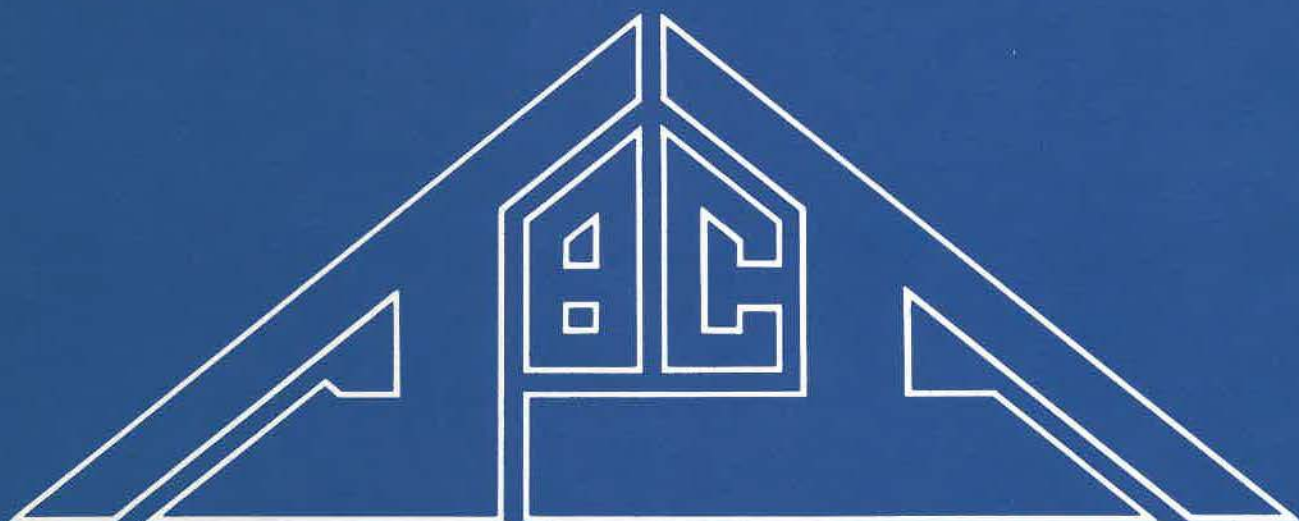


**Justice Institute
Of
British Columbia**



**ANNUAL REPORT
1981-1982**

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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

Goals

- 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 Attorney-General,
 - B) the Court Services Branch of the Ministry of 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 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 Institutes, colleges, universities, public schools and community based organizations.

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

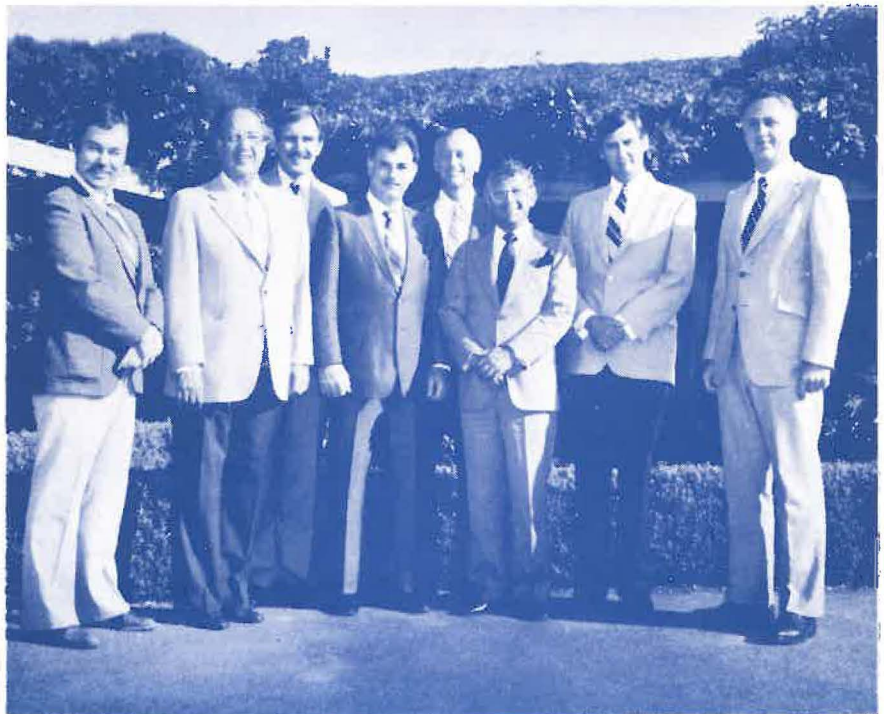
His Honour Judge Gerald R. Coultas
Provincial Court of British Columbia

Jack Giles, Q.C.
Barrister and Solicitor, Farris, Vaughn, 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

Glen Ridgway, Joseph Cohen, Gerald Kilcup (*Principal*), Robert Stewart (*Chairman*),
Sandy Robertson, Anthony Pantages (*Vice Chairman*), Jack Giles, Dean Winram (*Bursar*).

On behalf of the Board, I am pleased to submit the 1981-82 Annual Report of the Justice Institute of British Columbia. This fiscal period, the Institute reached a plateau, a welcome respite after three years of intense and rapid growth. The infra-structures for providing high calibre, effective and cost efficient programs and services for our clients in the Ministries of Attorney-General and Health are now established. The quality of instruction, the utilization of resources and the implementation of unique and innovative program have continued to draw interest and support from a cross section of public and private agencies. The reputation of the Institute as a centre of excellence in justice and public safety training continues to grow.

In 1981, the Five Year Educational Plan of the Institute was submitted to the Ministry of Education. Questions concerning the Institute's role within education; its relationship to other post-secondary institutions and to its clients; and educational alternatives for the future were raised in order to create a dialogue on the future directions that the Institute should pursue. This process demonstrates the Justice Institute's commitment to working within the educational system of the Province in order to maximize the use of available resources. To this end, the Institute Board has endorsed the cooperative planning activities of the Principal as a member of the Lower Mainland Cooperative Planning Group.

This year, 12,576 people attended an Institute course, program, workshop, seminar or conference across the Province. The credit for the student population increase goes to our major clients for their commitment to the professional development of their personnel; to the Ministry of Education for its support and funding of continuing and community education; and to the administration, staff and faculty of the Institute for their creativity in programming to meet the justice and public safety needs of British Columbia.

During this period of economic restraint, the Justice Institute has demonstrated its flexibility by adjusting its pattern of growth to a more realistic expectation, while continuing to achieve maximum effect from existing resources. The development of a student residence on campus, along with the other components of the capital program, would create the opportunity to generate further economies in annual operating costs. During the four years of operation, approximately one million dollars has been expended on student accommodation and support in downtown Vancouver hotels. These costs will continue to escalate. Therefore, the construction of a residential facility on campus will be the major priority of the Board for the future.

Robert J. Stewart,
Chairman of the Board

Report of the Chairman of the Board

Report of the Principal and Chief Executive Officer

During 1981-82, the Justice Institute of B.C. completed Phase III of the comprehensive Five Year Educational Plan. The Plan, developed in consultation with our major clients, charts new directions and goals for all divisions of the Institute. Based on an analysis of client and community needs, the Plan is dynamic. It projects involvement, areas of programming, and financial and facility requirements for the future. It will be revised, modified or expanded as changing conditions dictate. It provides both the Institute and its major clients with a reliable framework within which the future can be anticipated and systematic planning undertaken.

The fiscal year 1981-82 was exciting for the administration, faculty and staff of the Institute. Course offerings were up by 23% to 768 programs and the number of students increased by 71% from 7,328 to 12,576. Familiar programs were reviewed and updated, new programs were researched and developed and many controversial justice and public safety issues were addressed for the first time in a cross system context. Sexual Abuse, Incest, Family Violence, Advanced Cardiac Life Support and Trauma were all attended by cross system professionals and by interested individuals. Without the Justice Institute to provide the integrated focus, it is doubtful that these disturbing but important issues would be brought forward for discussion and debate.

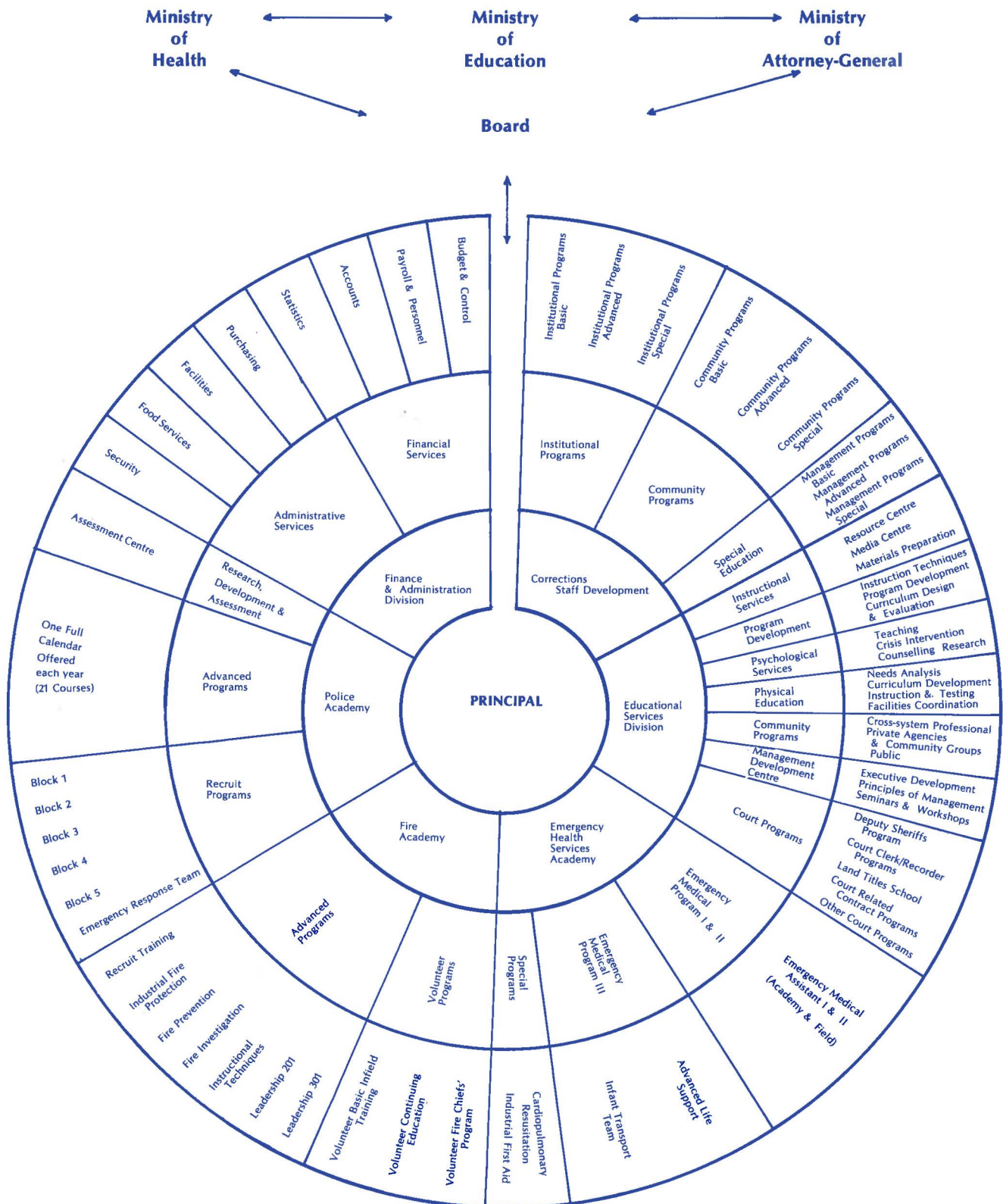
The Institute's commitment to integrate theoretical knowledge and practical experience was further developed this past year. Inter-divisional programming, the success of the Management Development Centre and the overwhelming positive response from all corners of the Province to the courses offered by the Community Programs Department, the Emergency Medical Assistant I course and the Volunteer Firefighter training program attest to the impact the Institute is having on the quality of professional justice and public safety training in the Province.

