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INTRODUCTORY NOTE

It is with pride that the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI) offers to the international community the Resource Material Series No. 91.

This volume contains the work product of the 154th International Training Course, conducted from 15 May to 28 June 2013. The main theme of the 154th Course was the *Stress Management of Correctional Personnel — Enhancing the Capacity of Mid-Level Staff*.

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 population of offenders including difficult-to-treat offenders increases 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.

UNAFEI, as one of the institutes of the United Nations Crime Prevention and Criminal Justice Programme Network, held this Training Course to explore various issues that relate to the stress management of correctional personnel. This issue of the *Resource Material Series* contains papers contributed by visiting experts, selected individual presentation papers from among the participants, and the Reports of the 154th Training Course. I regret that not all the papers submitted by the participants of the Course could be published.

I would like to pay tribute to the contributions of the Government of Japan, particularly the Ministry of Justice, the Japan International Cooperation Agency, and the Asia Crime Prevention Foundation for providing indispensable and unwavering support to UNAFEI's international training programmes. Finally I would like to express my heartfelt gratitude to all who so unselfishly assisted in the publication of this series.

December 2013

A handwritten signature in black ink, reading "Tomoko Akane". The signature is stylized, with a large, sweeping "A" and a long horizontal stroke extending to the left.

Tomoko Akane
Director of UNAFEI

RESOURCE MATERIAL SERIES
No. 91

Work Product of the 154th International Training Course

**“Stress Management of Correctional Personnel —
Enhancing the Capacity of Mid-Level Staff”**

UNAFEI

MINDWARE: UNDERSTANDING STRESS & CRITICAL STRESS: LEARNING TO UTILIZE, REGULATE & DOWN-REGULATE

*Dr. Rupali Jeswal**



I. MINDWARE: UNDERSTANDING STRESS & CRITICAL STRESS: LEARNING TO UTILIZE, REGULATE & DOWN-REGULATE

A. Introduction

Volatile, Uncertain, Complex & Ambiguous (VUCA) — is the global environment. Professional efficacy of Security Forces must be cognizant of:

Instinct, Intuition and Intelligence — in this strategic environment.

Reformative Trainings should be incorporated in standard correctional trainings to “toughen-up” the internal framework of a correctional officer, through structure of innovative readiness capsule delivering:

- Resiliency: Empowerment, Self-counsel, Situational awareness
- Strategic leadership: high definition design uses cognitive and emotional behaviour markers as competencies by empowering individuals to use:
- Critical thinking learning systems
- Understanding their own operational capabilities to perform with confidence, Improve attention to levels of details, Regulate and down-regulate emotional responses under high stress and deadly encounters.
- nPSYPESt components (nPSYPESt: Neuropsychological Performance Enhancement Skills Trainings)
- Producing an individual who is asset based, operating with optimum effectiveness through premeditated minds.
- The mind is comprised of beliefs, desires, emotions, perceptions, and intentions. WE MANIPULATE THE BRAIN!

Police and prison official trainings must continue to evolve in many crucial ways. The paper bulls-eye has been replaced by mannequins and computerized targets; rubber knives by shock knives; plastic guns by simulations: classroom lecture by reality-based scenario training.

But one thing which remains the same, is the human element. The area which needs focus and development is training the officers in psychological performance skills.

To maximize on physical skills, psychological skills training is a MUST for correctional and law enforcement officers, the real emphasis of which is not learning about weapons or gaining technical skills; it's about strengthening people.

Simulation training and reality-based training (when it occurs) helps develop psychological skills.

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Methods on thinking, “how to think”, when in the stress or critical stress zone. “Get it over with” or “deal with it” must be replaced by “how to deal with it” (Everyone goes through physical and/or emotional trauma, post-incident briefing and critical incident briefing are significant)

1. nPSYPESt (Neuro-Psychological Performance Enhancement Skills Trainings)

Mental Agility and Mental Toughness does not develop with physical training; if mental toughness is not acquired, it can actually interrupt and delay the learning quality of physical and technical trainings because we need mental toughness to learn and perform difficult tasks.

- Sub-optimal mental toughness undermines operational effectiveness
- Mental toughness is utilizing a set of psychological performance skills that will initiate effective and maximum execution of apt action, adaptation and persistence of decision-making. This enhances the confidence in the officer and creates self-leadership qualities. Specific psychological training accelerates the performance and armours the standard trained skills of the officers.

And above all — psychological performance training reduces critical incident stress reaction, aids in self-care of the officer preventing PTSD, depressive disorders, sleep problems and other various physiological and psychological problems.

- Psychological performance skills programmes are meant to be integrated with other trainings to provide a truly comprehensive approach to the preparation and performance of police and prison officers. Each officer, individual or unit responding to a situation is unique despite common characteristics; therefore nPSYPESt should be designed for use in two ways — individual make-up and the unit make-up of which they are a part, this should be evaluated further and adapted or modified.

(nPSYPESt is not gender specific but individual specific in my professional and personal experience.)

2. Traits of a High Functioning Trained Professional

- Self-belief - belief in ability to achieve goals. This promotes “thought-confidence”.
- Motivation (desire/determination)
- Intrinsic motivation and using adversity as a source of determination. (Stress becomes a drive to be utilized for achieving high performance)
- Ability to accept competition anxiety, but have a plan on how to deal with it
- Ability to maintain focus - ability to “balance”
- Ability to maintains technique/effort in face of fatigue/pain.

In my view a facility must have a focus on culture of recovery, a sturdy framework, which incorporates philosophical, strategic, and operational frameworks, and is flexible enough to be effective during a crisis situation.

In simple terms:

3. Corrections

A correction which aims to address the offending behaviour of sentenced persons.

4. Security

Security which aims at addressing the safety of inmates, officials and members of the public.

5. Facilities

Facilities to ensure that the Department has a long-term strategy to ensure conditions consistent with human dignity for offenders.

6. Care

Care intended to address the well-being needs of inmates of various classification and mental, cultural make-up including access to social and psychological services.

7. Development

Development aims to provide for skills development in line with departmental needs plus requirements and national human resource needs.

8. After Care

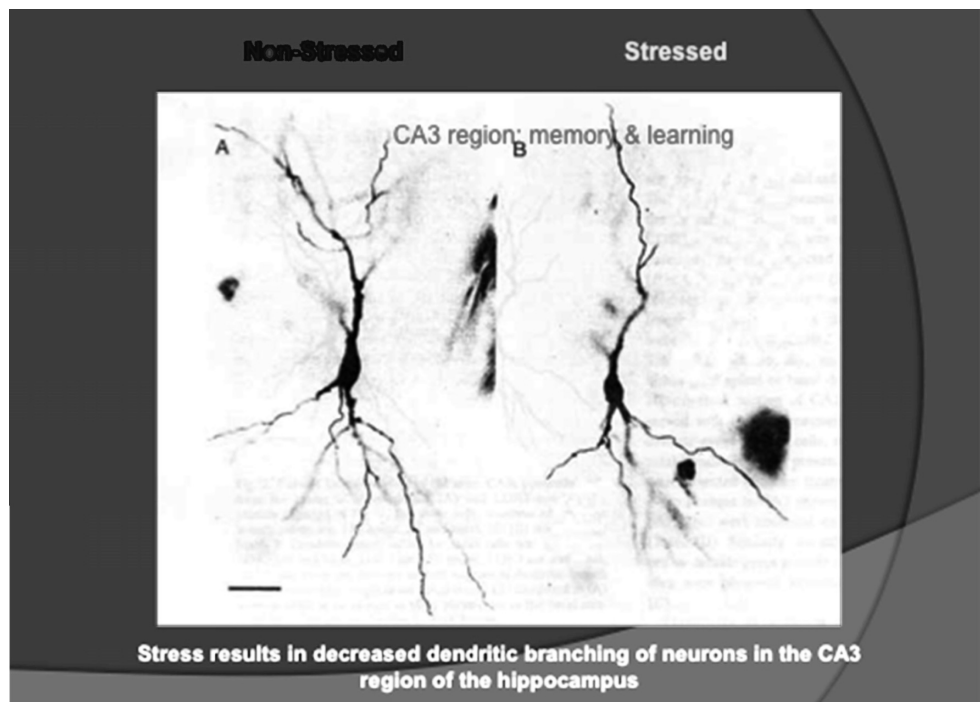
After Care intended to ensure successful re-integration through appropriate intervention methods directed at both the inmate and relevant societal institutions.

To ensure the outcome of this, it depends on the correctional environment, a flexible design that allows and creates tools for command, control and coordination of resources. The staff having the know-how on quick assessment of incident objective required to be used in both emergent and non-emergent incidents. Professionals must lead with situational awareness and knowing the management tools and how to use them consisting of SOP's; corrections staff are the most important asset in the organization.

Hence, staff performance training in the areas of corrections and management is crucial for the successful delivery of correctional services through the trained high definition of the human design.

Prison is a component of homeland security, and along with police, prison professionals must be trained to be of high standards, functioning with efficiency not just on the job but internally as a person. The catchers and the watchers are the vanguard of our society; they are the beacons and the sensors and at the same time preciously fragile to the wear and tear of the highly stressful environments they operate in.

II. STRESS — A DYNAMIC STATE OF LIFE



In neuroscientific language:

One type of neurotrophin, is a growth factor that affects neurons in particular. Research has shown that BDNF plays a role in memory formation and in the connection between stress and depression. Exposure to stress leads to decrease in the expression of BDNF leading to atrophy of the hippocampus. It belongs to the limbic system and plays important roles in the consolidation of information from short-term to long-term and spatial navigation.

BDNF is active in the hippocampus, cortex and basal forebrain — areas vital to learning, memory and higher thinking.

A. What Is Stress? Why Does It Occur? Do We Need It?

Two things cause stress. Primarily it is down to whether you think situations around you are worthy of anxiety. And then it's down to how your body reacts to your thought processes. This instinctive stress response to unexpected events is known as “fight or flight”. Stress happens when we feel that we can't cope with pressure, and this pressure comes in many shapes and forms, and triggers physiological responses. These changes are best described as the fight or flight response, a hard-wired reaction to perceived threats to our survival.

Stress is a biological response controlled by the brain as a reaction to a challenging stimulation of a physical or emotional nature.

From the brain's viewpoint, everything can be perceived as stress. From walking down the street to handing a difficult report in on time, it is all a question of the degree of stimulation and the level of threat perceived during that stimulation.

A great step to a healthy attitude to stress is to realize our ownership over our brain and learn to engage our brain intentionally to manage the consequences of the fight or flight response.

Self-Efficacy: is a necessity for coping behavior. (Bandura A. Self-efficacy: The exercise of control. New York: W. H. Freeman; 1997)

Primary appraisal of a stressful situation requires that the process employ self-esteem and self-efficacy making the “person-environment” efficient at deploying coping strategies.

Coping is defined as behavioral or cognitive efforts to manage situations that are appraised as stressful. (Lazarus RS, Folkman S. Stress, appraisal, and coping. New York: Springer; 1984.)

Emotion-focused coping is which focuses on managing emotional responses to stressful events and problem-focused coping is where a person responds in a structured manner to overcome the problem and change the problematic aspects of the situation.

Self Efficacy is thus a specific form of self-confidence and perception of one's ability to perform a task successfully using emotional and cognitive coping processes to explain the cause, origin and “sensemaking” of the events and behaviors thus affecting self-confidence and influencing expectations of future success or failure

Modern humans rarely encounter many of the stimuli that commonly evoked fight-or-flight responses for their ancestors, such as predation or inclement weather without protection. Human physiological response continues to reflect the demands of earlier environments; however we are a psychological phenomenon first and then a physiological one.

Personality is a dynamic organization within the individual of those psychophysical systems that determine his unique adjustment to the world.

1. Personality is made up of Certain Elements

(i) *temperament* — which is of biological and physiological nature.

(ii) *character trait* — which represents a continual form of behaviour.

(iii) *mood* — which is the state of mind.

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VISITING EXPERTS' PAPERS

(iv) *disposition* — a person's tendency to behave in a certain manner.

(v) *habit* — a sort of a conditioned response.

(vi) *attitude* — a person's point of view that represents a general set of values towards matters.

Personality to some extent is determined by the individual's genetic and cultural make-up. Human behaviour does change as the individual develops and the environment which the individual encounters.

Prison environments are replete with aggressive behaviours, and people learn from watching others acting aggressively to get what they want. Applying behaviour modification, mirroring and social learning principles can work in corrections by using systematic reinforcement of pro-social behaviours. This is a powerful and effective way to change behaviour and stress response.

But behaviour is hard to change if not supported by emotional meaning. We have to remember: we feel first and then think!

Every correctional facility has its subculture, and every prison subculture has its system of norms that influence staff and prisoners' behaviour, typically to a far greater extent than the institution's formally prescribed rules. These sub-cultural norms are informal and unwritten rules, but their violation can evoke sanctions from fellow inmates ranging from simple ostracism to physical violence and death. In these subcultures how efficiently the staff performs and manages themselves is of utmost importance, as they can set the "climate" of the sub-culture.

Many of the rules revolve around relations among inmates and interactions with prison staff. The first step is to train the staff to be of high definition.

Sustainment trainings focus on human high performance and use of brain-behaviour pathways for asset (natural + learned) based optimization. Our goal should be to instil effective behavioural markers through knowledge and application and to recognize traits of a high functioning professional.

The sociology of the prison and the imprisoned represents the vanguard and undercurrent of discontent and malcontent in a society. It also reflects the disorientation, dysfunction, despair, and flaws of society. The breakdown of our institutions and government authority may also be given the "microscopic laboratory" treatment via insight found in the classification criteria of inmates. We must seek more creative, rather than reactive, interactions.

Wide-ranging acts of corruption are to be expected in prisons, if only because prisons are depressing places frequently afflicted with stress, low morale, and lack of job satisfaction.

A high performing professional in the prison and correction environment must have three factors going for himself/herself —

- Situational Awareness
- Knowing one's internal mechanism (response action, cognitive maps and overt behaviour) and awareness and ability to decipher another's internal and external mechanisms — this includes peers as well as the population and social movement within the prisons and correction facilities.
- Emotional and mental balance in stressful environments along with knowledge of health and self-care in these settings

These factors are learned skills combining with an individual's natural attributes, which are brought out by various trainings on performance.

Constant need to upgrade the training methods is seeking the mental edge for success in perfor-

mance as officers and staff working in this environment, have the need for the mental-toughness aspect of performance and also addressing issues when in some cases where performance problems manifest themselves as clinical issues.

B. Strengthening Cognitive Foundation

Understanding high performance and knowing how the mind works which will allow performers to gain confidence and operate in the most effective manner. Attention control includes selectively attending to important cues, shifting one's field of awareness, and developing simple standard operating procedures and routines that streamline the execution of repetitive tasks to attain optimum focus and concentration.

C. Stress Utilization and Emotional Health

When appropriately applied, stress utilization training can reduce the degree and intensity of the current stress reactions and help you develop skills for preventing additional, harmful stress reactions.

The overall goal of stress utilization training is the re-orientation of people's typical stress reaction habits into new, more rational and assertive patterns of problem solving. Participants gain new insights into what stress is and how it affects them. They learn skills, which reduce stress to regulatory levels.

