the basis for the initial pilot schedule for the Knowledge Network of the West. "One-Fiche-Two-Fiche" and the "Justice Institute Orientation" have both been seen by large numbers of people associated with the justice and public safety community. A major series of crisis intervention videotapes and defensive driving tapes are being developed by the Media Centre staff for use in the new year.

Projectors and videotape playback units are now standard equipment in many classrooms. The number of training sessions requiring production equipment has increased dramatically and more video recording equipment has been purchased to respond to requests. Construction has begun to expand the footage available to the production staff, so that graphics, layout facilities and instructional supplies can be incorporated in the Media Centre.

It is expected that demands in all areas will increase along with the volume and type of training required at the Institute. Instructional Services' goal is to provide an adaptable and flexible spectrum of services, suited to the unique requirements of the Justice Institute's clients groups.

Program Development

Program Development continued to provide services for the Academies of the Justice Institute, as well as for organizations external to the Institute. Work increased to the point where a second Program Development specialist was brought on staff to meet growing service requests.

This year some important educational initiatives were undertaken by Program Development. For the first time, faculty trained in adult education methods and techniques were available to assist with program design and evaluation. DACUM (Designing A Curriculum) workshops were successfully conducted with the result that the courses so developed were well received. Also, programs were systematically evaluated to determine the extent to which learning objectives were obtained. Complementing these activities were a series of seminars held to assist other faculty to design and conduct their courses. For instructors, instructional techniques courses were run with opportunities for follow-up and on-going consultations.

Program Development services were provided to organizations external to the Institute by way of **Contract Services**. Courses were developed, or are in the process of being developed, for the Ministry of Attorney-General, in the area of Executive Development; the B.C. Coroners Services; the Ministries of Forestry, Labour, Environment; the B.C. Human Rights Commission and the Land Titles Branch of the Ministry of Attorney-General. A comprehensive Land Titles School has been established to provide educational opportunities for employees of B.C. Land Titles Offices'.

During 1980, the Executive Committee of the Institute requested that the feasibility of a Management Development section be studied. The section would offer courses to managers on a cross systems basis, regardless of their organizational context. After completing the study, two pilot programs were

developed and offered to analyse the recommendations. The successful experience of the programs points the way to the establishment of a Management Development Centre which will coordinate and develop all management programs emanating from the Justice Institute.

Psychological Services

During the past year, Psychological Services provided the following services to the Academies at the Institute and to individuals and groups in the field.

- 1) Ongoing training in the classroom relating to Crisis Intervention techniques; Stress Effects; Dealing with Hostage Situations; Psychology of Fire Setting Behaviour and Spouse Awareness.
- 2) Counselling and crisis intervention support to students, staff and clients from the justice and public safety community dealing with problems concerning job-related stress; marital relationships; alcohol; suicidal and homicidal crises and other problems.
- 3) Consulting and talking with a variety of justice and public safety groups throughout British Columbia.

Over the year the demand for services has grown to the point where a second Psychologist was added to the staff on a part time basis. To date much of the work has been done on a pilot project basis to explore the need that exists for psychological services in the justice and public safety community. Our challenge in the year to come is to identify which of the needs can be addressed by the staff and resources of the Justice Institute.

In developing and delivering its educational programs and services, Educational Services Division strives to support and strengthen the concept of the Justice Institute as an innovative, creative and cost effective post secondary institution.

Larry Goble
Dean

Emergency Health Services Academy

Mission Statement

To develop and provide programs, courses of instruction and services consistent with the identified needs of the Emergency Health Services Commission under the authority of the Emergency Health Services Act.

Divisional Report

The establishment of the Emergency Health Services Academy at the Justice Institute has been heralded by the emergency health care community as a step forward in the provision of professional training for British Columbia's emergency health services. The Academy has been reorganized into five program areas. The areas of concentration include Infant Transport, Advanced Life Support, Community Basic Life Support, Emergency Medical Assistant Levels I and II and Continuing Education. The new structure will provide an enhanced coordination, a uniformity of educational standards and a level of professional trauma speciality competency essential to meet the demanding mandate of the Emergency Health Services Commission.