The success of the major training academies (Police, Corrections, Emergency Health and Fire) continues to be based on the close working relationships between their programs, field managers and the respective senior officials within the Ministries of Attorney-General, Health and Education. The quality of these relationships enhances the substance, effectiveness and continuity of the learning experiences for all students.

The achievements of the Justice Institute during 1981-82 have been exceptionally visible. They are documented in the following pages of this report. The students leaving the Institute are proof that an integrated cross system model can work to the benefit and satisfaction of all parties. The dedicated efforts of the faculty, staff and Board of the Institute, who in their individual contributions translate concepts into realities, deserve applause for a job well done. With such vision, dedication and talent, the future is secure. It is a pleasure to have the opportunity to be a part of such a team.

**Gerald B. Kilcup,
Principal and
Chief Executive Officer**

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



Student Statistics Report 1981 - 1982

	Year to March 31/82		
	No. of Courses	No. of Students	No. of Student Days
DIVISION: CORRECTIONS ACADEMY			
Community Programs - Basic			
Probation Officer Basic Training			
Block I	3	51	317
Block II	3	57	1,684
Block IV	3	51	271
Community Programs - Advanced			
Criminal Law Workshop	1	19	76
Conflict Resolution by Mediation	3	36	85
Power Writing	2	38	113
Custody Access and Report Training	1	15	60
Tutor Workshop	1	17	17
Organization & Utilization of Community Resources	1	20	99
Violence Between Family Members	1	13	49
General Refresher - Juvenile Focus	1	18	77
General Refresher - Family Focus	1	14	66
General Refresher - General Focus	1	25	119
Family Court Counsellor as Expert Witness	1	16	32
Community Programs - Special			
Parole Co-ordinator	1	14	28
Dacum Workshop	1	15	29
Supreme Court Justices' Probation and Parole Seminar	1	14	14
Basic Family Relations Act	1	11	55
Institutional Programs - Basic			
Security Officer Block I	1	19	221
Security Officer Block II - Juvenile Focus	3	43	736
Security Officer Block IV - Juvenile Focus	3	39	281
Security Officer Block II - Adult Focus	5	97	1,444
Security Officer Block IV - Adult Focus	3	48	575
Institutional Programs - Advanced			
Crisis Intervention	3	57	192
Records Officer Workshop	1	13	39
Hostage Survival Workshop	6	70	70
Stress Management	2	35	70
Power Writing	4	66	197
Interviewing & Motivational Skills	1	16	48
Youth Management	1	11	53
Special Field Training	1	42	21
Institutional Programs - Special			
Career Planning Workshop	4	133	67
Job Placement Workshop	3	136	136
Non-Custodial Staff Workshop	1	7	21
Handcuffing Techniques	2	16	6
Interviewing Skills Workshop	1	10	20
Justice System Update	1	11	22
Team Building Workshop	1	120	120
Self Defence	1	4	12
Firearms Requalifications	1	8	8
Program Needs Analysis	1	10	3

Program Training Needs	1	9	14
Human Relations in the Business Setting	1	8	4
Criminology 443	1	18	18
Dog Handler Training - Basic	1	9	27
Dog Handler Training - Refresher	1	9	9
Goal Setting	1	21	42
Block 1 - Review	1	5	5
Training Opportunities	1	62	10
Rentalsman/Ombudsman Staff Workshop	1	14	14
Tactical Squad Commanders Course	1	30	78
Ministry of Human Resources Workshop	1	9	9
Career Planning - Women in the Justice System	1	22	22
Physical Fitness Workshop for Assessors	1	11	21
Maximize Your Options	1	12	12
Financial Assistance Workshop - Career Planning	1	20	40
Management Programs - Basic			
The Technical Supervisor	4	70	346
The Functional Supervisor	1	16	157
Management Programs - Advanced			
Budget Management - Level I	2	39	149
Budget Management - Level II	2	34	134
Manpower Management	1	14	70
Industrial Relations - I	3	44	216
Creative Conflict Resolution	1	14	70
Managing & Resolving Conflict	2	36	174
Management Programs - Special			
Needs Analysis	1	60	52
Assessment Centre Concepts	1	15	7
Performax	1	9	9
Administrative Support Programs			
Administrative Support Workshop	2	61	125
TOTALS	113	2,126	9,387

DIVISION: EDUCATIONAL SERVICES

Court Services			
Deputy Sheriffs Training - Basic	2	28	952
Deputy Sheriffs Training - Auxiliary	1	22	132
Deputy Sheriffs Training - Advanced	2	26	228
Deputy Sheriffs - Refresher	2	23	210
Land Titles - Introductory	2	26	84
Land Titles - Intermediate	1	19	190
Land Titles - Advanced	2	38	190
Land Titles - Survey	1	13	65
Land Titles - Effective Presentation	1	6	18
Instructional Skills	4	18	90
Communication Skills	3	38	190
Power Writing	1	7	21
Personnel Practices	1	10	40
Time Management	2	70	140
Principles of Supervision	1	20	100
Justice of the Peace Seminar	2	25	125

Coroners Seminar	1	45	90
Safety Engineers	1	35	105
Court Registry Clerk - Basic	1	16	160
Court Registry Clerk - Intermediate	1	17	85
Court Registry Clerk - Supreme and County	1	16	80
Weapons Instructor	1	10	30
Federal Corrections Parole Board	1	20	30
Weighmasters - Prosecutions	1	7	35
Deputy Sheriff Execution Seminar	1	20	60
Trail Co-ordinator	1	8	80
Labour Relations	1	50	50
Ministry of Environment	1	16	64
Community Programs			
Constitutional Hassle	1	160	40
Wife Battering	5	140	77
Managing Volunteer Programs	1	11	33
Tumbler Ridge and Crime Prevention	1	43	43
Auto Extrication	11	335	670
Sexual Abuse of Children	10	1,254	1,334
Treatment Models for			
Sexual Abuse of Children	1	20	10
Search and Rescue Team Training	2	10	13
Battered Women	3	69	62
A.C.L.S. Instructors	1	10	19
Communications Skills	5	74	78
A.C.L.S.	7	100	199
Chetwynd Community Forum	1	50	100
Public Forum on Violence	2	42	21
Sechelt Transition House:			
Board Members Workshop	1	12	12
Skills for Communicating with Clients	1	9	27
Robbery Prevention in the Home	4	81	39
Kids, the Criminal Justice System and You	1	146	146
Families, Divorce and Family Systems Theory	1	112	224
Stress Management	3	89	89
Family Violence	2	53	53
Child Prostitution	2	165	145
Heart Savers	2	37	60
Family Law	1	10	10
White Collar Crime	1	30	10
Program Evaluation	1	47	47
Schemes, Scams, Cons	4	278	127
Whom Do You Tell?	1	15	8
Family Violence & Drug Abuse	1	15	8
Ounce of Prevention	1	15	8
Family Crisis Intervention	1	16	16
Victims: The Missing Link in the Justice System	1	15	8
Stress Awareness	3	110	100
Citizens' Commitment to their Neighbourhood	1	68	11
Parole - Probation Seminar	1	14	14
Crisis Intervention	1	32	64
Dealing with the Hostile Client	1	14	28
Investigation of Crime: Control and Accountability	1	45	22
Incest Workshop	1	16	8
He Always Told Me I Was Being Selfish	1	15	2
Women Smile More but Mean it Less	1	9	1
Paradox of Partnership	1	7	1
Pornography Workshop	1	30	15
Power and Influence	1	24	24

Maximize Your Options	1	12	12
Adolescent Runaways	1	56	56
Children at Risk	1	127	127
Emergency Awareness	1	180	90
Group Process	1	8	4
Adult and Pediatric Neuro-Assessment	1	68	136
Skeena Terrace (Part 3)	1	3	1
Noon Hour Debriefing	1	8	1
Women and Humour	1	17	2
Massage: An Aid to Stress Management	1	12	6
Babysitting	1	30	45
Not a Love Story	2	40	20
Fire Safety for the Disabled	1	2	1
Douglas Park Moms Group	1	12	6
CPR 1	3	30	30
Training Techniques	1	5	25
Report Writing	1	6	6
Business Crime Prevention	1	10	5
When I Say No I Feel Guilty	1	24	4
Program Development			
Program Development Day	1	35	35
Instructional Skills Workshop	3	16	80
Presentation Skills - Library Staff	1	4	4
Management Development Centre			
Human Rights Branch	1	20	60
Principles of Management for Middle Managers	7	70	329
Principles of Supervision	8	123	585
Time Management	1	12	3
Labour Relations Seminar	2	17	17
Orientation to Management	1	21	21
TOTALS	181	5,464	9,381

DIVISION: FIRE ACADEMY

Leadership Development 201	8	166	1,639
Leadership Development 301	2	38	146
Fire Prevention - Level 1	4	65	325
Volunteer Fire Dept. Training	29	735	1,974
Volunteer Fire Chiefs Program	4	81	400
Volunteer Fire Chiefs - Phase II	1	18	90
Fire Investigation	2	41	205
Industrial Fire Protection	1	20	100
Fire Extinguisher Training	1	45	3
Instructional Techniques	1	14	70
TOTALS	53	1,223	4,952

DIVISION: EMERGENCY HEALTH SERVICES ACADEMY

A.L.S. I Undergraduate - Block I	6	127	271
A.L.S. I Undergraduate - Block II	10	113	526
A.L.S. I Undergraduate - Block III	5	61	110

A.L.S. II Undergraduate - Block I	1	12	12
A.L.S. II Undergraduate - Block II	1	25	25
A.L.S. II Undergraduate - Block III	2	10	24
E.M.A. I Undergraduate	19	163	1,630
E.M.A. II Undergraduate	3	67	1,990
E.M.A. II Graduate	6	52	467
Industrial First Aid	197	661	7,271
Trauma - Block I	9	101	192
Trauma - Block II	4	60	312
Trauma - Block III	6	106	532
E.M.A. II Graduate Programs			
Pharmacology	1	22	24
Musculoskeletal Anatomy and Physiology	1	17	8
Pulmonary Anatomy and Physiology	1	12	4
Abdomen Anatomy and Physiology	1	14	4
A.L.S. II Graduate Programs			
McSwain Dart Insertion	1	4	2
C.N.S. Disorders/Physiology	1	19	10
Case Reviews	4	8	8
On-Car	1	2	6
Procedures	1	14	7
Respiratory Emergencies	1	10	5
New Protocols	1	57	23
ACLS Drugs - Management	1	17	8
Pediatric Resuscitation	1	32	10
Management of Dysrhythmias	1	32	16
A.L.S. I Graduate Programs			
Emergency/SEC SEM Exam	1	4	16
On Car	1	9	65
Recertification	1	2	2
Advanced Cardiac Life Support	2	10	19
Special Programs			
MAST Application	1	60	10
Nurses in EMS	1	20	3
A.C.L.S.	1	17	34
A.C.L.S. - Instructors	1	9	19
Community Instructor	3	52	416
Regional Instructor	1	5	20
Burn Out	1	27	14
First Responders	1	35	93
Training Techniques	1	10	80
Coast Guard First Aid	1	12	60
Coast Guard Aquatic Care	1	12	120
Auto Extrication	13	160	260
Stress	1	22	11
Endocrinology	1	20	5
I.T.T. Graduate Programs			
Stress Management	1	7	7
Instructional Skills	1	6	12
Block III Theory	1	5	25
Clinical Experience	2	5	25
Tutorial	1	3	1
Infant Transport Team			
Block I	4	15	80
Block II	5	12	56
Block III	3	17	85
Block IV	1	5	15
TOTALS	338	2,379	15,050