1. The Components of Stress Utilization Will Lead to:

- Stress styles, self-image and teaming — self-discovery
- Identifying one's personal effectiveness pattern — self-confidence
- Personalizing strengths — self-management
- Inviting others from "distress" — self-effectiveness
- Change, transition and stress management — self-balance

A wellness modality must be created and set in the correctional doctrine. In order to create a positive experience, everyone in the organization must be responsive to cross-transference feelings.

2. High Performance Development Training is Engaging & Practically Motivating Participants to:

- Develop a balanced, effective personal and professional core.
- Assimilate key dynamics of coherent personal interactions into their work habits
- Apply the content to their jobs, the needs of the organization and its goals.

Using effective interpersonal behavioural model in the trainings through, which the staff learns how stress affects action-behaviour — of their own, of co-workers, and with inmates. This understanding is the key to professionalism and exceptional service.

The treatment of offenders can be stressful. Prison and probation officers who engage in the treatment of offenders experience stress on the job. On the other hand, offenders also experience stress throughout their incarceration. If correctional institutions fail to manage this stress, serious problems, including violent behaviour, might occur within the correctional setting. For the purpose of preventing such serious problems, mid-level staff specially, must improve their capacity for stress management.

The prison environment is characterized by factors, which can have adverse effects on those who work in this environment and individual inmates. In the prison setting some common factors around the world can be summed:

- Chronic crowded conditions

- Anti-social behaviour
- Absence of personal control
- Idleness and boredom can be prevalent
- Achievement of purpose due to the presence of others

But do note: crowding is only indirectly related to mere numbers or density of people. It is possible to feel crowded in the presence of few people, or not crowded in the presence of many. It all depends on the “Climate of Culture of Recovery” and how the staff at all levels carry out their duties.

3. Psychometric Assessment Tools

This will enable you to understand your strengths and weakness and how to make the best use of both these dimensions. Optimizing assets also includes using weakness as force multipliers to achieve the goal.

MMPI-2 can identify psychopathology, behaviour problems, emotional instability

Inward Personality Inventory (IPI) predicts variety of job-relevant criteria among police (e.g., absences, lateness, disciplinary actions and anti-social attitudes).

Colour Trails Test — A quick measure of sustained visual attention, visual scanning and sequencing in adults

Memory Assessment Scales (MAS)

Quality of Life (QOL) that is a self-reporting measure to understand one's lifestyle and coping mechanisms with inevitable changes and stress levels.

Stress directly affects staff performance and low performance affects security, which is like oxygen: once you realize it is decreasing, it may already be too late.

- The person approach focuses on the errors of individuals, blaming them for forgetfulness, inattention, or moral weakness
- The system approach concentrates on the conditions under which individuals work and tries to build defences to avert errors or mitigate their effects.

When looked at objectively, stress is not the external events that happen to us. In reality, stress is the experience of our own emotions in response to those events. In essence, stress is being out of sync. But here's something worth keeping in mind. Even though we can't control the external triggers, it is possible to take charge of our emotions and get back in sync. As you become skilled at this, you will feel better on the inside and become more self-confident in what you do.

Many of the parameters of affective style, such as the threshold to response, magnitude of response, latency to peak of response and recovery functions, are features that are often opaque to conscious reports, though they may influence the subjective experience of emotion.

Frequent exposure to negative events over a sustained period of time, leads to over activation of the hypothalamus-pituitary axis (HPA). The failure to recover adequately would result in sustained elevations in multiple systems that are activated in response to negative events. By contrast, the capacity for rapid recovery following negative events may define an important ingredient of resilience. Resiliency is the maintenance of high levels of positive affect and well being in the face of significant adversity. It is not that resilient individuals never experience negative effects, but rather that the negative affect does not persist. Such individuals are able to profit from the information provided by the negative affect and their capacity for “meaning making” in response to such events, and this leads

to their ability to show rapid decrements in various biological systems following exposure to a negative or stressful event. Emotions guide our actions and organize behaviour towards the acquisition of motivationally significant goals; this process requires that the organism have some means to decipher positive affect in the absence of immediately present rewards and punishments and other affective incentives.

A certain amount of optimum stimulation is necessary for peak performance. Forensic evidence suggests that stressful situations that are challenging but not overwhelming may actually contribute to better physical and psychological health.

Challenging situations require emotional intelligence, active coping, problem-solving and solution-focused skills.

Both in humans and animals evidence from various research conveys that those who learn to adapt and work their way out of stressful situations show a distinct psychobiological pattern.

If inexperienced or untrained, subjects in stressful situations will over activate their nervous system leading to a variety of maladaptive effects, which include:

- High blood pressure
- Sleep disorders
- Mood disorders
- Gastrointestinal problems
- Chronic anxiety
- Depressive disorders
- Body aches and headaches
- Hives
- Skin disorders

However, stress can be mastered and manipulated and those who “toughen up” their system show a more efficient and adaptive nervous system response that is appropriate to the specific episode of stress and returns promptly to normal baseline when the crisis is over.

Psychological body armour: As an individual learns to cope with challenges in an adaptive way, a positive spiral develops. More effective coping leads to a smoother psychobiological stress response; the more this happens, the more the person learns to have faith in his or her own coping abilities, and so the stress response becomes even more adaptive and less disruptive. This is what the toughening response is all about. Mentally tough people — in the sense of resilience, not resistance — are able to cope adaptively with adverse situations and are therefore less likely to succumb to stress-related illnesses.

III. COGNITION AND PERCEPTION

1/100th of a second to form memory, 16 seconds for emotion-reaction and 24 seconds for cognitive process initiation.

William James’s famous question: Do we run from the bear because we are afraid or are we afraid because we run.

The neural basis of emotions, the build-up, neural clogging and neural detoxification — all these factors can be trained and an individual can learn to regulate and down-regulate emotions by being equipped in emotional intelligence and its myriad applications in our daily existence.

Emotional proposal is made of 3 primary sources:

- Verbal & Visual Conditioning
- Modelling — What we have witnessed
- Specific meaningful incidents — what we have experienced

1. Environment

Environment influences our thought process, so for optimum functioning, create changes in the environment or change the environment.

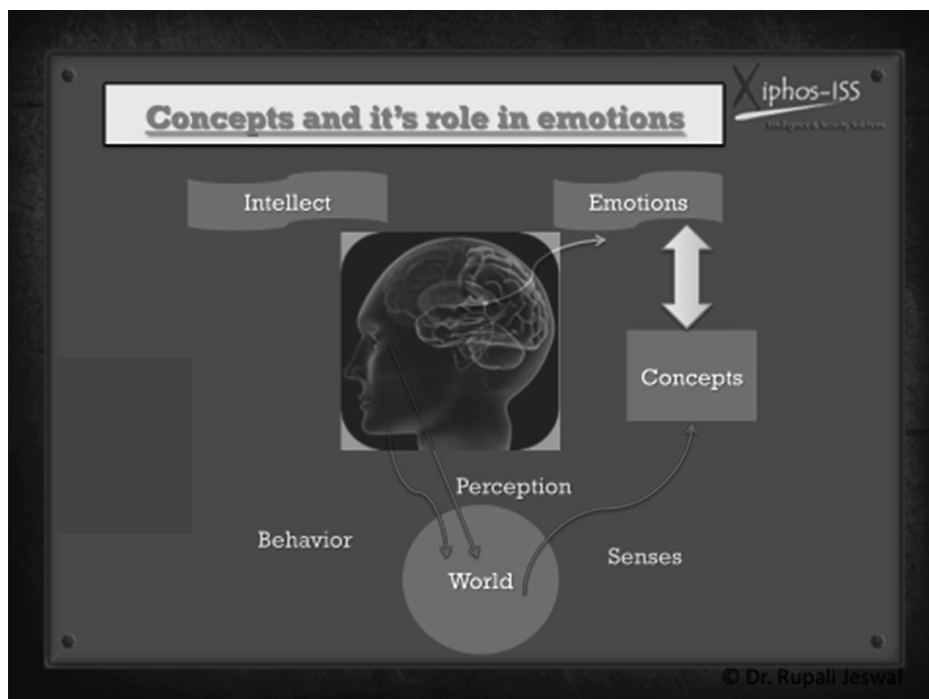
2. Cognition & Perception

Changing the belief behind a particular undesirable behaviour and reinvent a new view.

- personal competence: self-awareness, self-management
- social competence: social awareness, relationship & management (group emotional intelligence)
- knowledge of concepts and behaviour systems.

Example: Our brain maps the sensory stimulus from the outside world against the concepts we hold (inner world). In the training the participants will learn to combine the concepts and experiences and emotions, which will result in effective situational awareness, high drive and motivation. (Our concepts influence emotion and attention level.)

Some existing concepts, which we have when encountering a stimulus from the outer world needs no conscious manoeuvres and a habitual behaviour is likely to follow.)



We are designed to have more than one perception. A conscious act of looking at something keeps the image on the retina constant and at the same time our visual cortex is playing a greater role behind the scene, deciphering the details, relating the message and triggering a response all in a blink of an eye thus forming memory in 1/100th of a second.

Sub-conscious is a reservoir for everything learned and experienced; solutions to problems originate from this area. Sub-conscious works in imagery, so if we have pictured a certain kind of a day or an event we will ultimately achieve it.

3. Convergence

In the absence of more specific context, the approach is towards a definite value or a goal to reach a fixed state of mental equilibrium. If depression for example is the fixed state the client has reached, then the therapist has to make the client unlearn that fixed state and co-dependencies of “nothing good ever happens to me” to “something good will happen if I relearn and adapt a new approach to overcome my negative situation”.

4. Connectedness

Where incongruence within a person can be made congruent by connecting the points of conflict by a path so what the person feels and what the person wants to do is achievable (can be negative and positive).

5. Continuity

Based on emotional meaning — everyone manages life according to their emotional meaning. As life is a continuous process due to feelings, thoughts and actions, which contain each other and morph into each other.

For an individual to function in life which in itself is a systemic process, the individual relates to the stimulus which it relates to through emotional meaning (following our biological make-up — the brain learns innately) and this emotional meaning is set into motion in the form of action through emotional support received by the individual which helps in self-expansion. This systemic process works either way, negatively and positively.

Depressed staff makes more negative appraisals of their surrounding, peers and inmate behaviours, feel less confident in their efficacy and use maladaptive techniques more often.

Topology of our emotions can be changed through Convergence, Connectedness and Continuity. Emotions are a systemic process — they collectively represent the whole YOU. Emotional meaning, Emotional Support and Self-Expansion are the 3 wheels of this process; imagine if one wheel freezes, the process will be incomplete. To achieve continuous motion we personify our emotions by giving them expressions; if not regulated, the channel acquired for the release will freeze the wheel. To understand the emotional dimensions through resilient affective style leads to self-expansion by creating an emotional resonance through the right channel once emotions are elicited. Clarity should define YOU because at the end of the day all that matters is “How you felt”.

Develop an instant checklist. Assess, Alert, Attack & Adapt. V.I.M is used to attack — vim and vigour is the force, *I* is increased sharing makes the negative emotion fragment and *M* = you use the force to motivate change and then manage the positive change you have injected.

6. Amygdala

Picks up, on all micro cues, which has obvious results physically: you start to perspire, saliva secretion is decreased, hunger diminished, pupils dilated, and your heart rate increases.

7. Proxemics

Proxemics is what brings us together today. The term “proxemics” was coined by researcher Edward Hall during the 1950’s and 1960’s and has to do with the study of our use of space and how various differences in that use can make us feel more relaxed or anxious.

Proxemics comes in two flavours:

- physical territory, such as why desks face the front of a classroom rather than towards a centre aisle, and
- personal territory that we carry with us, the “bubble” of space that you keep between yourself and the person ahead of you in a line.

Frequent exposure to negative events over a sustained period of time, leads to over activation of the hypothalamus-pituitary axis (HPA). The failure to recover adequately would result in sustained elevations in multiple systems that are activated in response to negative events. By contrast, the capacity for rapid recovery following negative events may define an important ingredient of resilience. Resiliency is the maintenance of high levels of positive affect and well being in the face of significant adversity. It is not that resilient individuals never experience negative effect, but rather that the negative affect does not persist. Such individuals are able to profit from the information provided by the negative affect and their capacity for “meaning making” in response to such events, and this leads to their ability to show rapid decrements in various biological systems following exposure to a negative or stressful event. Emotions guide our actions and organize behaviour towards the acquisition of motivationally significant goals; this process requires that the organism have some means to decipher positive affect in the absence of immediately present rewards and punishments and other affective incentives. Example of bidirectional molecular communication in the case of anxiety and stress:

- Fear
- Breathlessness
- Choking Sensation
- Palpitations of the heart
- Increased muscle tension

Both pleasant and unpleasant stress affects the body and mind in similar physiological ways. For example, winning a large sum of money may result in pleasant stress producing a happy response, the physiological aspects may include increased heart rate, blood pressure, energy, and mental activity, to name a few. Encountering loss of a loved one, however, can also cause an increase in heart rate, blood pressure, mental activity, and other similar biological reactions.

Effects of chronic stress in the brain: Chronic stress creates excessive levels of cortisol in the brain, impairing the function of the hippocampus, leading to neuronal atrophy and destruction of neurons, decreased short term and contextual memory, and poor regulation of the endocrine response to stress.

8. Conceptualization of Stress

A certain amount of stress is needed to assist our design for motivation, to achieve a goal but when stress becomes an obstacle instead of a motivator, one experiences negative by-products which hamper our performance of a task and throw us off-balance emotionally. Somatisation may be noticed if stress is of chronic nature. This is a term that describes the expression of psychological or mental difficulties through physical symptoms.

To overcome negative patterns we have to train neural substrates of our emotions. The process needed involves:

- Experimentation of your emotions
- Acquiring new knowledge, and allowing new experiences to come

This way one broadens their horizons and at the same time mitigates risk of negative emotion. Have

your awareness increase of yourself by analyzing your joint concepts, for example: “I hate Mondays — because...” (Analyze the why?) instead of “I hate Mondays just like that”.

Have a good idea about your capabilities so you can facilitate and utilize your internal resources, eliminating the feeling of helplessness. Have a clear idea about your capabilities and strengths, so you facilitate and utilize your internal resources, eliminating the feeling of helplessness.

- Stress-induced cardiomyopathy is known as “broken heart syndrome”. It is a condition in which intense emotional or physical stress can cause rapid and severe heart muscle weakness. It is often found in patients who have been through a major crisis such as a tragic loss, accident or unexpected turnaround in life.
- Conversely, happy people have stronger hearts. There was a study in which people were asked to think positively for 30 minutes. It was found that during that time their blood pressure lowered and the heart rate declined to normal, just as how a well-trained athlete has a slower pulse. Optimistic people could be likened to an athlete without the need for bodily effort.

When strong emotions generate fear, anger or rage and these are not expressed in a healthy way then the body’s natural response is that of the sympathetic nervous system as demonstrated in the fight or flight syndrome.

Stress should not be portrayed as something, which can be avoided at all cost; stress is a pre-requisite to deal with challenges. What is needed is learning of adaptive, coping and utilization skills.

