

UNAFEI



UNAFEI

NEWSLETTER

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AND THE TREATMENT OF OFFENDERS

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LETTER FROM THE DIRECTOR

It is my privilege to inform readers of the successful completion of the 154th International Training Course on Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff, which took place from 15 May to 28 June 2013.

In this Course, we welcomed 7 Japanese participants and 12 overseas participants: 2 from Africa, 8 from Asia, and 2 from Oceania. The participants included 3 prosecutors, 4 law enforcement officers, 1 correctional officer, 3 probation officers and other criminal justice practitioners.

As this newsletter demonstrates, the Course was extremely productive. It consisted of individual presentations, group workshops, and plenary sessions, visits to relevant criminal justice agencies, and lectures by visiting experts, ad hoc lecturers and faculty members.

UNAFEI, as one of the institutes of the United Nations Crime Prevention and Criminal Justice Programme Network, held this Course to offer participants an opportunity to share experiences, gain knowledge, and examine the issue of stress management of correctional personnel, as well as to build a human network of counterparts to further international cooperation.

Officers who engage in the treatment of offenders often must suppress their emotions and maintain patience on the job. Naturally, treatment of offenders can be stressful, and, thus, officers experience work-related stress. For example, crimes are often caused by offenders' cognitive distortions, which in turn result in unreasonable claims or violent acts directed against officers in correctional settings. Even in these cases, officers must treat offenders calmly and dispassionately without anger, injustice, or hatred.

Furthermore, the rising populations of offenders, including difficult-to-treat offenders, increase the quantity of work of correctional staff, which results in a loss of focus on offender treatment. Some offenders may feel they are not treated appropriately and become aggressive. As a result, correctional officers' stress will become more serious.

During the Course, the participants diligently and comprehensively examined the stress management of correctional personnel, primarily through a comparative analysis. The participants shared their own experiences and knowledge of the issues and identified problems and areas in which improvements could be made. With the academic and practical inputs from the visiting experts, ad hoc lecturers and UNAFEI faculty — and the in-depth discussions they had with each other — the participants are now better equipped to cope with the challenges of stress management of correctional personnel in their own countries.

I would like to offer my sincere congratulations to all of the participants upon their successful completion of the Course, made possible by their strenuous efforts. My heartfelt gratitude goes out to the visiting experts and ad hoc lecturers who contributed a great deal to the Course's success. Furthermore, I appreciate the indispensable assistance and cooperation extended to UNAFEI by various agencies and institutions that helped diversify the Course.

I would also like to express my great appreciation to the Japan International Cooperation

Agency (JICA) for its immeasurable support throughout the Course. At the same time, a warm tribute must be paid to the Asia Crime Prevention Foundation (ACPF) and its branch organizations for their substantial contributions to our activities. Lastly, I owe my gratitude to all the individuals whose unselfish efforts behind the scenes contributed significantly to the successful realization of this Course.

Upon returning to their home countries, I genuinely believe that, like their predecessors, the strong determination and dedication of the participants will enable them to work towards the improvement of their respective nations' criminal justice systems, and towards the benefit of international society as a whole.

Finally, I would like to reiterate my best regards to the participants of the 154th International Training Course. I hope that the experience they gained during the Course proves valuable in their daily work and that the bonds fostered among the participants, visiting experts and UNAFEI staff will continue to grow for many years to come.

June 2013

A handwritten signature in black ink, reading "T. Sakuma". The signature is written in a cursive style with a large initial "T" and a long, sweeping underline.

Tatasuya Sakuma
Director, UNAFEI

THE 154TH INTERNATIONAL TRAINING COURSE

STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL — ENHANCING THE CAPACITY OF MID-LEVEL STAFF

Course Rationale

I. STRESS OF CORRECTIONAL PERSONNEL

Officers who engage in the treatment of offenders often must suppress their emotions, manage stress, and maintain patience on the job. Naturally, treatment of offenders can be stressful, and officers experience work-related stress. For example, crimes are often caused by offenders' cognitive distortions, which in turn result in unreasonable claims or violent acts directed against officers in correctional settings. Even in these cases, officers must treat offenders calmly and dispassionately without anger, injustice, or hatred.

Furthermore, the rising populations of both traditional offenders and difficult-to-treat special offenders increase the quantity of work of correctional staff, which results in a loss of focus on offender treatment. Some offenders may feel they are not treated appropriately and become aggressive. As a result, correctional officers' stress will become more serious.

II. COPING WITH STRESS OF CORRECTIONAL PERSONNEL

For the purpose of preventing the serious problems caused by officers' stress, mid-level staff must improve their capacity for stress management. There are three important elements for capacity-building of mid-level staff: identifying correctional officers' stress, analysing the causes of their work-related stress (problems), and learning how to implement appropriate solutions. One of the main causes of correctional officers' stress is the treatment of difficult-to-treat offenders, and to solve this problem, Cognitive Behavior Therapy (CBT) and other advanced techniques can work. Furthermore, the capacity of mid-level staff will be enhanced by anger management, staff training for stress management and offender treatment programmes.

III. OBJECTIVES OF THE PROGRAMME

This programme offered participants an opportunity to deepen their understanding and share experiences and knowledge on enhancing the capacity of mid-level staff engaged in the criminal justice system from the perspective of stress management of correctional personnel. Another objective of the programme was to establish a global network of counterparts to facilitate the exchange of updated information on country practices.

