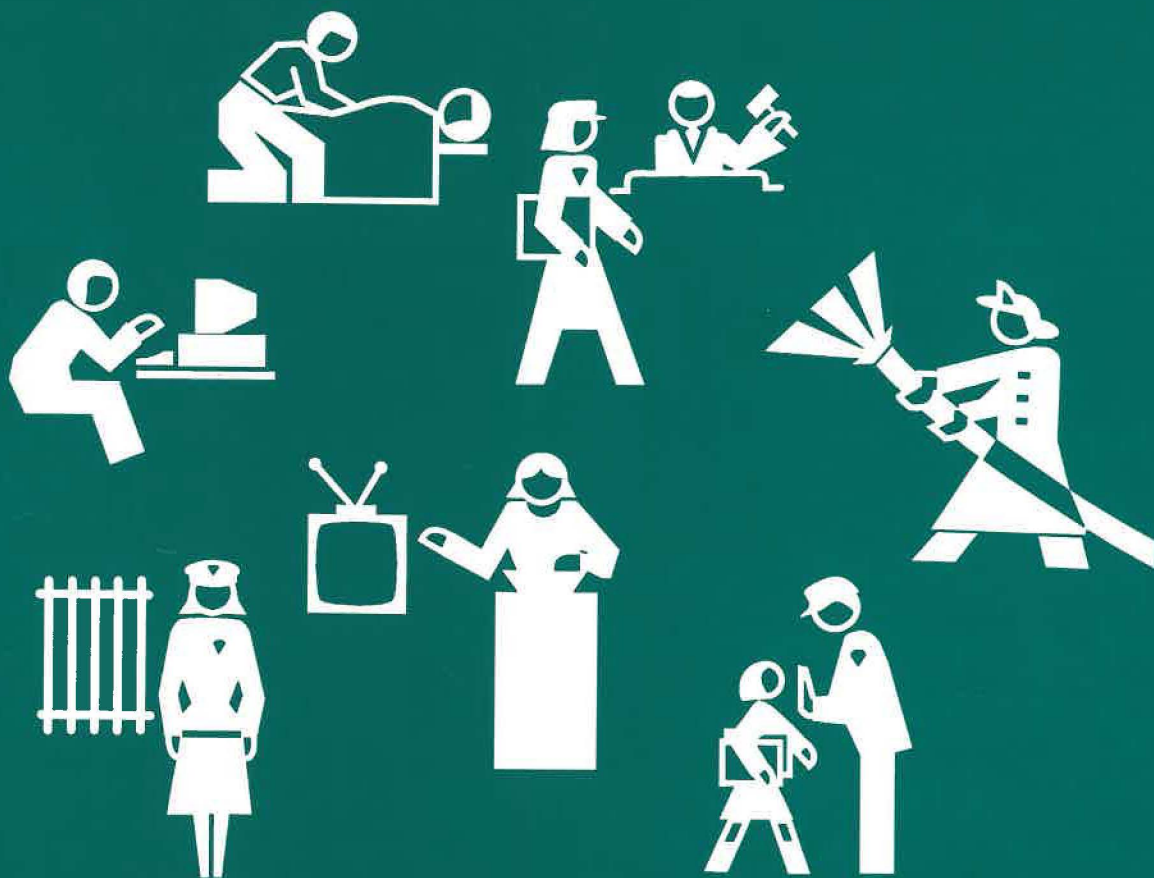


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Justice Institute of British Columbia



ANNUAL REPORT 1986-1987

TABLE OF CONTENTS

Letter of Transmittal.....	2	Financial Statements	
Mission Statement & Goals.....	3	Auditors' Report.....	30
Members of the Board.....	4	Statements	
Executive Committee.....	4	1. Balance Sheet.....	31
Policy Advisory Committee.....	4	2. Revenues, Expenditures and Fund Balances.....	32
Report of the Principal.....	5	3. Changes in Fund Balances, Special Purpose Fund.....	32
Organization Chart.....	6	4. Changes in Fund Balances, Program Development Fund.....	33
Student Statistics Report 1986/87.....	7	5. Equity in Fixed Assets.....	33
Performance Summary.....	14	Notes to Financial Statements.....	34
Statistical Graphs.....	15	Schedules	
Divisional Reports		Operating Fund	
Corrections Academy.....	17	A. Revenues and Expenditures.....	36
Court Services Academy.....	19	Operating Fund Expenditures	
Educational Services & Extension Programs Division.	20	B. Instruction.....	37
Emergency Health Services Academy.....	23	C. Administration.....	37
Fire Academy.....	25	D. Educational Services.....	38
Police Academy.....	26	E. Library/Media Services.....	38
		F. Facilities Services.....	39
		G. Capital Fund Expenditures.....	39

British Columbia Cataloguing in Publication Data

Justice Institute of British Columbia
Annual Report. 1978-1979

Annual.
Report year ends Mar. 31.
ISSN 0709-9983 Annual report -- Justice Institute
of British Columbia

1. Justice Institute of British Columbia -- Periodicals.
2. Criminal Justice Personnel, Training of -- British Columbia -- Periodicals.
3. Emergency Medical Services -- Study and Teaching -- British Columbia -- Periodicals.
4. Fire Extinction -- Study and Teaching -- British Columbia -- Periodicals.

LE3J88J87 374.013



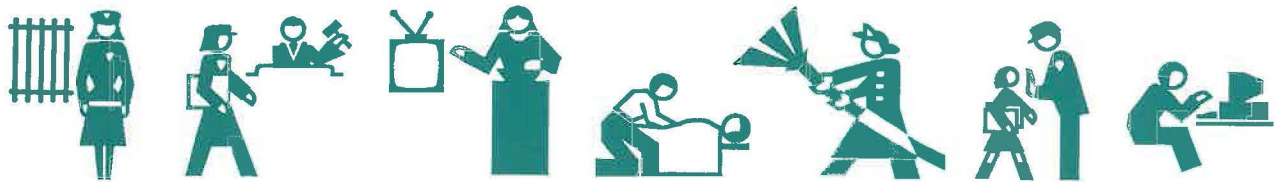
LETTER OF TRANSMITTAL

The Honorable Brian R.D. Smith, Q.C.
Attorney General of British Columbia
Parliament Buildings
Victoria, British Columbia

Dear Mr. Minister:

On behalf of the Board of Directors of the Justice Institute of British Columbia, I have the honor to submit to you the Annual Report of the Institute for fiscal year 1986/87 pursuant to Section 60 of the College and Institute Act.

Robert J. Stewart
Chairman of the Board



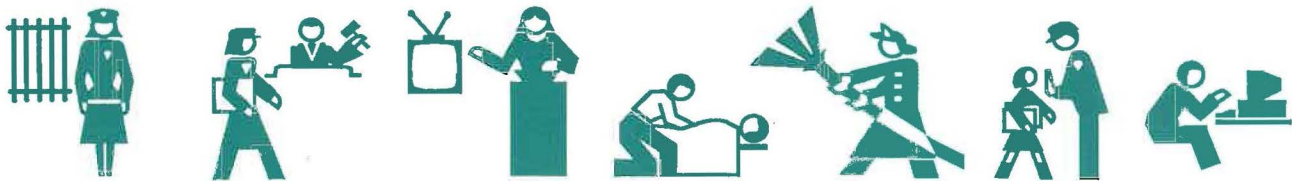
MISSION STATEMENT AND GOALS

MISSION

The Justice Institute of B.C. is dedicated to improving the quality of justice and public safety by developing and delivering training programs and educational services to professionals and the public.

GOALS

- 1) To develop and deliver programs and services in the area of justice and public safety consistent with the identified needs of the Ministries of Attorney General, Health and Municipal Affairs.
- 2) To develop and deliver programs and services consistent with the identified needs of other government ministries, private agencies, community groups and others engaged in justice and public safety.
- 3) To engage in partnerships with other organizations in pursuit of the Justice Institute mission.
- 4) To share services, resources and expertise among Academies/Divisions to achieve more effective delivery of programs.
- 5) To heighten awareness of the unique nature and structure of the Justice Institute and its services.



MEMBERS OF THE BOARD

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

Anthony P. Pantages, Q.C. (Vice Chairman)
Barrister and Solicitor, Russell and DuMoulin

Joseph H. Cohen, C.M. L.L.D. (Hon.)
Vice President & Director, Sony of Canada Ltd.

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

Jack M. Giles, Q.C.
Barrister and Solicitor, Farris, Vaughan, Wills and Murphy

Glen Ridgway
Barrister and Solicitor, Williams, Davie and Co.

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

Mary E. Saunders
Barrister and Solicitor, Campney and Murphy

EXECUTIVE COMMITTEE

Bernard J. Doyle
Principal

F. Donald Broadbent
Director, Court Services Academy

Philip B. Crosby-Jones
Director, Police Academy

Lawrence E. Goble
Dean, Educational Services and Extension Programs Division

John E. Laverock
Director, Corrections Academy

Paul C. Smith
Director, Fire Academy

Anthony T. Williams
Director, Emergency Health Services Academy

P. Dean Winram
Director, Finance and Administration (Bursar)

POLICY ADVISORY COMMITTEE

Frank A. Rhodes (Chairman)
Assistant Deputy Minister
Support Services, Ministry of Attorney General

Gordon R. Anderson
Fire Commissioner

David M. Bahr
Deputy Commissioner of Corrections

Nolan R. Baynes
Executive Director, Emergency Health Services Commission

Robin B. Bourne
Assistant Deputy Minister, Police Services

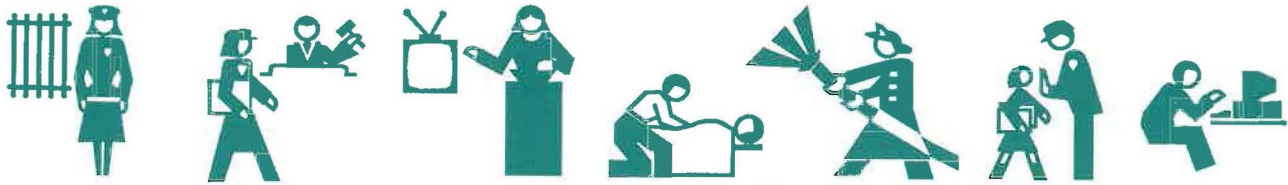
Bernard J. Doyle
Principal
Justice Institute of British Columbia

Lawrence E. Goble
Dean, Educational Services and Extension Programs Division
Justice Institute of British Columbia

A.K.B. (Tony) Sheridan
Director of Court Services
Ministry of Attorney General

Robert C. Simson
Executive Counsel, Support Services
Ministry of Attorney General

P. Dean Winram
Director, Finance and Administration (Bursar)
Justice Institute of British Columbia



REPORT OF THE PRINCIPAL

The divisional and financial reports in the 1986/87 Annual Report reflect the continuing progress of the Institute as a leader in the field of justice and public safety training and education.