IV. OPTIMAL AROUSAL CONTROL (OAL)

OAL is knowledge of self, individual emotional make-up, natural coping skills and then how to increase the level of arousal and control the psycho-physiological effect, having the ability to be flexible, which requires positive cognitive make-up and maintain the inner harmony in the external environment of stress or critical stress, efficiently so that the individual experiences peak performance.

Paying attention to refine and strengthen your mental radar

In psychological terminology, attention is what allows you to focus on a critical task while maintaining situational awareness (Levels of Situational Awareness (SA): Awareness of information, Comprehension of its meaning, Projection of future status) so that sensory input is processed in a meaningful pattern. Concentration is the ability to consciously and purposefully direct and maintain your attention to a particular object or activity. At the same time, it’s important to be able to switch attention to another subject when necessary, and even maintain different types, levels, and targets of attention and concentration as needed at any given time, such as focusing on a suspect while broadly scanning the environment for possible danger. Mindlessness arises from “automatic behaviour.” Here, professionals rely on automatic responses as the basis for their behaviour.

Both fixation and relaxation contribute to intelligence failures. For intelligence practitioners, focusing on the wrong factors and failing to recognize the significance of novel indicators are examples of fixation. Looking wrong basically.

The antithesis of mindlessness is mindfulness

- A mindful state corresponds with: situational awareness, basic assumption consideration and creation of new categories
- Openness to new information and knowing what can be utilized
- Awareness of more than one perspective (the most important factor)

A. Metacognition

Metacognition is, with what you are thinking about.

1. Awareness: where an individual is in their personal and professional development process.
2. Evaluation: Evaluating their own capacities, limitations, thinking and feeling styles.
3. Regulation: when an individual can draw upon their own knowledge and skills and direct their internal force multipliers for planning, self-correcting and setting the goals.

Mindfulness is, with how you think as you go about what you are doing. Noticing involves remaining open to both internal and external stimuli. Through much research we know that ultimately, situational information is conveyed from external sources through sight, sound, touch, smell, and taste. People can think consciously about these but they tend to process them using more autonomic brain structures, often without noticing they are doing so. The unease one feels about getting into a taxi or onto an elevator in an unfamiliar setting are examples of such input.

Guided imagery technique using self-hypnosis (which can be easily trained to an individual, it is “self-talk” with focus) and metaphorical speech helps to channel energy in the imagination to follow the individual’s intentions. This when applied to a treatment not only helps the patient and self-image but it changes them through their own map thus making the learning ingrained.

Using guided imagery, visualization may also reduce stress, thereby boosting the immune system and helping the body to fight disease. Relaxation response and cognitive restructuring have been shown to effectively reduce stress and relieve symptoms associated with it.

Guided imagery helps us to mentally project and create mindsets for specific situations, this technique is used by athletes, and professionals of performing arts and now even law enforcement have started to use this technique.

Multisensory imagery exercises can be used to simulate training scenarios, enhance real-world skills, analyze and correct errors, mentally prepare for action, and enhance overall confidence. Imagery trainings then must be combined with real-life mock-up trainings to enhance performance in the field.

B. The Art of Reflection

Thinking and language, mutually reinforces words into plans and on to actions. If trained we can motivate ourselves during critical-stress incidents and or the untrained mind will succumb to delusional despair. Thought-stopping, cognitive restructuring, positive affirmations and self-instruction leads to self-management of the human design in the face of stress.

Reflection is:

- Looking back for reference, comparison and evaluation of the present experience
- Pulling apart ideas for deeper understanding and methods of contribution
- Addressing omission and ambiguities
- Considering alternative perspectives and making connections
- Drawing conclusions and unravelling questions

V. PSYCHOLOGICAL SURVIVAL TRAINING

This is specific to deadly-force encounters, and the ability to perform in this scenario requires that the individual is able to regulate and down-regulate the emotional context and still adhere to critical thinking strategies to maintain situational awareness and avoid confusion.

Psychological survival prepares you to anticipate danger (this is described in depth in the Leadership manual), capture the initiative, size up the situation, respond and recover quickly and efficiently and at the same time maintain peak physical and mental power to survive and overcome.

As we shift our attention to something our mind will direct senses to give it the information it needs in the speed it needs, if whatever we are focusing on creates an emotional reaction such as fear — a whole new set of physiological and psychological response will be in motion and which will amplify the senses, thoughts and behavioural processes.

If trained in nPsyPESt we will refrain from brain-sabotage; if not trained we will suffer psychological pathologies in the future, or worse, we might perish. This sort of response has to do more with “how we think” of our “situational awareness” and “perceptual past memory” than just what eyes and ears are experiencing in the present.

Do remember:

Components of a stress situation:

- It's objective
- It's your perception of it
- It's your emotional response towards it

This is inevitable human mechanics; this employs your past experience, evaluation and judgement of a similar situation and last your behaviour response for action which uses your physiological and psychological response which will determine the consequences.

- Reduced awareness of environmental cues (Loss of task awareness and situational awareness)
- Increased awareness to signs of anxiety
- Decreased tolerance for pain and frustration
- Decreased efficiency in mental processing
- Increased mistakes and injury

This is our innate way of our brain telling us something is wrong, to protect us, evolutionary survival but in our jobs we have to overcome all these traits and move forwards, and we can only do it if we know what they are, why these traits are there and how we can down-regulate them so it does not bring us to a “freeze” state. You must be able to replace fear in situations by seeing them as challenges. For this we must be psychologically trained.

Knowing in brief about TMT (Terror Management Theory) is salient for correctional professionals because they must rise above their innate behaviour during critical crisis and be able to regulate and function with high self-esteem. According to TMT, all humans are motivated to suppress the potential for innate terror of non-existence due to the human awareness of vulnerability and mortality by investing in cultural belief systems (or worldviews) that instil life with meaning.

People who are threatened with death and the fear or issues of marginalization (which is occurring more in today's time due to globalization and acculturation) that relates to it are more ready to embrace cultural values and belief systems which give them a sense of security, identity and camaraderie. They are more likely to cling on to that which affirms and provides meaning to their existence. This is known as the mortality salience hypothesis. The fear of death is rooted in an instinct for self-preservation that humans share with other species. Although we share this instinct with other species, only we are aware that death is inevitable — that is, that our self-preservation instinct will

inevitably be thwarted. This combination of an instinctive drive for self-preservation with an awareness of the inevitability of death creates the potential for paralyzing terror.

A cultural anxiety buffer, consisting of the cultural worldview and self-esteem, manages this potential for terror. The cultural worldview is defined as a set of beliefs about the nature of reality shared by groups of individuals that provides meaning, order, permanence, stability, and the promise of literal and/or symbolic immortality to those who live up to the standards of value set by the worldview.

Self-esteem is defined as one's belief regarding how well one is living up to the standards of value prescribed by the worldview. Because the cultural anxiety buffer is a social creation (humanly created, transmitted, and maintained), individuals are highly dependent on others for its validation and maintenance.

The anxiety-buffer hypothesis states that if a psychological structure (worldview, faith or self-esteem) provides protection against anxiety, then strengthening that structure should make one less prone to exhibit anxiety or anxiety-related behaviour in response to threats, and weakening that structure should make one more prone to exhibit anxiety or anxiety-related behaviour in response to threats.

Self-esteem is negatively correlated with general anxiety, death anxiety, and physical and mental health problems associated with anxiety.

Further support for the anxiety-buffer hypothesis is provided by experiments that have demonstrated that self-esteem threats cause anxiety (e.g., Bennett & Holmes, 1975), that defensive responses to self-esteem threats are mediated by anxiety (e.g., Gollwitzer, Earle, & Stephan, 1982), and that the use of self-esteem defences reduces anxiety (e.g., Mehlman & Snyder, 1985).

(Terror Management Theory and Self-Esteem: Evidence That Increased Self-Esteem Reduces Mortality Salience Effects. *Journal of Personality & Social Psychology*; Copyright 1997 by the American Psychological Association, Inc. 1997, Vol. 72, No. 1.24-36-0022-3514/97/53.00)

A. Integrative Design of Mind & Body Synchronization

Molecular communication is the interrelationships between the biological, psychological, social and behavioural factors of health and illness. Human beings may be physiological entities, but fundamentally we are a psychological phenomenon, and being aware of this inter-relationship forms a roadmap to facilitate a positive change in another and down-regulate the impact and understanding of negative emotions.

The concept is based on psychoneuroimmunology (PNI), a controversial topic of the past, but with successful findings we have learnt that there is bi-directional communication among the nervous system, the endocrine (hormone) system, and the immune system, and the implications of these linkages for physical health. PNI is not a therapy but a science, which gives us the blueprint for understanding the internal communication and how we may manipulate it to aid healing from within by using tools of hypnosis, psychotherapies, biofeedback emotional intelligence and interpretative phenomenological analysis.

B. Culture-responsive Design

Cultural mapping is a significant marker also to be considered due to the reason that culture is:

- A body of learned behaviours perceived as state of nature
- Cultural templates shape behaviour & consciousness

C. Cultural Context

Social process and dynamics, interpersonal and interaction. Culture is for society what memory is for individuals. It is a set of distinctive spiritual, material, intellectual and emotional features of a

society or a social group. It is further expanded by ways of living together, value systems and beliefs:

- It relates to the essence of culture as a medium
- Relates to the relationship between members of culture and their own culture
- Relates to our competency to understand our own culture

Culture encourages people to sustain the symbolic view of security and life of themselves and of the world by promoting a world-view, which conveys that the world is orderly, meaningful and permanent. This symbolic immortality comes through identification with the ongoing culture and lasting symbols, offspring and culturally valued achievements. A rich culture births a satisfied society that in turn fuels the individual's sense of belonging and self-esteem.

What happens when the cultural values and symbols are shattered? Insecurity, conflicts, pain, stress, anxiety, fear and aggression — are the responses.

Cultural differences and our natural models of resiliency and recovery are embedded in the culture we have been raised in, and it plays a significant role in how one verbalizes and cognitively and emotionally performs whether in their own culture or when immersed in another culture.

Stress and anxiety may befall when the two points of cultural map and world-view come into conflict leading to some stress and anxiety or in some cases major impact is felt, and behaviour-action might be formed. All holistic treatments must consider cultural mapping of the patient to create wellness modalities.

The way emotions are verbalized and expressed or not is also culturally ingrained, for example: speech is especially important in the Western cultural context as a means to express and clarify one's thoughts; in contrast, speech is not as valued in the Eastern cultural context. Rather, it is viewed as a distraction to thinking. This suggests that a patient of different cultural background will have varying responses to the way they address their issues to the practitioner. It is the practitioner's responsibility to lead the patient with the goal of recovery beyond cultural factors.

Post-incident follow-up and critical stress debriefing. A truly comprehensive mental toughness training programme includes post-incident follow-up and critical stress debriefing.

Critical incidents produce characteristic sets of psychological and physiological reactions or symptoms (thus the term syndrome) in all people, including emergency service personnel. Typical symptoms of Critical Incident Stress include:

- Restlessness
- Irritability
- Excessive Fatigue
- Sleep Disturbances
- Anxiety
- Startle Reactions
- Depression
- Moodiness
- Muscle Tremors

- Difficulties Concentrating
- Nightmares
- Vomiting
- Diarrhoea
- Suspiciousness

The physical and emotional symptoms, which develop as part of a stress response, are normal but have the potential to become dangerous to the responder if symptoms become prolonged. Researchers have also concluded that future incidents (even those that are more “normal”) can be enough to trigger a stress response. Prolonged stress saps energy and leaves the person vulnerable to illness. Under certain conditions, they may have the potential for life-long after effects. They are especially destructive when a person denies their presence or misinterprets the stress responses as something going wrong with him.

The ultimate goal of post-incident follow up is to build you up and make you stronger and vigilant against any physiological symptoms of stress; any broader issues will have to be addressed separately. Critical debriefing is a talk-through process, it does not involve any “note taking”, “investigation of the event”, “giving operational critique” and “no blaming session”.

This frame requires a multi-component approach to manage traumatic events, it is integrated and systematic.

It is resilience and not resistance, which makes a person “tough” — those individual who knows how to deal with stressors of various base levels and critical levels, perform as high functioning individuals.

D. Biofeedback

These sensors allow persons to monitor their own muscle relaxation, heart rate, breathing patterns and perspiration and concentrate on changing it through either the visual or auditory information provided by the equipment.

How to create a healthy empowered relationship with anger?

The first step is to realize that it's a vital key to your inner strength. It is important to recognize the value of your emotions and to understand that anger isn't a “bad” emotion. It is a messenger in your life telling you that change is needed. When you honestly feel and deal responsibly with it you'll quickly express and release it from your heart and mind. Then, the energy trapped inside your anger becomes a constructive force offering you untold will power and renewal of your life force. Taking responsibility and allowing yourself to connect with a negative emotion to understand that part of you is the start of re-patterning of your thoughts.

Use your imagination to unhook the negativity from your mind. Research has shown us that within the brain some parts are switched on whether in action or imagination. This is how the body-mind connection works. It is powerful when you use it for personal growth.

Self-leadership is vital to the success of the therapeutic plan, to instil taking control of your life and how to use critical thinking systems helps the patient to use correct form of thinking and feeling where one is taught how to think and how to react to feelings with awareness and responsibility.

Using guided imagery, visualization may also reduce stress, thereby boosting the immune system and helping the body to fight disease. Relaxation response and cognitive restructuring have been shown to effectively reduce stress and relieve symptoms associated with it.

At every step we are using our internal assets and optimizing it's potential, but doing with

awareness instils three things: Knowing who you are today. What you can do today.

Colour: Colour antedates civilizations and is both a subjective experience (limbic) and an objective feature of the world. Giving colour to your emotions makes a visual connection, and it is easier to re-pattern behaviour and thoughts when one can see and not just hold an abstract concept of change. Change must be seen and felt for re-patterning brain behaviour and healing. This is done through specially designed modules.

We have a visceral emotive relationship with colour. Just imaging our world to be monochromatic, like all shades of grey, would immediately instigate a dull, aching feeling. Colours transmit distinct physiological, mental and energetic information throughout our system; it is tied to emotion and a physical reality. Learning how to give colour to emotions and responses can serve as a tool, which can be used for cognitive restructuring with the help of an experienced health practitioner.

The analysis of this short study emphasizes the fact that human design is constantly shaped and reshaped through experiential learning. When an individual encounters experiences through situations and makes assessment due to the feelings which arise, this individual goes through a change process but remains relatively unchanged till practice and experimentation of those feelings are challenged and exercised further. The outcome then is based on judgment, an aftermath of reasoning and then assessment of the outcome of that judgment and reasoning set, due to memory tags reinforcing the change within an individual. It is during practice and experimentation when the help of a facilitator might be needed to induce wellness modalities, creating healthy memory tags for future use.

Habits and personality do not cause mental disturbances; however, it's the mental disturbances that often cause unhealthy habits and disorders of personality.

VI. NUTRITION AND THE BRAIN

A. Imagination + Motivation + Action

To imagine is to execute an action in your thoughts. Imagination and action are integrated into each other. You must have indulged in mental practice before a game of badminton, tennis or basketball.

From a neuroscientific viewpoint, and brilliantly expressed in the book "Phantoms in the Brain", it has been explained that, when we close our eyes and imagine the letter "a", the visual cortex in the brain lights up as if we were actually looking at the letter "a". Try it and you will know what I mean. Brain Scans show that in action and imagination many of the same parts of the brain are activated. Visualizing can improve performance of any task.