In order to achieve these objectives, this programme provided an opportunity to identify and examine current situations and challenges existing in the participants' countries and developed the participants' knowledge of possible measures to improve current practices.

These objectives were achieved via lectures, review of examples of effective countermeasures in Japan, participants' dialogue, role-plays and discussions.

Major topics studied included the following:

1) Understanding of the current situation

(i) Sharing experiences of stressful problems in the respective countries' criminal justice settings

The participants shared the following information as it applies to their countries: "What are the causes of officers' stress in the correctional setting (or the criminal justice setting)?" The purpose of this step was to identify the stressful problems existing within the participants' organizations.

More specifically, the purpose of the Individual Presentation is to identify the stressful problems faced in the criminal justice setting of each participating country and countermeasures. Participants presented on this topic, which included the following examples:

- Treatment of offenders
- Overburdening of correctional officers
- Operational inefficiency
- Work environment
- Human relations

(ii) Analysis

Based on the lectures on anger management, staff training for stress management, and offender treatment programmes, each participant reviewed the causes of the problems faced by the participant's organization.

2) Theory / Practice

(i) Stress management and capacity of mid-level staff

The important theories for capacity for mid-level staff are objective thinking and cognitive restructuring: the ability to solve on-the-job problems that contribute to stress (leadership and the ability to look objectively at the situation). These theories were also learned through anger management, staff training for stress management, and offender treatment programmes.

(ii) The Best Solutions

The participants were divided into small groups where they discussed the best solutions to the problems. Through the discussions during the Group Workshop sessions, the participants developed professional abilities which are necessary for mid-level staff.

As mentioned above, each participant was required to submit an Individual Presentation Paper regarding the course topic as it applies to his or her country and to explain and discuss these topics in his or her Individual Presentation.

Course Summary

Lectures

In total, the participants attended 22 lectures — 6 presented by the visiting experts, 9 by ad hoc lecturers and 7 by the faculty of UNAFEI. Two distinguished criminal justice academics and practitioners from abroad served as UNAFEI's visiting experts. They lectured on issues relating to the main theme of the Course and contributed significantly beyond their lectures by encouraging discussions after their lectures, participating in the discussions of other programmes, and conversing with the participants on informal occasions. Additionally, the ad hoc lectures were delivered by distinguished senior officials of the Government of Japan, a professor and a research associate from Waseda University, and 4 senior Japanese corrections and probation officers. The lecturers and lecture topics are listed on pages 6 to 8.

Individual Presentations

During the first three weeks, all participants delivered individual presentations which introduced the situation, problems and future prospects of the participants' countries. These papers were compiled onto a USB memory stick and distributed to all the participants. The titles of these individual presentation papers are listed on pages 9 and 10.

Group Workshop Sessions

Group workshop sessions provided the participants with the opportunity to further examine sub-topics of the main theme. In order to conduct each session effectively, the UNAFEI faculty selected individuals to serve as group members based on their responses to a previously distributed questionnaire. Selected participants served as chairpersons, co-chairpersons, rapporteurs or co-rapporteurs, and faculty members served as advisers. Each group's primary responsibility was to explore and develop their designated topics in the group workshop sessions. The participants and UNAFEI faculty studied the topics and exchanged their views based on information obtained through personal experience, the individual presentations, lectures and so forth. After the group workshop sessions, reports were drafted based on the discussions in their groups. These reports were subsequently presented in the plenary meeting and report-back session, where they were endorsed as the reports of the Course. Brief summaries of the group workshop reports are provided on pages 11 to 14.

Visits and Special Events

Visits to various agencies and institutions in Japan helped the participants obtain a more practical understanding of the Japanese criminal justice system. In addition to the Course's academic agenda, many activities were arranged to provide a greater understanding of Japanese society and culture, with the assistance of various organizations and individuals, including the Asia Crime Prevention Foundation (ACPF). For more detailed descriptions, please refer to pages 15 to 18.

Lecture Topics

Visiting Experts' Lectures

- 1) Dr. Rupali Jeswal
 - Staff Training 1
 - Staff Training 2
 - Treatment of Special Offenders
- 2) Mr. David Prescott
 - The Basics of Offender Treatment Programmes 1
 - The Basics of Offender Treatment Programmes 2
 - Good Lives Model

UNAFEI Professors' Lectures

- 1) Mr. Naoya Oyaizu, *Professor*, UNAFEI
 - Japanese Police
- 2) Mr. Kazuhiko Moriya, *Professor*, UNAFEI
 - The Criminal Justice System in Japan — Investigation/Prosecution
- 3) Mr. Yusuke Hirose, *Professor*, UNAFEI
 - The Criminal Justice System in Japan: The Courts
- 4) Mr. Toru Nagai, *Professor*, UNAFEI
 - Institutional Corrections in Japan — Penal Institutions and Treatment of Inmates
- 5) Ms. Akiko Tashiro, *Professor*, UNAFEI
 - The Community-Based Treatment of Offenders System in Japan

Ad Hoc Lectures

- 1) Dr. Keiko Honda
Professor, The Faculty of Education and Integrated Arts and Sciences, Waseda University
 - Anger Management Programmes

- 2) Mr. Koji Takano
Research Associate, The Faculty of Education and Integrated Arts and Sciences, Waseda University
 - Enrichment of Education and Work-Related Stress