The Mission Statement and Goals for the Institute were revised this year to clarify our current mandate and shape the Institute's development into the 1990s. As well, a comprehensive marketing plan was implemented to increase revenue generation and to allow other justice and public safety professionals beyond our province to benefit from the quality programs and services developed at the Institute.

This year the Institute developed new ties with another Provincial Government Ministry—the Ministry of Municipal Affairs. This resulted from the Fire Commissioner's Office and functions moving to that Ministry from the Ministry of the Attorney General in November. We look forward to a productive working relationship with Municipal Affairs in future years.

This was another busy and very successful year at the Justice Institute. Overall, the Institute realized a 31% increase in student training days over the previous year, with a total of 77,000 student training days. This was achieved while decreasing the average cost per student training day by 23%. Substantial increases in training activities were generated by Corrections, Emergency Health and Fire with the latter Academy realizing the dividends from the earlier investment in the development of distance education packages for the Volunteer Certification program. Tuition fees for Extension Programs and Professional Health Programs increased by 12% over 1985/86. The Institute enjoys a well-earned reputation for the delivery of timely and credible professional development programs for persons employed in the justice and public safety fields.

Credit for the achievements over the past year must go to the talented and dedicated faculty, administration, support staff and Board of the Justice Institute to whom I would like to express my gratitude.

Bernard J. Doyle
Principal

JUSTICE INSTITUTE OF B.C. ORGANIZATION

MINISTRY OF MUNICIPAL AFFAIRS
(Fire Academy)

MINISTRY OF ATTORNEY GENERAL

(Corrections Academy
Court Services Academy
Police Academy
Educational Services Division
Finance and Administration Division)

MINISTRY OF HEALTH
Emergency Health Services Commission
(Emergency Health Services Academy)

BOARD

PRINCIPAL

POLICY ADVISORY
COMMITTEE

FIRE
ACADEMY

COURT
SERVICES
ACADEMY

CORRECTIONS
ACADEMY

FINANCE AND
ADMINISTRATION
DIVISION

EDUCATIONAL
SERVICES &
EXTENSION
PROGRAMS
DIVISION

POLICE
ACADEMY

EMERGENCY
HEALTH
SERVICES
ACADEMY



STUDENT STATISTICS REPORT

1986/87

Year to March 31, 1987

	No. of Courses	No. of Students	No. of Student Days
DIVISION: CORRECTIONS ACADEMY			
Security Officer-Block IV Youth	1	23	230
Security Officer-Block II Juvenile	1	28	332
Security Officer-Block II Adult	5	100	1,349
Security Officer-Block 1V Adult	5	109	1,016
Security Officer-Blocks II & 1V Juvenile	6	160	2,163
Presentation Skills	2	7	21
Instructional Techniques	1	3	15
Power Writing	1	21	63
Preparing for an Interview	2	35	35
Tutor Training	2	45	45
Probation Officer/Family Court Counsellor	1	12	97
Probation Officer-Basic	2	39	1,762
Self Contained Breathing Apparatus	1	10	40
Chemical Agents	1	12	24
Regional Training	10	529	1,477
Occupational Health & Safety			
Committee Training	3	38	76
Family Update Workshop	5	126	126
Preparing for the Panel	8	117	117
Tactical Team Leaders	1	19	57
Chemical Agents Instructors	1	15	75
Principles of Supervision-I	5	109	533
Principles of Supervision-II	1	19	90
Mediation Skills-II	1	15	30
Child Development/Interviewing Children	1	21	42
Parole Co-ordinators	1	22	33
Y.O.A. Update	1	30	30
Institutional Case Management	1	15	28
Performance Planning & Review	2	39	77
Criminal Law/Breaching Strategies	1	17	50
Contract Administration	5	102	305
Hostage Survival	1	23	22
Making Meetings Work	1	15	15
Sexual Harassment	5	68	34
Physical Fitness Assessors	1	24	48
Tactical Squad Commanders	1	4	8
Interviewing Children	1	5	5
Family Mediation	1	23	46
Labour Relations	1	21	63
Local Directors Workshop	1	46	92
C.O.P.A.T.	1	5	5
Disturbance Control Training	1	8	16
Dealing with Hostile Clients	1	17	17
TOTALS	94	2,096	10,709

	No. of Courses	No. of Students	No. of Student Days
DIVISION: COURT SERVICES ACADEMY			
Deputy Sheriff			
Basic Baton	2	22	55
Fitness Testing	11	110	56
Block I	2	30	200
Block II	1	25	500
Block III	4	12	280
Basic Handgun	2	20	60
Developing Employees	3	10	11
Handgun Instructors	2	9	27
Evaluators	1	4	20
Defensive Driving	1	1	1
Execution Program Development	1	7	14
Upgrade	2	23	92
Baton Instructors	2	10	37
Handgun Qualification	2	158	87
Management Skills for Supervisors	9	224	662
Supervising Employees I	1	16	32
Justice of the Peace	3	32	160
Occupational Health & Safety	3	24	48
Responsibility of Directors	3	79	146
Government of Yukon	1	8	56
Court Recorder Testing	1	4	2
A.R.C. Trainers	1	6	12
Divorce Act & F.R.A.	2	29	128
Automatic Revenue Collection	1	130	325
Deemed Conviction Orientation	1	94	47
Real Estate Board	1	15	45
Deemed Conviction Trainers	1	12	36
Labour Relations	3	52	104
Court Demystification	1	75	75
You Want It When?	2	39	39
Developing Employees	2	84	106
Bylaw Enforcement-UBCM	2	89	226
Professionally Speaking	1	15	8
Deemed Conviction	1	190	190
Time Management	1	74	37
Audit Training	1	12	36
Probate	1	9	36
Film Classification	1	8	32
Weighmasters	1	18	90
Panel Chairperson	1	12	24
Performance Planning & Review	2	38	76
Court Clerk/Recorder	1	20	30
Towards Excellence	1	14	14
Ministry of Mines	1	15	30
Union of B.C. Municipalities	1	16	80
Securities Act Upgrade	1	20	10
Management Skills	1	22	66
TOTALS	90	1,936	4,448

	No. of Courses	No. of Students	No. of Student Days
DIVISION: EDUCATIONAL SERVICES			
Interdisciplinary			
Breaking the Cycle	2	45	90
Children of Alcohol	1	50	100
Assessment Techniques for Adolescents	4	79	158
Child Sexual Abuse	7	238	357
Children from Violent Homes	2	60	95
Prosecution of Child Sexual Abuse	4	145	250
Front Line or Firing Line	4	78	78
Asserting Yourself Under Pressure	2	46	92
Mediation—Level I	9	163	489
Mediation—Level II	4	61	278
Dealing With Anger, Hostility & Resistance	5	98	294
Wife Assault	1	91	91
Stop Yelling at Me	5	116	116
Stress & Burnout in High Risk Occupations	1	10	10
Supervising Not Suppressing	1	19	38
Working With Self Concept	1	36	72
Performance Planning & Review	1	11	22
Dynamics of Power	1	12	24
Organizational Conflict Resolution	1	12	24
Citizen Crime Watch	1	17	17
Sexual Abuse & the Mentally Disabled	1	19	38
You Want It When?	4	80	110
Taking Care of Those Who Take Care	1	17	17
Beyond the Wall	1	20	40
Management Skills for Support Staff	1	22	44
Effective Delegation	1	16	16
Win-Win Influencing Skills	4	78	156
Impact of Separation & Divorce on Family	1	20	40
Social Problem Solving Skills	2	36	72
Anger Management for Youth	1	27	27
Negotiation—Level I	5	80	240
Negotiation—Level II	2	26	104
Working with Sexual Abuse Victims	2	80	48
Conflict Resolution—Dynamics, Styles and Applications	2	40	120
Work & Self Management Skills	4	83	166
Stepping up into Supervision	4	84	168
Having Your Day in Court	1	59	59
Computer Confidence	2	32	23
Managing Troubled & Troublesome Employees	3	53	106
Conflict Resolution	4	79	233
Responding to Suicide	4	131	191
Sexual Abuse Training for Practitioners	1	13	221
Addicted Adolescent	2	56	93
Stress Management for Support Staff	1	22	22
Living with the Sexually Abused Child	1	50	50
Getting Through	3	65	65
Edmonton Custody Mediation Project	1	30	10
Strategies for Family Mediation	1	21	42
From Awareness To Assertion	1	18	36
Group Facilitation Skills	4	60	120
Stress Management	2	30	30

...continued

	No. of Courses	No. of Students	No. of Student Days
Personal Safety and Decision Making	1	25	50
Introduction to Negotiation	2	40	40
On Time	1	25	50
Dealing with Power	1	18	54
Challenge of Leadership	1	14	28
Art & Play Therapy	2	51	76
Suicide and Self Mutilation	1	70	70
Conflict Resolution & Assessing Plans of Care	2	20	51
Custody Mediation	1	42	84
Violence in Intimate Relationships	1	35	35
Divorce and Separation Mediation	1	19	95
Juvenile Firesetters	1	80	80
Exploring Supervision	1	21	42
Mediation Assessment	2	9	3
Negotiation Assessment	1	6	1
Strategies for Job Enhancement	1	11	11
Avoiding Violence in Working with Adolescents	3	54	54
Learning Disabled Adolescents	1	13	26
Leading Effective Meetings	1	12	24
Abuse & Neglect of the Elderly	1	100	150
Grief, Loss & the Process of Recovery	1	38	76
Child Abuse-A Community Responsibility	1	95	95
Child Sexual Abuse Prevention	2	38	51
Managing Conflict in Organizations	1	13	26
Family Relations Act	1	6	6
Conflict Resolution in Schools	1	20	20
The Sexually Abused Adolescent	1	10	10
Therapist or Parent: Adopting the Older Child	2	25	50
Making Order out of Chaos	1	19	19
Public			
Lets Talk About Touching	7	289	245
Don't Be A Victim	2	135	135
How to Protect Your Children	7	250	102
Heartsavers for Teens	1	13	9
Sexual Assault Prevention for Teens	1	13	13
Breaking Silence	3	295	98
Private Security			
Basic	10	225	1,125
Level II	3	26	199
Retail Security	1	11	55
Managing Hostile & Aggressive People	1	10	9
Selection & Design of Electronic Surveillance Systems	2	39	20
Orientation to Security	2	27	14
Basic Self Defence & Control	3	50	150
Hotel Security	1	14	14
Airport Security	1	17	17
Locks & Locking Systems	1	12	8
Basic Contract Security	6	53	159
Hospital Security	1	22	22
Banks and Security	1	3	3
Integrated Security Systems	1	8	8
Transportation and Cargo Security	1	15	15
TOTALS	218	5,349	9,317