B. Motivational Neurotransmitters + Nutrition

Neurotransmitters are made from amino acids obtained from the protein in the food you consume. These are the brain chemicals that motivate/sedate/focus or frustrate. The complex interaction is what shifts your mood and changes your mind.

Examples:

1. Dopamine: is important for motivation and to give a sense of readiness to meet life's challenges. Stress and poor sleep will deplete the levels of dopamine.

Dopamine results in:

- Feelings of pleasure
- Feelings of attachment/love

Food Source: Apples, Celery, Chicken, Cucumber, Fish, Green leafy vegetables, Honey, Cheese, Watermelon

2. Noradrenalin: is the other neurotransmitter needed for motivation, alertness and concentration.

Like a hormone it travels in the bloodstream to arouse brain activity.

Noradrenalin results in:

- Arousal, Energy, Drive
- Stimulation
- Fight or Flight

Food Source: Bananas, Almonds, Avocado, Pineapple

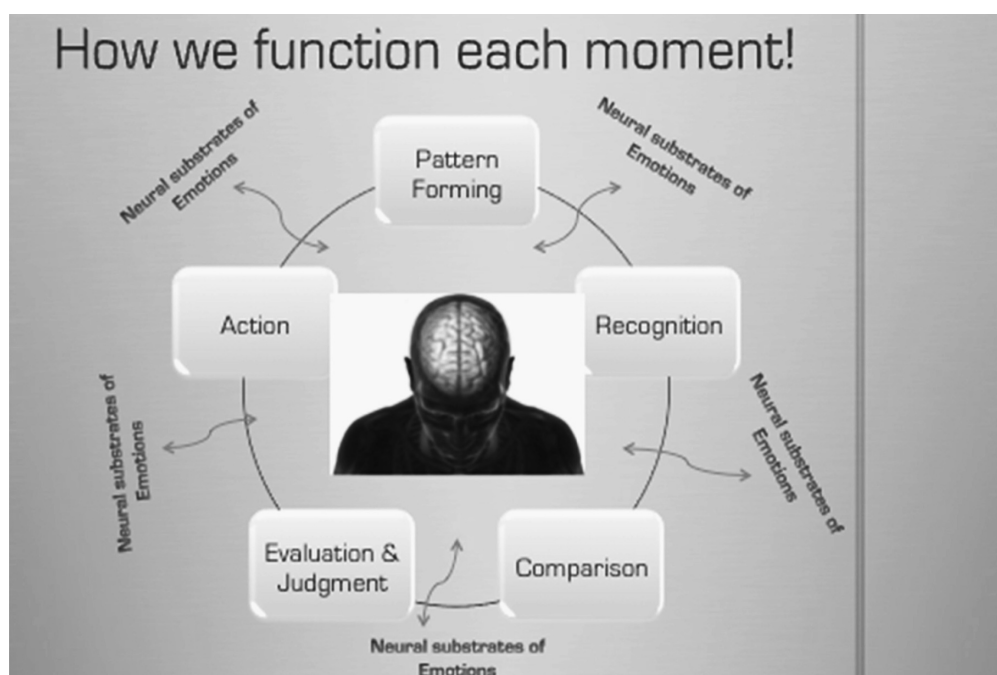
3. Serotonin: Serotonin acts in a variety of ways and is involved in about one quarter of all the body's biological processes.

Serotonin results in:

- Emotional stability
- Reduces aggression
- Sensory input
- Regulation of sleep cycle
- Appetite control

Food Source: Legumes, Milk, Nuts, Pasta, Potatoes, Radishes, Spinach, Tomatoes

There is a vast variation in stress adjustment to adversity from severe incapacitation to resilience to growth. Much research has shown that the brain is geared to grasp negative cues faster than positive adhering to the innate make-up of human survival. So a systematic approach is needed for professionals in the field of corrections regarding emotional regulation, cognitive reappraisal of situations (re-evaluating a situation to change its emotional impact). Positivity is not the pursuit of pleasure or even well-being, but rather involves the states and traits that promote broad thought and flexible action.



The vehicle that the mind and body use to communicate with each other is the chemistry of emotion. The chemicals in question are molecules, short chains of amino acids called peptides and receptors, the “biochemical correlate of emotion.” The peptides can be found in your brain, but also in your stomach, your muscles, your glands and all your major organs, sending messages back and forth.

VII. APPENDIX

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LEADERSHIP: A STRATEGIC SKILL

*Rupali Jeswal**



I. LEADERSHIP IS A STRATEGIC SKILL CULTURE OF DISPERSED

Leadership is an all-level initiative with a slogan of “Every Officer is a Leader!” When the goal is personalized, one takes the responsibility for the success of that goal.

Heinz Kohut was an Austrian born American psychoanalyst, known for his contribution on self-psychology and he has expressed beautifully, “Our sense of being an independent centre of initiative and perception”; of being “integrated with our most central ambitions and ideals”; “And with our experience that our body and mind form a unit in space and a continuum in time”.

A. Introduction to “Self”

Heinz Kohut gave us a framework of self, he gave us the ear to listen to our tone, knowledge to understand the language of self, appreciate our own unique, individual style and understand the subtleties of the meaning we weave, and then the process where we translate and re-create the language of our own psychology with all the features thought and felt as closely as possible to its origin and project it out to the world.

B. Trigger by Stimulus

Our response to the stimuli (physical response) is a reaction to the understanding of the stimuli. Our personality is a response to a stimuli activated through the feelings, perception and understanding of that stimuli.

1. When We Express Ourselves and Its Mechanism

An expression becomes the language of emotions which is a combination of morals (culturally injected), variables (factors in the environment which can cause predictable & unpredictable changes), operators (within an individual e.g. physiology, past experiences) and functions (role) that are interpreted and evaluated, according to the particular rules of priority (heterarchy) and of association for a particular emotional language, which deciphers and then connects paths towards equilibrium producing another value. The expression is said to appraise to that value which is then personified and produces the behaviour. To understand the groundwork of our emotions at neuronal level can help change the topology of our emotions leading to harmony mentally, physically and emotionally.

Leadership is a combination of strategy and character. If you must be without one, be without the strategy. — Gen. H. Norman Schwarzkopf

C. Leadership: A Strategic Skill

Leadership is a strategic skill, which comes through an orchestrated immersion and then application of force multipliers in the environment.

Awareness and leadership they must have communication and synchronization and a deliberate doctrine to swarm and decentralize the negative environment created by the challenge.

Leadership is a mission-critical intelligence and it is not just about leading other's but leading oneself first. When an individual leads from within she/he sets the pattern for leadership culture for the whole unit/team.

*CEO, Xiphos ISS (Intelligence and Security Solutions).

Why leadership trainings have become so important in current times?

The modern age of technology has brought bombardment of massive amount of information, acculturation and related to the profession various sectors of Homeland security the unpredictable threat scenarios have also induced a need to cultivate action-oriented mindset of “Every Officer is a Leader!”

Self-awareness is necessary for correctional professionals to understand the ways in which their strengths and weaknesses affect the course of an action and how they deal with others and their ability to reach their goals and have the knowledge of force multipliers in the environment which can be utilized to reach the goal-set.

- A force multiplier is a capability that, when added to and employed by a (unit) team or an individual, significantly increases the potential of that unit and thus enhances the probability of successful mission accomplishment.

Leadership in entirety is a strategic skill because effective leadership in corrections also conveys a statement to the stakeholders and presents the full comprehension of its value of the correctional agency and its services.

The effective leader knows how to identify simply and concretely not just the task at hand but also the reason behind the task. To create a vision and lead the team to follow that vision is always a challenge, once this is established it helps the team members to understand the importance of their role and responsibility leading to the common goal envisioned.

This serves both the public which often rejects and condemns offenders and the offenders who often reject and condemn the circumstances.

This requires operational art and strategic thinking — two crucial elements employed by the leader with combined capacity of the team.

1. Goal Success Plan

- Is the goal specific, challenging, approachable, measurable, inspirational?
- What are the steps necessary to achieve this goal?
- What might be the barriers and what will I do to overcome them?
- How to enhance my commitment and motivation?
- Who else, or what else do I need to be successful?

One of the affective styles is the capacity to regulate negative emotions and specifically to decrease the duration of that negative affect once it arises.

When we recognize our inherent potential through our visible signature strengths through which we receive and give recognition, encouragement, ability and curiosity to explore, and develop.

2. Key Components to Recognize Inherent Potential

- Identity Development — self and group identity
- Value Assessment — our inner concepts of the World, the way of being and what we encounter in reality.
- Discovering purpose — a higher mission not dependent on monetary gain or “positions”

- Goal Planning and setting — how specific is the goal, what are the steps and how to implement those steps
- Time Management — understanding of priorities and making time for things which are important for personal and professional growth
- Feedback task learning & Performance

Full Circle of Goal Planning



As shown in this illustration the motivational process for a goal starts with instinct approach (what we naturally are good at), and if it satisfies our needs, if not then we need an incentive to move forwards, once the right incentive is found it triggers an arousal state of wanting to move forwards using our cognitive and emotional make-up and we succeed in reaching our goal.

This is a complete process, but without utilizing all the approaches together one can reach a goal by a combination of just 2 from the steps mentioned in the illustration.

D. Operational Art

The organizations at all levels require methodology based on Operational art, that is, creative thinking, leading to a unifying thought process encouraging the forces capability goals and operating process. It is also, unity of effort and integrates end ways and means while accounting risks across all levels.

Operational art leads to operational design that is conceptualization and construction of an intellectual frame for subsequent execution. Operational art and design strengthen strategies and tactics.

Operational design takes the creative process of operational art and makes us understand conceptually the complex operational environment with tactical dilemma in space and time.

The idea should reflect a holistic understanding of the operational environment and the problem.

In theory, an infinite number of possible goals and courses of action (COAs) exist in any situation,

perceptive insight is the combination of analysis and intuition, seeing in parts and whole and combining them in such a way that it leads to new behaviour and response to the true nature of a situation.

The strategic thinker sees issues in the context of systems and their relationships to other systems. (in parts and whole). The skilled strategic thinker knows how to take advantage of opportunities that others might miss, recognize the relationships between seemingly disparate entities, and view daily tactical issues in a broader and longer term context. The strategic thinker is able to consider a broad range of alternatives when addressing a challenge.

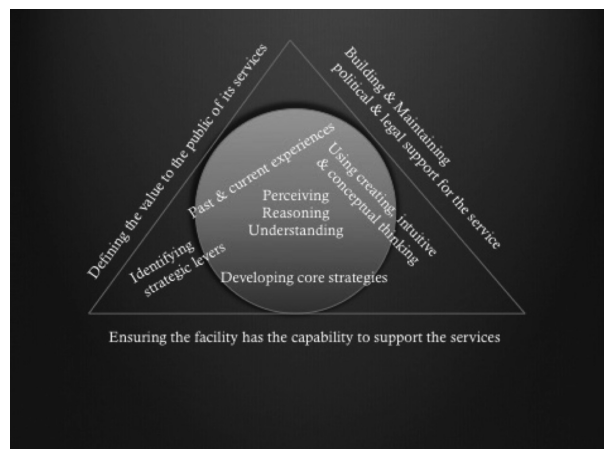
A strategic thinker employs different forms of thinking:

- Conceptual
- Creative
- Intuitive & Insight
- Sense making & Mindfulness
- Holistic & Divided
- Sequential & Simultaneous
- Network & Individual
- Analytic & Logical

Critical thinking is known and utilized by most professionals in correctional systems, along with this we need to build up our intuitive skills and keys to capture intelligence as a management tool. Intuitive skills and use of intelligence to its optimal level comes from:

- Situational Awareness
- Observation skills, including non-verbal markers
- Ability to communicate

This strategic mission has a thinking cycle, which is encompassed by exterior responsibility.



The cognitive cycle phase uses perception through observation and assessment, understanding of it and the meaning-making units of it — Reasoning.

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A strategic thinker acquires and employs insight based on past and current experience and then with insertion of creativity, intuition and conceptual thinking develops a foresight for projection of future status.

Strategic levers include what stakeholder's value and matching those levers with the capability of the organization.

Reasoning employs a road-map to develop core strategy and the ways to implement it with full effectiveness.

The parameters which encompass the strategic cognitive cycle must balance each other and within which effective leadership through strategic thinking must work by proving the value to the public of the services provided, building and maintaining political and legal support for those services and ensuring the facility has the capabilities to provide those services.

Innate nature of our brain regulates our self -psychology at all times, which is meaning-making. In this meaning-making, heterarchy is of utmost important which eventually leads us to act upon the emotion which is high on precedence.

A continuous flow —

- The mind is comprised of beliefs, desires, emotions, perceptions, and intentions.
- Personality Enrichment attributes to these mental states to self and others in order to understand and predict behaviour.
- New Horizons are achieved when we understand ourselves, and others around us.

But there are times when we need mission-critical intelligence which has no implementation plan but needs immediate action on an issue. This situation checklist incorporates few steps:

- Proceed by incremental steps — do the doable.
- Fix & Repair as you proceed — learn from the errors and regain momentum throughout the implementation process.
- Instigate feedback — to assess, evaluate and fix and remaining flexible but verbalizing the purpose of the steps at all times to the team so as to maintain the common vision and avoid confusion.

While the Correctional executives and senior-level leaders' maintain the external environment through collaboration, development of alliances, negotiations etc the inner environment management is on each individual, team and its leader.

The figure below illustrates how the self is constantly engaged and maintains a continuous ripple. The self being affected by physiology and external phenomenon which then producing an emotion-reaction action, that also flows backwards and induces changes in self, leading to combined thoughts and behaviour.

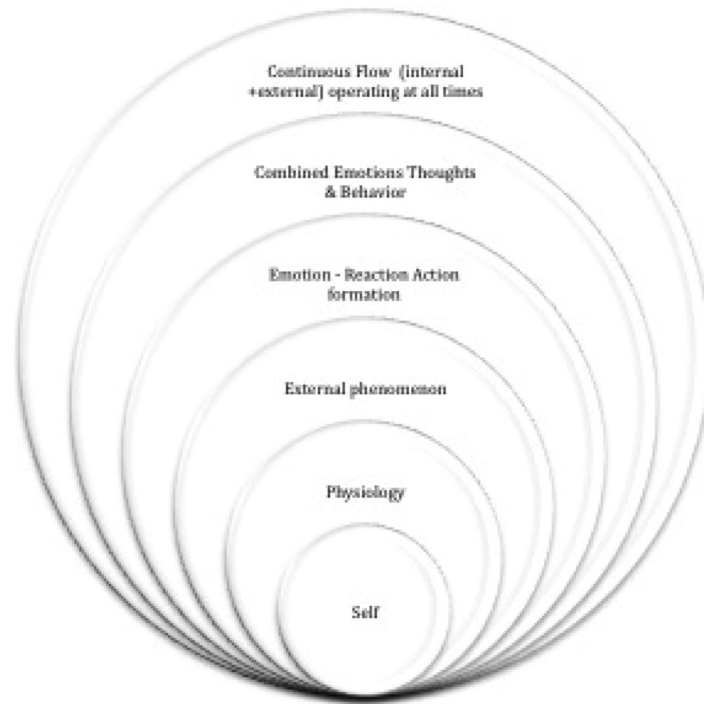


Figure 1 : Congruency ripple (Psychosmogram)

E. Psychometric Tools

1. The Self-Assessment Instruments

- The Myers-Briggs type indicator® (MBTI®)
- The fundamental interpersonal relations orientation— behaviour® (FIRO—B®)
- The 360-degree feedback instruments— instruments that provide full-circle measurement from assessment to feedback— are benchmarks®, emotional competence inventory®, leadership practices inventory®, multifactor leadership questionnaire®, and skillscope®.