During the past year, the priorities for the Academy were:

- 1) the development of a distance and inhouse educational delivery system for Emergency Health Services personnel. The program, to train Emergency Medical Assistant volunteers in their own communities, combined a directed study and a classroom delivery system. Community Unit Officers, trained by the Academy, act as the Community Instructors for the courses. The program promises to be an effective and cost efficient way of meeting the training needs of full and part-time employees across British Columbia.
- 2) the restructuring of the Emergency Medical Assistant II program. The course objectives were realigned to meet the skills ambulance personnel require to perform effectively on the job. A six week course provides instruction from a variety of health professionals and opportunities to practice newly acquired skills within a controlled environment. The unique structure of the Justice Institute allows ambulance, fire and police students to develop common and cooperative skills together in controlled simulations.
- 3) the introduction of the Trauma Program. The program provides communities with ambulance personnel trained in the skills necessary to stabilize a trauma victim at the scene of an accident and enroute to hospital.
- 4) the introduction of the Community Basic Life Support Program. A cardiopulmonary resuscitation section for both public and advanced Cardiac Life Support courses were introduced to the provincial medical community. The programs promise to make a significant impact on the survival rate of heart attack victims.

With a staff of five Nurse Consultants and four Regional and three Academy based seconded ambulance personnel, the Academy is prepared to develop and deliver excellent training to emergency health services personnel across British Columbia.

Tony Williams
Director

Mission Statement

To develop and provide training programs and services consistent with the identified needs of the Fire Commissioner and the fire services' community of British Columbia.

Fire Academy

Divisional Report

During the second year of the Academy's operation, Fire Officers from paid and volunteer sectors received 2,242 days of training. The figure represents a 167% increase over the previous year's student training statistics and reflects the positive spirit of growth and development of this Division of the Institute.

An innovation in program delivery during 1980 - 81 was the implementation of nine regional weekend seminars for Volunteer Firefighters across British Columbia. The seminars are divided into two areas, a basic training program for new departments and a trainers' training session. To date, the program has been received with enthusiasm. Letters and evaluations from the students have read, "... it is great to know that the Volunteer Firemen of B.C. are getting such fire training from the Fire Academy" and "... your program has given us new ideas and has greatly increased our efficiency in the Fire Department". It is anticipated that there will be approximately twenty-two weekend programs in the new year.

This year the Academy, in collaboration with Pacific Marine Training Institute, concentrated on planning the amount and location of land and the types of installations required for the proposed Technical Fire Training Centre in the Haney region. Prior to submitting the formal request for approval and funding, all agencies directly or indirectly involved in the site were consulted. Some of the other agencies interested in the site development are Environment Canada; the Departments of Fisheries and Oceans, and Highways; the Ministries of Environment and Forests; B.C. Hydro; District of Maple Ridge and Pacific Vocational Institute. The formal request for the approval of funds for the training complex has been submitted jointly, by the Institute and Pacific Marine Training Institute, to the Ministry of Education's Management Advisory Committee. We look forward to receiving approval in the new year.

Dr. Larry Fagan is to be commended for his work with the Fire Academy. Until his resignation in February 1981, Dr. Fagan planned, organized and delivered the Leadership Development programs for the Fire Officers of British Columbia. During 1980 - 81, 111 senior administrators within the fire services community completed a component of the Leadership Development program.

Future plans for the Fire Academy include a proposed expansion of the ongoing programs for Fire Officers and Firefighters in the province. The calendar for the new year reflects modest growth and includes in-field training for Volunteer Firefighters throughout British Columbia. In addition, the on-site training complex in the Haney-Maple Ridge district promises to open up a variety of new training opportunities for British Columbia's Firefighters.

Bud Kellett
Director

Police Academy

Mission Statement

To develop and provide police training programs and courses of instruction consistent with the identified needs of the Police Community of British Columbia. To assure that Municipal Peace Officers have a level of competence in skill, knowledge and understanding that meet the law enforcement requirements of the Police Act and attending regulations.

Divisional Report

1980 was a year of evaluation, reorganization, change and progress.

This year the Training Rules were presented to the Police Community. After seven months of consultation with Police Boards, Chiefs, Police Associations, B.C. Federation of Peace Officers and advice from the Training Officers Advisory Committee, the Rules were accepted. The B.C. Police Commission approved the Rules as policy in November of 1980; they have been signed by Attorney-General Williams and will be gazetted in the future.

The police career moved closer to professionalism through the Rules that provide for minimum training standards as a prerequisite to continued employment as a Municipal Constable. In addition, a person who has been qualified or certified under the Rules is eligible to the office of Municipal Constable, for a period of time, should their employment be terminated. Also, the Rules allow a person with previous police experience to qualify as a Municipal Constable by writing exemption examinations and submitting to a challenge procedure.