	No. of Courses	No. of Students	No. of Student Days
DIVISION: EMERGENCY HEALTH SERVICES ACADEMY			
EMA I			
Industrial First Aid	1	793	12,688
EMA I	47	422	5,908
Continuing Education	23	453	2,188
Community Instructors	1	24	240
EMA II			
Recruit	3	75	1,475
Recertification	3	30	54
IV Training	8	81	324
Block I	3	887	1,281
Block II & III	6	91	615
Recert Tutoring	2	3	13
Evaluation	1	1	1
Mast/Entonox Update	1	22	22
EMA III			
ALS I	2	16	52
ALS Recertification	7	51	276
ALS Continuing Education	7	132	232
ALS Home Study	2	29	107
ITT Recertification	2	9	33
ALS Examination	1	8	24
UNIT CHIEF			
Recruit	4	45	327
Regional Meeting	7	106	139
Home Study	1	232	664
Tutorial	1	222	16
Teleconference	7	103	14
Examination	4	46	66
PROFESSIONAL HEALTH			
Pre-Hospital			
Instructor Update	3	56	54
Instructor	5	82	254
Heart Savers & Basic	3	510	513
Instructor Trainer	3	83	119
Instructor Recertification	3	87	87
Hospital Based			
ACLS			
Introduction	3	49	134
Certification	8	332	1,400
Instructor	1	21	63
Recertification	1	65	130
CEM-TRAUMA			
First Responders for Nurses	3	75	75
First Line Trauma Management	3	157	157
Clinical Skills Update for Nurses	2	99	33

...Continued

	No. of Courses	No. of Students	No. of Student Days
MISCELLANEOUS			
Instructional Techniques	1	4	20
First Responders	2	199	129
CPR Basic	2	140	70
Dental Hygienists	1	20	40
TOTALS	188	5,860	30,037

DIVISION: FIRE ACADEMY

Training Techniques & Orientation	15	259	506
L.A.F.C.—Orientation I	1	24	120
I.N.A.C.—B.C. Module C	9	174	410
I.N.A.C.—B.C. Basic	2	16	46
I.N.A.C.—B.C. Vol. Fire Officers—Phase I	1	17	85
I.N.A.C.—B.C. Vol. Fire Officers—Phase II	1	19	95
I.N.A.C.—B.C. Vol. Fire Officers—Phase III	1	22	110
I.N.A.C.—B.C. In-Field Training	1	25	71
I.N.A.C.—B.C. Fire Awareness	1	31	59
I.N.A.C.—Fire Safety Inspector	1	22	110
Evaluator Training Program	5	57	285
Volunteer Certification Program	83	2,805	10,263
I.N.A.C.—Saskatchewan	12	127	438
Plastics	3	72	36
Fire Investigator I	1	24	120
Fire Investigator II	1	24	240
Vol. Fire Officers—Basic	2	53	142
Vol. Fire Officers—Phase I	1	20	100
Vol. Fire Officers—Phase I	1	22	110
Consumer Affairs—Fire Extinguishers	1	10	4
Dept. of National Defence	1	6	6
Bay Forest Products	1	21	21
Distance Education—Professional Program	10	52	157
Safe Management of P.C.B.'s	1	30	15
TOTALS	156	3,932	13,549

DIVISION: POLICE ACADEMY

P.O.G.T.P.—Block I	1	11	693
P.O.G.T.P.—Block III	3	78	1,180
P.O.G.T.P.—Block IV	1	34	612
P.O.G.T.P.—Block V	3	66	1,188
Pre-Entry Testing 1	1	17	40
Exemption Candidates	1	29	49
Firearms Qualification	9	267	136
Transit Peace Officers	2	19	76
Commanders Refresher	1	7	14
Aids Seminar	1	50	16
Video-Taping Confessions	1	30	15
Breathalyzer Refresher	2	18	54
Commanders—Hostage Takers/Barricaded Persons	1	19	95
Negotiators—Hostage Takers/Barricaded Persons	1	13	65

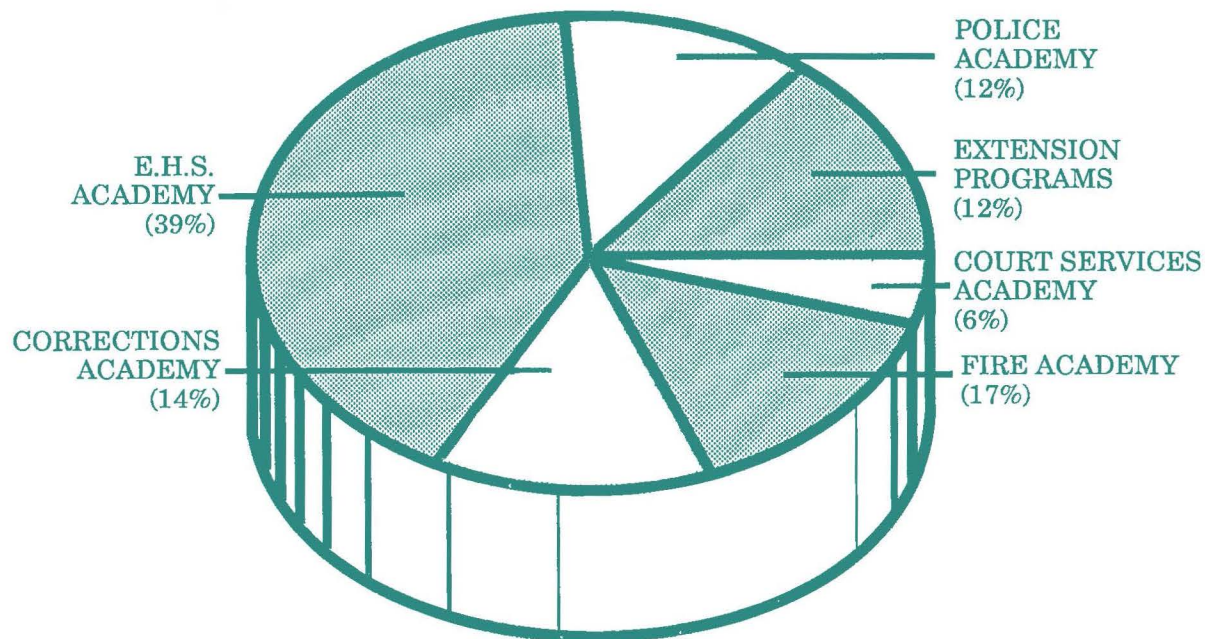
	No. of Courses	No. of Students	No. of Student Days
Hostage Takers/Barricaded Persons	1	56	130
Breathalyzer Technicians	2	33	281
Police Managers I	1	11	110
Police Managers II	1	14	70
Police Expo Training	1	45	225
U.C.R.	1	13	13
Self Defence & Handcuffing	2	219	110
Crowd Control	1	14	14
Reserve Training	3	151	92
Constables Advanced Program	5	84	789
Constables Advanced Program II	1	16	80
Police Investigators Program	4	64	260
Police Educators Conference	1	84	184
Officer Survival	1	38	76
Firearms Instructor	5	41	205
Effective Presentation	4	33	165
Incident Investigation	2	26	130
Complaint Takers & Radio Dispatchers	2	23	103
Surveillance Techniques & Resources	2	16	144
Driving Evaluation	1	1	1
Challenge Procedure	1	2	4
First Level Supervisors	3	34	340
Audit Seminar	3	84	42
School Liaison Officers	1	26	130
Selection & Interviewing	1	8	16
Effective Writing for Supervisors	2	29	29
Fraud Investigation	2	42	210
Pre Retirement Seminar	2	31	93
Breathalyzer Maintenance	1	9	18
Interviewing Techniques	1	16	32
Major Crime Investigation	2	35	190
Crime Prevention	1	19	76
Career Development	3	36	128
Recruit Assessment	1	60	60
Performance Appraisal	3	40	49
Advanced Promotional Assessment	1	36	36
Native/Police Liaison	1	14	14
Civilian Perfex Testing	1	20	20
Legal & Traffic Update	1	70	70
N.C.O. Development Day	1	100	100
Assessor Training	1	2	6
Police Supervisors	1	21	105
Telecommunications Operators	1	13	78
Telecommunications Refresher	1	8	24
Police (Non-sworn) Supervisors	1	17	68
Conservation Officers	1	26	208
SPCA Firearms Training	1	46	23
Effective Writing	1	11	11
Vancouver Breathalyser Program	1	12	24
TOTALS	110	2,607	9,619

PERFORMANCE SUMMARY 1980/81 through 1986/87



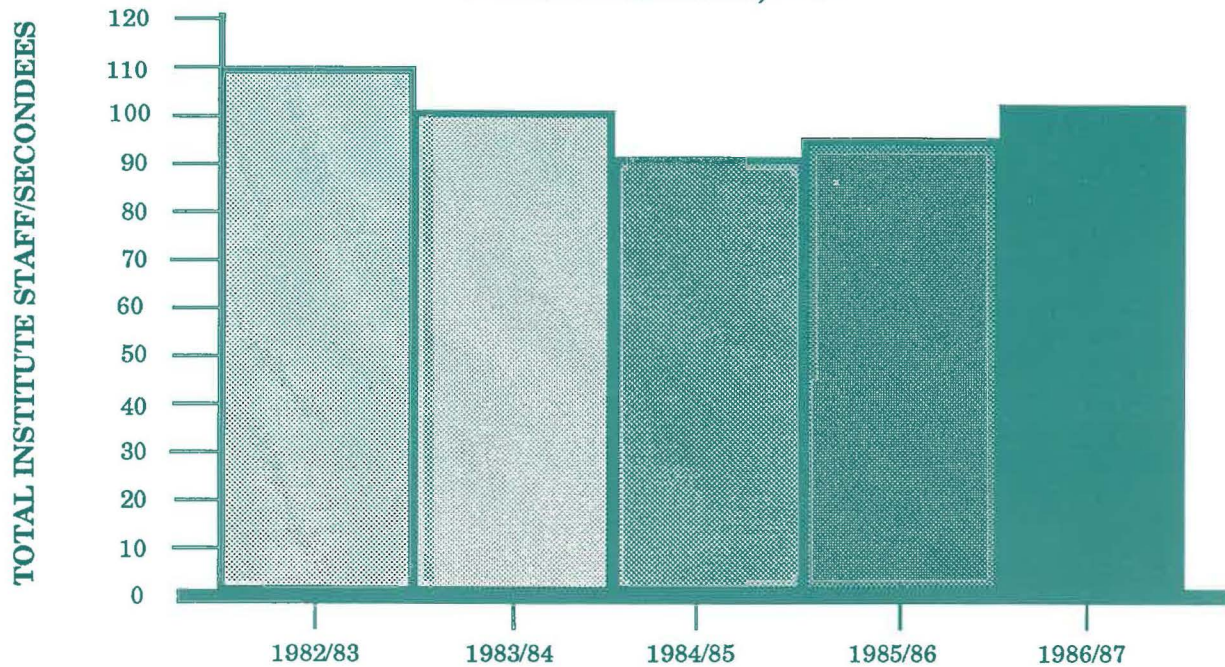
The Institute provided more than 77,000 Student Training Days (STDs) of instruction during the year, an increase of 31% over the previous year. Substantial increases in training activity were generated by Corrections, Emergency Health and Fire with the latter Academy reaping the earlier investment in distance education packages for the Volunteer Certification Program. The average cost per STD decreased by 23% compared to the previous year, largely attributable to the economies of scale associated with the increased training volume.