II. DISTINCTION-MAKING TRAITS (DM) & DISTINCTION — DISSOLVING (DD)

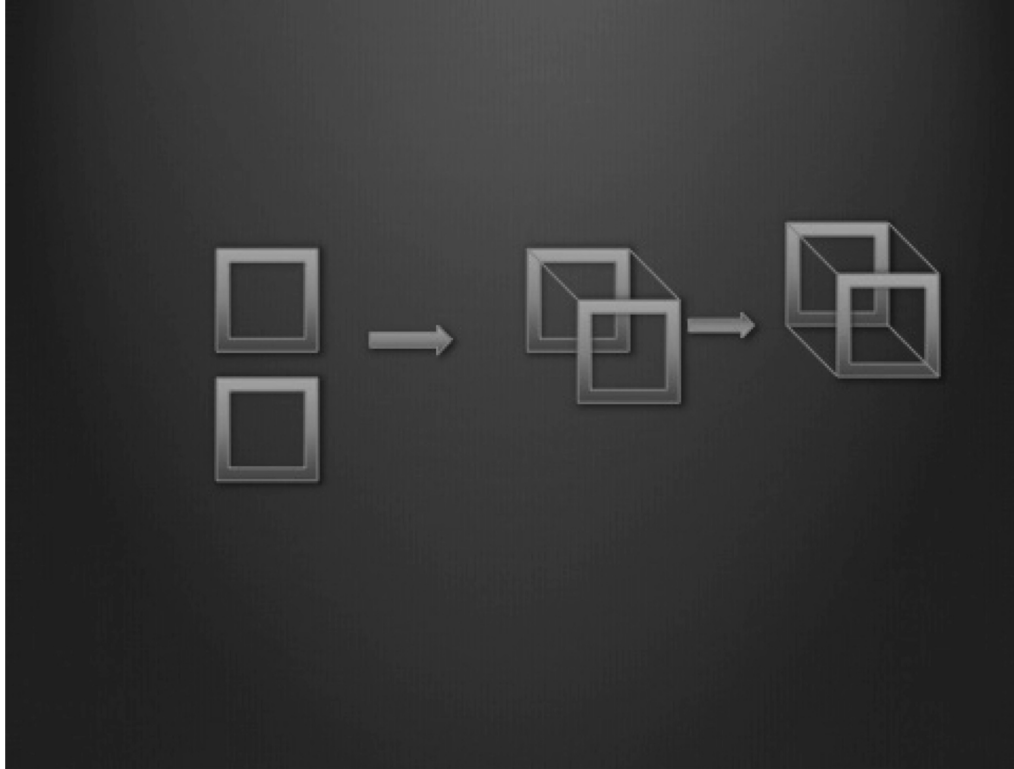
Three parts of the brain assist in DM & DD. They are the Reptilian brain (R-Complex), limbic brain and the neo-cortex.

Imbalance occurs when one set of traits dominate the other trait. Distinction-making traits are seen in activities such as creating hierarchies, having a rigid set of objectives, paying close attention to details as opposed to whole, valuing precision and orderliness. These are the product of the R- complex and are necessary for survival. Control must be established to effectively deal with the crisis. When an individual or a group esteems these traits over distinction-dissolving traits, however, a breakdown in empathy and flexibility occurs.

Distinction-dissolving traits value richness of experience, intuition, complexity, higher tolerance for ambiguity and a holistic emotional appraisal. These traits are also needed for survival. They insure creativity, flexibility, intuitive thinking and diversity within an appreciation of the whole. Intermin-gling of thoughts from various stimuli ensures brain progress. Ability to change, have courage and determination to execute must accompany distinction-dissolving traits in the neo-cortex. When in-action prevails and the group or individual have no clear focus they become weak and ineffective.

When we combine the two squares with just two straight lines, we see depth in the image almost an

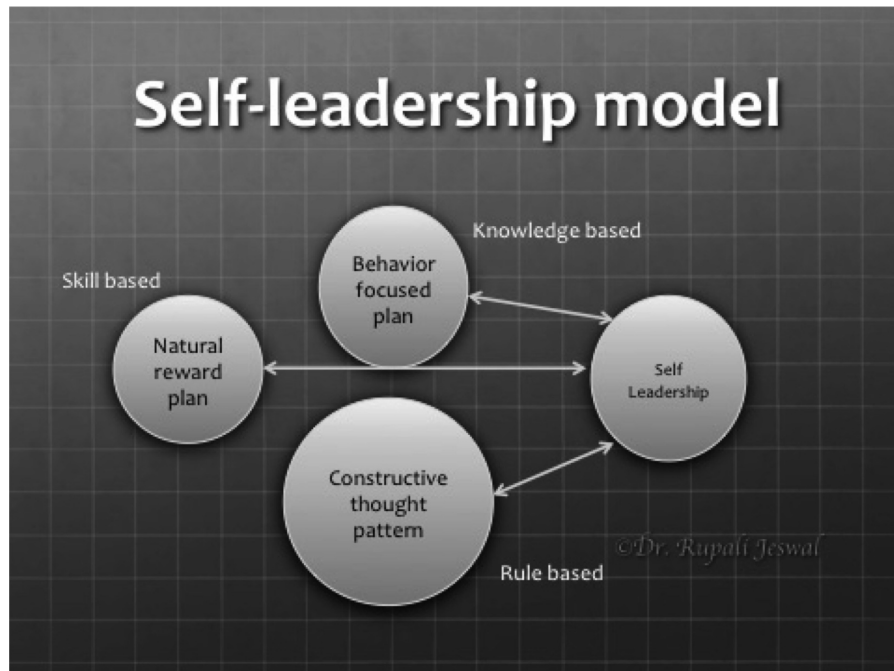
entrance. When we combine it with three straight lines it becomes a skeleton cube. Our perception is programmed in a way that a simple bare square will sub-consciously beg you to add more features to it, to animate it, give it another angle, if one does or doesn't depends upon how trained one is to make maximum use of his perception, we are designed to have more than one perception of an animate and inanimate object. When the conscious act of looking at something keeps the image on the retina constant and yet our visual cortex is playing a greater role behind the scene.



We have this natural ability so why not make a conscious effort and introduce it in our everyday lives and encounters — we so often get one-tracked in life. There are so many options/sides to one thing — so why should we dwell on just what we see, why don't we explore it from every angle and utilize it as a force multiplier.

- Behaviour-focused strategies
- Natural reward strategies
- Constructive thought pattern strategies

A. Self-Leadership



The need for self-leadership is salient; leadership courses for inmates will increase their self-esteem and make them learn to take responsibilities.

Self-leadership is an influence-related process through which employees motivate and navigate themselves to attain desired behaviours and ends. Although individuals are motivated to accomplish tasks, not everyone is capable of displaying innovative behaviour, because of the absence of self-navigation, a key element in the concept of self-leadership. People who possess good self-leadership qualities know how to achieve high levels of self-direction and self-motivation during this process people learn to lead themselves. For instance, constructive thought patterns become essential during the first stage of the innovation process - recognizing a problem and generating new ideas and solutions.

In other words the ability to instil positive self-influence, which emphasize concepts of self-navigation, self-control and self-management.

As a broader construct, self-leadership encompasses a set of three complementary cognitive and behavioural strategies, which impact subsequent outcomes. These are:

- (i) *Behaviour-focused strategies*
- (ii) *Natural reward strategies*
- (iii) *Constructive thought pattern strategies*

III. ROLES IN LEADERSHIP CULTURE

Roles	Characteristics
Assessor	<ul style="list-style-type: none">● Gauge prior knowledge and interest.● Monitor groups and individual progress.● Support self-assessment.● Be able to reflect on their own practice and accept feedback about themselves.
Questioners and Challenger	<ul style="list-style-type: none">● Provide an appropriate and timely level of challenge and specific feedback for each individual's.● Encourage questions and make time to find answers together.
Model and Coach	<ul style="list-style-type: none">● Demonstrate strategies that you wish to facilitate.● Make thinking visible.● Lay out your expectations and assessment requirements clearly.● Encourage measured risk-taking.● Have enthusiasm for reflective thinking strategies.
Strategic Planner	<ul style="list-style-type: none">● Implement methods which are appropriate for the learning in context and purpose.● Understand each individual's needs and use this information for timely choices about tasks and grouping arrangement.● Allow time to staff to practice what is learnt.

What effect does leadership training have?

A. Latent Learning Objectives Through These Trainings

- Self-belief - belief in ability to achieve goals
- (Belief you are different to opponent.)
- Motivation - (desire/determination)
- (Intrinsic motivation and using adversity as a source of determination.)
- Acceptance of competition anxiety
- (Have skills to plan on how to deal with it.)
- Can maintain focus - ability to "balance"
- (Maintains technique/effort in face of fatigue/pain)

B. Latent Effective Behavioural Markers

Behavioural markers - decision-making, communication, leadership (teamwork among units — inter and intra).

- Cohesion - Social & Task & Teamwork

- Commitment — Communication through Leadership styles
- Crew coordination - Morale Decision-making
- Feedback (Mental models) — learning from self and others
- Performance — Adaptability, Responsibility & Conflict
- Information exchange — Roles, Cross-training
- Trust Performance — Monitoring and Mentoring each other
- Leadership qualities - Self-efficacy, Collective efficacy
- Communication — constraints, flexibility, clarity
- Team identification - Social exchange on what makes a group self organizing and sustaining.
- Stress - Leadership personality during stressful situations

1. Leader — What are the Values & Motivations

In general we are all aware the components of leadership:

- (i) *Interpersonal skills*
- (ii) *Ability to build and lead teams*
- (iii) *Adaptability*

Interpersonal skills uses self-science, emotional intelligence, & understanding our own behaviour-response system.

Ability to build teams uses art of communication along with emotional intelligence principles, which makes a leader know how others feel and think.

Adaptability is utilization of the strengths within an individual and motivate others to move forwards, especially during time of crisis. This has much to do with stress-response system.

In other words the ability to instil positive self-influence, which emphasize concepts of self-navigation, self-control and self-management.

As a broader construct, self-leadership encompasses a set of three complementary cognitive and behavioural strategies, which impact subsequent outcomes. These are:

- Behaviour-focused strategies
- Natural reward strategies
- Constructive thought pattern strategies

Learning occurs as a 'response' to certain definite and identifiable stimuli in one's environment. Emotionally intelligent organizations maximize potential for operational success and increase effectiveness because people in these organizations share more powerful connections.

Learning activities in constructivist settings are characterized by active engagement, inquiry, problem solving and engagement with others.

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Training plan in a facility should be such so as to foster a culture where these elements are produced, recognized and practiced:

Clarify	Create
Mentor	Monitor
Measure	Recognize
Reinforce	Reward

- Appreciative Inquiry: **Inquiry into what is possible should begin with appreciation.** The primary task is to describe and explain those exceptional moments which energizes the team and activate the team individual's competencies.
- Possible & Applicable: **Inquiry into what's possible should be applicable.** Study should lead to the creation of knowledge that can be used, applied, and validated in action.
- Inquiry creating force multipliers: **Inquiry into what is possible should be a force multiplier.** A team is capable of becoming more than it is at any given moment, and learning how to determine its own future establishing the foundation of a self-organizing unit. Delegation and dexterity are the two key components of this.
- Collaboration of human potential: **Inquiry into the human potential in the community should be collaborative.** This assumes an inseparable relationship between the process of inquiry and its content.

Emotional intelligence, serves as a dominant “moderating factor”. This factor allows an assessment to the managers of internal and external contingencies and adopt the most effective & appropriate COA (course of action)

From Darwin to the present, most descriptions, definitions and conceptualizations of emotional-social intelligence have included one or more of the following key components:

- the ability to recognize, understand and express emotions and feelings
- the ability to understand how others feel and relate with them
- the ability to manage and control emotions
- the ability to manage change, adapt and solve problems of a personal and interpersonal nature
- the ability to generate positive affect and be self-motivated

(The Bar-On Model of Emotional-Social Intelligence (ESI))

Changing the neural substrates of emotions and emotion-reaction will not only affect neurology of one's brain but the physical reaction will be affected too, thereby assisting the individual to motivate and maintain the control on down-regulation of negative emotion in a constructive manner. Change in one facilitates changes in the entire human design. We create new areas with new competencies.

V: Vim and Vigor

I: Increased Sharing

M: Motivation and Management

V.I.M = Combination of attributes or advantages which makes a specific emotion more effective than another emotion of comparable size. Example:

Extreme Happiness as compared to Extreme Sadness. Down regulation of emotion is taking V.I.M and using it to your advantage. This is also known as force multipliers. A force multiplier is anything and everything, which can be taken by an individual and used to their advantage to increase their potential. In organizations brain storming is one such process where a group of people in various departments come together and take each other's potentials multiply it with their and come up with options, suggestions and innovations.

One of the affective styles of functioning through E.I is the capacity to regulate negative emotions and specifically to decrease the duration of that negative affect once it arises.

Our Brain is subjected to constant structuring and restructuring through pattern associations. Neural Substrates are elemental for our natural state. It is a substance that is acted upon in a biochemical reaction; they are basically carriers of information, and the bio-chemical reaction produces information. Neural Substrates lead us to challenges, choices, creative critical thinking and transferring learning through experience. They set our internal emotional climate through appraising our external environment at all times. Seeking patterns, making connections is what our brain is doing continuously through the influence of emotions. We all have emotional intelligence, the only question is how much with awareness we use this intelligence to regulate and down-regulate our emotion-reaction-action.

IV. EMPIRICAL REVIEW

Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a 'telling style'. The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981.

The leader believes in motivating through a system of rewards and punishment. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals.

Researchers have studied leadership style extensively over the past three decades, focusing heavily on what "behaviours" effective leaders exhibit. Their findings indicate that leadership style is something people can learn. In fact, the leadership style used within an organization has been shown to relate profoundly to its performance and, especially, its ability to adapt to changes in the environment. Evidence continues to grow that developing effective leadership behaviours is important and that leadership style does indeed matter.

An important leadership model developed over the past 30 years encompasses two different leadership styles: "transformational and transactional".

A. Transformational Leadership Inspires Followers to Accomplish Things Beyond What Might Be Expected

- Raising followers' consciousness of the value of specified goals.
- Helping followers transcend their own self-interest for the sake of the team, the unit, and the organization.
- Motivating followers to address higher- level personal needs.

Transformational leadership is frequently associated with increased organizational effectiveness. Such an approach stresses that leaders must understand and adapt to their followers' motives and needs. These leaders are good role models who empower staff members to achieve higher standards and engender trust in others. They are change agents who articulate a clear, shared vision of the

organization and establish meaning in organizational life. This encompassing approach can describe a wide range of leadership behaviours, from specific attempts to influence followers on a one-to-one basis to broad attempts to influence whole organizations.