In keeping with the growth and development of the total Institute, there has been a reorganization within the Police Academy that has strengthened a number of program areas. Four instructors were assigned to a new instructional services section to develop, coordinate and administer advanced training sessions under the direction of the Advanced Training Program Director, resulting in an extensive advanced training program for the new year. Professional expertise has become available through the Institute to assist in the development of curricula. One of the first courses developed was the Radio Dispatchers/Complaint Takers program. The student evaluations indicate that the new methods are useful in developing new programs.

The recruit training section has been busy. This year 528 recruits were enrolled in the Academy. It appears that the training starts in the new year will increase by 50% to meet the Municipal Departments identified training needs.

The advise concerning the content of the upper training blocks was considered. Remedial adjustments were made to avoid overlaps with curricula from the lower level blocks. The change was met with positive reaction by the students and has improved standards.

In August 1980, two candidates submitted to the first three-day challenge procedure. The procedure, designed to excuse candidates for Municipal Constable positions from all recruit training, prevents training for training sake. Persons eligible for the challenge are R.C.M. Police Officers who have served in British Columbia and persons who were Police Officers in other provinces or were employed in B.C. but are no longer an eligible Municipal Constable. Those belonging to the last two categories must first pass an exemption examination. The examination excuses the individual from the Basic Peace Officers Training program, blocks I through III. The challenge process excuses an individual from the General Peace Officers program, blocks IV and V. The candidates were pleased with the program and after minor changes the process, consisting of simulations, skill testing and oral examinations, will be repeated for eight candidates in June 1981.

The Assessment Centre provided service to the Police Community by assisting in administering pre-selection and promotional procedures for 238 candidates. A further 35 Peace Officers were trained to be Assessors.

During the year, a reliability study on the methodology used in assessing personnel and prospective personnel was conducted. The study showed that the reliability level of the methodology is 96%. This indicates a satisfactory validity level, but it is anticipated that a validity study will be feasible in the future.

The driver training program has been revamped, emphasizing skillfull and safe driving. A portion of the Boundary Bay Airport runway was secured as a permanent location for the course and a classroom was furnished in an adjacent communication building.

John Post
Director

Finance & Administration Division

Mission Statement

The Division ensures the development and maintenance of physical facilities; the establishment and maintenance of personnel, financial, and accounting systems; the provision of budgeting, purchasing, receiving, stores and communication systems support to all Divisions; and informs and advises the Institute's Board on all financial matters.

Divisional Report

The Division is responsible for all the business aspects of the Institute's operations. These responsibilities include budgets, accounts, purchases, staff relations, communications, physical plant and student support.

In the area of personnel and staff relations, the Institute was able to obtain premium savings in the cost of the employee benefits package through the establishment of a consortium with four other Colleges/Institutes so that a larger employee grouping was formed to attract a single carrier. The Labour Relations Board certification to the trade union representing Institute employees was clarified; the Institute's clerical and support staff are represented by the B.C.G.E.U. while the other employees and the Institute Board have opted for the Fair Comparison Method to determine the salary and working conditions.

In the area of finance and budgeting, the Institute is a member of a recently formed consortium which will contract for a high volume mini-computer. As a result, the Institute's internal and external reporting requirements will be handled in a cost-effective and time efficient manner.

Phase II Capital Program involving renovations and improvements to Blake and Lawrence Halls was completed within budget estimates by the Institute acting as its own general contractor. Current planning calls for the establishment of an on-site student residence, expansion of the Gymnasium complex, completion of the landscaping project for the Jericho Hill campus and the establishment of an integrated Fire Training facility (together with the Pacific Marine Training Institute) at Maple Ridge.

The Justice Institute's instructional staff are seconded from the field, thus preserving the up-to-date training atmosphere. The support and administrative staff are employed directly by the Institute. At fiscal year end, the Justice Institute had a complement of 115 seconded and directly employed staff, an increase of 28 during the year.

Dean Winram
Bursar

THORNE RIDDELL

Chartered Accountants



AUDITORS' REPORT

To the Members of the Board of
Justice Institute of British Columbia

We have examined the balance sheet of the Justice Institute of British Columbia as at March 31, 1981 as set out in statement 1 and the statements of revenue, expenditure and fund balance, changes in fund balances and equity in fixed assets as set out in statements 2, 3 and 4 for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Institute as at March 31, 1981 and the results of its operations for the year then ended in accordance with the basis of accounting described in note 1 applied consistently with that of the preceding year.