COMPOSITION OF STDs BY ACADEMY/DIVISION Year ending March 31, 1987

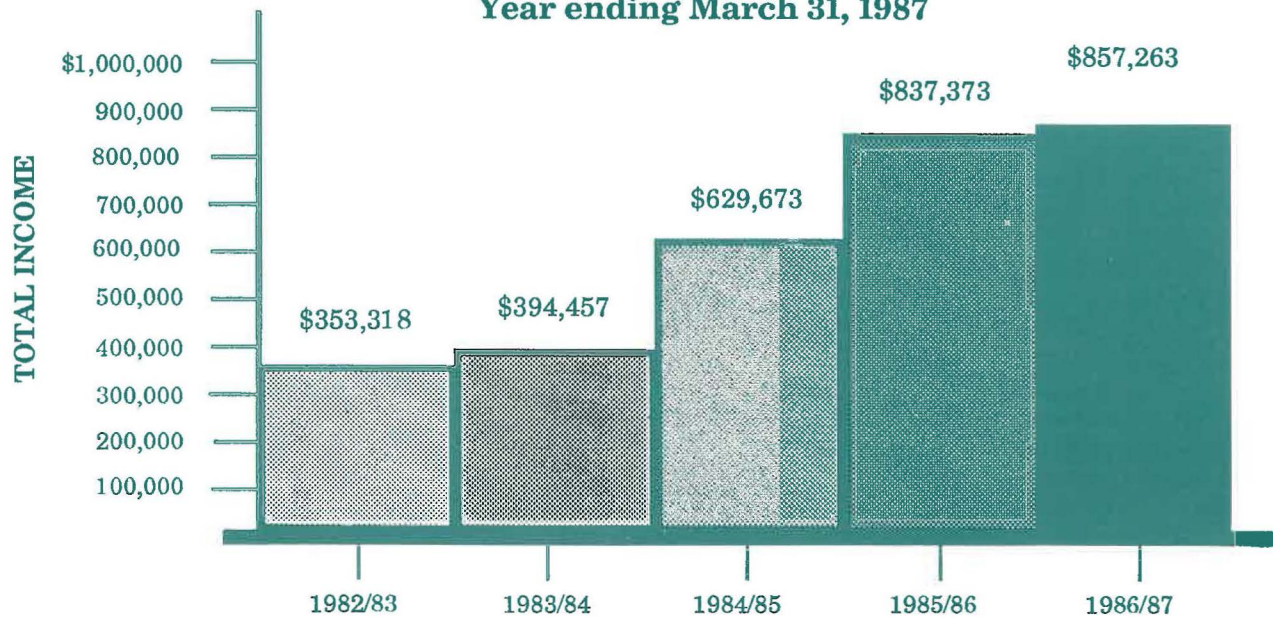


Percentage figures relate to total of all Institute training days for the year. All of the Academies are tending towards the use of distance learning packages (i.e. mail-out kits containing printed, audio and visual materials) which are used in conjunction with the typical classroom-instructor model and pre-reading materials in order to provide for more cost effective training. The Police Academy training volume was down in 1986/87 because of Expo, compared to 1985/86 when the Academy accounted for 28% of training activity, but is projected to return to normal levels in 1987/88.

**TOTAL COMPLEMENT OF INSTITUTE
EMPLOYEES AND SECONDED STAFF
FTEs at March 31, 1987**



**OUTSIDE INCOME GENERATED
THROUGH SPECIAL CONTRACTS
Year ending March 31, 1987**



Tuition fees for Extension Programs and Professional Health Programs increased by 12% over the previous year, offsetting a small reduction in Contract Programs. The Institute has developed a reputation for the delivery of timely and credible professional development programs for people employed in the justice and public safety system.



CORRECTIONS ACADEMY

A comprehensive and diversified training plan was established for this fiscal year based upon a training needs analysis conducted in all regions in the fall of 1985. The training plan was adjusted and modified throughout the year based on emerging needs and changing priorities with the end result being production of 10,709 student training days, an increase of 25% over the previous fiscal year. All programs were completed within budget allocations and with training staff levels remaining constant. Three Instructor positions and one Program Director position had terms expire during the fiscal year and these positions were filled with newly seconded Branch employees through time-limited leaves of absence. A total of 94 courses were offered by the Corrections Academy.

Program Highlights

Five recruit courses were completed resulting in 100 newly trained security officers for adult institutions. Additional courses were offered for instructors in self contained breathing apparatus and instructors in chemical agent usage. An additional ten courses were offered on site at institutions dealing with the topic of Preparing for Selection Panels. Additional training opportunities for adult institutional staff were limited by the amount of training relief funding available.

Six recruit courses trained 141 new youth supervisors for youth institutions. Due to increases in youth facilities during this year, arrangements were made on short notice to provide on site recruit courses at the Nanaimo Youth Centre and at the Logan Lake (High Valley) Youth Facility.

Two recruit Probation Officer competency based training programs were offered with all 29 graduates being placed in vacancies throughout the province. A further 17 advanced courses were offered to Probation Officers and Family Court Counsellors covering a variety of topics.

In the area of management training, four two-week courses for new supervisors were held and a series of five workshops were offered regionally dealing with the topic of contract administration. A major study was conducted of supervisory and management skills and competencies. This study resulted in a revised curriculum for new supervisors and the establishment of a learning resources database for all management training topics. Competency inventories for both supervisory and management levels were established to assist managers in identifying training needs and determining individual training plans.

In addition to programs offered through the Corrections Academy, Regional Staff Development Officers were able to arrange 30 regional workshops and training events plus three regional conferences. In addition, a total 528 employees received individual tuition subsidy for courses taken through regional colleges, institutes and private training organizations.

Three modular designed on-the-job training programs were produced and distributed to specific field locations during the year. The first, comprised of 40 individual modules, dealt with the booking and custodial section of the Corrections Administration record entry system. A workshop was held for on-site instructors to discuss administration of the on-the-job training packages. The second package dealt with the inmate trust accounting section of the Corrections Administration records entry system. The third package was directed at administrative support staff and included a number of modules dealing with office procedures and personnel administration. Development work commenced on a third administrative support package dealing with financial administration.

General

A new course evaluation system was introduced during the fiscal year to replace the end-of-course evaluation forms. The new system



includes daily recording of course participant feedback and post course follow-up interviews with a random sample of course participants and supervisors. An independent analysis of the course evaluation system was conducted and the process resulted in a number of positive changes.

A study group was established to review alternate methods of training delivery and to recommend means of achieving efficiencies. As a result of the study, several policy changes were made in relation to funding for recertification training and a project was initiated to revise and restructure the institutional recruit training program.

The year was a challenging and exciting one for all training staff. The new improved working relationships in the Staff Training Committee resulted in better coordination of training throughout the province. Many initiatives were undertaken to increase the profile of the Corrections Academy within the Corrections Branch, including two newsletters and a revised course calendar format. Results achieved throughout the year in relation to both quality and volume of training reflect the high energy and commitment of all who were involved in the delivery of such a comprehensive training plan.

John Laverock
Director
Corrections Academy



COURT SERVICES ACADEMY

Deputy Sheriff Training

Deputy Sheriff training was centered around the competency-based training program initiated last year. The Deputy Sheriff Upgrade course was conducted twice during this year and is being well received by the experienced Deputies.

Handgun and baton training are now regional responsibilities. The Academy assists with this training by conducting training courses for the instructors.

Registrar Training

A total of 16 courses were scheduled but only four were conducted. Twelve courses were cancelled due to poor registration and/or budget reallocation. The trained Registrars continue to do an excellent job of instruction.

Management/Supervisory Training

The bulk of this training is conducted by the individual regions. The Academy contracted several programs with Vancouver and Vancouver Island Regions. The provincial program, entitled Management Skills for Supervisors, which is transferable to community colleges, was conducted four times. Negotiations commenced to conduct a three day follow-up program. It is proposed that students take the program approximately one year after taking Management Skills for Supervisors.

Physical Fitness Testing

The Academy tested 81 candidates for Deputy Sheriff positions during the year resulting in 66 successful candidates. The Deputy Sheriff Instructor made arrangements with the Corrections Branch in Victoria to test 13 candidates in Victoria instead of at the Institute. With the cooperation of the Corrections Branch, we will continue to test Deputy Sheriffs locally when the facilities are available to us.

Contract Programs

Again this year a number of contract programs were run for organizations such as the Ministry of Health, Ministry of Transportation and Highways, Union of B.C. Municipalities and Film Classification Branch. The revenue generated from these programs helped to offset the ongoing costs of the Academy.

Personnel

The term of secondment for the Deputy Sheriff Instructor was extended by one year. The recruitment process for replacement has commenced. The successful candidate will join the Academy in October 1987.

General

Work began during the year to have the academic plan and budget for fiscal year 1988/89 in place by the end of March, 1988. This will allow better planning and more effective use of our resources.

Don Broadbent
Director
Court Services Academy



EDUCATIONAL SERVICES AND EXTENSION PROGRAMS DIVISION

The intent of the Division is to provide a variety of education and training support services to the staff, students and client groups involved in Justice Institute programs. These include four major service areas—Program Services, Physical Education Services, Resource Centre and Media Centre. The Division also supports the development and delivery of Extension Programs in accordance with our stated mandate.

In addition to our regular services to Academies and Divisions within the Institute, we continue to search out new contracts with people involved in justice and public safety in the community. Some of the organizations we have worked with are—

Criminal Justice Branch
ICBC
Office of the Public Trustee
B.C. Transit
Ministry of Finance
Correctional Services of Canada
Ministry of Social Services and Housing
Government of Yukon
Vancouver Health Department
Northwood Pulp and Paper
Cominco

The following is a brief description of the activity highlights of our service and program units.

Extension Programs

Over 5,400 persons participated in Extension Programs during the year. Some 220 programs were offered on behalf of the Justice Institute, involving three types of programs—interdisciplinary programs for professionals, programs for the public, and programs for private security personnel, resulting in 9,347 training days. Extension Programs co-sponsored these programs with 67 government ministries, educational organizations, societies and centres.