- 3) Mr. Yusuke Ishikawa
Special Assistant to the Director of the Supervision Division, Rehabilitation Bureau, Ministry of Justice
 - Special Treatment Programmes for Probation and Parole

- 4) Mr. Satoshi Tomiyama
Director, Facility Division, Ministry of Justice

Mr. Kakutaro Sakamoto
Deputy Director (Technical Affairs), Facility Division, Ministry of Justice

 - Facilities Which Can Reduce Stress and Contribute to Effective Administration

- 5) Mr. Koji Watanabe
Principal Supervisor, Classification and Education Division, Yokohama Prison

Mr. Keiji Nagano
Education Specialist, Classification and Education Division, Yokohama Prison

 - Case Study (Corrections)

- 6) Mr. Yuko Satomi
Probation Officer, Tokyo Probation Office, Ministry of Justice
 - Stress Management of Probation Officers — Case Study
 - Practice of Team Care by the Special Treatment Team of the Tokyo Probation Office

7) Mr. Seiichi Muroi
Professor, Training Institute for Correctional Personnel (TICP)

- Leadership Theory

8) Ms. Mana Yamamoto
Chief Supervisor, Classification Division, Fuchu Prison

- Treatment Programmes for Institutional Correction in Japan

Individual Presentation Topics

Overseas Participants

- 1) Mr. Oribo KINYOSI (Kenya)
 - Stress Management at Probation Workstations in Kenya
- 2) Mr. Angus Kimega MASORO (Kenya)
 - Stress among Staff as Experienced in the Kenya Prisons Service
- 3) Mr. Maumoon JAUFAR (Maldives)
 - Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff
- 4) Mr. Ibrahim NASHID (Maldives)
 - Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff
- 5) Mr. Zaw Lynn AUNG (Myanmar)
 - Individual Presentation of Stress Management of Correctional Personal — Enhancing the Capacity of Mid-Level Staff
- 6) Mr. Supachoke KHUANRUECHAI (Thailand)
 - Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff: Thailand's Strategic Approach
- 7) Ms. Archaree SRISUNAKHUA (Thailand)
 - Stress Management of Correctional Personnel in Thailand
- 8) Mr. Tito Faupala KIVALU (Tonga)
 - Stress Management System in the Probation and Youth Justice Division, Kingdom of Tonga
- 9) Mr. Kalavite TAUFU (Tonga)
 - Stress Management of the Tongan Prison Department
- 10) Ms. Lina Burdeos ESPERE (Philippines)
 - Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff

Observers

- 11) Mr. NG Kee Hang (Hong Kong)
 - Stress Management of Correctional Personnel — The Hong Kong Experience

- 12) Ms. JEONG Hyeri (Korea)
• Stress Management of Correctional Personnel

Japanese Participants

- 13) Ms. AKASHI Fumiko
• Stress among Probation Officers in Japan: Current situation and possible solutions for preventing and treating stress
- 14) Mr. KUWANA Junpei
• The Stress Issues of Mid-Level Staff in Japanese Juvenile Training Schools
- 15) Ms. MATSUSHIMA Yuko
• “Guidance for Reform” in Japanese Prisons ~ Suggestions for Improvement
- 16) Mr. MURATA Kuniyuki
• Countermeasures against Problems Facing Prosecutors in Performance of Their Duties
- 17) Mr. OGATA Hiroki
• Countermeasures against Public Prosecutors’ Stress
- 18) Ms. SUGAHARA Miho
• Stress Management of Probation Officers — Enhancing Sex Offender Treatment Programmes
- 19) Mr. TANZAWA Toru
• Untitled

Group Workshop Sessions

Group 1

CAUSES OF STRESS FOR CORRECTIONAL PERSONNEL AND NECESSARY ABILITIES FOR MID-LEVEL STAFF TO SOLVE THE PROBLEMS

Chairperson	Mr. Supachoke KHUANRUECHAI	(Thailand)
Co-Chairperson	Mr. Faupala KIVALU	(Tonga)
Rapporteur	Mr. Kee Hang NG	(Hong Kong)
Co-Rapporteurs	Mr. Ibrahim NASHID	(Maldives)
	Mr. Zaw Lynn AUNG	(Myanmar)
	Ms. Fumiko AKASHI	(Japan)
Members	Mr. Angus Kimega MASORO	(Kenya)
	Ms. Yuko MATSUSHIMA	(Japan)
	Mr. Hiroki OGATA	(Japan)
Advisers	Prof. Koji YOSHIMURA	(UNAFEI)
	Prof. Ryo TSUNODA	(UNAFEI)

Report Summary

Group 1 reported on the causes of stress, stress management solutions, and the abilities required for mid-level correctional staff to solve the problem of work-related stress. Although there are many causes of stress, the group focused on the five main issues that cause stress: (1) limited corrections budgets; (2) the nature of corrections work; (3) prison overcrowding; (4) lack of leadership and management; and (5) lack of adequate training.

Limited corrections budgets affect both inmates and officers: inmates suffer from inadequate care and facilities, and officers are understaffed, overworked and underpaid. Solving this problem requires improved advocacy for budget allocations and effective management of limited resources. Mid-level staff must link budget proposals with organizational goals. Further, they must improve managerial skills and motivate their staffs.