Thorne Riddell

Vancouver, Canada
May 15, 1981

Chartered Accountants

Offices throughout Canada, International Firm Klynveld Main Goerdeler

Justice Institute of British Columbia

BALANCE SHEET
as at March 31, 1981
Statement 1

	1981				1980
	Operating fund	Debt services fund	Specific purpose funds	Capital fund	Combined
ASSETS					
Petty cash	\$ 250	—	—	—	\$ 250
Bank	57,346	\$ 91,445	\$256,364	—	405,155
Term deposits	—	—	—	\$ 350,000	350,000
Accounts receivable	624,593	8,755	10,383	—	643,731
Inventory	2,096	—	—	—	2,096
Inter-fund balances	174,621	—	—	(174,621)	—
Fixed assets					
Furniture, equipment and vehicles	—	—	—	1,011,142	1,011,142
Buildings	—	—	—	1,144,607	1,144,607
Site Development	—	—	—	204,698	204,698
	\$858,906	\$100,200	\$266,747	\$2,535,826	\$3,761,679
LIABILITIES					
Bank indebtedness	—	—	—	\$ 575,000	\$ 575,000
Debenture (note 2)	—	—	—	400,000	400,000
Accounts payable	\$447,012	—	—	26,251	473,263
Accrued liabilities	96,265	—	—	—	96,265
Total liabilities	543,277	—	—	1,001,251	1,544,528
FUND BALANCE AND EQUITY					
Fund balance at end of year (statement 2)	315,629	\$100,200	\$266,747	(477,848)	204,728
Equity in fixed assets (statement 4)	—	—	—	2,012,423	2,012,423
	315,629	100,200	266,747	1,534,575	2,217,151
	\$858,906	\$100,200	\$266,747	\$2,535,826	\$3,761,679

Approved by



R.J. Stewart
Chairman of the Board



P.D. Winram
Bursar

Justice Institute of British Columbia

REVENUE, EXPENDITURE
AND FUND BALANCE
Year Ended March 31, 1981
Statement 2

	1981				1980
	Operating fund	Debt services fund	Specific purpose funds	Capital fund	Combined
Revenue					
Grants					
Province of British Columbia	\$6,221,035	\$ 65,909	\$ 1,350	\$ 25,536	\$6,313,830
Law Foundation of British Columbia	—	—	—	—	—
Land Titles Office	—	—	36,529	—	36,529
Miscellaneous income	485	—	—	—	485
Interest income	52,188	—	—	52,629	104,817
Tuition income	57,315	—	—	—	57,315
	6,331,023	65,909	37,879	78,165	6,512,976
Expenditures	5,860,183	50,653	119,618	25,536	6,055,990
	470,840	15,256	(81,739)	52,629	456,986
Fund balance at beginning of year	188,191	84,944	172,478	148,602	594,215
Amount transferred to Specific Purpose Funds	(188,191)	—	188,191	—	—
Amounts expended on fixed asset additions	(155,211)	—	(12,183)	(679,079)	(846,473)
FUND BALANCE AT END OF YEAR	\$ 315,629	\$109,200	\$266,747	\$(477,848)	\$ 594,215

Justice Institute of British Columbia

SPECIFIC PURPOSE FUNDS**Changes in Fund Balances****Year Ended March 31, 1981****Statement 3**