Programs covered a range of categories including legislation and policy, assault and violence, children and youth, conflict resolution, crime prevention, staff development and security.

New topics offered as interdisciplinary programs for professionals included sessions on juvenile firesetting, addicted adolescents, sexual abuse training program for practitioners, anger management with youth, managing community crime prevention programs, adult children from alcoholic families, influencing skills for managers, and training in supervision for administrative and support staff.

A new initiative of Extension Programs during 1986/87 was the establishment of a family assault and sexual violence training centre to provide integrated interdisciplinary training on the criminal justice nature of family assault and sexual violence, with emphasis on intervention and prevention. In addition to providing training sessions on child abuse, wife assault, and abuse and neglect of the elderly, a training manual was produced for the Ministry of Attorney General and Women's Programs to provide crisis intervention and supportive counselling skills for those who work with battered women.

Thirty-six security courses were offered including regularly scheduled Basic and Level II training courses, training in self defence and control techniques, and a series of continuing education courses.

In addition to advertised programs, 30 contract courses were designed and delivered for—

Ministry of Finance
Ministry of Health
Ministry of Social Services and Housing
Correctional Services of Canada
B.C. Transit
B.C. Place
Vancouver Parks and Recreation
Court Services
Government of Yukon
Ministry of Environment
Cominco
Northwood Pulp and Paper
SPCA
Yukon Public Legal Education Society
Finlay Forest Products
Vancouver Health Department



Extension Programs staff continued to assist in organizing and delivering programs across British Columbia. In support of the Institute's provincial mandate, courses were offered in 70 locations during the year.

Program Services

The mandate of the Program Services Unit was clarified this past year to synchronize the work of this unit with the changing program development requirements of the Institute. As a result the unit now provides services to Academies on a contractual basis according to their specific project needs. The unit is also available on a contractual basis to other justice and public safety organizations.

Program Services offers two basic services—

- the development of print-based materials, including training manuals, instruction aids and policy and procedure documents
- the development of training programs including designing and managing specific courses of instruction.

A computer and laser printer were acquired to enable the unit to produce quality materials. We plan to eventually have a desk-top publishing system in place.

The expanded scope of the unit's client base has provided the opportunity for the Justice Institute to make its resources available for the first time to other components of the Ministry of Attorney General, including the Criminal Justice Branch, the Management Information and Systems Division of Court Services and the Office of the Public Trustee.

The Institute's Executive Committee has given Program Services the mandate to implement the Faculty Development Policy for instructors. This involves training new faculty members in instructional techniques and following up with continuing support through consultation services and instructor development programs.

Physical Education Services

A major *Physical Abilities Study* and test was completed for the Police Academy. Similar studies and tests were completed for the Correc-

tions Academy (Correctional Officers) and Court Services Academy (Deputy Sheriffs) in previous years. These studies involved an extensive review of the job related physical abilities required by officers who are trained at the Justice Institute. In addition to determining the level of physical abilities required for routine components of the job, emphasis was given to the demands created by a variety of critical incidents involving suspects and prisoners. Out of these studies have come—

- job related physical tests
- physical training programs to assist in the development, performance and maintenance of the physical skills required by the officer(s)
- skills development programs in self defence and control tactics and
- lifestyle information and recommendations.

The studies have gained national and international attention from several justice and public safety organizations responsible for standards and training.

Ongoing throughout the years has been the supervision of staff and delivery of instruction to students in areas related to physical fitness, self defence and control tactics, and baton and weapon retention.

The Institute's Physical Education Services continue to focus on quality education, testing programs and lifestyle training.

Media Centre

During the year the services of the Media Centre were identified as high priority for all Academies. Use of videotapes as teaching aids in the classroom and as a component of most distance education packages has greatly increased the demand for media productions from our staff, who produced 30 new videos this year for Academies. In addition, increased concerns are building for replacing old and worn out a/v equipment which has undergone heavy usage over the past five years. Two special videos were completed on contract for ICBC on *Truck Brake Safety* and the Provincial Parole Board on *How to Apply for Parole*. Staff were also involved in providing and servicing



media equipment for all Institute classrooms and for assisting instructors taking equipment to various centres around the province.

Plans are underway within the Division to shift some of our financial and staff resources to meet this new challenge. An active Media Centre Advisory Committee, made up of representatives of all Academies and Divisions, has been involved in maximizing the use of our services.

Resource Centre

The Resource Centre staff loaned 4,100 books and 2,500 audiovisual materials. 6,100 clients visited the Resource Centre and 7,000 requested information by phone. In support of Field Services activities, 10,200 magazine articles were sent on request to clients who receive our monthly Library News publication.

Resource Centre staff answered 4,400 reference questions. These included 25 on-line computerized literature searches conducted on QL Systems and Dialog for in-house and field clients on a charge-back basis, on such subjects as undercover operations, risk management, head injuries, fetishes, privatization, fitness standards, and negotiation.

Seventy-five Native Indian Reserve fire departments were provided, on request, full library service on a continuing contract with the Department of Indian and Northern Affairs. The Library continued to serve the Institute's Private Security Advisory Committee.

Many new items were added to the Resource Centre including 830 books and 110 audiovisual titles. The Librarians compiled special bibliographies on topics such as custody of children, missing children, interviewing in Corrections, child sexual abuse (a/v), juvenile firesetters, police-school liaison officers, and study skills.

A microcomputer is used to do audiovisual bookings and word processing. The 4th edition of our a/v catalogue (which was published in June 1985) continued to sell for \$5 per copy, with about 800 copies sold to date.

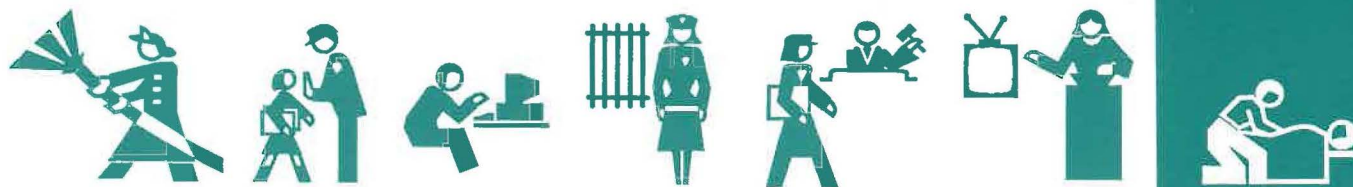
As a result of requests from Institute staff, our librarians gave 12 in-class library orientations and 14 faculty orientations. A four panel pictorial display was produced to inform cli-

ents of library services, along with handouts on services available to each client group. This has been exhibited at conferences and in the classroom.

Larry Goble

Dean

Educational Services and
Extension Programs Division



EMERGENCY HEALTH SERVICES ACADEMY

Last year the Emergency Health Services Commission, as part of its manpower planning strategy, divided its training requirement into three categories—training to maintain existing levels of service, training to improve the skills of the existing service, and training to expand the service.

This year's training plan concentrated on the first two categories—recruit and recertification courses to maintain existing service levels, and licence-endorsement courses to provide extra skills to Emergency Medical Assistants (EMAs) in selected communities. As a result of meeting these requirements, the Academy had a record breaking year of activity. Our student training days reached an all-time high (30,037), while our costs decreased from last year's \$80.52 to \$47.48 per student training day.

Program Highlights

The maintenance of a well trained part-time Ambulance Service is high a priority for the Emergency Health Services Academy. However, training Emergency Services personnel so that they can perform critical skills safely places a heavy responsibility on curriculum design. Safeguards have been built into programs to ensure skill mastery is achieved effectively and economically. The Academy uses a combination of distance education linked to more traditional classroom instruction.

Our past practice has been to train part-timers using a combination of self-study materials and community based instructors. Although partly successful, the print based self-study did not match the learning styles of our students. This year we developed an upgrading program using a video-tutor system. The students are directed through their course-work by a tutor they can watch on television. Initial tests indicate that the learners favour this over the print based instruction. The video-tutor system is designed to be as much motivational

as it is instructional. It supplements the existing telephone-tutor and community instructor system already in place.

To maintain the existing level of the full-time service, several recruit programs were delivered. Fifteen EMA 3s (Paramedics) are currently in training to fill vacancies in the City of Victoria's Service. Similarly, 48 EMA 2 recruits were trained in order to meet attrition throughout the province. Training EMA 1, EMA 2 and EMA 3 recruits constituted about 25% of our activity and recertification and skill improvement, through endorsement courses, made up the remainder.

Intravenous Therapy courses provided additional skills for managing the victims of trauma and the unconscious diabetic. The compulsory Continuing Education program provided further upgrading on a variety of topics. The programs are delivered using print modules supplemented by an interactive television program—via the Knowledge Network. Over 600 students studied topics on hypothermia, carbon monoxide poisoning, trauma and pediatric emergencies.

Rapid defibrillation training was also introduced this year. Delays in acquiring the automatic defibrillators meant that only the two pilot programs were run in Nanaimo and Penticton. The potential of this program was dramatically illustrated during the training. While the class was being taught at Penticton General Hospital, a patient was brought into the adjacent emergency room having suffered a cardiac arrest. The students were able to observe the automatic defibrillator being used successfully. Twenty other communities will receive the program in the next academic year.

Year two was completed of the three-year program to train Unit Chiefs in the increasing complexities of their jobs. One hundred of the 150 first-line supervisors have now received the course.

A major upgrade of ambulance services was accomplished in Prince George. That commu-



nity implemented a new Advanced Life Support Service following the graduation of eight paramedics. Two lives recently saved have been directly attributed to the new Paramedics in that region.

The Professional Health Programs section of the Academy could not keep up with the demand for its Advanced Cardiac Life Support courses. The courses are designed for physicians and nurses. The quality of this program is reaffirmed by the continuing demand. Funding from Special Care Services, Ministry of Health, also permitted the Academy to develop two new programs this year. Trauma Management for Nurses and Trauma Management for first line Physicians were offered at selected hospitals around the province. Both courses were well received and appear to meet the needs of those providing emergency care in the smaller community hospitals.

In addition to the contract with our major client, the Academy also acquired several contracts supplying its training expertise to other health care agencies.

In January the Academy hosted the Second Annual Conference for Educators in Pre-Hospital Care. Representatives from across the country attended the two-day meeting and discussed issues related to training content and training process. It was evident from the conference that other provinces are making major advances in their training programs. However, we are still seen as the ground-breaker for many new ideas. The conference participants particularly acknowledged the Recertification and Unit Chief programs for their innovative designs.

The Institute's objective to become more entrepreneurial took a major step forward as the training year drew to a close. One of the Academy's continuing education programs, Trauma Update, was purchased by Alberta. The video and learning package was sold to Alberta Health Disciplines Board. Future contracts with our neighbour and other provinces look promising as a result of the successful showing of this first program in Alberta.