DIVISION: POLICE ACADEMY

Peace Officers General Training Program

Block I	7	168	9,413
Block III	7	162	5,010
Block IV	3	80	1,363
Block V	3	73	1,314
Emergency Response Team Training	19	131	377
Field Instructors Program	3	84	252
Spouse Awareness	1	17	68
Retirement Seminar	1	12	36
General Investigation Program	1	18	54
Firearms Instructors Program	2	18	90
Incident Investigation Program	2	36	180
First Level Supervisors Program	5	91	870
Conservation Officers	1	16	240
Major Crime Program	1	24	240
Complaint Takers/Radio Dispatchers	2	18	128
Media Communications Workshop	1	12	24
Breathalyzer Technicians	3	57	483
Effective Writing Skills	2	25	75
Effective Presentation	6	47	235
Juvenile Officers Program	2	39	292
School Liaison Workshop	1	29	87
Crime Prevention Workshop	1	20	80
Financial Management Workshop	1	14	42
C.P.R. Seminar	3	33	33
Writing Skills	1	18	54
Exemption Examinations	1	3	3
Advanced Constables Program	1	18	180
Child Abuse Program	1	27	54
Psychological Profiling	1	94	94

TOTALS

83

1,384

21,371

GRAND TOTALS 1981/82

768

12,576

60,141

GRAND TOTALS 1980/81

621

7,328

59,601

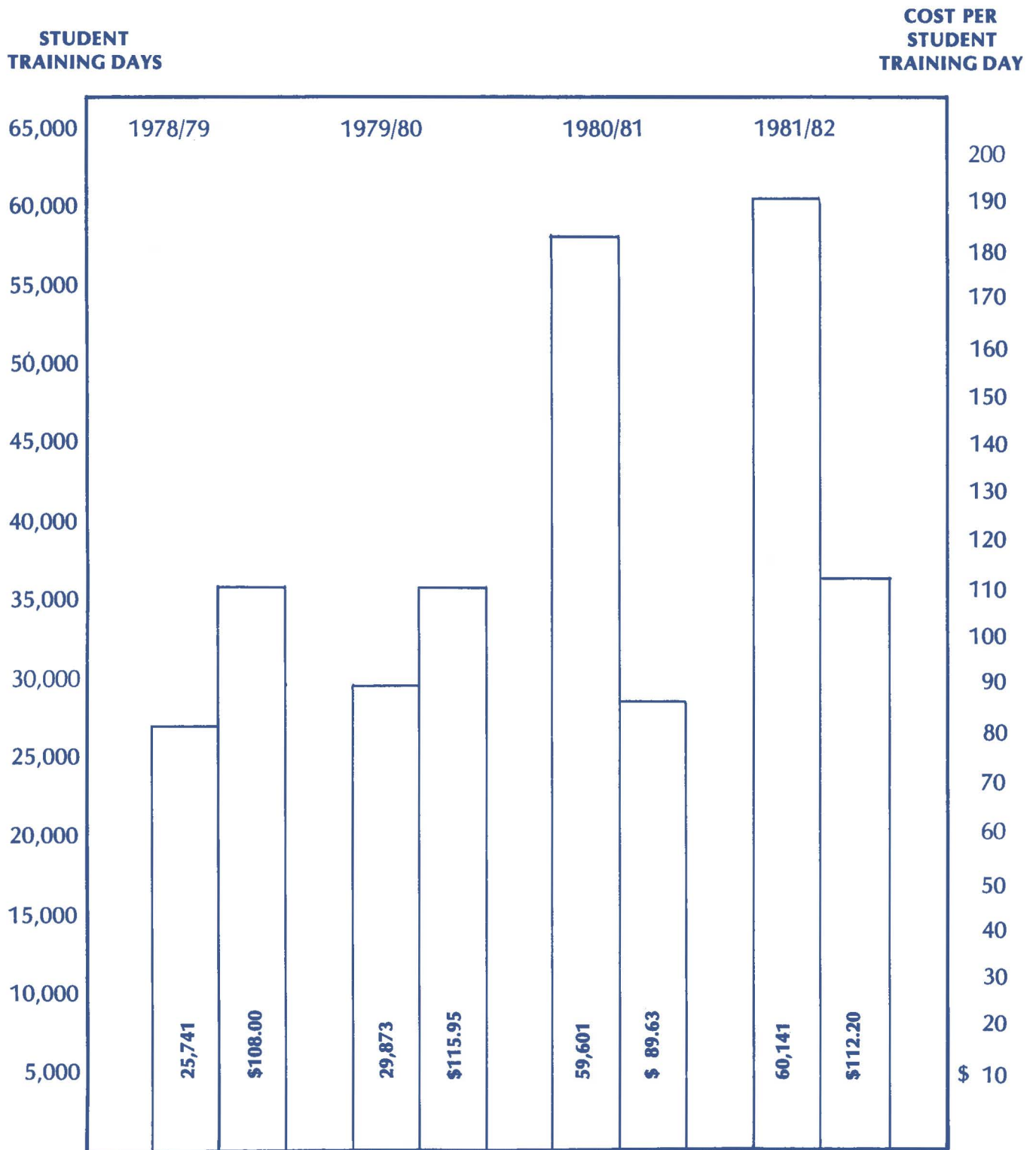
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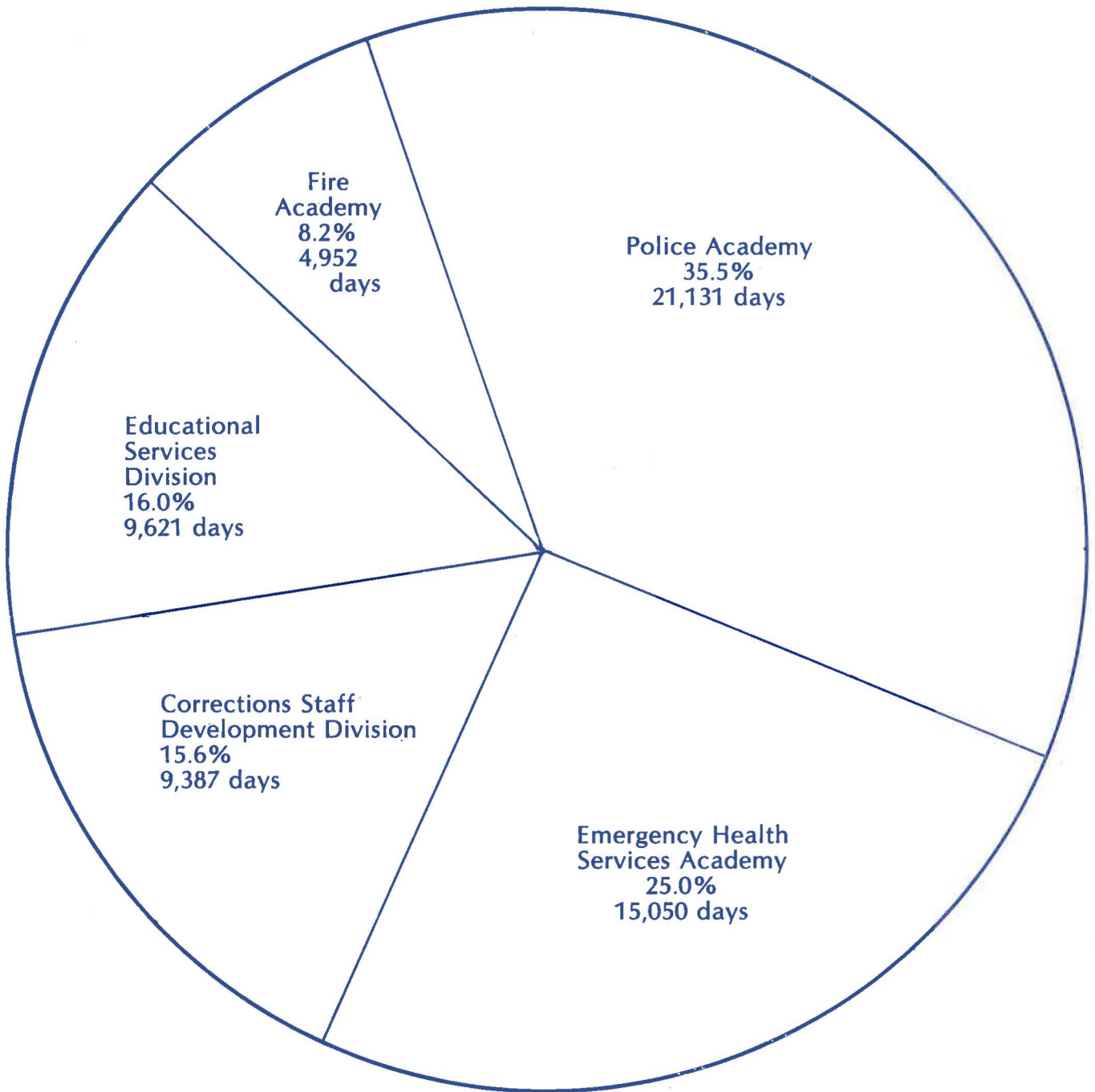
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COST PER STUDENT TRAINING DAY STATISTICS