In contrast, transactional leadership refers to the most common approach, which focuses on the exchanges that occur between leaders and their followers. Transactional leaders exchange things of value with subordinates to advance their own, as well as their subordinates', agendas. Traditional examples include a manager offering employees a promotion in exchange for performance, or instructors giving students a grade for work completed.

Transactional leaders achieve results through positive or negative reinforcements of behaviours and can be very influential because subordinates realize it's in their best interest to do what their leaders ask.

The model also acknowledges non transactional behaviours, sometimes referred to as "non leadership" or *laissez-faire* behaviours, typically associated with a hands-off leadership style. Such a leader tends to abdicate responsibilities, delay decisions, and make little effort to help followers satisfy their needs. An example might be the head of a small unit who calls no meetings with employees, has no long-range plan, and makes little contact with others in the organization.

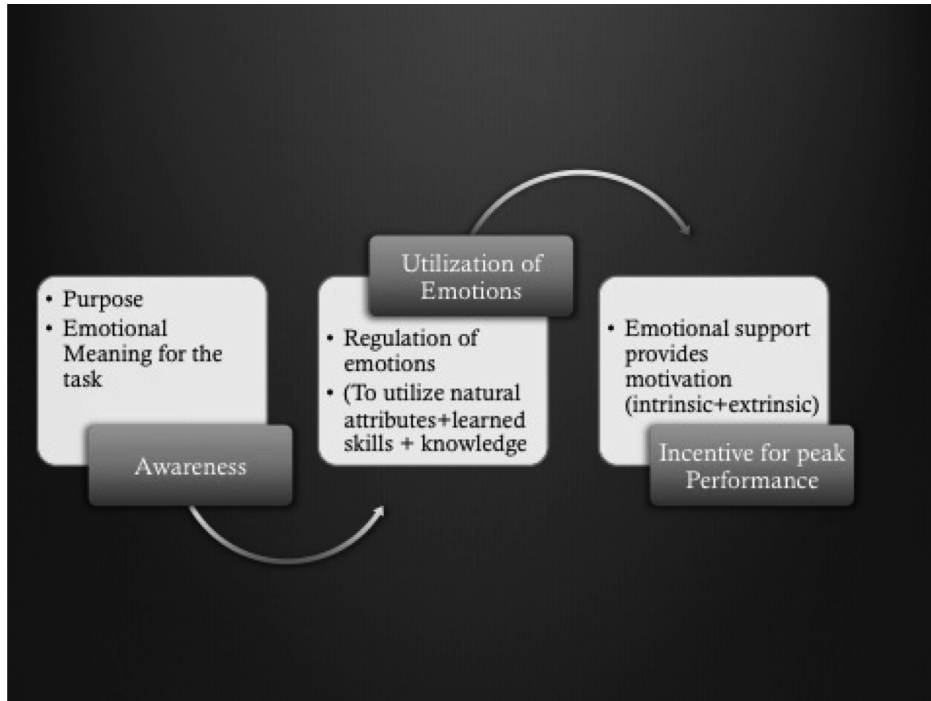
Transformational leadership style behaviours shows more effective achievement of outcomes, higher performance levels among followers, and the ability to successfully initiate and execute change. An effective leader must also, however, be facile with transactional leadership processes in a typical organization's ongoing activities.

V. INSTIGATING MOTIVATION

Considering the increasing number and diversity of offenders in correctional institutions, the complexities of the social, political and legal climate in which correctional agencies operate, it is vital that leadership assets are brought out through training and enhancement of natural attributes of the correctional officers, in all levels of management.

Population movement, lockdowns and day-to-day prison operations can cause distraction of the natural attributes, which might hinder the delivery of services based on the criminogenic needs of the offender population.

To bring culture of personal change will trigger the components of professionalism from frontline supervisors to the head of management as a well-trained leader can and must, role model to promote pro-social attitudes and behaviours while maintaining a safe and secure environment.



Social Cohesion and Task Cohesion through Teambuilding: To promote leadership culture, independent thinking and collective assimilation in a team is significant for productive communication systems.

The team is important to successful performance. Applying creative thinking in a team brings power of prediction (what one might think will happen, what questions one can ask), probing (who might have a different idea about this particular question, what is puzzling you and how could you clarify), ponder (how would you sum up your ideas, does everyone agree, if not then why not?)

In-groups are those that reciprocally link individuals' attitudes and behaviours with the group-level conditions in which they are situated. Groups are cohesive when group-level conditions are producing positive membership attitudes and behaviours and when group members' interpersonal interactions are operating to maintain these group-level conditions. (Positive intent or negative - cohesion comes when all agree)

Cohesive groups are self-maintaining with respect to the production of strong membership attractions and attachments.

A unifying notion for the success of the process, a state of equilibrium has to be reached within an individual, which depends on the imaginable specifics of the goal. The more specifics are clearly detailed the easier the goal becomes. Incongruence within self can be made congruent by connecting the points of conflict by a constructive path so what the person feels and what the person wants to be achieved is achievable. The continuity maintained between the individual and the specifics decipher the methodology an individual takes to pursue the goal and make it a success.

Components of social cohesion and leadership culture provide a clear sense of the unit's importance, unique capabilities, and dedication to professionalism.

Leadership is a mission and leadership requires mission-critical intelligence, which focus on the levers that drive creation, value incubation and finally harvesting of leadership skills, mobilization and empowerment in the team.

The optimal advantage comes when LOD is arranged in a way that most effectively executes an action and signals the weakness.

Focus on the levers are that drive creation and value incubation of ideas /plans for the future and finally harvesting of leadership skills, which brings forth:

A. Mobilization and Empowerment in the Team

This brings forth and enhances natural attributes which would be:

- Interpersonal relationships
- Motivating others
- Managing conflict
- Initiating collaboration
- Team building
- Strong sense of ethics and values.

To bring LOD to awareness one must have a high developed and acute sense of situational awareness of the operational environment (OE).

B. Levels of Situational Awareness (SA)

- Awareness of information
- Comprehension of its meaning
- Projection of future status

C. Team Dynamics and Communication System

To start the process of a leadership environment in corrections, which triggers “offender and officer ownership learning” the communication system which a leader adopts and manipulates is critical.

Communication style is an overlapping system incorporating oral (style of presentation, audience awareness, critical active listening, & body language), non-verbal (audience awareness, personal presentation & body language), written (presentation skills, revision, editing, critical reading & data presentation)

D. Significance of Communication

Communication is made of four components and the individual uses each component upon their own discretion. These components are:

- A need
- A desire
- A response to an event
- A response to an anticipated event

This process of bending reality is unconscious and the language patterns we use reflect our own inner needs, priorities and vulnerabilities. This process can be unconscious or conscious, which would be manipulation of the other person's perception. Everything we do is a response to a stimulus, and therefore understanding the response gives valuable insight into the internal process of an individual.

Antecedents: Leader's can manipulate antecedents in the environment, to increase positive behaviour when they apply different roles with awareness. When the above tools of strategic leadership are

applied, an awareness of force multipliers is created and this generates intrinsic motivational attitude. People rise to the challenge when it's their challenge. Confident Leaders disperse discretion and autonomy, give visibility and recognition and build strong relationships.

Roles of a Leader

<ul style="list-style-type: none"> ● Locator ● Ability to rise above personal weaknesses & having a bird's view as well as awareness to levels of details to lead the team during critical and non-critical situations 	<ul style="list-style-type: none"> ● Prober ● Ability to look at issues as whole and in parts
<ul style="list-style-type: none"> ● Investigator ● Forming conclusion through critical thinking & analysis 	<ul style="list-style-type: none"> ● Extender ● Approachable attitude for creating openness in the team, promoting thought-exchange & finding avenues to help convert thoughts into actions
<ul style="list-style-type: none"> ● Detector ● Ability to anticipate & decipher problems. In creative words: be a sensor and a beacon to others 	<ul style="list-style-type: none"> ● Director ● To lead efficiently through all situations and crisis by having a premeditated mind.
<ul style="list-style-type: none"> ● Helper ● Ability to support others and be a mentor 	<ul style="list-style-type: none"> ● Checker ● Ability to be non-bias and allow a flexible feedback loop
<ul style="list-style-type: none"> ● Leader ● To have self-leadership qualities 	<ul style="list-style-type: none"> ● Follower ● Ability to be a leader and a follower to promote interdependence and cohesiveness in the team

E. Silent Speech in Action

1. Emblems

These are signals that may be directly translated into a word or words within a particular culture, group, organization etc.

2. Illustrators

These are linked to speech and can be used to emphasize a word or phrase, indicate relationship, draw a picture in the air, pace an event, and impose a rhythm on a spoken word. High use of adjectives and metaphoric language is used in illustrators.

3. Regulators

These are turn-taking signals which also have an important role to play in starting or ending an exchange of communication. Body and facial cues either encourages or discourages the speaker, hence regulating and framing the conversation.

4. Adaptors

These are movements, gestures and other actions used to manage our feelings or control our response, which occur in a stressful situations and reflect coping methods which are pre-set since childhood.

Nonverbal communication signals the speaker & listeners about how to interpret a message and the

response. Micro and macro expressions along with body leaks when mastered assists a leader in creating a positive atmosphere with more buy-ins from the team. Non-verbal indicators are accurate about the emotional state of the others and helps the leader in communicative functions to understand if the message/vision/plan is clear, situational control is at optimum level, emotional states are in balance and interpersonal relations are strong.

5. Deception Detection

Requires a knowledge of the same tactics as used in the psyops which is in the form of theory but also hands-on as the participant is required to reflect on their own mechanism and to know their own mechanism and how best to utilize their asset with the given training.

Then understanding of their own micro and macro expressions will teach them to assess once in the operational environment.

(i) *To understand and manipulate the body & facial responses:*

- (a) It serves as simple cues to persuasion
- (b) It influences the amount of thinking
- (c) It influences the direction of thinking
- (d) It influences thought-confidence

VI. LEADERSHIP STYLE BEHAVIOURS IN THE MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ) SHORT FORM

Leadership Style	Behaviour	Description
Transformational	Idealized Influence	The leader acts as and is perceived as a strong role model for followers. The leader is respected and trusted by followers and provides a sense of both mission and vision that others want to follow.
	Inspirational Motivation	The leader communicates high expectations for performance. Through images and emotional appeals, the leader inspires followers to pursue a shared vision over individual self-interests.
	Intellectual Stimulation	The leader stimulates and encourages both creativity and innovation. The leader provides an environment fostering experimentation, empowerment, and new approaches to problem solving.
	Individualized Consideration	The leader actively listens to and cares about the individual needs of followers. The leader acts as a mentor or coach and provides attention and direction to followers individually.
Transactional	Contingent Reward	The leader achieves agreement and performance from followers through negotiated exchange. The leader uses positive reinforcement to encourage followers to achieve outcomes.
	Management-by-Exception	The leader uses corrective criticism, negative feedback, and negative reinforcement to encourage followers to achieve outcomes.
Non transactional	Laissez-Faire Leadership	The leader minimizes exchange with followers and allows followers to “do their own thing” with minimal intervention, feedback, or support.

The MLQ short form (MLQ-6S) was developed by Bernard Bass and Bruce Avolio and is available through the Centre for Leadership Studies at Binghamton University as well as several other sources.

Theories	Elements
Great Man theories	Assumes that the capacity for leadership is inherent — that great leaders are born, not made. These theories often portray great leaders as heroic, mythic, and destined to rise to leadership when needed
Trait Theories	Assumes that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics shared by leaders
Contingency Theory	Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers, and aspects of the situation.
Situational Theory	Proposes that leaders choose the best course of action based upon situational variable. Different styles of leadership may be more appropriate for certain types of decision-making.
Behavioural Theory	Based upon the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders, not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation.
Participative Theory	Suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.
Management Theory	Also known as “Transactional theories,” focus on the role of supervision, organization, and group performance. These theories base leadership on a system of reward and punishment. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.
Relationship Theory	Also known as “Transformational theories”, focus upon the connections formed between leaders and followers. These leaders motivate and inspire people by helping group members see the importance and higher good of the task. Transformational leaders are focused on the performance of group members, but also want each person to fulfil his or her potential. These leaders often have high ethical and moral standards.

Spencer, H. (1884) The Study of Sociology

Fiedler, F. E. (1967). A theory of leadership effectiveness. McGraw-Hill: Harper and Row Publishers Inc..

VII. SELF-SCIENCE IS MORE AN ART THAN SCIENCE

Becoming aware of and recognizing patterns of responses to various situations is one of the prerequisites to having some control over reactions and increasing self-directedness. All adults can remember situations in which they did something and then said to themselves, "Why did I do that?" These situations may arise because we do not know enough about our patterns of behaviour. Often people are completely oblivious to their own patterns of behaviour. Seldom do they communicate high awareness of their own behaviour. As we learn to answer these questions thoughtfully, we come to recognize the relationship between our feelings, thoughts and actions. (emotion-action behaviour) With the help of a careful facilitator, this can be trained and also come to see the patterns that they follow and they understand when it will be beneficial to break from those ruts. What we need to avoid is ruminative thinking.

Prison environment is a stressful environment and especially the issue of overcrowding in prison can have serious consequences on the mental, emotional health of both the staff & inmates, not to forget the effect it has on security issues which is another chain of stressful situations.

A. Psychological Consequences of Prison Overcrowding

There have been many studies done on effects of overcrowding one study done in the U.K in 2006 found that a high prison population has a direct, negative effect on the psychological state of inmates. Overcrowding has been known to cause far more stressful situations and has prompted prison officials to react inappropriately on occasion due to being forced to accommodate ill-advised numbers of prisoners.

B. Strain on Staff

Overcrowding can place enormous burdens on staff, who may be overstretched as they try to maintain a safe and rehabilitative prison environment. Inadequate resources for the number of offenders detained can exacerbate levels of frustration and tension by prisoners, leading to higher risks of violence. This was recently highlighted by the Prison Officers' Association.

.. if we continue as we are - warehousing prisoners, not being able to build the relationships between prisoners and prison officers that have been successful in the past - we will see riots in our prisons in which we will not be able to cope. Prison Officers' Association National Chairman, Peter McParlin, January 2012.

Safety and security is also a major issue as overcrowding will likely increase the risks of assaults, bullying or worse scenarios between prisoners and between prisoners and staff. Stress of situation can lead to undetected cell behaviour, staff will also feel less safe as staff resources decline leading to lapse of positive performance in the staff. They might retreat in to their safe areas rather than interacting positively with the prisoners which will also affect dynamic security which is gathering useful intelligence through positive interactions with the prisoners.

Prison-suicides in these conditions is another stressor which staff might encounter. Prison-suicide is a whole issue altogether for which separate suicide prevention programs are constructed and requires staff training in these programs.

In these critical environment strategic Leadership skills not only keeps the professional in check but also the team and further aids in security management.