Conclusion

The main thrust of this year's training plan was to maintain existing services and where possible to improve the quality of service provided by the existing manpower. Meeting these objectives meant a record number of courses and students for the Academy.

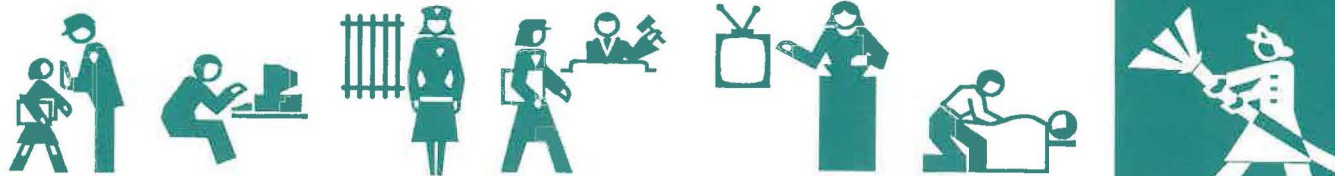
Two factors will make next year one of refocussing. Cutbacks will mean that only essential maintenance and selected endorsement programs will be taught by a reduced staff. Also, the Commission will take over the testing and examination function through its Inspections and Examination Branch. The combined effect on the Academy will be such that we will be able to refocus and concentrate on the quality of the teaching in our core programs.

Enhancing the quality of our programs even further will not only result in better pre-hospital care for British Columbians but will also increase the potential for marketing these programs throughout North America.

Tony Williams

Director

Emergency Health Services Academy



FIRE ACADEMY

This academic year was the most successful in the history of the Fire Academy. Student training days totalled 13,549. This represents an increase of 496% over the previous year and is primarily due to the implementation of two certification programs.

In addition to implementing the two new programs, development continued on Distance Education materials along with Edukits for the Volunteer Certification program as identified in the five year Training and Education Plan.

Volunteer Fire Fighter Certification Program

This program provides a standardization of training through distance education and permits access to training by more volunteer fire fighters at a lower training cost.

Enrollment in this program commenced in May of this year. Six subjects from the volunteer standards were made available, each with a supporting Edukit. In order to attain certification, fire fighters are required to complete a written examination and, where practical skills are involved, to complete a skills evaluation process. In the first year of the program and commencing in May, 1986, there were 3,103 volunteer fire fighters enrolled in the program. This involved conducting 3,039 examinations.

Fifty-two volunteer fire fighters were certified as evaluators through six evaluator training courses.

By year end, five Edukits had been released. However, still in various stages of production are printed material and video tapes for eight new Edukits. Three of these will be released early in the 1987/88 fiscal year with the other five units shortly thereafter. Six hundred and sixty-one Edukits were sold this year.

Distance Education Program

The Training and Education Program for the Professional Fire Service was implemented late in this academic year. This distance education program is conducted on a semester basis; within each academic year there are

three semesters, each of three months duration. The distance education program is augmented by seven tutors who can be reached by telephone when students need additional help or suggestions. The program is also supported by a liaison officer in each participating department.

At the end of the year 11 blocks consisting of 46 units (49 booklets) had been developed and released for Company and Command Officers. Development of blocks for Fire Administration Officers, Fire Prevention Inspectors and Training Officers are nearing completion with a tentative implementation in the Fall semester, 1987.

Other Programs

Several classroom programs (fire investigation and volunteer fire officer) were conducted along with 15 infield courses.

Training for Industrial Fire Protection Officers is currently under review. One of the questions being explored is how this group can access current programs through distance education.

Once again, the Academy has been contracted by Indian and Northern Affairs Canada to deliver training programs both in British Columbia and Saskatchewan. In addition to these programs, the Academy conducted several contract training programs for other organizations.

The tuition fees received, along with the sale of Edukits and video dubbing chargeback, generated approximately \$132,500.

Proposed Satellite Training Centre

A proposal for the fire training facility at Maple Ridge has been presented to government for consideration. We have not received a decision to date.

Paul Smith
Director
Fire Academy



POLICE ACADEMY

The objective of the Police Academy is to develop and provide police training programs and ancillary staff development services to meet the needs of British Columbia's municipal police community, in accordance with the standards and rules established by the provincial Police Commission and the Police Act.

Having accelerated the pace of training particularly at the recruit level during 1985 in preparation for Expo '86, there was a five month pause in training activity during the world exposition which resulted in a major drop in student training days from 16,684 to 9,739. Despite a marked reduction in recruit training, the overall reduction in the number of students attending the Academy only diminished by 159, from 2,886 in 1985 to 2,727. This healthy attendance level was due to a significant increase in the demand for management and supervisory training. Advanced training programs increased accordingly from 31 in 1985/86, to 56, further reflecting a shifting emphasis to fulfill in-service training requirements.

Peace Officers General and Basic Training Programs

On April 18th, 67 recruits (classes 32 & 33) successfully completed 32 weeks of basic training, giving them the status of Qualified Municipal Constables within the province. The occasion was marked by a most colourful and impressive graduation ceremony staged at the Vancouver Agrodome, held in conjunction with the Vancouver Police Department's Centennial Show. The event took on the atmosphere and pageantry of a military tattoo complete with mass marching pipe and brass bands, a police choir, police dog and motorcycle displays. Attended by approximately 3,000 relatives, friends and general public, this became a major media event and public relations exercise for the municipal police community.

While the Academy relies primarily on the Vancouver Police Department for recruit intake, there was a moratorium on hiring and training by that Department during Expo '86.

Despite this, there were sufficient recruits from Victoria, New Westminster and Delta Police Departments to form Recruit Class #34 which commenced Block I training in September.

Sixty-six members of Classes 28, 29 and 30 completed Block V training and thus successfully attained certified Municipal Constable status.

Class 31 completed Block IV training. Class numbers were bolstered from 16 to 34 members by 18 Exemption candidates. These participants entered municipal policing on the strength of their previous service which allowed them to bypass Blocks I to III.

Three constables with considerable previous police service and experience, who recently joined Oak Bay Police Department, were permitted to bypass the Basic and General Training Programs (Blocks I to V) by way of the Challenge Process. This series of exams, practical tests and simulated exercises is designed to ensure that successful candidates meet the standards set for Blocks I to V in order to become certified Municipal Constables. All three constables were successful in their challenge.

Twenty-nine other constables with less previous service were admitted to municipal police departments after completing the Exemption process at the Academy, which allows them to challenge the Basic Training Program (Blocks I to III) to become certified Municipal Constables. They still have to complete Blocks IV and V training, which they have the opportunity to do within the first two years of service with their new police departments.

Advanced Programs

During April, the month prior to the commencement of Expo '86, special emphasis was placed on providing training programs to ensure that lower mainland forces and especially Vancouver Police Department members were well prepared to respond to hostage taking and handling barricaded persons incidents, both at the direct response and command levels. Ne-



gotiators were also trained and those with former training were given a refresher program. A new course for experienced commanders was developed and conducted as a refresher program. Candidates felt that it is imperative that they receive such training every two or three years, and that such requalification should be recognized as a requisite requirement by those considered eligible for assignment to and retention in the handling of such crucial incidents.

The pilot Police Managers program, the first two-week module of which was conducted in March, was followed by a series of field assignments involving the practical application of theories and skills. This course came to a most successful conclusion in April with a third one-week module back at the Academy, during which candidates presented and shared their assignments, submitted reports and were evaluated. The effectiveness of this split format approach to supervisory and management training has prompted a review of existing programs with a view to similar changes. This three week course for mid-management personnel, usually at the rank of Sergeant or Staff Sergeant, is designed to incorporate the same management content as the Canadian Police College Senior Police Administration Course. It is often difficult to get sufficient seats to accommodate the needs of the B. C. municipal police. The Academy course also serves as a refresher for those who took SPAC some years ago and have had no further management training. A second course commenced in March, 1987.

The lull in training activity during Expo '86 provided an opportunity to develop the following new programs—

- Police Supervisors Program of five days duration aimed at those senior constables who assume acting supervisory responsibilities on a regular basis;

- Police Supervisors Advanced Program based on a split format of five days for Part One and seven days for Part Two with field assignments during the intervening weeks. This program is designed for newly promoted, first level supervisors, persons transferred from detec-

tive duties to field supervisory positions, and first level supervisors who have not received any such training for five years or more;

- Civilian Supervisors Program—a five day course for those non-sworn police department staff who hold supervisory positions;

- Civilian Personnel Program of three days' duration for those non-sworn police department staff whose primary function involves public contact;

- Child Abuse Investigation Program for those officers likely to investigate such cases and for School Liaison Officers.

Firearms qualification shoots were conducted for armoured car personnel employed by Loomis, Wells Fargo, Brinks, Armoured Transport of Canada, and Pacific Armoured Car. Provincial and Federal government geologists and B. C. Hydro personnel required to work in remote northern and wilderness areas were also tested to ensure their proficiency in handling firearms.

Five Firearms Instructors courses were conducted primarily for municipal police personnel, although potential instructors from the Sheriffs Department, RCMP, C. N. Police and B. C. Rail Police were included in this program.

A special four day training program was developed and taught to eighteen B. C. Transit Peace Officers responsible for policing the rapid transit, seabus and general bus services in the Lower Mainland. Among other contract programs was a two-week course developed and conducted for Immigration Officers in advanced investigations techniques. Contract training services were also provided SPCA staff in the use of firearms and to Conservation Officers in law, evidence and investigation techniques.

During Expo '86, it was possible to cater to the smaller police departments and decentralize a number of programs to Vancouver Island. The remainder of the year saw the heaviest concentration ever on Advanced programs in order to catch up with demands. This produced a record 56 courses generating 5,973 student training days, an increase of 640 over the previous year.



Research Development and Assessment

A diagnostic centre was designed for use by police departments to assess the potential of communication operators to function at the level of civilian supervisors within the Communications section.

Using the Perfix Testing equipment, a mock communication radio console, tests of potential radio operators were conducted for Victoria Police Department. This service is now provided on request to any municipal police department.

The second annual edition of the Roll Call Training Tape Catalogue was compiled and published in time for distribution at the Police Educators' Conference. This national police service has generated enthusiasm for the active exchange of video training materials between departments from coast to coast. New video productions this year include officer safety through the use of seat belts; bicycle theft investigation and a recruitment video, *Policing as a Career*.

Twelve Assessment centres were conducted from recruit entry level through the promotional ranks to Deputy Chief level. Two Assessor training programs were provided to expand the pools of eligible assessors. Two Career Development programs were held on an evening basis for those seeking to determine their potential for promotion and develop an action plan for self improvement. Promotion exam services were also provided throughout the year.