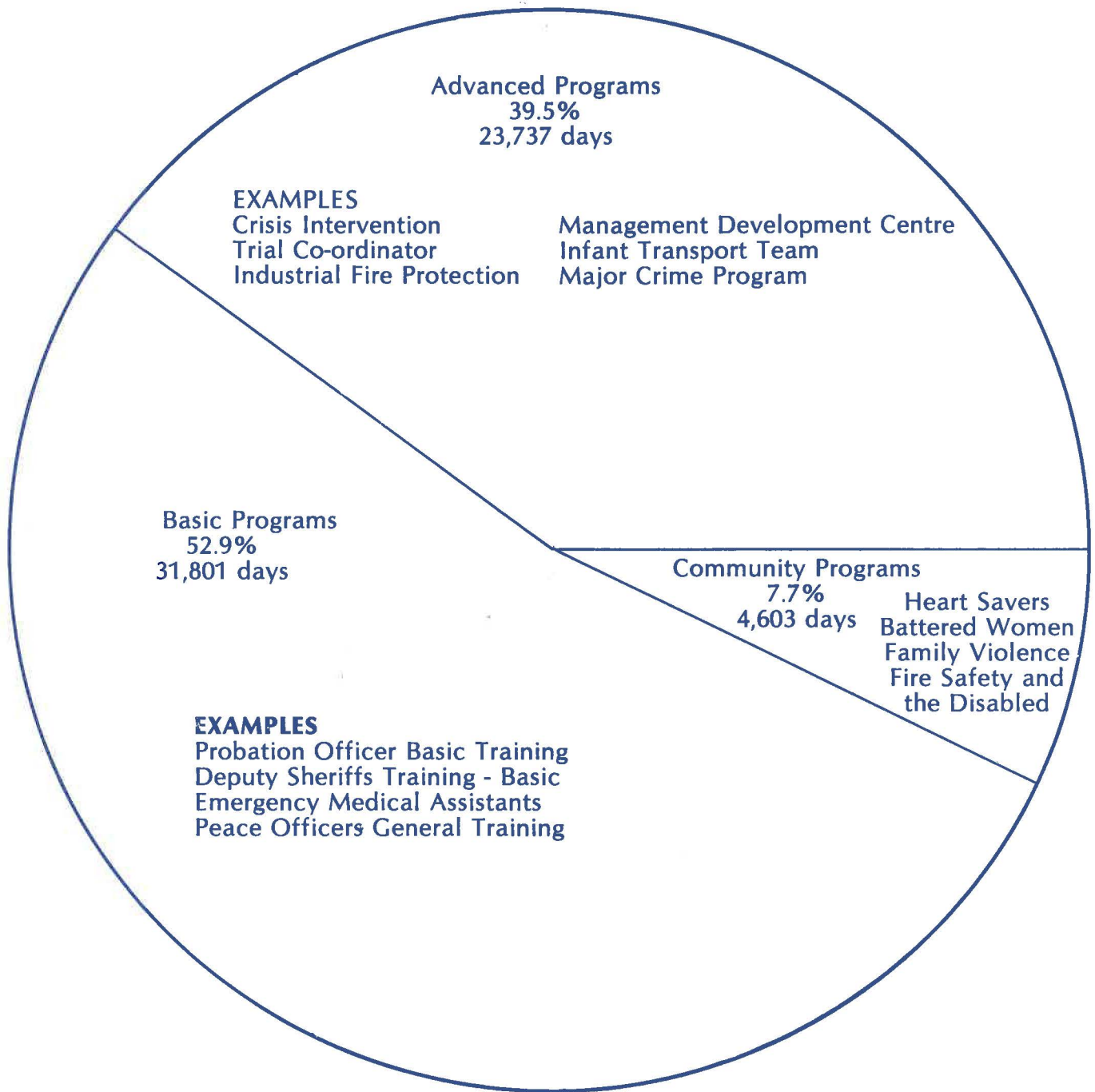


STUDENT TRAINING DAYS BY DIVISION 1980 - 1981



The total number of student training days amounted to 60,141
A student training day is based on 7 hours of instruction.

PROGRAM MIX BY STUDENT TRAINING DAY



STUDENT TRAINING COST ANALYSIS

DIVISION	Student Training Days 1981/1982 (1980/81)	Training Costs				Student Support Costs				Average Total Cost Per Student Training Day
		Min. of Att. Gen.	Min. of Health	Min. of Education	Fees	Student Training Costs Per Day	Food-Travel-Accommodations Min. of Att. Gen.	Min. of Health	Other	
Corrections Academy	9,387 (8,894)	\$ 584,640		\$ 280,671	\$ 605					
Educational Services						\$92.25	\$251,087			\$118.99
- Courts	2,803 (2,483)	\$ 191,572		\$ 83,810		(89.77)				(118.31)
- Community Programs	4,603 (1,708)			\$ 268,180	\$ 76,349	\$98.25 (92.65)	\$120,425			\$141.21 (128.97)
- Contract Programs	2,215 (2,265)			\$ 238,382	\$ 60,233	\$74.85 (64.53)			\$6,132	\$ 76.18 (69.74)
Emergency Health Services Academy	15,050 (23,578)		\$1,200,324	\$ 449,995	\$ 17,609	\$134.81 (73.29)			\$3,426	\$136.36 (80.52)
Fire Academy	4,952 (2,242)	\$ 329,873		\$ 148,065		\$110.83 (63.27)		\$94,449		\$117.10 (65.88)
Police Academy	21,131 (18,431)	\$1,427,048		\$ 631,817	\$ 14,848	\$ 96.51 (141.89)	\$112,129			\$119.16 (169.39)
						\$ 98.14 (84.55)	\$158,814			\$105.62 (92.65)
TOTAL	60,141 (59,601)	\$2,533,133 42.19%	\$1,200,324 19.99%	\$2,100,920 34.99%	\$169,644 2.83%	\$ 99.87 (78.40)	\$641,825	\$94,449	\$9,558	\$112.23 (89.63)

NOTE: (a) In addition to the above noted Training and costs, therefore, the Institute provided certain non-instructional services as follows:

	81/82 Costs
Police Academy (e.g. Assessment Centre, etc.)	\$133,101.
Corrections Academy (e.g. Training Relief Salaries)	\$651,421.

Student
Training
Cost
Analysis

Corrections Staff Development Division

Mission Statement

To provide a range of training courses and staff development services to ensure that Corrections Branch employees receive basic, advanced and management training in accordance with Branch policy and standards, government policy and appropriate collective agreements.

Divisional Report

The development of a training plan for the 1981-82 fiscal year involved a detailed needs analysis. Each Corrections Branch employee identified the training needs required for effective job performance in present positions and the training needs desired for personal growth. Upon completion, an academic plan was presented to the Branch Management Committee indicating the priority training needs that could be met within budgetary allocations. From the academic plan a detailed course schedule was developed and distributed to all staff outlining course objectives and anticipated learning outcomes. As a result of the needs analysis process and feedback received from field staff, changes were made and new programs initiated. The Youth Supervisor basic training program was reviewed and the content modularized. A Hostage Survival Workshop was developed for on-site training in adult institutions. The First Aid training portion of Security Officer courses was modified to include cardiopulmonary resuscitation and first responder skill development. Comprehensive lesson plans were developed for the Probation Officer training courses and examinations and measurement criteria were introduced on a number of courses.

Most courses were full or had waiting lists. An exception was the Youth Supervisor training program which tended to be undersubscribed due to the difficulty in freeing up youth containment staff during periods of overcrowding.

A total of 113 courses and workshops were carried out during the year amounting to 9,387 student training days involving 2,126 Corrections employees. To reduce training course costs, a number of institutional programs were offered on-site, minimizing the cost of replacement staff and employee travel. These programs were well received and will be offered more frequently next year.

A system of pass/fail standards for recruit training programs was introduced and examinations requiring a 65% grade for successful completion were administered to persons on basic training programs.

A set of physical fitness standards was introduced for Security Officers and physical fitness sessions were added to the basic Security Officer training program.

Maintenance of the Corrections Branch Manpower Inventory System continued to be a responsibility of the Division. The system ensures that current records are maintained on employee training and career development status allowing analysis for more effective human resource planning.

The Corrections Branch continued to make active use of the Justice Institute Continuing Education Librarian and a large volume of reference and research inquiries were handled from Corrections Branch employees around the Province. The circulation of acquisition lists and listings of journal articles assisted Branch employees to maintain an awareness of current correctional issues.

In addition to the recruit training programs, the Division offered a variety of advanced courses and workshops including: Criminal Law, Conflict Resolution by Mediation, Custody and Access Report Preparation, Organization and Utilization of Community Resources, Family Violence, the Expert Witness, Parole Coordinators Workshop, Crisis Intervention, Hostage Survival, Stress Management, Interviewing and Motivation Skills, Youth Management, Career Planning, Firearms Requalification, Tactical Squad Commander's Course and Handcuffing Techniques.

The Staff Development Division continues to face the challenge of providing a maximum number of training opportunities to Branch employees while reducing expenditures. On-site and distance learning programs will continue to be emphasized and curriculum studies are being completed on a regular basis to ensure that training content is relevant and high calibre. The support resources available through the Justice Institute of British Columbia have assisted the Corrections Staff Development Division to provide a professional and comprehensive training and development program.

John Laverock
Director
Corrections Staff Development Division

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.

Divisional Report

The Educational Services Division brought together three different functions at the Justice Institute during the 1981-82 fiscal year. It provided program support services to enhance the quality of training and education programs conducted by the Academies at the Institute. It planned, organized and delivered community and management cross system programs to meet identified needs and issues in the justice and public safety system. It provided administrative support to the Court Programs section of the Institute.

To achieve these needs, the staff of the Division have remained open and flexible in developing services and programs to meet the diverse training and educational needs of the Academies, their clients and the students involved in Justice Institute programs.

The following is a summary of the Educational Services sections highlighting some of their activities.

Service Activities

Instructional Services

During 1981-82, all three units of Instructional Services — the Media Centre, the Resource Centre and Continuing Education Field Services — experienced rapid growth in service utilization.

The assimilation of Instructional Supplies and Graphics Services into the Media Centre meant that staff could better accommodate teaching aid requests. This change was reflected in the Media Centre usage statistics which showed a 100% increase. Major video and slide-tape productions, "It May Be Your Neck" for Emergency Health Services Academy, "Roll Call Training Package" for the Police Academy in cooperation with municipal police departments and the R.C.M.P., "Witness Preparedness" for Contract Programs with the Ministry of Forests, are some examples of the high quality curriculum aids that the Media Centre have produced over the year. Several Media Centre productions have been broadcast on the Knowledge Network to interested audiences across the province. In addition, Media Centre staff were involved in the production of Emergency Medical Assistant I Distance Learning Modules for the Emergency Health Services Academy.

The Resource Centre revised, published and distributed the "Justice Institute Audiovisual Catalogue". The catalogue lists more than 400 films, videotapes, slide-tapes and slide sets owned by the Institute and available for loan to the provincial justice and public safety community. Audiovisual loans have increased so dramatically that a film inspector/cleaner was purchased. The addition of a part-time cataloguing librarian and better on-line computer services has greatly increased the efficiency of acquiring materials for the Resource Centre. Approximately 800 additions were made to the collection now comprising 8,500 titles. There was a significant rise in the demand for professional librarians' services particularly in the production of specialized bibliographies covering a variety of related subject areas and an increase in the number of in-class instruction and orientation sessions for students and instructors. Special Resource Centre projects for the year were the development of practicums for Vancouver Community College-Langara library technician students and a Youth Employment Program summer project for a University of British Columbia library student.

The delivery of services and materials to the field by Continuing Education Field Services increased by an average of 100%.

The monthly mailouts of the "Acquisition List" and "Journal News" have resulted in expanded activity; an average of 400 photocopied articles are sent out monthly to the field and there is now a registered borrowers' list totalling over 1,200. Professional Development activities for Instructional Services staff included attendance at "Principles of Supervision", participation in a "Presentation Skills Workshop", courses in medical terminology, plus a book and film display for the "Women in the Criminal Justice System Conference" held in April. Instructional Services also sponsored several film series on "Contemporary Social Issues" seen on the Knowledge network.

Program Development

The Program Development Section experienced rapid growth in providing instructional design and development services to all divisions of the Justice Institute. The Emergency Health Services Academy continued its long term commitment to redesigning and evaluating existing courses and developing and designing new courses involving innovative forms of packaging and delivery for distance education modules.

During the spring and summer, Program Development staff worked with the Police Academy to assist in the design and writing of standardized course outlines for Blocks I through V and also assisted in the redesigning of the Legal Studies Manual.

The major project undertaken during the fall and winter months involved the design and implementation of training needs analyses for all areas of training conducted by Court Services. A skills analysis was done for the Corrections Academy to assist them in redesigning their Adult Probation Officers course.