The nature of corrections work is inherently stressful because officers deal with threats, inmates' demands, and the diversity and seriousness of criminal problems. Solutions include maintaining law and order, improved teamwork, and instituting effective treatment programmes. *Overcrowding* causes significant stress; the group emphasized the importance of alternative sentencing and diversion programmes to solve this problem. To solve these problems, mid-level staff must lead by example, use teamwork and communicate effectively.

Lack of leadership and management is caused by the lack of skills and poor strategic planning. Managers must develop sound administrative and human-resource policies to solve this problem. Mid-level staff must learn to engage in strategic planning, recruit and develop human resources, and motivate subordinates.

Lack of adequate training causes stress for employees who do not feel they have adequate knowledge to perform their jobs. Solutions include training all levels of employees and actively encouraging staff participation in the programmes. Mid-level staff must have the ability to plan and execute training programmes and manage human resources effectively.

Sometimes, despite our best efforts, problems cannot be solved. In these cases, mid-level staff must engage in stress management to reduce stress. The group reported numerous techniques to manage stress drawn from the Individual Presentations (i.e. leading balanced lives and religious/spiritual pursuits) and the Visiting Experts (i.e. the Golden Ratio).

Mid-level staff can improve their abilities by (1) using reliable assessment programmes to evaluate the strengths and weaknesses of their subordinates; (2) designing tailor-made training programmes in response; (3) broadening professional exposure by attending senior officer meetings, gaining experience in different departments, and attending overseas training seminars; (4) knowledge sharing of rules and regulations, case studies, staff welfare issues, etc. using Hong Kong's "Knowledge Management System" (KMS) database as a model; and (5) "horizontal" development by performing tasks outside of their core duties.

Group 2**WHAT MID-LEVEL STAFF CAN DO FOR CORRECTIONAL PERSONNEL IN TERMS OF STRESS MANAGEMENT**

Chairperson	Mr. Maumoon JAUFAR	(Maldives)
Co-Chairperson	Mr. Faupala KIVALU	(Tonga)
Co-Chairperson	Ms. Archaree SRISUNAKHUA	(Thailand)
Rapporteur	Ms. Miho SUGAHARA	(Japan)
Co-Rapporteurs	Ms. Lina Burdeos ESPERE	(Philippines)
	Mr. Kuniyuki MURATA	(Japan)
Members	Mr. Oribo KINYOSI	(Kenya)
	Mr. Junpei KUWANA	(Japan)
	Mr. Toru TANZAWA	(Japan)
	Ms. Hyeri JEONG	(Korea)
Advisers	Prof. Akiko TASHIRO	(UNAFEI)
	Prof. Toru NAGAI	(UNAFEI)

Report Summary

Group 2 reported on measures that can be taken by mid-level staff to address work-related stress in correctional settings. The group discussed (1) the current situation and countermeasures in the countries of each participant in the group, (2) common problems and countermeasures faced by all countries; and (3) enhancing leadership of mid-level staff. Overcrowding, the nature of corrections work, lack of budget and staff, lack of facilities and equipment, lack of communication, and lack of training and leadership skills were all identified as factors that cause work-related stress. Recognizing that budgets are almost always limited, the group focused on using the limited resources available in the best way to achieve desired targets.

The group began by identifying the current situation of stress faced by correctional officers in each country participating in the group, as well as countermeasures against it. Next, the following common problems were identified: (1) lack of communication; (2) insufficient training, and (3) lack of leadership. First, the group recommended implementing feedback systems, including the Plan, Do, Check, Act (PDCA) Cycle as the primary method for improving communication within the workplace. Additionally, mid-level staff are encouraged to take action that will increase communication and improve the work environment, such as encouraging open communication, scheduling regular meetings, and considering use of the “large room” system, which is currently being evaluated by the Japanese Public Prosecutors’ Office. Next, frequent mistakes, low morale, and feelings of incompetency were identified as problems caused by insufficient staff training; emphasis on basic, follow-up, specialized and on-the-job training was proposed as a countermeasure. Finally, the group proposed using Performance and Maintenance (PM) Theory to address lack of leadership by focusing on providing support and feedback to subordinates.

The group reported that enhancing leadership of mid-level staff was vital to reducing work-related stress. Mid-level staff should (1) evaluate the performance of their subordinates; (2) delegate authority; (3) increase employee autonomy and accountability; (4) improve decision-making skills; (5) practice “transformational leadership”; and (6) receive systematic and organized training.

To achieve effective stress management, the group made the following recommendations: that all correctional institutions (A) adopt stress management programmes;

(B) establish a communications network in order to share important information timely, accurately, and objectively; and (C) provide employees with appropriate and continuous education and training, and train mid-level staff to properly delegate authority.