Job related testing as a criterion for employment selection has become a necessity and a crucial issue in an era of challenge under the Canadian Charter of Rights and Freedoms. In response to this trend, and in an attempt to validate physical training, the Institute's Physical Education Services Co-ordinator undertook a study of police officers' physical abilities for the Academy. This research involved collecting data from 217 randomly selected police officers who recorded physical activities and related incidents encountered during their tour of duty over a one month shift. The data provided over 9,000 descriptions of activities performed including 837 arrests and the type and

level of resistance involved.

The study resulted in the development of a Police Officers' Physical Abilities Test, standardized on the projected level of physical performance of adult male prisoners, who were the subject of a comparative study completed earlier for Correctional Officers and Sheriffs.

This new job related test was approved by the Municipal Chiefs of Police at an Academy briefing in November, 1986 and is currently under consideration by the Canadian Association of Chiefs of Police Training Committee for national endorsement. The B. C. Police Commission approved this test in April, 1987.

General

In keeping with the spirit of Expo '86, the Academy invited police trainers and educators from across Canada to attend the 13th annual Police Educators' Conference from May 12th to 16th at the Justice Institute. In addition to representation from all provinces, delegates came from as far afield as the National Police Staff College, Bramshill, U. K. and San Diego Police Department. The conference focussed on the sharing and exchange of new ideas, programs and material in a very practical way aimed at providing an opportunity to take back tangible programs for immediate implementation. Topics ranged from mediation skills training required to deal with a wide variety of conflict resolution situations to such programs as the development of physical fitness standards and tests for police, guidelines for officer safety (survival), training for emergency response teams to enter aircraft and post incident trauma training.

One of the most significant projects undertaken and completed during the year was Phase I of an automated record system. This data base contains approximately 2,050 entries and is programed to search and identify those police officers hired after April 1st, 1977 who, in accordance with the Training Rules laid down by the B. C. Police Commission, have not "qualified" (completed Blocks I, II, & III Basic Recruit Training) by the first anniversary of appointment; are not "certified" (completed Blocks IV & V or the Exemption or Challenge

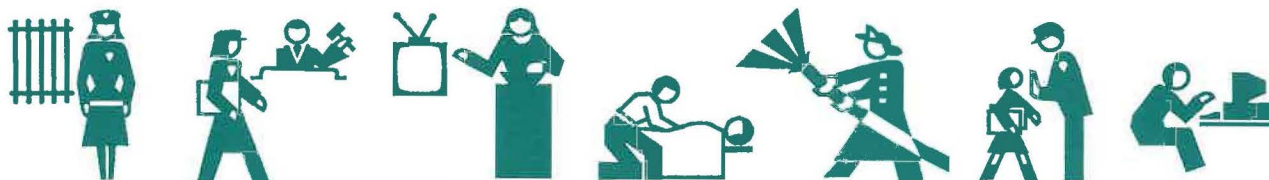


process) by the fourth anniversary of appointment; have less than six months between Blocks III & IV and IV & V; have more than 36 months between termination and re-enlistment dates; and have extensions and expiration dates of such extensions. Phase II involves the entry of recruit training data, while Phase III will cover Advanced Training and post-secondary education.

In order to maintain quality control of factory load service revolver ammunition, the Academy has undertaken to act as the central purchase and testing agent for municipal police departments. Tests have been completed and ammunition distributed.

A new Provincial Firearms Qualification course was developed based on standard practice throughout many major forces across the country, which essentially reduces the 50 meter target to 25 meters, the maximum effective distance within which most handgun encounters occur. This modified course was approved by the B.C. Police Commission on April, 1987.

Phil Crosby-Jones
Director
Police Academy



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, 1987 as set out in statement 1 and the statements of revenues, expenditures and fund balances, changes in fund balances—special purpose fund, program development fund and equity in fixed assets as set out in statements 2, 3, 4 and 5 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, 1987 and the results of its operations for the year then ended in accordance with the basis of accounting described in the Summary of Significant Accounting Policies applied on a basis consistent with that of the preceding year.

The budget information included in these financial statements has not been audited by us.

Thorne Ernst & Whinney

Vancouver, Canada
May 28, 1987

Thorne Ernst & Whinney
Chartered Accountants

BALANCE SHEET

	March 31, 1987						March 31, 1986	
	Operating Fund	Contract Progrms	Program Development Fund	Special Purpose Fund	Debt Service Fund	Capital Fund	Total	Total
			(statement 4)	(statement 3)				
ASSETS								
CURRENT ASSETS								
Petty cash	\$ 1,000	—	—	—	—	—	\$ 1,000	\$ 500
Bank	406,967	—	—	—	—	—	406,967	479,923
Investments, at cost	—	—	—	—	—	—	—	479,825
Accounts receivable	626,677	—	—	—	—	—	626,677	509,649
Inter-fund balances	(288,408)	\$53,745	\$35,412	\$73,551	\$125,700	—	—	—
	746,236	53,745	35,412	73,551	125,700	—	1,034,644	1,469,897
FIXED ASSETS								
Furniture, equipment and vehicles	—	—	—	—	—	\$2,001,233	2,001,233	1,860,273
Buildings	—	—	—	—	—	1,271,719	1,271,719	1,269,609
Site development	—	—	—	—	—	204,698	204,698	204,698
	—	—	—	—	—	3,477,650	3,477,650	3,334,580
	\$746,236	\$53,745	\$35,412	\$73,551	\$125,700	\$3,477,650	\$4,512,294	\$4,804,477
LIABILITIES & EQUITY								
CURRENT LIABILITIES								
Bank indebtedness	—	—	—	—	—	—	—	\$ 168,000
Sinking fund payments due within one year	—	—	—	—	—	\$ 90,410	\$ 90,410	424,969
Accounts payable and accrued liabilities	\$597,897	—	—	—	—	—	597,897	877,445
	597,897	—	—	—	—	90,410	688,307	1,470,414
DEBENTURES (note 1)	—	—	—	—	—	914,107	914,107	207,171
	597,897	—	—	—	—	1,004,517	1,602,414	1,677,585
EQUITY								
Equity in fixed assets (statement 5)	—	—	—	—	—	2,473,133	2,473,133	2,702,440
Fund balances (statement 2)	148,339	\$53,745	\$35,412	\$73,551	\$125,700	—	436,747	424,452
	148,339	53,745	35,412	73,551	125,700	2,473,133	2,909,880	3,126,892
	\$746,236	\$53,745	\$35,412	\$73,551	\$125,700	\$3,477,650	\$4,512,294	\$4,804,477

COMMITMENTS (note 2)

Approved by:


R. J. Stewart
Chairman of the Board

P.D. Winram
Bursar

STATEMENT 2

REVENUES, EXPENDITURES AND FUND BALANCES

	Year ended March 31, 1987						March 31, 1986
	Operating Fund	Contract Programs	Program Developmt Fund	Special Purpose Fund	Debt Service Fund	Capital Fund	Total
	(schedule A)					(schedule G)	Total
Revenue							
Province of B. C.							
Ministry of Education							
Debt service grants	—	—	—	—	\$ 4,044	\$419,786	\$ 423,830
Ministry of the Attorney General	\$4,244,079	—	—	—	—	—	4,244,079
Ministry of Health	1,267,000	—	—	—	—	—	1,267,000
Tuition fees	583,869	\$187,619	\$ 85,775	—	—	—	857,263
Prior year's surplus	263,021	—	—	—	—	—	263,021
Investment income	83,900	—	—	—	—	—	83,900
Other income	175,454	—	—	—	—	—	175,454
	6,617,323	187,619	85,775	—	4,044	419,786	7,314,547
							7,438,316
Expenditures	6,468,984	191,463	112,572	\$10,382	4,044	251,786	7,039,231
							6,981,063
Excess (deficiency) of revenues over expenditures	148,339	(3,844)	(26,797)	(10,382)	—	168,000	275,316
							457,253
Fund balances at beginning of year	304,392	57,589	62,209	42,562	149,788	(192,088)	424,452
							255,561
Net inter-fund transfers	(41,371)	—	—	41,371	(24,088)	24,088	—
To revenue	(263,021)	—	—	—	—	—	(263,021)
							(288,362)
	—	57,589	62,209	83,933	125,700	(168,000)	161,431
							(32,801)
FUND BALANCES AT END OF YEAR	\$ 148,339	\$53,745	\$35,412	\$73,551	\$125,700	—	\$ 436,747
							\$ 424,452

STATEMENT 3

CHANGES IN FUND BALANCES
SPECIAL PURPOSE FUND

Year ended March 31, 1987

	Balance at beginning of year	Operating Fund surplus allocations	Total before transfers and disbursements	Disbursements		Balance at end of year
				Supplies and services	Equipment	
Surplus 1983/84	\$ 192	—	\$ 192	\$192	—	—
Firearms range, study	17,100	—	17,100	—	—	\$ 17,100
Driver training facility	25,000	—	25,000	—	—	25,000
Lecture theatre improvements	270	—	270	138	—	132
Automated audio visual booking system	—	\$ 5,000	5,000	—	\$ 5,000	—
Registration system	—	4,000	4,000	—	3,352	648
Physical education equipment	—	1,700	1,700	—	1,700	—
Classroom alterations	—	19,000	19,000	—	—	19,000
Principal's fund 1985/86	—	11,671	11,671	—	—	11,671
	\$42,562	\$41,371	\$83,933	\$330	\$10,052	\$73,551

STATEMENT 4

CHANGES IN FUND BALANCES
PROGRAM DEVELOPMENT FUND

Year ended March 31, 1987

	Balance at beginning of year	Allocations & repayments to fund	Repayments to divisions	Tuition revenues	Expenses	Balance at end of year
Allocated funds						
Private security	\$14,163	\$(6,082)	\$(2,581)	\$80,631	\$ 88,055	\$ (1,924)
Conflict resolution	(440)	35,500	—	7,725	25,031	17,754
G.E.M.S.A.	(514)	—	—	—	(514)	—
	13,209	29,418	(2,581)	88,356	112,572	15,830
Unallocated funds	49,000	(29,418)	—	—	—	19,582
	\$62,209	—	\$(2,581)	\$88,356	\$112,572	\$35,412

STATEMENT 5

EQUITY IN FIXED ASSETS

	Year ended March 31	
	1987	1986
Balance at beginning of year	\$2,702,440	\$2,306,081
Net additions financed by		
Operating Fund	162,557	247,584
Special Purpose Fund	10,052	11,768
	172,609	259,352
Loss on disposal of fixed assets	29,539	49,559
	143,070	209,793
	2,845,510	2,515,874
Increase (reduction) in debenture (note 3)	372,377	(186,566)
BALANCE AT END OF YEAR	\$2,473,133	\$2,702,440

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 1987

GENERAL

The Justice Institute is a post-secondary educational institution established in 1978 by the Province of British Columbia under the provisions of the College and Institute Act. The Institute provides training and educational programs and services in justice and public safety throughout the Province of British Columbia.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

These financial statements are prepared in accordance with generally accepted accounting principles except as follows:

(a) Depreciation is not provided on fixed assets; and

(b) A portion of the prior year's surplus is recorded in the financial statements as revenue of the current year.