Over and above these Academy projects, the section conducted a number of Training Techniques courses for Institute staff and field trainers. To further support the trainers, an ongoing Instructor Skills Development Program has been designed and will be implemented in the coming year.

All Academies have expressed interest in gaining increased support from the section in the coming year. A second staff person will be hired to meet growing demands involving program development expertise to improve the quality of all courses offered by the Institute.

Psychological Services

Psychological Services has completed its second year of operation. Following an initial year of growth and development, the Section is providing a variety of services. First, classroom teaching for all the Academies in the following areas: Crisis Intervention, Stress Identification and Burnout, Abnormal Psychology, Dealing with Minorities, Hostage Taking and Preparedness, Psychology of Fire Setting and Motivational Factors in Behaviour; second, counselling and crisis and intervention support for students and staff at the institute; and third, crisis counselling and consultation to the field on a fee for services contract basis.

In addition to the teaching and counselling provided by the Section, a number of special workshops and talks have been provided for justice and public safety organizations throughout British Columbia, across Canada and to a limited extent in the United States.

Requests for services continue to grow at an active rate and are only limited by the staff and financial resources needed to expand the operation.

Over the year, the Section provided approximately 80 classroom teaching days, 6 Institute sponsored workshops, 15 talks, 5 consultations, and counselling services for 147 clients on problems related to (i) stress overload 40%, (ii) marital problems 35%, (iii) post traumatic reactions 10%, (iv) alcohol related problems 10%, and (v) other 5%.

Physical Education

As a result of a decision by the Executive Committee of the Justice Institute, a Physical Education Section was established in October 1981.

The purpose of the Section is to provide overall leadership and support to all the Academies within the Institute and plan and coordinate the use of all physical education and recreation resources available to the Institute.

A Coordinator was hired and began working with the Academies to identify the variety of needs and problems they faced in developing and delivering quality physical education programs as part of their curriculum.

Assistance has been made available to upgrade courses in physical fitness, self defence and baton training. Work has also begun in assisting Academies and their respective client groups to develop physical fitness and skills standards as a base for future training programs.

In addition to the specifics involved in working with the Academies, the Coordinator has also worked cooperatively with Jericho Hill School in sharing space and coordinating the use of the building and resources with Jericho Hill School, the Institute and a variety of public groups. To assist in these efforts, minor renovations have been made to the stage area in the gymnasium. Further planning is also underway to renovate and expand the physical education facilities in the coming year.

In the first six months of operation, a definite and established need for a Physical Education Section has been established and many plans are underway to upgrade these services in the coming year.

Cross Systems Programs

Community Programs

During the year, Community Programs offered a total of 95 programs ranging from major conferences with more than 200 participants to training sessions with small groups of 5 or more people. Three types of programs were offered: interdisciplinary programs for representatives from a range of professional and community groups; programs for the public; and programs for private agencies or community groups.

In 1981, Community Programs piloted a public programs initiative to increase the public's awareness of their rights and responsibilities in relation to justice and public safety. Examples of programs offered include sessions on Burglary Prevention in the Home; Schemes, Scams and Cons (a course for senior citizens on ways to protect themselves) and Heart Savers, a basic course in cardiopulmonary resuscitation.

Staff continued to organize programs throughout British Columbia as part of the Justice Institute's provincial mandate. Eighteen cities and towns outside the Lower Mainland were the sites of Community Programs sponsored sessions; frequently, more than one program was offered in these locations. In addition to the Justice Institute campus, 22 other sites in the Lower Mainland were used to hold programs.

Community Programs staff continue in their approach of cosponsoring programs with a range of agencies and organizations covering a variety of government ministries, educational groups and societies or centres. Thirty-five different groups worked with Community Programs to cosponsor programs during the year; many cosponsors worked on more than one program.

Student training days for the year totalled 4,603. This represents a 270% increase in activity over last year.

Management Development Centre

The Management Development Centre completed its first year of operation at the end of March 1982. Formed as a means of integrating the management training functions of a number of branches of the Ministry of Attorney General, the Centre has also successfully addressed the training needs of other organizations including the Emergency Health Services Commission, the Legal Services Society, the Conservation Officers Service and the Federal Corrections Service.

Of particular importance to the Centre's Three Year Plan is expanding access to management training beyond the Justice Institute and the traditional daytime classroom. The Centre has taken two initial steps, both well received. The first was to work in conjunction with the continuing Education section of the Instructional Resources Centre in offering information and knowledge on various management topics using audio cassette/workbook packages. The distance education approach to self-directed management training points the way to further initiatives in this area as the cost of formal classroom training becomes increasingly expensive, even prohibitively so.

The second successful initiative was to offer an introductory management program in the evening. The affirmative response to the program clearly demonstrated the need for the Justice Institute to continue offering its management programs in off-work hours as well as during the regular work day.

Whereas initially the Centre conducted all its courses at the Justice Institute, necessitating considerable expenses for out-of-town participants, the decision was taken to conduct a high percentage of the Centre's courses on a regional basis. To date, courses have been held in New Westminster, Prince George and Kamloops and have been well attended. "I wouldn't be able to attend this course in Vancouver, but appreciate the Management Development Centre delivering its program here", is a familiar comment. The regional delivery approach will be expanded in the coming year to include Nanaimo, Terrace and Nelson.

The faculty of the Centre are freelance management educators contracted on an 'as required' basis. The arrangement has proven to be most satisfactory both in reduced overhead and in content. As faculty work with organizations other than the Justice Institute, they are able to bring considerable experience to the Centre's programs.

The Centre conducted 18 courses involving 234 students for a total of 1,012.5 student training days. The academic plan for 1982-83 calls for the number to be doubled.

Courses offered are first level Principles of Supervision, Principles of Middle Management and Executive Development. In addition, various seminars are offered on management areas such as Selection and Interviewing, Labour Relations, Job Induction and Personnel Assessment.

Administrative Support

Court Programs

The past year was significant for Court Programs. Three new instructors arrived and began their duties during the summer.

The newly appointed staff development officer was seconded from the Court Services Branch to begin work on the Court Registry Clerk programs. The program was revamped, lesson plans developed and specialized speakers for some of the technical topics were located. Court Registry Clerk training consists of a basic one week course that surveys the range of both court registries and the duties of staff in the court system. There are two one week intermediate level courses - one focusses on the Provincial Court while the other concentrates on the Supreme and County Courts. The advanced course for court registry staff will be designed to enhance jobs and job related skill and is still in the design stage. Two basic courses and one each of the intermediate courses have been conducted to date with positive reactions from those attending the programs.

Another staff development officer from Court Services was seconded to the Institute to continue the Deputy Sheriff training programs. The Sheriff's Basic course is seven weeks in length while the refresher program is two weeks long. One basic course and three refresher courses were conducted.

A third instructor hired this year worked on legal studies, spending time developing a program for Registrars in Supreme and County Courts and on specialized contract programs. Contract programs, circumscribed programs contracted with a specific Ministry of the provincial public service or a federal department, had a growth year. In addition to continuing an established program for Safety Engineers in the Ministry of Labour, programs were developed and conducted for federal parole staff, the Ministry of Transportation and Highways (Motor Vehicle Branch), the Ministry of Environment, Environment Canada and a program designed for Ministry of Transportation and Highways (Motor Vehicle Branch). This last program will be conducted during the summer of 1982.

The Land Title School is continuing to flourish and a number of new programs are being developed for next year. A separate office has been established for Land Titles training at the Institute with a coordinator retained on contract for their training programs.

Several additional functions were performed for an assortment of organizations during the year. The Coroner's Branch conducted one program and the Justice of the Peace training programs were given some assistance with their programs. A two week program was developed by the Institute and conducted under the aegis of the Chief Judge for a newly established position within Court Services: a trial coordinator.

Larry E. Goble

Director

Educational Services Division

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 initial momentum Emergency Health Services Academy generated has continued into its second year of operation. New programs were initiated and are running successfully; existing programs were scrutinized and only the most sound components remained in an effort to meet the high educational standards of the Justice Institute and the job standards expected of Emergency Health Services Commission employees.

Three factors contributed to the sustained momentum: the recruitment of top calibre program directors; the initiation of a secondment model for the faculty; and the clarification of the interface between operations and training.

The organization of Academy activities into program units was strengthened by the recruitment of leaders in emergency medicine, nursing and pre-hospital care to direct and coordinate these programs. In addition to enthusiasm for their roles, they all share a philosophy which supports the adult learner.

In May 1981, following an impressive competition seven well qualified individuals were selected for the first secondment team of the Academy. Again, their enthusiasm for their trade and for teaching impacted significantly on the recruits entering the Ambulance Service.

The Justice Institute's success has been largely due to the close relationship between its programs and field experiences. The cooperation between the Academy and the Emergency Health Services Commission operations has made the field experiences for students both relevant and rewarding.

Subsequent to these three influences, major improvements were made in the programs. Some improvements included:

1. The delivery of the Emergency Medical Assistant I course through community-based instructors. Forty-seven community instructors were trained at the Institute. They returned home to teach their communities' part-time attendants. Initial program development contributed significantly to the approximately \$100.00 student training day cost during this first year. The projected cost for the coming year is only \$42.00.

The success of this type of delivery method is encouraging and may serve as a model for other Institute programs. Five hundred and forty-seven ambulance attendants in sixty-nine communities received the Emergency Medical Assistant I course in this manner.

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2. The Emergency Medical Assistant II course for full-time employees changed focus. More learning was achieved through practical simulations and through graduated field practicums. The formation of an examination committee is expected to significantly improve the evaluation process and accurately predict the student's job preparation.

Four courses were taught during 1981-82 for a total of 1,195 student training days (EMA II undergraduate program).

Recognition by other Provinces of the program's quality can be interpreted by two events: The Government of the Yukon bore the expenses to send one of its supervisors to this course; and in December, Emergency Medical Educators from across Canada attended a two week program here, studying the Academy's recruit training methods.

3. The Trauma program has been the most sought after program offered this year and for good reason. Already reports indicate it has been effective in treating some serious trauma victims. It also involves community physicians in the training program, thus increasing local medical interest in pre-hospital care. Twenty-one communities received the program, training sixty-two attendants.
4. The Emergency Health Services Commission recognized the need for an Advanced Life Support program in Kelowna. The city received an Advanced Life Support I team this year. The subsequent training program, designed and controlled by the Academy was taught using many of Kelowna's own educational and health care resources. Sixteen attendants, including two from Chilliwack and four from Kamloops, were trained over twelve months.
5. The Infant Transport Team program saw the greatest change. A team of content and educational experts modularized the program so that small groups of approximately five students received alternating classroom, hospital and field experiences. The design of this program has been acclaimed by health and educational leaders, both for its individualized instruction, much of it in-hospital, and because the small groups lessen the demand placed upon the teaching hospital.
6. The Academy provides several services for the Emergency Health Services Commission. Among these are small research programs, quality assurance programs, medical advisory administration and administration of the provincial cardiopulmonary resuscitation (CPR) program. The CPR program's administration was reorganized and the Academy assumed the responsibilities formerly held by the B.C. Heart Foundation. In February 1982, the Canadian Heart Foundation officially recognized and announced that the CPR program in British Columbia would be administered by the Justice Institute.

This modestly funded program is training 2,000 citizens a month to prevent heart attack and to treat heart attack victims before the ambulance arrives.