Observation Visits

<u><i>Date</i></u>	<u><i>Agency/Institution</i></u>	<u><i>Main Persons Concerned</i></u>
20 May	Tokyo District Public Prosecutors' Office	• Mr. Toshihiko Itami (Chief Prosecutor)
	Ministry of Justice	• Mr. Sadakazu Tanigaki (Minister of Justice)
27 May	Training Institute for Correctional Personnel	• Ms. Yuka Saeki (Director, General Affairs Section)
28 May	Tokyo District Court	
	Supreme Court	• Mr. Tomoyuki Yokota (Justice)
31 May	Yokohama Probation Office	Mr. Toshiyuki Nakagawa (Principal Probation Officer)
6 June	The Japanese Correctional Association	• Mr. Susumu Yamashita (Chairperson, Board of Directors)

Group Study Tours

<u><i>Date</i></u>	<u><i>Location</i></u>	<u><i>Agency/Institution</i></u>	<u><i>Main Persons Concerned</i></u>
19 June	Shimane	Shimane Asahi Rehabilitation Program Center	• Mr. Fumiya Tezuka (Warden)
20 June	Kyoto	Medical Juvenile Training School “Kyoto Iryo Shonenin”	• Mr. Makoto Tuchii (Warden)
21 June	Kyoto	Halfway House “Byakkoso”	• Ms. Sumie Nakamura (Director)

Special Events

16 May *Welcome Party*

18, 21, 22 May *Japanese Conversation Classes*

The overseas participants attended three Japanese conversation classes and learned practical Japanese expressions. The *sensei* (teachers) were Ms. Mariko Hirano and Ms. Kazuko Syukuya from *Nihongo-no-kai*.

19 May *Grand Sumo Tournament Visit and ACPF Kisei Branch Party*

Following a tour of Asakusa, including a visit to Sensoji Temple, the participants attended the Grand Sumo Tournament at the *Ryogoku Kokugikan*, Tokyo. They later enjoyed a party hosted by the Kisei Branch of the ACPF held at the Daiichi Ryogoku Hotel.

20 May *Courtesy Call to the Ministry of Justice and Reception by the Vice-Minister of Justice*

At the conclusion of their courtesy visit to the Minister of Justice, Mr. Sadakazu Tanigaki, a reception was held for the participants by the Vice-Minister of Justice, Mr. Katsuyuki Nishikawa, at the *Danwa-shitsu* lounge on the 20th floor of the ministry building, overlooking Hibiya Park.

24 May *UNAFEI International Table Tennis Tournament*

The UNAFEI Table Tennis Tournament was held in the auditorium. Mixed teams of international participants, Japanese participants and UNAFEI faculty and staff were formed and competed against each other. All participants, faculty and staff celebrated later in Lounge B.

29 May *The Way of Tea (Tea Ceremony)*

The participants participated in a “*cha-no-yu*” or “*sado*”, a formal Japanese tea ceremony, kindly hosted by Soroptimist International Tokyo, Fuchu.

31 May *Yokohama Bay Dinner Cruise*

The participants enjoyed a sunset cruise and dinner aboard the *Marine Rouge*, hosted by the ACPF Yokohama Branch.

12 June *Social with Volunteer Probation Officers*

The participants had an opportunity to exchange views with Japanese Volunteer Probation

Officers at a social at UNAFEI.

27 June

Farewell Party

A party was held to bid farewell to the participants..

Reference Materials

A. Stress Management

	Title	Author	Year	Note
1	Addressing Correctional Officer Stress: Programs and Strategies	Peter Finn	2000	NIJ
2	Correctional Officer Stress: A Cause for Concern and Additional Help	Peter Finn	1998	Federal Probation
3	Correctional Officer Preparedness: How to Effectively Manage the Behavioral Health Therapeutic Unit (PowerPoint Slides)	Eric F. Briscoe	2012	CORIZON Healthcare
4	Correctional Employee Stress & Strain	Shannon Black	2001	Corrections Today
5	Focusing on Correctional Staff Safety	Terry L. Stewart Donald W. Brown	2001	Corrections Today
6	Critical Incident Stress Management Program; Responding to the Needs of Correctional Staff in Pennsylvania	Charles Fix	2001	Corrections Today
7	The Emotions Hidden Behind A Badge	Gayle Ray	2001	Corrections Today
8	The Correctional Officer: One of Law Enforcement's Toughest Positions	Thomas Gillan	2001	Corrections Today

B. Anger Management

	Title	Author	Year	Note
1	How to implement anger management processes for violent people?	Keiko Honda	2008	
2	What Do We Know About Anger Management Programs in Corrections?	Pamela Stiebs Hollenhorst	1998	Federal Probation
3	Anger Management Programming For Federal Male Inmates: An Effective Intervention	Craig Dowden Kelley Blanchette Ralph Serin	1999	Correctional Service Canada
4	Anger Management and Violence Prevention: Improving Effectiveness	Kevin Howells Andrew Day Susan Bubner Susan Jauncey Paul Williamson Ann Parker Karen Heseltine	2002	Australian Institute of Criminology
5	CALLING ALL HOTHEADS Tips on Keeping Cool in an Angry World	NCPC		
6	Anger Management for Youth	Dr. Leona L. Eggert	1994	

C. Staff Training

	Title	Author	Year	Note
1	Military Psychology: Cognitive & Emotive Performance Enhancement Strategies	Rupali Jeswal	2013	
2	Revealing Tomorrow's Leaders Today	Cindy Boyles	2012	Corrections Today
3	Correctional Training and Technology: Keys to the Future	Eugene Atherton Paul Sheldon	2012	Corrections Today
4	Modern Training in Corrections	Artis R. Hobbs	2012	Corrections Today
5	Training the Next Generation of Leaders: Texas' Approach	Brad Livingstone	2005	Corrections Today
6	From "Guard" School to Training School: New York's Evolution	Bruce E. Olsen	2005	Corrections Today
7	Staff Training And the Impact On Institutional Culture	Silvia Huerta-Garcia	2005	Corrections Today
8	Staff Teambuilding: From Theory To Technique	Rachel Anita Jung	2005	Corrections Today
9	Mental-Edge on High Performance and Self-Care	Rupali Jeswal	2012	
10	Reformative Training	Rupali Jeswal	2012	