	Balance at beginning of year	Operating fund surplus transferred to specific purpose fund	Operating fund surplus allocation	Receipts Province of British Columbia	Total before disbursements	Disbursements Supplies and services	Equipment	Balance at end of year
Driver Training Centre Lease	—	—	\$ 6,000	—	\$ 6,000	\$ 5,000	—	\$ 1,000
Emergency Health Service Bibliography	—	—	3,000	—	3,000	3,000	—	—
Field Service Outreach Program	—	—	10,000	—	10,000	10,000	—	—
Fire Academy Training Program								
Year 1980/1981	—	—	19,700	—	19,700	—	—	19,700
Year 1981/1982	—	—	18,500	—	18,500	—	—	18,500
Year 1982/1983	—	—	7,000	—	7,000	—	—	7,000
Fire Academy Audio Visual and Texts	—	—	10,500	—	10,500	3,966	—	6,534
Fire Academy Capital	\$ 33,636	—	—	—	33,636	—	—	33,636
Instructional Techniques Program	—	—	20,000	—	20,000	18,310	\$ 498	1,192
Inter-Library Loans	887	—	—	—	887	623	—	264
Justice Education Co-ord. Committee	7,594	—	—	\$ 1,350	8,944	8,226	—	718
Land Title School	121,703	—	—	36,529	158,232	41,763	—	116,469
Law Foundation Grant	5,989	—	—	—	5,989	4,078	—	1,911
Media Centre Equipment	—	—	6,592	—	6,592	—	6,440	152
Psychological Services	—	—	25,000	—	25,000	21,140	—	3,860
Resource Centre Capital	569	—	—	—	569	—	334	235
Security: Jericho Hill School								
Year 1980/1981	—	—	7,600	—	7,600	3,512	—	4,088
Year 1981/1982	—	—	14,400	—	14,400	—	—	14,400
Principal's Fund	—	—	39,899	—	39,899	—	2,811	37,088
Surplus								
Year 1978/1979	2,100	—	—	—	2,100	—	2,100	—
Year 1979/1980	—	\$188,191	(188,191)	—	—	—	—	—
Total	\$172,478	\$188,191	—	\$37,879	\$398,548	\$119,618	\$12,183	\$266,747

Justice Institute of British Columbia

CAPITAL FUND
Equity in Fixed Assets
Year Ended March 31, 1981
Statement 4

Balance at beginning of year		\$1,165,950
Additions financed by Capital Fund (statement 2)	\$679,079	
Additions financed by Operating Fund	155,211	
Additions financed by Specific Purpose Funds	<u>12,183</u>	
		846,473
BALANCE AT END OF YEAR		<u>\$2,012,423</u>

Justice Institute of British Columbia

Notes to Financial Statements

Year Ended March 31, 1981

1. Accounting Policies

Fixed assets purchased by the Justice Institute of British Columbia are stated at cost. Assets transferred from the Province of British Columbia are included at original cost to the Province with a corresponding credit to equity in fixed assets.

Depreciation is not provided on fixed assets. In all other respects these financial statements are in accordance with generally accepted accounting principles.

2. Debenture

The debenture bears interest at 13.39% and requires sinking fund instalments, including interest, of \$63,324 per year until maturity in April 2000.

Justice Institute of British Columbia

OPERATING FUND
Statement of Revenue and Expenditure
Year Ended March 31, 1981
 Schedule A

	<u>Actual</u>	<u>Budget</u>
Revenue		
Government of British Columbia Grants—		
Ministry of Education		
Operations	\$1,308,000	\$1,308,000
Contract Services		
Fire Academy	333,299	404,857
Police Academy	1,400,123	1,409,065
Corrections Staff Development	1,486,959	1,415,796
Court services	268,751	266,936
Emergency Health Services	1,423,903	1,381,860
Miscellaneous programs	57,315	26,500
Bank interest	52,188	—
Sundry income	485	—
	<u>\$6,331,023</u>	<u>\$6,213,014</u>
Expenditure		
Instruction (schedule B)		
Police Academy	\$1,400,123	\$1,409,065
Corrections Staff Development	1,486,557	1,415,796
Fire Academy	333,299	404,857
Court Services	268,322	266,936
Emergency Health services	1,292,254	1,381,860
Miscellaneous	27,126	26,500
	<u>4,807,681</u>	<u>4,905,014</u>
Administration (schedule C)	555,792	589,775
Educational services (schedule D)	215,288	212,260
Library/Media services (schedule E)	280,153	319,265
Facilities services (schedule F)	156,480	186,700
	<u>6,015,394</u>	<u>6,213,014</u>
Surplus for the year	<u>315,629</u>	<u>—</u>
	<u>\$6,331,023</u>	<u>\$6,213,014</u>

Justice Institute of British Columbia

OPERATING FUND EXPENDITURES
INSTRUCTION
Year Ended March 31, 1981
 Schedule B

	<u>Actual</u>	<u>Budget</u>
Salaries	\$2,104,462	\$2,193,028
Employee benefits	139,842	125,656
Training relief salaries	819,418	720,211
Professional development	24,089	31,349
Contract instruction	217,188	219,640
Supplies	226,056	233,298
Leases and rentals		
Vehicles	22,070	24,476
Buildings	8,430	9,905
Equipment	6,538	10,500
Maintenance and repairs		
Vehicles (including fuel)	84,437	94,925
Equipment	7,411	7,309
Books and periodicals	11,753	16,500
Equipment replacement	111,689	110,124
Travel - staff	117,886	127,404
Travel/meals/housing - students	651,407	665,763
Memberships	1,016	2,325
Consultant's fees	229,270	260,927
Data processing	4,711	15,600
Student activities	13,354	11,297
Advertising/publicity	5,954	12,445
Other	8,978	12,332
Miscellaneous revenue	(8,278)	-
	<u><u>\$4,807,681</u></u>	<u><u>\$4,905,014</u></u>