C. Dimensions of Optimism in High Definition of Human Design

This is a shift of the human design and it is about not what we see but how we see. A tactic needed for distinction dissolving traits to enhance. Seeking patterns of familiarity and making connection is our innate nature. Emotional appraisal of our situation is deciphered due to the pattern formation and recognition from past events, followed by comparison, evaluation and action. Within our brain this sequence fires the neurons and wires them together, the more constant firing takes place the stronger the connection in the brain, a much-needed process for retrieval of information when called upon. To make this process a positive one we have to create our own positive environment, which is flexible and

open. At all times we are learning through our experiences by consolidating and internalizing information through actively processing it. We are always latching new information to some information from the past. Dexterity to meet the challenges and uncertainty encourages positive internalizing environment. Whether individual or group, when meeting challenges and facilitating high definition to their design they must have communication and synchronization and a deliberate doctrine to swarm and decentralize the negative environment created by the challenge.

1. Key Components for the Above

- Self-control
- Relatedness
- Capacity to communicate
- Ability to cooperate
- Intent

The optimal advantage comes when Levels of Details for an anticipated goal is arranged in a way that most effectively executes an action & signals the weakness. Individuals and must know their signature strengths to use them as force multipliers to enhance the skills of utilizing emotional information in decision-making.

2. Topological Space in “Self”

Topological space and perception is a unifying notion and comprises of convergence, connectedness and continuity. Emotions are direct appraisal of our surroundings, what we perceive, feel and cognitively react to therefore feelings and thoughts are subsets of our behaviour, in a way they are topology of our perceptions. And this topology can be further classified into three categories.

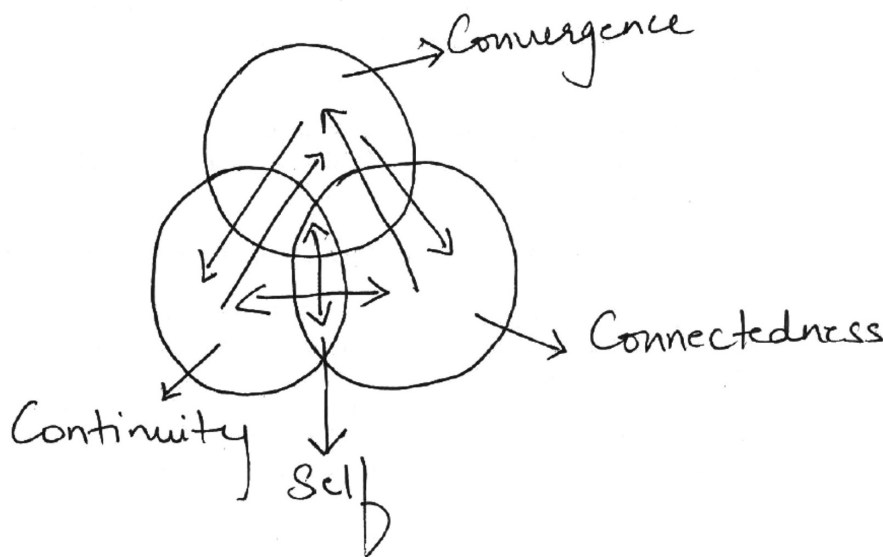


Figure 4: Topology of Self

In this basic Venn diagram above, the subsets represent our topological space and perception and how we project our thoughts, feelings and actions in the presence of a stimulus, which are continuously bombarded by life.

3. Topology of Self

Convergence — in the absence of more specific context, the approach is towards a definite value or a goal to reach a fixed state of mental equilibrium.

For example: Depression is the fixed state the client has reached the therapist has to make the client unlearn that fixed state and co-dependencies of “nothing ever good happens to me” to “something good will happen if I relearn and adapt a new approach to overcome my negative situation”.

Connectedness — where incongruence within a person can be made congruent by connecting the points of conflict by a path so what the person feels and what the person wants to do is achievable. (negative or positive).

Continuity — where the client accepts and comes to terms that there are issues which needs to be dealt with and they cannot be erased but they can be resolved to lead and positively manage life as everything is a continuous process because feelings, thoughts and actions contain each other.

4. Golden Ratio

In Mathematics and Art a **ratio** expresses the magnitude of quantities relative to each other.

This ratio is aesthetically pleasing from an artistic point of view and in our universal art of living we can use golden ratio to gain a pleasing effective affect. In nature the golden ratio also known as Phi, 1.618:1 consistently appears in beautiful things. To beautify our emotions if we used this golden ratio we will experience immediate change in our neuronal paths from negative to positive. Golden ratio of toxic versus thriving events in one's environment should be 1:3.

1 negative comment or act experienced by a person from another person or event within a day must be balanced by 3 positive acts or thoughts by the person. The golden ratio can go as high as 1:12 to experience a thriving environment. Greater than 1:12 will be smothering and lead to de-motivation. To balance negative with positive a ration of 1:1 is toxic and toxicity is chronic which means the negative situation will likely not change.

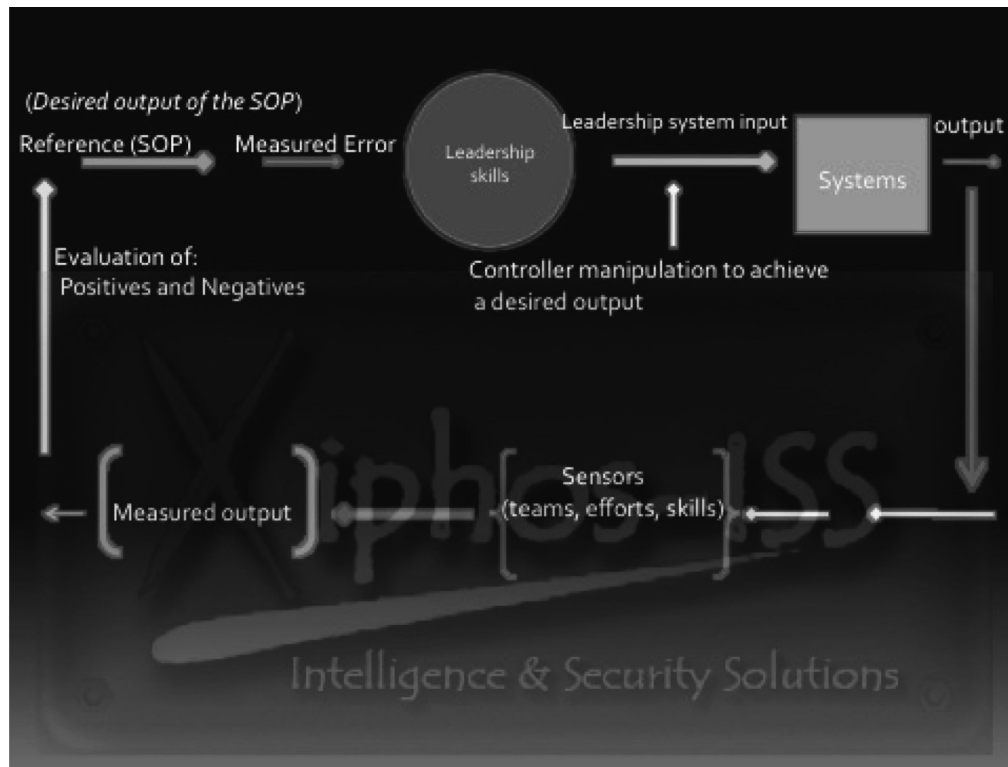
Resiliency is not the maintenance of high levels of positive effect, but rather that the negative affect does not persist. We can enhance the resiliency framework through visualization of reasoning using the golden ratio and inducing positive emotions, increased sharing with our near ones and by dissecting the cause of the negative emotion. Such individuals are able to profit from the information provided by the negative affect and their capacity for meaning-making in response to such events. With greater understanding about the brain mechanisms involved in memory, decision making, and emotional responses to traumatic events, we can revisit and redesign the psychology of self affecting us positively and leading us to self-expansion.

Mind has to be open, allowing for both doubt and possibility and one that has the ability to see things fresh and new.

In other words, a force multiplier is a combination of natural attributes, learned skills or advantages which make a given force more effective than another force of comparable size. It is a factor that dramatically increases—multiplies — the effectiveness of an item or group. Examples of a force multiplier would be morale, technology, geographical features, weather, training and experience, or reputation.

Control phenomena is an interdisciplinary branch that deals with the behaviour of dynamical systems.

The objective is to calculate solutions for the proper corrective action by the controller that result in system stability, that is, the system will hold the set point and not oscillate around it.



This process is important as they define the behaviour of the interactions among the control elements (SOP in the facility) and adaptation of the immediate environment for maintenance of the running system, performance evaluation and evolution.

To be solution-focused leadership strategy uses asset based optimization. Assets are natural attributes of the team + knowledge and skill based behaviours. Through the control system a leader seeks to minimize or maximize by systematically choosing the values of positive or negative variables from within an allowed system.

Trained correctional personnel will not just set leadership by example but set a trend of aspiring mentors. With such leadership, prisoners can be invited successfully to raise their EQ (Emotional Quotient) and positive-laden response behaviour to reach a space where it becomes 'natural' for the majority of prisoners to successfully undertake IQ based training and education in rehabilitation.

VIII. APPENDIX

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TREATMENT OF OFFENDERS: WITH FOCUS ON TERRORISTS IN PRISONS

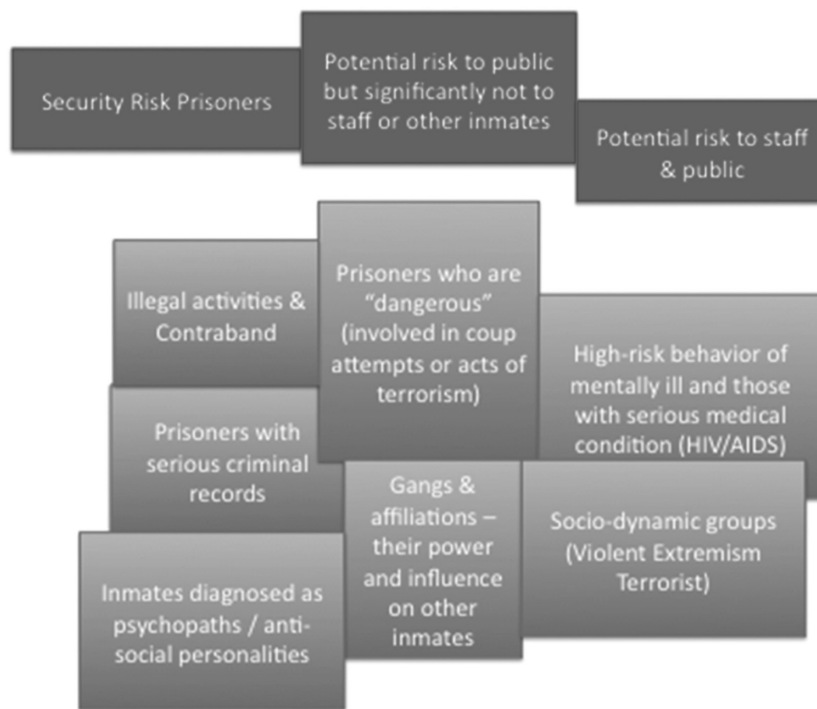
*Dr. Rupali Jeswal**



I. TREATMENT OF OFFENDERS: WITH FOCUS ON TERRORIST IN PRISONS

A correctional officer is the core of a facility; he/she is juggling and performing multiple tasks at a given time and also balancing the performance with heightened awareness of himself/herself with situational awareness in the designated operation environment. Correctional facilities house various kinds of inmates and all have different needs based on their risk-level, needs and behaviour.

A. The Categories of Offenders



Prisoners who are "security risks" and a potential public risk but who are not a significant risk to staff or other inmates, prisoners with serious criminal records, prisoners who are "dangerous", those involved in coup attempts or terrorist-related activities, gangs and other affiliations of prisoners sometimes pose a danger in terms of their power and influence in prisons, their capacity to intimidate or influence staff and other inmates, and their role in illegal activities such as contraband, prisoners with serious medical conditions or mental health problems— they are all risks as they indulge in high-risk behaviour. Similarly, many people who suffer from mental illness or intellectual disability are not dangerous but some may be unpredictable and violent, especially if their medication is not monitored or if they have access to illicit drugs, issues of people diagnosed as "psychopaths" or as having anti-social personality disorders, socio-dynamic groups, those that show "symptoms" of change towards extremism or violent extremism (VE).

Then there are variables within the context of the global rise in religious extremism and ethnic

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conflict; the growth of radical Islam is also on the rise within this context. New developments in youth subcultures and the “low-functioning” conditions of incarceration inside maximum-security prisons, in many countries, all these variables trigger high on demand for enhanced performance of a correction officer.

- Correctional systems are affected by economic, political and structural constraints within their particular jurisdiction and by broader pressures such as globalization, international security and even natural disasters.
- International political and economic issues continue to create challenges for justice systems and are impacting on correctional services in a number of ways.
- Macro-economic factors are affecting correctional services too. Economic growth appears to have positive impacts in some places and negative impacts in others.
- Declining crime rates do not always translate to a decline in prisoner numbers.
- With the rapid expansion of globalization, problems caused by various crimes are not confined to only one country. In this sense, the need for international cooperation in the correctional field is growing more than ever.

Furthermore, globalization and rapid economic change are contributing to an increase in the crime rate.

Terrorists are not “ordinary” offenders. Organized crime-related inmates are very sophisticated in using the correctional environment to their advantage and the business of terrorism forms part of their larger criminal enterprise. In this context prisons are no different than universities or social networking groups — a gathering of likeminded individuals, or association by opportunities.

Incarcerated terrorist, often use their time in prison to mobilise outside support, radicalise other prisoners, and — when given the opportunity — will attempt to recreate operational command structures.

Forensic evidence suggests, that prison and correctional facilities have been and are increasingly becoming congregations where terrorists and organized criminals establish channels of communication and cooperation, and more importantly recruit new members.

Organized crime inmates on the other side might be model inmates. They are careful to deflect any attention to their schemes and communication strategies. Their M.O. within the prisons is strategic and based on their own intelligence collection process and supply of contrabands.

Research in prison systems, prisoner-staff relationships and prisoner-rehab programmes has currently brought a lot of factors into light. Much research around the world shows that effective programmes address dynamic criminogenic needs, that is individual deficits directly associated with criminal behaviour. A human service component is necessary to address the criminogenic needs. A belief-re-patterning component is necessary to address the extremist-inclined needs. And above all, the most significant need is to supply with rehabilitation programmes, which address stress, anxiety-disorders and trauma. In my empirical research, I have not found extensive evidence on these components in rehab methods and in my professional view these components must rank high above in the list of programmes installed.

Prison environments are replete with aggressive behaviours, and people learn from watching others acting aggressively to get what they want. Mirroring is the first step towards learning in a “given” environment that leads to behaviour modification, be it in positive or negative direction. Evidence from neuroscience research lends us insight on how important mirror neurons are for reshaping thoughts, emotions and behaviour.

Applying behaviour modification, mirroring and social learning principles can work in corrections by using systematic reinforcement of pro-social behaviours. This is a powerful and effective way to change behaviour. But behaviour is hard to change if not supported by emotional meaning. We have to remember; we feel first and then think!

Cognitive approaches to rehab can be made more affective if supported by emotional intelligence (E.I) components. E.I directly relates to our perception of the world and what meanings we make out of it.