D. Leadership

	Title	Author	Year	Note
1	Lead at Any Level	Michael Kenney	2006	Corrections Today
2	Leadership: Seeing the Forest From the Trees	Brian E. Cronin Nathan J. Hiller Stephen Smith	2006	Corrections Today
3	Succession Planning: Preparing Future Corrections Leaders - Now	Carl Nink Debble Boyer Joyce Fogg	2006	Corrections Today
4	Leadership in a Correctional Environment	Michael Montgomery	2006	Corrections Today
5	Leadership Drain: Having the Right People for the Right Jobs at the Right Time	Rick Johnston	2006	Corrections Today
6	Preparing Leaders For Tomorrow	Brad Hansen	2012	Corrections Today
7	Survey Identifies Learning Styles of Law Enforcement and Corrections Personnel	Darla Rothman Bernice McCartly	2012	Corrections Today
8	Correctional Administration	Richard P. Seiter	2002	
9	The Effective Corrections Manager	Richard L. Phillips Charles R. McConnell	2003	

E. Offender Treatment Programmes

	Title	Author	Year	Note
1	Principles of effective correctional programming	Paul Gendreau Claire Goggin	2009	Correctional Service of Canada
2	Principles of Effective Correctional Programs	Donald A. Andrews	2008	Correctional Service of Canada
3	The Role of Staff in Effective Program Delivery	Claude Trllier Ralph C. Serin	2008	Correctional Service of Canada
4	Moving from Correctional Program to Correctional Strategy	Mark Gornik	2002	ICCA Journal on Community Corrections
5	Motivational Interviewing in Corrections	Bradford Bogue Anjali Nandi	2012	NIC
6	Defining correctional programs	James McGuire	2009	Correctional Service of Canada
7	Psychoanalytic Therapy	David Lester Patricia Van Voorhis	2000	
8	Social Learning Models	Patricia Van Voorhis	2000	
9	Cognitive Therapies	David Lester Patricia Van Voorhis	2000	
10	Group and Milieu Therapy	David Lester	2000	
11	Correctional Officers' Perceptions of a Solution-Focused Training Program: Potential Implications for Working With Offenders	Peter Jen Der Pan Liang-Yu F. Deng Shona Shih Hua Chang Karen Jye-Ru Jiang	2011	International Journal of Offender Therapy and Comparative Criminology

12	Effects of a Competency-Based Counseling Training Program for Correctional Officers	Peter Jen Der Pan Shin-Hua Chang Karen Jye-Ru Jiang	2008	International Journal of Offender Therapy and Comparative Criminology
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F. Difficult-to-Treat Offenders

	Title	Author	Year	Note
1	Radicalization in Prisons	Rupali Jeswal	2012	Defence and Security Alert
2	India: Terror Outfits and Jihad	Rupali Jeswal	2012	Defence and Security Alert
3	Identity Challenges and the Risks of Radicalisation in High Security Custody	Allison Liebling	2012	Prison Service Journal
4	Learning from Casework and the Literature	Monica Lloyd	2012	Prison Service Journal
5	Intervening Effectively with Terrorist Offenders	Chris Dean	2012	Prison Service Journal
6	Prisoner Radicalisation in the United States	Mark Hamm	2012	Prison Service Journal
7	Terrorism, Extremism, Radicalisation and The Offender Management System	Richard Pickering	2012	Prison Service Journal

G. Good Lives Model

	Title	Author	Year	Note
1	The Rehabilitation of Offenders: Risk Management and Seeking Good Lives	Tony Ward	2012	
2	TIME FOR A CHANGE Applying the Good Lives Model of Rehabilitation to a High-Risk Violent Offender	Paul R. Whitehead Tony Ward Rachael M. Collie	2007	International Journal of Offender Therapy and Comparative Criminology
3	THE RISK-NEED-RESPONSIVITY (RNR) MODEL Does Adding the Good Lives Model Contribute To Effective Crime Prevention?	D.A. Andrews James Bonta J. Stephen Wormith	2012	Criminal Justice and Behavior
4	THE GOOD LIVES MODEL AND THE RISK NEED RESPONSIVITY MODEL A Critical Response to Andrews, Bonta, and Wormith	Tony Ward Pamela M. Yates Gwenda M. Willis	2012	Criminal Justice and Behavior

Expert and Participant List

Visiting Experts

Dr. Rupali Jeswal
 CEO
 Xiphos ISS
 (Intelligence and Security Solutions)
 India

Mr. David Prescott
 Director
 Professional Development Quality
 Improvement
 Becket Family Services
 U.S.A

Overseas Participants

Mr. Oribo KINYOSI
 District Probation Officer
 Probation and Aftercare Department
 Vice President's Office and Ministry of
 Home Affairs
 Kenya

Mr. Angus Kimega MASORO
 Staffing Officer
 Administration Department
 Kenya Prisons Service
 Kenya

Mr. Maumoon JAUFAR
 Deputy Unit Head
 Custodial Department - Dhoonidhoo
 Maldives Police Service
 Maldives