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7. The Emergency Health Services Commission also recognized the need to maintain the skills of the medical community in dealing with cardiac and trauma related problems. The Advanced Cardiac Life Support (ACLS) workshops are helping physicians maintain their skills in managing cardiac arrests. In addition, this year, in conjunction with the University of British Columbia hospital, the Academy organized the first Advanced Trauma Life Support (ATLS) course in Western Canada. This trauma program, in addition to the cardiac arrest program, provides the opportunity for physicians to maintain their skills in dealing with the two major causes of mortality in Canada.

We are fortunate to have the support and involvement of the medical community. The Canadian Medical Association recognized this involvement and has modelled much of its national standards for ambulance training on British Columbia's program. In the third year of operation, we anticipate this Academy will be the first institution to receive accreditation by the Canadian Medical Association.

The coming year, even though it will be one of considerable fiscal restraint, will see the Emergency Health Services Academy deliver its advanced programs in a revised graduated format which promises to match the high standards of delivery developing in the other Academy programs.

Tony T. Williams
Director
Emergency Health Services Academy

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

Firefighting is an exacting science requiring a sophisticated degree of training to provide standardization to all levels of firefighters throughout the province. During the third year of the Academy's operation, 4,952 student training days were provided for Officers from the Paid and Volunteer sectors. This represents a 120% increase over 1980-81.

This year has seen tremendous growth in the Volunteer Fire Training Division. The number of courses has increased from 13 to 33 representing a 145% escalation in training activity.

Regional In-field Training Programs have been well received by the Volunteers. Two-thirds of the Province have received Module A training, while the last group will be completed by July 1982. These courses are so popular that it has been difficult trying to keep the number of participants at thirty. A number of Fire Departments have asked to host the next training session in their area. Also, new departments are meeting their basic needs through the In-field Basic Training Programs. As people become aware of the programs, requests are coming from new departments months in advance of their actual operating date. Volunteer Fire Officers courses have also been well received. The success of the programs is seen by the enrollment for 1982-83 which is complete and the waiting list continues to grow weekly.

The 1981-82 academic year for Advanced Training was progressive. The number of courses offered increased by 70% for a total of 2,495 student training days.

In addition to the increase in courses, a new position of Research Consultant was filled on contract. The responsibilities of this position are research in all Advanced Training Programs, including instruction in areas of Advanced Training.

Work is progressing with the Haney Fire Ground. The relationship between the Justice Institute and the Pacific Marine Training Institute has continued to grow and flourish through our cooperative efforts to develop the burn site to our mutual benefit. Pacific Marine Training Institute and the Justice Institute look forward to the start of construction early in the new academic year.

The Apprenticeship Steering Committee of the Training and Curriculum Committee developed a proposal for a Firefighter apprenticeship Pro-

gram. The objective and goal of the joint steering committee was to recommend that the Training and Curriculum Committee of the Fire Academy present the proposal in a resolution in principle at the conventions of the British Columbia's Fire Chiefs' and the Professional Firefighters' Associations. Subsequent to approval the Fire Commissioner and the Justice Institute will request to have firefighting established as a designated trade in British Columbia by the Provincial Apprenticeship Board. The program will:

- A) Provide a plan of approved training and experience that will qualify apprentices as skilled professional firefighters and specifies in terms of training, education, experience and performance objectives, the minimum requirements for professional competence of a journeyman firefighter.
- B) Provide fair and equitable treatment to all apprentices.
- (C) Provide the Fire Department with highly qualified and trained journeymen firefighters ensuring the highest level of fire protection for the tax dollar.
- D) Raise the general skill level throughout the entire provincial fire service.

Upon successful completion of the Apprenticeship Program, candidates will receive:

- a Certificate of Completion of Apprenticeship, and
- A Journeyman Firefighting Certificate.

The changes and growth accomplished at the Fire Academy during the 1981-82 fiscal year are due to the dedication and hard work of faculty and staff of the Academy. With their efforts and the combined support of the Attorney General, the British Columbia Fire Commissioner, the British Columbia Fire Chiefs' Association and the British Columbia Professional Firefighters' Association the Fire Academy will continue to meet the needs of British Columbia's firefighting community.

C. Bud Kellett
Director
Fire 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

The objective of the Police Academy is to meet the training needs of British Columbia's police community. In view of the technological, sociological and statutory trends of change it would be ludicrous to say that our efforts have satisfied our ambitious goals.

1981 was a year of development, experimentation and instruction. Courses with new content were introduced, new adult teaching methodologies were experimented with and many novices were introduced to their new profession through innovative recruit course instruction.

In terms of quantity, the Academy produced 17,100 student training days in the recruit training program and 4,271 student days in the advanced training area. The Research, Development and Assessment section processed 150 prospective municipal constables and 112 promotional candidates through the assessment centre as a service to the provincial municipal police community.

During the 1981-82 fiscal year the number of recruits for Block I training program was 50% higher than the previous year. Should monetary restraints cause a decrease in municipal hiring during 1982-83, the Academy will still have to accommodate double classes of recruits through the completion of the basic training program and the general or upper levels program until at least 1984.

The upper level Blocks of recruit training proved problematic as there was an urgent need to review and upgrade course content. A moratorium could not be implemented because of the ongoing nature of the program. In view of the urgency for change, the process of revamping course content was completed in stages over a period of one and a half years. The feedback from both students and clients indicates that the new course content is rewarding and worthwhile.

The physical training section has become increasingly sophisticated this year. The Academy joined other Divisions of the Institute in acquiring the services of an enthusiastic physical education expert. The academic credentials and practical background of the incumbent give the Academy's physical education programs increased credibility. The Coordinator of Physical Education is also committed to the development of maintenance programs for the serving police officer.

Police Academy

The exemption and challenge procedures, to test candidates for the municipal forces with adequate previous police experience to render them qualified or certified respectively, are appropriately utilized by the municipal police services. Fifteen candidates wrote the one day exemption examination and ten participated in the three day challenge procedure.

A close assessment of these processes, from the Academy's perspective and that of the examinees and employers, has proven that the exam and challenge process is valid in measuring the competence of the prospective candidates. The process ensures that standard prerequisites for the municipal constable categories have been attained.

Firearms training in the recruit program is extensive and costly. The most expensive component is the acquisition of ammunition. To off-set exorbitant costs, the Academy has recently begun to manufacture its own ammunition. This should reflect in savings and a relaxation of austerity measures regarding ammunition.

Last year mention was made of the revamping of the driver training program. The results have been good. Other police academies have sent their staff to study the new program. The comments have been flattering and the results satisfactory.

This was the second year that the Advanced Training section presented a full and maximum slate of courses. 'Maximum' means that the scheduling of advanced courses and the aggregate of 'training seats' the calendar creates are based on field needs and manpower availability. So the advanced training programs are designed to maximize the enrollment from our clients' view point.

Many new courses were inaugurated during the 1981-82 fiscal year. They dealt with major criminal investigations, upgrading the senior investigators on the latest techniques, investigative aids and legal precedents; negotiating with barricaded persons or hostage takers and psychological profiling among others. These were offered in addition to workshops on current policy issues.

The Academy also took responsibility for the training and retraining of breathalyzer operators. This was done with the assistance of the R.C.M. Police and the Vancouver City Analyst. Previously the R.C.M. Police and the Vancouver City Analyst had carried out this task but could no longer meet the ever increasing demand for qualifying breathalyzer operators.

In general, the feedback on the advanced training courses is gratifying. Unique programs were experimented with. A particular highlight was a three week integrated program concerning all aspects of juvenile delinquency and its treatment. Police shared the classroom with social workers, counsellors and others. The Canadian Police College shared in the development and delivery of this course.

The new "Constables' Advanced Program" was also well received by the students who all had a minimum of seven years of police experience. After a year and a half moratorium on the Police Officers Advanced Training Program and an extensive curriculum development process, the new program was successfully launched.

The research and development areas were added to the assessment services in September 1981. After completing a reliability study of the assessment process in 1980, with satisfactory results, a validity study had to be initiated without interrupting the existing services provided by the assessment centre to municipal police forces. The service consists of testing prospective personnel, as well as serving members, for promotional purposes. The gathering of data required to carry out this complicated project has begun. Results may be available by the end of 1982 or early in 1983. Another assessment centre assignment is to develop a credit educational program for the police community which complements and dovetails with the programs administered by the Canadian Police College.

Another mandate is to create a greater awareness of the police career with counsellors and teachers in the secondary school system. Students can then be properly counselled about educational programs which might complement their policing aspirations. As part of this program, a disaster simulation was organized, in conjunction with other Divisions of the Justice Institute. Hundreds of highschool students attended to learn the function and relationship of public emergency service. The critiques were pleasing to those who had organized this event. Plans are underway to host a similar event next year.

A project nearing completion is the development of a course outline for all Blocks of recruit training. The course outline will ensure continuity when new seconded instructors relieve those returning to their departments. The course content subdivides curriculum into specific and identifiable courses with clear statements of objectives and balances and synchronizes the teaching and quality content in the various sections of the Academy.

Research and development provides numerous services to municipal forces. One of these is the development, supervision and correction of promotional examinations. Many departments have taken advantage of this service. Clients and examinees are pleased with the improved professional aspect this service has brought to the promotional examination. Another service is consulting and assisting police managers who are creating administrative or unique supervisory positions in their departments to improve the quality of police management.

Considering the progress we have made in 1981, it seems not immodest to strive for similar success in 1982-83.

John Post
Director
Police Academy

Finance and Administration Division

Mission Statement

The Division ensures the development and maintenance of Physical Facilities; the establishment and operation of personnel, Financial and Accounting Systems; the provision of Budgetting, Purchasing and Receiving, Stores and Communications System support to all Divisions and Academies; the provision of information and advice to the Institute's Board on all financial matters.

Divisional Report

The Division is responsible for all the business aspects of the Institute's operation. These responsibilities include budgets, account, purchases, staff relations, communications, physical plant and student support (food services and accommodation).

In the area of personnel and staff relations, the Institute's first and only arbitration case concerned the dismissal of an employee. The Institute's action was upheld by the arbitrator and was supported in a subsequent appeal to the B.C. Labour Relations Board. The Institute's Board established a Mandatory Retirement Policy at age sixty-five, but provided for time limited appointments in special circumstances. The Fair Comparison System covering the professional and union excluded staff continues to function in a non-adversarial atmosphere. The Institute's policy provides for all Managerial Staff to be Institute employees, as opposed to the secondment model, and the fulfillment of this policy objective was achieved through the pending transfer, 1 April, 1982, of three managerial positions in the Corrections Academy.

The Justice Institute's Instructional Staff are seconded, whenever possible, 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 Institute had a complement of 140 seconded and directly employed staff, an increase of 25 during the year.

The Division strives to maximize the available budget towards the accomplishment of instruction and to minimize the budget consumed by Administration. During the past year the budget for Finance and Administration amounted to 5.6% of the Institute's total budget, compared to 5.9% for fiscal year 1980-81.

The Institute, Ministry of Education and Jericho Hill School have agreed on a proposed subdivision of the Jericho Hill property wherein the northerly portion containing Blake Hall, Lawrence Hall, the gymnasium and cafeteria buildings will be transferred to the Justice Institute. The Institute will then apply for a rezoning application and obtain a development permit from the City of Vancouver. Architects and planners have commenced preliminary work on the overall campus and development proposal encompassing an indoor firearms range, for which Ministry of Education approval has been obtained, an expansion to the gymnasium and the establishment of an on-site student residence. A Community Advisory Committee consisting of representatives of neighbourhood associations has provided input and advice to the Institute concerning the maintenance of the aesthetic quality and beauty of the site. The Institute and the Pacific Marine Training Institute have formed a joint venture for the establishment of a Fire Training Facility at Maple Ridge which will provide hands-on training for a wide range of firefighters; land has been set aside for this project and an early commencement is anticipated. The construction of the model Fire Hall and Training Tower at the Maple Ridge site is conditional upon the Institute obtaining program approval from the Fire Commissioner of British Columbia for the training of recruit firefighters.