Fund accounting

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Institute, such resources are classified for accounting and reporting purposes into funds according to the activities or objectives specified.

Fixed assets

Fixed assets purchased by the Justice Institute of British Columbia are stated at cost. Furniture, equipment and vehicles transferred from the Province of British Columbia are included at original cost to the Province with a corresponding credit to equity in fixed assets. Buildings reflect the cost of improvements and expansion of facilities owned by the B.C. Buildings Corporation.

Seconded salaries

The salaries and benefits of seconded Corrections, Court Services and Emergency Health Services Academies' staff are included in these financial statements as revenue and as a corresponding expense. Although these funds are issued directly from the Province of British Columbia to the individuals and do not flow through the bank account of the Justice Institute of British Columbia, they are considered part of the overall operations of the Institute. The seconded salaries (which were also added to the budgeted figures) are as follows:

Corrections Academy	\$ 71,412
Court Services Academy	26,500
Emergency Health Services Academy	200,000
	<u>\$297,912</u>

Debenture interest

Debenture interest is recorded on a cash basis and accordingly no provision is made in the accounts for accrued interest.

NOTES TO FINANCIAL STATEMENTS (Cont'd.)

1. DEBENTURES

	1987	1986
13.39% sinking fund debenture; with sinking fund payments of \$63,324 per annum including interest until maturity in April, 2000	\$ 400,000	\$400,000
9.00% sinking fund debenture; with sinking fund payments of \$142,693 per annum including interest until maturity in August, 1991	689,339	—
16.875% sinking fund debenture	—	575,000
	1,089,339	975,000
Less sinking fund		
Principal payments to sinking fund	58,543	208,575
Accumulated interest earned in sinking fund (note 4)	26,279	134,285
	84,822	342,860
	1,004,517	632,140
Less principal portion of sinking fund payments due within one year	90,410	424,969
	<u>\$ 914,107</u>	<u>\$207,171</u>

The Province of British Columbia has unconditionally guaranteed the principal and interest of the Institute's debentures and assumed the responsibility in the redemption of the debentures by way of annual grants.

2. COMMITMENTS

The Institute rents equipment under operating leases which expire in February, 1991, the annual rental for which is \$75,600. The aggregate rental payable to the expiry date amounts to \$296,100.

3. EQUITY IN FIXED ASSETS

The increase in the debentures during 1987 arose on the refinancing of a U.S. funds debenture translated in prior years' financial statements to Canadian dollars at the historical exchange rate.

4. PRIOR PERIOD ADJUSTMENT

The Institute did not record interest earned in the sinking fund in prior years. Accordingly interest earned in the sinking fund in prior years has been adjusted retroactively in these financial statements.

OPERATING FUND
REVENUES AND EXPENDITURES
Year ended March 31, 1987

SCHEDULE A

	Prior years' surplus fund	Province of B.C.	Tuition and contract services	Other	Total	Budget
Revenues						
Government of B. C. Grants						
Ministry of the						
Attorney General						
Infrastructure	\$100,000	\$1,184,594	\$ 23,722	—	\$1,308,316	\$ 1,284,594
Corrections Academy	—	921,404	—	—	921,404	998,676
Court Services Academy	—	306,186	1,988	\$ 44,113	352,287	373,147
Extension Programs	—	139,060	296,864	—	435,924	377,083
Fire Academy	163,021	642,835	84,345	48,188	938,389	805,856
Police Academy	—	1,050,000	29,913	70	1,079,983	1,082,252
Ministry of Health						
Emergency Health						
Services Academy	—	1,267,000	147,037	73,296	1,487,333	1,432,285
Interest						
Bank	—	—	—	41,451	41,451	—
Investment	—	—	—	42,449	42,449	—
Sundry income	—	—	—	9,787	9,787	—
	<u>\$263,021</u>	<u>\$5,511,079</u>	<u>\$583,869</u>	<u>\$259,354</u>	<u>\$6,617,323</u>	<u>\$6,353,893</u>
Expenditures						
Instruction (schedule B)						
Corrections Academy					\$ 910,257	\$ 998,676
Court Services Academy					352,287	373,147
Emergency Health						
Services Academy					1,499,951	1,432,285
Extension Programs					435,849	377,083
Fire Academy					832,292	805,856
Police Academy					1,170,276	1,082,252
					<u>5,200,912</u>	<u>5,069,299</u>
Administration (schedule C)					527,643	525,100
Educational services (schedule D)					223,799	216,256
Library/media services (schedule E)					225,363	240,538
Facilities services (schedule F)					291,267	302,700
					<u>6,468,984</u>	<u>6,353,893</u>
Surplus (deficit) for the year					<u>148,339</u>	
					<u>\$6,617,323</u>	<u>\$6,353,893</u>

OPERATING FUND EXPENDITURES INSTRUCTION

SCHEDULE B

	Year ended March 31		
	1987		1986
	Actual	Budget	Actual
Books and periodicals	\$ 6,051	\$ 10,270	\$ 7,688
Contract instruction	704,771	683,584	614,370
Contract program development	403,674	355,080	293,690
Course calendars and brochures	32,927	24,875	20,960
Data processing	10,400	8,260	11,904
Equipment replacement	112,854	127,093	235,752
Leases and rentals			
Equipment	12,871	9,310	7,625
Vehicles	1,651	—	—
Accommodation	10,978	6,610	14,243
Maintenance and repairs			
Equipment	31,715	26,460	24,940
Vehicles	89,920	78,519	78,013
Buildings	12,907	12,867	838
Memberships	2,342	2,900	2,350
Photocopying	108,139	102,450	—
Postage and telephone	19,220	15,075	11,440
Professional development	30,720	89,957	32,571
Program co-sponsorship	11,656	—	(1,881)
Salaries and employee benefits	2,735,998	2,665,639	2,688,083
Student activities	6,502	6,459	6,424
Supplies	241,772	271,825	236,994
Traffic and security	—	—	235
Travel, housing, meals—students	448,421	420,616	604,610
Travel—staff	168,203	140,450	104,937
Other	10,027	11,000	10,185
Miscellaneous revenue	(12,807)	—	(30,952)
	<u>\$5,200,912</u>	<u>\$5,069,299</u>	<u>\$4,975,019</u>

OPERATING FUND EXPENDITURES ADMINISTRATION

SCHEDULE C

	Year ended March 31		
	1987		1986
	Actual	Budget	Actual
Advertising and brochures	\$ 6,699	\$ 3,800	\$ 5,116
Books and periodicals	402	—	452
Data processing	20,836	21,800	19,884
Employee benefits	36,925	37,200	31,141
Equipment replacement	18,828	5,200	1,849
Insurance	4,730	4,600	3,781
Leases and rentals, equipment	74,768	600	66,619
Maintenance and repairs			
Equipment	3,787	2,500	2,322
Vehicles (including fuel)	4,381	5,300	5,066
Memberships	200	200	185
Photocopying	1,525	1,500	—
Postage and telephone	80,060	114,500	110,270
Professional development	1,460	2,300	25
Professional fees	19,648	8,200	6,325
Salaries	311,178	300,600	308,218
Supplies	48,128	6,300	37,356
Travel— staff	4,844	7,200	2,521
Other	6,082	3,300	3,014
Charge-back to academies	(116,838)	—	—
Miscellaneous revenue	—	—	(70)
	<u>\$527,643</u>	<u>\$525,100</u>	<u>\$604,074</u>

**OPERATING FUND EXPENDITURES
EDUCATIONAL SERVICES**

SCHEDULE D

	Year ended March 31		
	1987		1986
	Actual	Budget	Actual
Advertising and brochures	\$ 1,477	—	—
Books and periodicals	37	\$ 600	\$ 253
Contract program development	2,347	513	1,110
Employee benefits	24,067	25,190	22,843
Equipment rentals	575	—	—
Equipment replacement	9,332	1,400	1,537
Maintenance and repairs			
Equipment	723	1,562	1,110
Vehicles (including fuel)	1,438	2,100	1,831
Memberships	230	380	235
Photocopying	—	2,600	—
Professional development	619	2,098	180
Salaries	217,245	209,987	214,246
Supplies	2,881	2,050	3,767
Telephone and postage	34	—	6
Travel—staff	2,931	2,326	3,418
Other	326	450	340
Charge-back to academies	(40,463)	(35,000)	(35,000)
Miscellaneous revenue	—	—	(525)
	<u>\$223,799</u>	<u>\$216,256</u>	<u>\$215,351</u>

**OPERATING FUND EXPENDITURES
LIBRARY/MEDIA SERVICES**

SCHEDULE E

	Year ended March 31		
	1987		1986
	Actual	Budget	Actual
Advertising and brochures	\$ 240	—	—
Books and periodicals	25,854	\$ 26,700	\$ 32,065
Consulting fees	53	—	—
Data processing	12,860	14,252	15,444
Employee benefits	22,261	23,513	20,290
Equipment replacement	1,364	3,500	7,081
Maintenance and repairs			
Equipment	3,980	3,600	4,962
Vehicles (including fuel)	2,230	2,000	1,757
Memberships	40	200	155
Photocopying	6,016	4,000	—
Professional development	704	1,923	235
Rentals, equipment	1,180	2,200	1,575
Salaries	202,786	195,940	189,100
Supplies	14,152	12,800	20,055
Telephone and postage	33	—	15
Travel—staff	913	1,930	895
Other	94	100	118
Charge-back to academies	(52,120)	(52,120)	(52,120)
Miscellaneous revenue	(17,277)	—	(6,842)
	<u>\$225,363</u>	<u>\$240,538</u>	<u>\$234,785</u>

OPERATING FUND EXPENDITURES
FACILITIES SERVICES

SCHEDULE F

	Year ended March 31		
	1987		1986
	Actual	Budget	Actual
Equipment replacement	\$ 9,501	\$ 1,000	\$ 257
Insurance	879	900	766
Leases and rentals			
Equipment	95	330	225
Buildings	6,500	19,200	10,350
Maintenance and repairs			
Equipment	1,205	2,000	801
Buildings and grounds	260,121	264,570	353,262
Professional fees	628	—	375
Supplies	2,310	700	562
Traffic and security	9,028	14,000	9,141
Other	1,000	—	24
	<u>\$291,267</u>	<u>\$302,700</u>	<u>\$375,763</u>

CAPITAL FUND
EXPENDITURES

SCHEDULE G

	Year ended March 31	
	1987	1986
Debtentures		
Principal	\$ 52,424	\$ 52,281
Interest	199,362	167,959
	<u>\$251,786</u>	<u>\$220,240</u>



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For further information contact:

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Administrative Officer

Justice Institute
of
British Columbia