Justice Institute of British Columbia

OPERATING FUND EXPENDITURES

Administration

Year Ended March 31, 1981

Schedule C

	<u>Actual</u>	<u>Budget</u>
Salaries	\$321,272	\$336,480
Employee benefits	29,859	37,950
Professional development	401	3,060
Supplies	31,083	28,521
Postage and telephone	42,389	50,600
Leases and rentals		
Vehicles	2,628	2,260
Equipment	41,759	38,200
Maintenance and repairs		
Vehicles (including fuel)	3,766	3,660
Equipment	1,423	6,800
Books and periodicals	414	750
Equipment replacement	13,898	14,879
Travel — staff	5,412	5,650
Memberships	300	1,275
Professional fees	25,849	17,040
Data processing	12,605	15,500
Advertising/publicity	18,225	24,000
Other	5,814	3,150
Miscellaneous revenue	(1,305)	—
	<u>\$555,792</u>	<u>\$589,755</u>

Justice Institute of British Columbia

OPERATING FUND EXPENDITURES
Educational Services
Year Ended March 31, 1981
 Schedule D

	<u>Actual</u>	<u>Budget</u>
Salaries	\$140,524	\$144,186
Employee benefits	13,320	16,670
Professional development	583	1,500
Contract instruction	15,468	4,800
Supplies	13,039	7,650
Leases and rentals		
Buildings	—	700
Equipment	155	200
Maintenance and repairs		
Vehicles (including fuel)	1,313	2,050
Equipment	360	750
Books and periodicals	817	417
Equipment replacement	4,852	4,000
Travel — staff	6,837	11,850
Travel/meals/housing — students	10,297	400
Memberships	155	600
Consultant's fees	5,725	10,753
Student activities	1,787	300
Advertising/publicity	4,070	3,734
Other	1,413	1,700
Miscellaneous revenue	(5,427)	—
	<u>\$215,288</u>	<u>\$212,260</u>

Justice Institute of British Columbia

OPERATING FUND EXPENDITURES

Library/Media Services

Year Ended March 31, 1981

Schedule E

	<u>Actual</u>	<u>Budget</u>
Salaries	\$203,148	\$212,200
Employee benefits	18,121	25,230
Professional development	1,213	2,840
Supplies	33,192	34,590
Rentals — equipment	631	1,000
Maintenance and repairs		
Vehicles (including fuel)	1,054	1,600
Equipment	2,605	4,078
Books and periodicals	47,210	62,200
Equipment replacement	12,880	13,700
Travel — staff	2,671	5,061
Memberships	410	420
Data processing	14,092	15,987
Advertising/publicity	1,575	1,859
Consultant's fees	1,000	—
Other	553	700
Miscellaneous revenue	(60,202)	(62,200)
	<u>\$280,153</u>	<u>\$319,265</u>

Justice Institute of British Columbia

OPERATING FUND EXPENDITURES

Facilities Services

Year Ended March 31, 1981

Schedule F

	<u>Actual</u>	<u>Budget</u>
Supplies	\$ 3,536	\$ 2,500
Maintenance and repairs		
Buildings and grounds	115,691	141,000
Equipment	1,838	1,200
Equipment replacement	11,892	10,000
Traffic/security	1,907	10,000
Consultant's fees	15,357	15,000
Insurance	4,203	2,800
Other	2,056	4,200
	<u>\$156,480</u>	<u>\$186,700</u>

**B.C. Police Commission
Coroners Branch
Corrections Branch
Court Services Branch
Fire Commissioner
Land Registry Division
Support Services Division
Liquor Distribution Branch**

**Conservation Branch
Emergency Health Services
Commission**

Ministry of Attorney-General

Ministry of Consumer &
Corporate Affairs

Ministry of Environment

Ministry of Health

Client Agencies



Justice Institute of British Columbia,
4180 West 4th Avenue, Vancouver, B.C. V6R 4J5