P. Dean Winram

Bursar

Finance and Administration Division

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, 1982 as set out in statement 1 and the statements of revenues, expenditures and fund balances, 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, 1982 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 14, 1982

Chartered Accountants

Justice Institute of British Columbia

BALANCE SHEET
at at March 31, 1982
Statement 1

ASSETS

Current assets

Petty cash

	1982	1981
Operating Fund	\$ 250	\$ 250

Bank

Special Purpose Fund	\$261,643	\$261,643
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Term deposits

Debt Service Fund	\$100,200	\$100,200
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Accounts receivable

Capital Fund	\$ 350,000	\$ 350,000
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Inventory

Total	1,416,460	1,416,460
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Inter-fund balances

Total	1,497	1,497
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Total	242,382	242,382
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Total	1,660,589	1,660,589
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Fixed assets

Furniture, equipment and vehicles

Total	1,161,375	1,161,375
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Buildings

Total	1,247,488	1,247,488
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Site development

Total	204,698	204,698
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Total	2,613,561	2,613,561
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Total	2,613,561	2,613,561
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Total	\$4,743,611	\$4,743,611
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Total	\$3,761,679	\$3,761,679
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TOTAL ASSETS**LIABILITIES AND EQUITY**

Current liabilities

Bank indebtedness

Operating Fund	\$ 507,777	\$ 507,777
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Sinking fund payments, due within one year

Special Purpose Fund	-	-
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Accounts payable and accrued liabilities

Debt Service Fund	\$ 45,836	\$ 45,836
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Capital Fund	45,836	45,836
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Total	693,701	693,701
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Total	569,528	569,528
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Debentures (note 2)

Total	1,200,478	1,200,478
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Total	1,200,478	1,200,478
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Total	966,243	966,243
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Total	2,166,721	2,166,721
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Total	1,544,528	1,544,528
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Equity in fixed assets (statement 4)

Operating Fund	-	-
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Fund balances (statement 2)

Special Purpose Fund	\$261,643	\$261,643
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Debt Service Fund	\$100,200	\$100,200
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Capital Fund	106,618	106,618
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Total	928,572	928,572
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Total	831,704	831,704
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Total	1,754,936	1,754,936
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Total	2,576,890	2,576,890
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Total	2,217,151	2,217,151
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Total	\$1,660,589	\$1,660,589
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Total	\$261,643	\$261,643
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Total	\$100,200	\$100,200
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Total	\$2,721,179	\$2,721,179
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Total	\$4,743,611	\$4,743,611
-------	-------------	-------------

Total	\$3,761,679	\$3,761,679
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TOTAL LIABILITIES AND EQUITY

Approved by



R.J. Stewart
 Chairman of the Board



P.D. Winram
 Bursar

Justice Institute of British Columbia

REVENUES, EXPENDITURES
AND FUND BALANCES
Year Ended March 31, 1982
Statement 2

Revenue

Province of British Columbia

	1982	1981
Operating Fund	\$1,776,430	\$1,796,430

Operating grants

Special Purpose Fund	\$ 20,000	\$ 20,000
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Debit Service grants

Debt Service Fund	\$ 78,251	\$ 78,251
-------------------	-----------	-----------

Capital grants

Capital Fund	\$ 63,324	\$ 63,324
--------------	-----------	-----------

Tuition fees (schedule A)

Total	141,575	141,575
-------	---------	---------

Investment income

Total	49,800	49,800
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Other income

Total	5,549,615	5,549,615
-------	-----------	-----------

Proceeds from issue of debentures and term bank loans

Total	259,981	259,981
-------	---------	---------

Total	104,817	104,817
-------	---------	---------

Total	1,835	1,835
-------	-------	-------

Total	575,000	575,000
-------	---------	---------

Total	575,000	575,000
-------	---------	---------

Total	8,372,555	8,372,555
-------	-----------	-----------

Total	7,487,976	7,487,976
-------	-----------	-----------

Total	7,575,281	7,575,281
-------	-----------	-----------

Total	20,000	20,000
-------	--------	--------

Total	78,251	78,251
-------	--------	--------

Total	699,023	699,023
-------	---------	---------

Total	8,275,687	8,275,687
-------	-----------	-----------

Total	7,302,463	7,302,463
-------	-----------	-----------

Expenditures (schedule B)

Excess (deficiency) of revenues over expenditures

Operating Fund	7,152,238	7,152,238
----------------	-----------	-----------

Special Purpose Fund	303,665	303,665
----------------------	---------	---------

Debt Service Fund	78,251	78,251
-------------------	--------	--------

Capital Fund	741,533	741,533
--------------	---------	---------

Total	8,275,687	8,275,687
-------	-----------	-----------

Total	7,302,463	7,302,463
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Total	423,043	423,043
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Total	(283,665)	(283,665)
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Total	-	-
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Total	(42,510)	(42,510)
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Total	96,868	96,868
-------	--------	--------

Total	185,513	185,513
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Fund balances at beginning of year (note 3)

Operating Fund	315,629	315,629
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Special Purpose Fund	266,747	266,747
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Debt Service Fund	100,200	100,200
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Capital Fund	149,128	149,128
--------------	---------	---------

Total	831,704	831,704
-------	---------	---------

Total	646,191	646,191
-------	---------	---------

Total	-	-
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Total	315,629	315,629
-------	---------	---------

Total	278,561	278,561
-------	---------	---------

Total	545,308	545,308
-------	---------	---------

Total	100,200	100,200
-------	---------	---------

Total	149,128	149,128
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Total	831,704	831,704
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Total	646,191	646,191
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FUND BALANCES AT END OF YEAR

Operating Fund	\$ 460,111	\$ 460,111
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Special Purpose Fund	\$261,643	\$261,643
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Debt Service Fund	\$100,200	\$100,200
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Capital Fund	\$106,618	\$106,618
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Total	\$928,572	\$928,572
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Total	\$831,704	\$831,704
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Justice Institute of British Columbia
SPECIFIC PURPOSE FUNDS
Special Purpose Fund
Changes in Fund Balances
Year Ended March 31, 1982
Statement 3

	Balance at beginning of year	Operating fund surplus transferred to special 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	\$ 1,000	-	-	-	\$ 1,000	\$ 1,000	-	-
Fire Academy Training Program								
Year 1980/1981	19,700	-	-	-	19,700	2,348	-	\$ 17,352
Year 1981/1982	18,500	-	-	-	18,500	-	\$ 1,088	17,412
Year 1982/1983	7,000	-	-	-	7,000	-	-	7,000
Fire Academy Audio Visual and Texts	6,534	-	-	-	6,534	4,115	373	2,046
Fire Academy Capital	33,636	-	-	-	33,636	-	7,738	25,898
Instructional Techniques Program	1,192	-	-	-	1,192	969	223	-
Inter-Library Loans	264	-	-	-	264	214	-	50
Justice Education Co-ord. Committee	718	-	-	-	718	718	-	-
Land Title School	116,469	-	-	-	116,469	56,829	654	58,986
Law Foundation Grant	1,911	-	-	-	1,911	1,911	-	-
Media Centre Equipment	152	-	-	-	152	9	122	21
Psychological Services	3,860	-	-	-	3,860	3,860	-	-
Resource Centre Capital	235	-	-	-	235	39	166	30
Security: Jericho Hill Campus								
Year 1980/1981	4,088	-	-	-	4,088	4,088	-	-
Year 1981/1982	14,400	-	-	-	14,400	9,262	-	5,138
Principal's Fund								
Year 1979/1980	37,088	-	-	-	37,088	33,763	3,325	-
Year 1980/1981	-	-	\$ 52,561	-	52,561	24,503	26,822	1,236
Landscaping	-	-	10,000	-	10,000	3,976	-	6,024
Co-ordinator, physical training	-	-	30,000	-	30,000	22,340	3,696	3,964
Community programs	-	-	30,000	-	30,000	29,362	638	-
Management Development Centre	-	-	30,000	-	30,000	30,000	-	-
Police Cell Simulation Area	-	-	1,000	-	1,000	-	640	360
Women's Access Centre	-	-	-	\$20,000	20,000	5,664	399	13,937
Word Processing Centre	-	-	25,000	-	25,000	22,250	561	2,189
Emergency Health Service Academy Training Year 1982/1983	-	-	100,000	-	100,000	-	-	100,000
Surplus								
Year 1980/1981	-	\$278,561	(278,561)	-	-	-	-	-
TOTAL	\$266,747	\$278,561		\$20,000	\$565,308	\$257,220	\$46,445	\$261,643

Justice Institute of British Columbia

EQUITY IN FIXED ASSETS
Year Ended March 31, 1982
Statement 4

Balance at beginning of year		
As previously reported	\$2,012,423	
Adjustment between prior year's capital fund and equity in fixed assets (note 3)	<u>626,976</u>	
As restated		\$1,385,447
Net additions financed by Capital Fund	103,209	
Net additions financed by Operating Fund	117,342	
Net additions financed by		
Special Purpose Fund	<u>46,445</u>	
	266,996	
Loss on disposal of fixed assets	<u>13,882</u>	
		<u>253,114</u>
		1,638,561
Reduction of debentures		<u>9,757</u>
BALANCE AT END OF YEAR		<u><u>\$1,648,318</u></u>

Justice Institute of British Columbia
Notes to Financial Statements
year Ended March 31, 1982

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. Debentures

	<u>1982</u>	<u>1981</u>
13.39% sinking fund debenture; with sinking fund payments, of \$63,324 per annum including interest until maturity in April, 2000	\$390,243	\$400,000
16.875% sinking fund debenture; with sinking fund payments, of U.S. \$113,985 per annum including interest until maturity in December, 1986 (\$492,385 U.S.)	575,000	-
	965,243	400,000
Less principal portion of sinking fund payments due within one year	45,836	9,757
	<u>\$919,407</u>	<u>\$390,243</u>

3. Comparative Figures

Previously the proceeds from the issuance of debentures or term bank loans totalling \$975,000 were reflected as part of the equity in fixed assets rather than a capital fund transaction. In addition certain 1980 fixed asset additions totalling \$348,024 were not reflected through the capital fund. Accordingly the equity in fixed assets has been reduced by \$626,976 and the capital fund balance increased by \$627,976 on a retroactive basis.

Certain 1981 comparative figures have been reclassified to conform with the financial statement presentation adopted for 1982.