Mr. Ibrahim NASHID
 Sub Inspector of Prisons
 Maafushi Prison
 Department of Penitentiary and
 Rehabilitation Services
 Maldives

Mr. Zaw Lynn Aung	Assistant Director Mandalay Central Prison Prisons Department Myanmar
Mr. Supachoke KHUANRUECHAI	Penologist Strategic Administration Division, Thonburi Remand Prison Department of Corrections, Ministry of Justice Thailand
Ms. Archaree SRISUNAKHUA	Director/Warden Department of Corrections, Sawankhalok District Prison Ministry of Justice Thailand
Mr. Tito Faupala KIVALU	Probation Officer Grade 1 Youth Justice and Probation Division Ministry of Justice Tonga
Mr. Kalavite TAUFA	Chief Prison Officer Prisons Department Ministry of Police Tonga
Ms. Lina Burdeos ESPERE	Regional Director Parole and Probation Administration Department of Justice
Observers	
Mr. NG Kee Hang	Principal Officer Hei Ling Chau Addiction Treatment Centre Hong Kong

Ms. JEONG Hyeri
Director
Welfare Division
Cheonan Correctional Institution
Korea

Japanese Participants

Ms. Fumiko Akashi
Probation Officer
Tokyo Probation Office

Mr. Junpei Kuwana
Chief Supervisor
Mie Prison

Ms. Yuko Matsushima
Psychologist
Fuchu Prison

Mr. Kuniyuki Murata
Public Prosecutor
Aomori District Public Prosecutors' Office
Hachinohe Branch

Mr. Hiroki Ogata
Public Prosecutor
Utsunomiya District Public Prosecutors'
Office

Ms. Miho Sugahara
Probation Officer
Osaka Probation Office

Mr. Toru Tanzawa
Chief Inspector
Chiba Prefectural Police Headquarters

**THE THIRTEENTH COUNTRY FOCUSED
TRAINING COURSE ON THE JUVENILE
DELINQUENT TREATMENT SYSTEM FOR
KENYA**

The Thirteenth Country Focused Training Course on the Juvenile Delinquent Treatment System for Kenya was held from 30 January to 22 February 2013 at UNAFEI. Eleven participants attended.

Ms. Carren Morangi OGOTI	Assistant Director Department of Children's Services Ministry of Gender, Children and Social Development
Mr. Sheikh Abdinoor MOHAMED	Principal Children's Officer Department of Children's Services Ministry of Gender, Children and Social Development
Mr. Stephen Gitahi GITAU	Chief Children's Officer Department of Children's Services Ministry of Gender, Children and Social Development
Ms. Brenta Nzisa MULI	Children's Officer Department of Children's Services Ministry of Gender, Children and Social Development
Ms. Teresia Njeri NGUGI	Senior Principal Magistrate Judiciary
Ms. Florence Mueni MUEMA	Chief Probation Officer Probation and Aftercare Services Office of the Vice President and Ministry of Home Affairs

Mr. Yusuf OLELA	Chief Probation Officer Probation and Aftercare Services Office of the Vice President and Ministry of Home Affairs
Mr. Joshua Mutuku KAKUNDI	District Probation Officer Probation and Aftercare Services Office of the Vice President and Ministry of Home Affairs
Ms. Mary Nekesa KHAEMBA	Director of Rehabilitation Kenya Prison Service Office of the Vice President and Ministry of Home Affairs
Ms. Fairbain Muhambe OMBEVA	Superintendent of Prison Kenya Prison Service Office of the Vice President and Ministry of Home Affairs
Ms. Esther Gati CHACHA	Senior Superintendent Community Policing, Gender and Child Protection National Police Service

**THE NINTH SEMINAR ON CRIMINAL JUSTICE
FOR CENTRAL ASIA**

The Ninth Seminar on Criminal Justice for Central Asia was held from 24 February to 15 March 2013 at UNAFEI. The Seminar was entitled “Addressing Corruption which Hinders Countermeasures for Drug Offences and Other Crimes: Especially, Ethics and Codes of Conduct for Judges, Prosecutors and Law Enforcement Officials”. Twelve participants from four Central Asian countries, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, and Japan attended.

Mr. AITMAGAMBETOV Marat
Mukanovich

Special Investigator
Investigatory Committee
Mnistry of Internal Affairs
Kazakhstan

Mr. DYUSSEMBEKOV Azamat

Head of Division for Supervision of
Legality in Social Sphere
Department for Supervision of Legality
in Social-economic Sphere
General Prosecutor's Office
Kazakhstan

Mr. YESSENBAYEV Islamkhan

Judge
Specialized Inter-district Court on
Criminal Cases of Karagandy Region
Kazakhstan

Mr. ALYMKULOV Zheenbek
Almamatovich

Chief of Management on Control
Criminal and Operative Activity
General Public Prosecutor's Office
Kyrgyzstan