Justice Institute of British Columbia
Tuition Fees
Year Ended March 31, 1982
 Schedule 'A'

	<u>1982</u>	<u>1981</u>
Tuition fees		
Major Program 30		
Academic Council	\$ 118,099	\$ 25,602
Contract services	5,431,516	4,981,277
Total tuition fees	<u>\$5,549,615</u>	<u>\$5,006,879</u>

Justice Institute of British Columbia
Expenditures
Year Ended March 31, 1982
Schedule B

	Operating Fund	Special Purpose Fund	Debt Service Fund	Capital Fund	1982 Total	1981 Total
Instruction						
Major Program 30						
Academic Council	\$ 346,162	\$ 65,026	-	-	\$ 411,188	\$ 216,026
Contract services	5,238,844	63,292	-	-	5,302,136	4,737,755
General instructional support	320,517	25,482	-	-	345,999	322,856
Student support	29,318	3,860	-	-	33,178	33,776
Administrative support	658,236	81,234	-	-	739,470	516,288
Facilities support	441,819	17,326	-	-	459,145	148,100
Leases	-	1,000	-	-	1,000	5,000
Temporary borrowings						
Principal	-	-	-	\$575,000	575,000	400,000
Interest	-	-	\$78,251	-	78,251	50,653
Debentures						
Principal	-	-	-	9,757	9,757	-
Interest	-	-	-	53,567	53,567	25,536
Operating capital						
Furniture and equipment	117,342	46,445	-	328	164,115	234,262
Renovations and public works	-	-	-	102,881	102,881	612,211
	<u>\$7,152,238</u>	<u>\$303,665</u>	<u>\$78,251</u>	<u>\$741,533</u>	<u>\$8,275,687</u>	<u>\$7,302,463</u>

Justice Institute of British Columbia
Operating Fund
Schedule of Revenues and Expenditures
Year Ended March 31, 1982
Schedule C

	<u>Actual</u>	<u>Budget</u>
Revenues		
Government of British Columbia Grants –		
Ministry of Education		
Operations	\$1,826,230	\$1,826,230
Contract Services		
Police Academy	1,733,181	1,750,102
Corrections Academy	1,487,351	1,602,971
Court Services	313,070	299,814
Fire Academy	442,002	468,299
Emergency Health Services Academy	1,434,815	1,403,682
Miscellaneous programs	139,196	110,000
Bank interest	199,282	7,500
Sundry income	154	-
	<u>\$7,575, 281</u>	<u>\$7,468,598</u>
Expenditures		
Instruction (schedule D)		
Police Academy	\$1,733,181	\$1,750,102
Corrections Academy	1,487,753	1,602,971
Court Services	313,500	299,814
Fire Academy	442,002	468,299
Emergency Health Services Academy	1,312,383	1,403,682
Miscellaneous programs	21,143	-
	5,309,962	5,524,868
Administration (schedule E)	666,391	665,400
Educational Services (schedule F)	383,914	413,300
Library/Media Services (schedule G)	344,414	360,800
Facilities Services (schedule H)	447,557	504,230
	7,152,238	7,468,598
Surplus for the year	423,043	-
	<u>\$7,575,281</u>	<u>\$7,468,598</u>

Justice Institute of British Columbia
Operating Fund Expenditures
Instruction
Year Ended March 31, 1982
Schedule D

	<u>Actual</u>	<u>Budget</u>
Salaries	\$2,514,552	\$2,630,471
Employee benefits	154,674	145,963
Training relief salaries	651,421	670,118
Professional development	42,293	40,440
Contract instruction	346,075	347,170
Supplies	321,329	303,542
Postage and telephone	5,560	2,300
Leases and rentals		
Vehicles	22,160	23,490
Buildings	1,408	1,450
Equipment	2,070	4,140
Maintenance and repairs		
Vehicles (including fuel)	91,031	103,070
Equipment	14,476	7,810
Buildings and grounds	152	-
Books and periodicals	12,889	11,570
Equipment replacement	71,118	32,563
Travel - staff	147,307	161,690
Travel/meals/housing - students	739,993	764,873
Memberships	1,682	1,716
Consultant's fees	146,043	201,928
Data processing	10,336	29,400
Student activities	14,223	12,890
Advertising/publicity	10,419	13,900
Other	6,183	14,374
Miscellaneous revenue	(17,432)	-
	<u>\$5,309,962</u>	<u>\$5,524,868</u>

Justice Institute of British Columbia
Operating Fund Expenditures
Administration
Year Ended March 31, 1982
Schedule E

	<u>Actual</u>	<u>Budget</u>
Salaries	\$387,605	\$387,193
Employee benefits	36,570	51,557
Professional development	2,375	3,650
Supplies	41,823	34,450
Postage and telephone	70,861	57,000
Leases and rentals		
Equipment	53,780	45,300
Maintenance and repairs		
Vehicles (including fuel)	3,535	4,700
Equipment	1,513	1,750
Books and periodicals	47	450
Equipment replacement	8,155	8,500
Travel - staff	3,952	5,800
Memberships	555	500
Professional fees	15,348	12,000
Traffic/security	192	-
Data processing	14,812	15,600
Advertising/publicity	20,017	30,300
Other	4,451	6,650
	<u>666,391</u>	<u>665,400</u>

Justice Institute of British Columbia
Operating Fund Expenditures
Educational Services
Year Ended March 31, 1982
Schedule F

	<u>Actual</u>	<u>Budget</u>
Salaries	\$205,619	\$219,559
Employee benefits	23,097	32,698
Professional development	1,324	2,386
Contract instruction	92,356	105,000
Supplies	24,642	15,950
Leases and rentals		
Vehicles	-	500
Buildings	960	-
Equipment	1,218	700
Maintenance and repairs		
Vehicles (including fuel)	2,002	2,300
Equipment	515	1,350
Buildings	480	-
Books and periodicals	1,903	1,150
Equipment replacement	8,434	800
Postage	258	-
Travel- staff	15,852	16,000
Travel/meals/housing - students	6,369	500
Memberships	469	850
Traffic/security	212	-
Consultant's fees	17,670	30,657
Student activities	122	-
Advertising/publicity	10,215	3,100
Other	737	1,800
Miscellaneous revenue	(30,540)	(22,000)
	<u>\$383,914</u>	<u>\$413,300</u>

Justice Institute of British Columbia
Operating Fund Expenditures
Library/Media Services
Year Ended March 31, 1982
Schedule G

	<u>Actual</u>	<u>Budget</u>
Salaries	\$253,109	\$250,886
Employee benefits	24,721	33,480
Professional development	925	815
Supplies	22,338	21,764
Rentals - equipment	879	900
Maintenance and repairs		
Vehicles (including fuel)	1,477	1,600
Equipment	1,610	1,545
Books and periodicals	45,997	46,305
Equipment replacement	23,897	23,239
Travel - staff	3,285	3,030
Memberships	259	300
Data processing	16,312	13,886
Advertising/publicity	3,036	2,650
Consultant's fees	25	-
Other	735	400
Miscellaneous revenue	(54,191)	(40,000)
	<u>\$344,414</u>	<u>\$360,800</u>

Justice Institute of British Columbia
Operating Fund Expenditures
Facilities Services
Year Ended March 31, 1982
Schedule H

	<u>Actual</u>	<u>Budget</u>
Supplies	\$ 854	\$ 3,800
Leases and rentals - equipment	6	1,800
Maintenance and repairs		
Buildings and grounds	422,556	434,000
Equipment	93	2,000
Equipment replacement	5,738	27,000
Traffic/security	14	2,000
Architect's and consultant's fees	15,093	15,130
Insurance	2,991	16,500
Other	212	2,000
	<u>\$447,557</u>	<u>\$504,230</u>

Client Agencies

**B.C. Police Commission
Coroners Branch
Corrections Branch
Court Services Branch
Fire Commissioner
Land Registry Division
Support Services Division
Office of the Rentalsman**

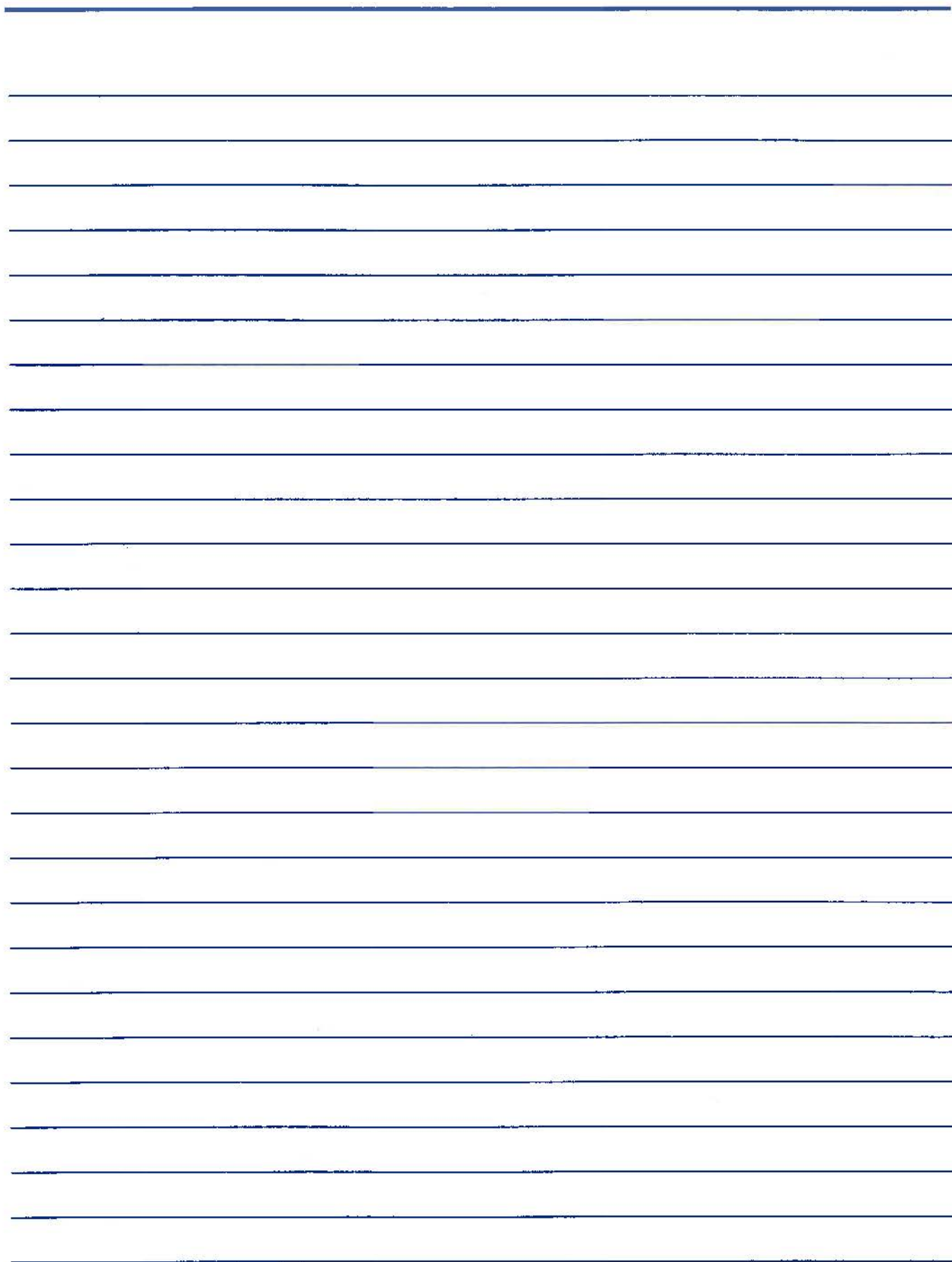
Ministry of Attorney-General

**Conservation Branch
Personnel Services
Emergency Health Services
Commission
Safety Engineers
Labour Relations Board
Motor Vehicle Branch**

Ministry of Consumer &
Corporate Affairs
Ministry of Environment
Ministry of Forests
Ministry of Health

Ministry of Labour

Ministry of Transportation
and Highways





Justice Institute of British Columbia,
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