Mr. BAKYRTEGIN Rysbek	Deputy Head Investigation Department The State Service on Drug Control Kyrgyzstan
Ms. ASHUROVA Irina Sergeevna	Senior Public Prosecutor Department of International Cooperation and Legal Advocacy Tajikistan
Mr. CHIKALOV Yury Pavlovich	Deputy Head Analytical Center Drug Control Agency Tajikistan
Mr. SAYDALIEV Sirodzhidin Sayvalievich	Chairman Court of Bokhtar District, Khatlon Province Department of Judges, Council of Justice Tajikistan
Mr. BOLTAEV Halim Khusanboyevich	Senior Prosecutor Department of Supervision of Execution of Laws General Prosecutor's Office Uzbekistan
Mr. JALOLOV Kurshid Yoqubjonovich	District Prosecutor Khamza District Prosecutor's Office General Prosecutor's Office Uzbekistan
Mr. KAMOLOV Shukhrat Maratovich	Deputy Chairman Djizak Region Court on Criminal Cases Uzbekistan

Ms. WADA Masako

Senior Immigration Control Officer
Nishi Nihon Immigration Center
Japan

INFORMATION ABOUT FORTHCOMING PROGRAMMES

1. The 155th International Training Course

The 155th International Training Course will be hosted by UNAFEI in Tokyo, Japan from 18 August to 2 October 2013. The course is entitled *Effective Collection and Utilization of Evidence*. Government officials from across Southeast Asia, including Japan, and visiting experts and lecturers will attend.

2. The 16th UNAFEI UNCAC Training Programme

From 6 October to 13 November 2013, UNAFEI will host the 16th UNAFEI UNCAC Training Programme in Tokyo, Japan. The name of the Programme is *The 16th UNAFEI UNCAC TRAINING PROGRAMME: Effective Measures to Prevent and Combat Corruption and to Encourage Cooperation between the Public and Private Sectors*. Government officials from across Southeast Asia, including Japan, and visiting experts and lecturers will attend.

3. The Seventh Good Governance Seminar

From 3 to 5 December 2013, UNAFEI and the Malaysian Anti-Corruption Commission will co-host the Seventh Good Governance Seminar in Kuala Lumpur, Malaysia. The theme of the Seminar is “Enhancing Investigative Ability in Corruption Cases”. Government officials from across Southeast Asia, including Japan, and visiting experts and lecturers will attend.

ADMINISTRATIVE NEWS

Faculty Changes

Mr. Yuichi Tada, formerly a professor of UNAFEI, was transferred to the Yokohama District Court on 1 April 2013.

Ms. Kumiko Izumi, formerly a professor of UNAFEI, was transferred to the Saitama District Public Prosecutors' Office on 1 April 2013.

Mr. Fumihiko Yanaka, formerly a professor of UNAFEI, was transferred to the International Bureau on 1 April 2013.

Ms. Mayu Yoshida, formerly a professor of UNAFEI, was transferred to Tochigi Prison on 1 April 2013.

Ms. Yukako Mio, formerly a public prosecutor of Okayama District Public Prosecutors' Office, was appointed as a professor of UNAFEI on 1 April 2013.

Mr. Kazuhiko Moriya, formerly a public prosecutor of Fukuoka District Public Prosecutors' Office, was appointed as a professor of UNAFEI on 1 April 2013.

Mr. Toru Nagai, formerly a chief of financial affairs section at Kanazawa Prison, was appointed as a professor of UNAFEI on 1 April 2013.

Mr. Yusuke Hirose, formerly a Judge at the Kushiro District Court, was appointed as a professor of UNAFEI on 1 April 2013.

Overseas Trips by Staff

Professor Akiko Tashiro visited Bangkok, Thailand and Manila, Philippines, from 1 to 10 April 2013 to attend ASEAN Plus Three Conference on Probation and Non-custodial Measures 2013.

Deputy Director Kenichi Kiyono visited Vienna, Austria from 21 to 25 April to attend the 22nd session of the Commission on Crime Prevention and Criminal Justice, held in the United Nations Office in Vienna.

FACULTY AND STAFF OF UNAFEI

Faculty:

Mr. Tatsuya Sakuma	Director
Mr. Kenichi Kiyono	Deputy Director
Mr. Ryo Tsunoda	Professor
Mr. Shinichiro Iwashita	Professor
Mr. Koji Yoshimura	Professor, 154th Course Programming Officer
Ms. Akiko Tashiro	Professor, 154th Course Deputy Programming Officer
Ms. Yukako Mio	Professor
Mr. Kazuhiko Moriya	Professor
Mr. Yusuke Hirose	Professor
Mr. Toru Nagai	Professor, 154th Course Deputy Programming Officer
Mr. Naoya Oyaizu	Professor
Mr. Thomas L. Schmid	Linguistic Adviser

Secretariat:

Mr. Hiromitsu Ando	Chief of Secretariat
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General and Financial Affairs Section:

Mr. Seiichi Sugiyama	Section Chief
Ms. Aoi Hichiguro	Chief Officer
Ms. Keiko Nishi	Officer
Mr. Keiji Hayasaka	Officer

Training and Hostel Management Affairs Section:

Mr. Ryosei Tada	Section Chief
Mr. Yasushi Toyoda	Chief Officer
Mr. Yoshiki Fukuta	Chief Officer, 154th Course Assistant Programming Officer
Ms. Rie Suzuki	Officer
Mr. Takuya Furuhashi	Officer

International Research Affairs Section:

Mr. Masato Honda	Officer
Ms. Naoko Iwakata	Librarian

Secretarial Staff:

Ms. Hisayo Yamada Officer

Kitchen:

Ms. Sae Sakai Chef

JICA Co-ordinator for the 154th International Training Course:

Ms. Kiyomi Hoshino JICA

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