Till the leadership in prisons is that of a culture of recovery these likeminded people will only get more fuel for their distorted mind-maps. So how staff manage themselves and perform is of utmost importance and is directly related to correction management and administration. Incarceration can become part of the game-plan for these inmates: it is a time to rest, recoup, and recruit.

Many experts believe that there is a correlation between potential for radicalisation and the degree to which prisons are safe and orderly. If one can say a prison can operate as a “stable society”, then it means it would require sufficient space as opposed to overcrowding, thorough staffing analysis and a sufficient number of staff who are high performing and install positive personal development along with educational opportunities to minimize the opportunity of sub-cultures, reducing inmate-conflicts with inmates being “just prisoners” and not “rebels with a cause”. But findings also suggests that active, high-risk members of prison gangs, potentially the most disruptive inmates in a prison, may be best controlled by implementing programmes that strengthen inmates’ ties to prison programmes.

Research shows that the collective opinion of hundreds of inmates about violence has been that violence diminished as prison management improved. Inmates prefer safety over danger. In a real sense, good correctional management empowers inmates to strengthen informal social control by giving them confidence that staff would respond to curtail and prevent violence.

However, inmates only feel a sense of safety when institutions create an overall “correctional-cultural-context” conducive to safety. At the end of the day, just like the staff, an inmate wants to go back “home” safe and sound.

Also important to note that safe and orderly prisons assist the authorities to collect intelligence and pick up information on indicators on emerging signs of radicalization. But do note that focus entirely on “safe & orderly” prison environment could also suit a convicted terrorist and this safety and order can work for the terrorist waiting to be released.

II. INTELLIGENCE AS A MANAGEMENT TOOL

A. Leadership Intelligence

Premeditated minds, like parachutes, work best when open. Bringing intelligence to work we use 3 kinds of reasoning:

- Inductive
- Deductive
- Abductive

Through reasoning, humans process information and formulate explanation; it is through reasoning we transform information to applicable intelligence.

1. Induction

Fragmented information is combined to form general rules. Through this we demonstrate the validity of relationship between observed phenomenon without really associating with the chain of events.

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2. Deduction

Through this we apply general rules to specific issues and form a conclusion. We interpret data through the set rules. Deductions work best in “close systems” but in forecasting human behaviour this method of reasoning is not recommended.

3. Abductive

This form of reasoning is always accompanied by “insight” and “intuition”. Here we use “why?” “How?” when the information does not match the expected outcome. This leads us to meta-analysis and meta-cognition. This is a combination of holistic view and also in parts.

This form also requires that the individual utilizing this technique is fully prepared beforehand of both positive and negative factors and basic assumptions to come to an explanation. (This is often used for generating new approaches for a given condition, however does not bring a solution to the immediate situation.)

The role of corrections in dealing with intelligence, if expanded within the criminal justice system, provides additional options for intelligence policy. It will mean not only additional information but also new ways and methods of testing the integrity and veracity of this information. Inmates are gathering information at all times and sharing with each other. Simple observations of body language, verbal habits, and communication amongst staff — all are used to assess the temperature of the prison system.

Staff members also collect information but a methodology must be constructed to transform the information into actionable intelligence, which becomes a management tool. A brief part of a table below shows how inmates function within the prison in order to assess the officers and gather information.

Observation	Selection	Test of Limits	Support System	Sympathy/ Empathy	Rumor Clinic	Shopping list
How do new/old officers behave? (bend rules, rigid etc)	Select officers most likely to agree	Bend rules in order to test the limits and reaction of officers	Use compliments. Win hearts and minds	Develop similarity base in terms of emotions	Destroy credibility of staff members with other inmates and staff.	Keeping a log to expose & compromise staff
Body Language	Select officers most vulnerable	Ask for favors to assess the attitude	etc	We/They syndrome so the staff identifies more with inmates.	etc	etc
Verbal Habits	etc			etc	etc	etc

Understand the core of Operations Security (OPSEC)

- Define & identify targets and threats
- Establish countermeasures
- Identify the Critical Information Commandments

- Decipher the value of information

Training is first explained in Theory and then installed as practice.

In prison the weakest link is the staff, and have direct interaction on a daily basis with the inmates. All levels of staff in my view should be trained in the tools of intelligence collection for management of offenders.

B. Fundamentals of OPSEC

OPSEC can be used to facilitate a check and balance.

OPSEC can be used to assist to apply counter-measures

OPSEC can be used to identify the CRITICAL INFORMATION - not from the institution's eyes but from the prisoners mind.

Most importantly OPSEC can assist in IDENTIFYING the THREATS.

The watchers and the catchers need to coordinate together especially in terms of Intel. This has become crucial because of prisons being breeding grounds for terrorist and homicide bombers; missions are being planned and carried out once they are released, so emphasis on deception detection of conversion to violent extremism and radicalization. Along with this, organized-crime-related inmates are very sophisticated in using the corrections environment to their advantage. Incarceration is part of the game for these inmates: it is a time to rest, recoup, and recruit. Organized-crime inmates are model inmates.

They are careful to deflect any attention to their schemes and communication strategies.

Mindlessness arises from "automatic behaviour." Here, professionals rely on automatic responses as the basis for their behaviour.

Both fixation and relaxation contribute to intelligence failures. For intelligence practitioners, focusing on the wrong factors and failing to recognize the significance of novel indicators are examples of fixation. Looking wrong, basically.

The antithesis of mindlessness is mindfulness

- A mindful state corresponds with: situational awareness, basic assumption consideration and creation of new categories
- Openness to new information and knowing what can be utilized
- Awareness of more than one perspective (the most important factor)

C. Metacognition

Metacognition is concerned with what you are thinking about. Mindfulness is concerned with how you think as you go about what you are doing.

Noticing involves remaining open to both internal and external stimuli. Through much research we know that ultimately, situational information is conveyed from external sources through sight, sound, touch, smell, and taste. People can think consciously about these but they tend to process them using more autonomic brain structures, often without noticing they are doing so. The unease one feels about getting into a taxi or onto an elevator in an unfamiliar setting are examples of such input.

In intelligence work this might be represented as a hunch about what an adversary will do. When we learn the bodily cues of environment, this intuition may be accurately turned into info and applied

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as Intel. Mindful detachment from the situation through absorption is an asset for correctional officers.

Predictive Profiling is also an applicable management tool. It is a method of situation and behavioural assessment designed to predict and categorize the potential for inappropriate, harmful, criminal and/or terrorist behaviour, and consequently, allows for deployment of procedures required to eliminate these threats.

Security Threat Units within a facility are responsible for the identification, monitoring, and management of prison and street gang members incarcerated and must be trained in all the above mentioned techniques.

These are turnkey solutions for securing and managing correctional facilities. The solution implements a “multiple security ring” concept. The rings begin with the cell itself and on to the wards, the perimeter and gates, etc. Each security circle implements various security solutions for its specific threats and requirements.

The correctional environment, as a source of information and production of intelligence useful to law enforcement, remains an essentially untapped domain. The total prison environment, including the physical plant, the schedule regimens of both staff and inmates, and all points of ingress and egress can be legitimately tapped for intelligence purposes. Police and corrections personnel need immersion in the intelligence operations and strategies of their respective agencies. This linkage will result in the production of mutually beneficial intelligence tools and operations.

Police and corrections officers must develop a more coordinated and effective production of intelligence — intelligence that can be transformed into useful policy aids and operational tools. This development includes, of course, a willingness to examine “disconnects” between the intelligence processes of law enforcement and correctional agencies.

Assessment methodologies include behavioural, psychological and observational techniques, among others, used to attempt to identify potential threats. This system yields results by predicting both positive or neutral intentions, as well as negative intentions.

Evidence suggests that detention facilities have been and are increasingly becoming congregations where terrorists and organized criminals establish channels of communication and cooperation, and more importantly recruit new members. (Please refer to the case studies in the Radicalization document). Here a systematic capturing and analysis of the social processes within detention facilities can enhance intelligence and law enforcement agencies’ understanding of the groups’ operation and behaviour.

The role of corrections in dealing with intelligence, if expanded within the criminal justice system, provides additional options for intelligence policy. It will mean not only additional information but also new ways and methods of testing the integrity and veracity of this information. Inmates are gathering information at all times and sharing with each other. Simple observations of body language, verbal habits, and communication amongst staff — all are used to assess the temperature of the prison system.

Staff members also collect information but a methodology must be constructed to transform the information into actionable intelligence, which becomes a management tool. It can be taken for granted that terrorists will conceal their intentions and capabilities from prison authorities.

III. POSSIBLE PREDICTIVE INDICATORS

If these indicators are developed in correctional facilities, it may include changes in inmate appearance or diet, expressions of hostility, acquisition of materials leaning towards extremist views and/or radicalized jihadist views. Latent indicators may include covert operational planning documents and discoverable networks or communication. Implanting the knowledge of indicators in correctional facilities is another source of information for intelligence collection.

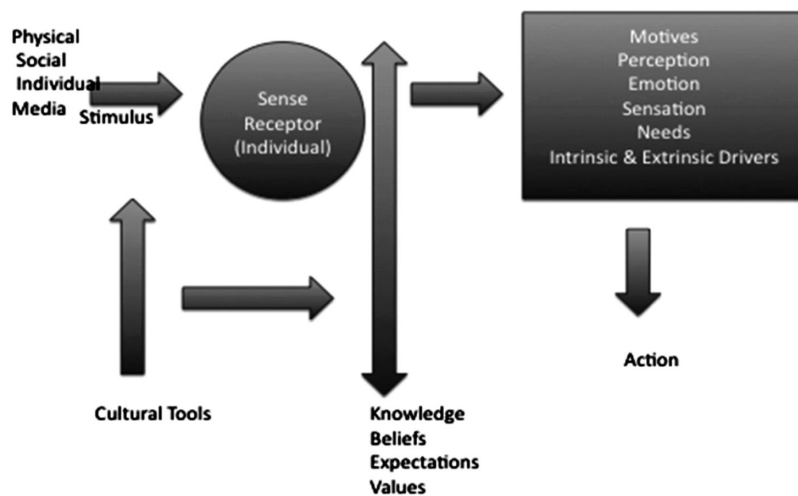
However the information must be integrated and results evaluated which also include how the information was utilized by the staff and acted upon, the need to be vigilant on sensitivity and false alarms. Maintaining awareness of base rate fallacy theory is to be considered, and brain-sabotage occurs because what assumptions were appropriate yesterday can easily be null today, misleading us.

We start with what is our basic assumption of our collective reality in a set-up (team, unit, organization, institution) and then evaluate to see if things are really as they seem to be or is it because of our assumption that in our jails we seem to have no issues leading to a view which is infused with false positives. To genuinely evaluate the assumption, then tackle and then construct new realities should be a point to consider, first amongst the staff and then to use the same strategy for prison gangs and the social gatherings of sorts.

In the prison context, most difficulties in dealing with terrorists are caused by the fact that these offenders do not see themselves as criminals. They carry on with their cause for the “struggle”; they believe they have been incarcerated for their beliefs as opposed to the crime they have committed. They might take the time in prison to develop their “movement” and ideology. And not to forget some of the most influential articles in the history of militant and /or terrorist movements were written while their authors were in prison.

The prison environment can lend voice to their cause through allegations of discrimination, torture, etc., resulting in media coverage and creating more supporters.

Extremism has an objective of either or both a) undermining the existing democratic social order b) to reach a specific political objective. Extremists internalize through a hostile imagery and a division of “them” and “us”. They might resort to violence as a tool to reaching their goal.



Radicalization is the process where the individual begins to identify with the extremist propaganda and gradually begins to accept the ideas and methods leading to joining of extremist organizations.

However religious conversion is not the same as radicalization. There is a difference between legitimate expression of faith and extremist ideologies.

It is an individual-belief phenomenon but with the “help” of external stimulus. The cognitive path is re-patterned as the individual compares the world-view of extremist ideologies and correlates with his/her life-view, and upon finding meaning the behaviour goes through a change. Perception is demonstrably an active rather than a passive process; it constructs rather than records “reality.” Perception brings understanding as well as awareness. It is a process of inference in which people construct their own version of reality on the basis of information provided through the stimulus in the environment and senses. Perceptual shifts are the prerequisites for changing the belief and hence changing the biochemistry of our body favourably.

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Beliefs (internal representations/interpretations) thus hold the magic wand of remarkable transformations in our biochemical profile.

The place to start when developing strategies for countering violent extremism is to consider how to define achievable goals. For example, achieving the deradicalization of individuals or even groups is extraordinarily difficult. Many of the notable examples of deradicalization (change in violent extremist beliefs) have been, in fact, examples of disengagement (stopping the violent behaviour).

Most religious terrorist groups can trace their origin to key historical events. Institutional memory is long.

More than one criminologist (research by Stitt and Kramer) has pointed out that the disciplines of theology, religion, and philosophy have had important things to say about terrorism.

In the book "Fertile soil of Jihad", the author mentions "What may the appearance be of prison walls, they are porous, it is easy for outside influence to reach those on the inside and the other way around for the inmates. A common criminal can convert to [swear] his allegiance to AQ and the convert can embark to recruit and convert selectively other minds. It can begin at the county jail continue through state prison system and the post release period. Radicalization by definition means to change fundamentally and a "change" takes place due to an insertion. This insertion can be in any form — social interactions, reading materials, Internet, or gatherings of like-minded individuals.

In "Terrorist Beliefs and Terrorist Lives", Ted Goertzel points out that terrorists think rationally, but they think within the limits of belief systems that may be irrational. Unlike the delusions of psychotics, these belief systems are social constructs shared by large numbers of people. Chris Stout in his "The psychology of terrorism" conveys that terrorist belief systems are rigid and simplistic and they are defended with great emotional intensity. Anyone who wishes to remain within a terrorist group must limit his thinking to the parameters of the group's belief system.

Terrorist belief systems are absolutely defended with great emotional intensity, anything which is learnt with a "feeling" gets seared in the brain, changing the cognition literally at the neuronal level.

Beliefs are basically the guiding principles in life that provide direction and meaning in life. Beliefs are the preset, organized filters to our perceptions of the world (external and internal). Beliefs are like "Internal commands" to the brain as to how to represent what is happening when we congruently believe something to be true. In the absence of beliefs or inability to tap into them, people feel disempowered.

Other research in belief systems presented in the Indian Journal of Psychiatry states accurate facts of our belief systems and how what we believe makes us who we are.

In a very interesting study titled "Biochemistry of Beliefs" the findings state that beliefs originate from what we hear - and keep on hearing from others, ever since we were children (and even before that!). The sources of beliefs include environment, events, knowledge, past experiences, visualization etc. One of the biggest misconceptions people often harbor is that belief is a static, intellectual concept. Nothing can be farther from truth! Beliefs are a choice. We have the power to choose our beliefs. Our beliefs become our reality.

Beliefs then motivate to construct emotion-thought patterns which produce the behavior which fulfils a specific need.

IV. OFFENDER MANAGEMENT & REHABILITATION IS A MISSION

A. Like all Missions, It Needs a Strategy, Best Suited for a Particular Facility

1. Strategic Guidance Helps the Mechanism of the Prison System and looks into Solutions to Reach the Best Effective way to Attain the Objective of the Mission

This will also take into consideration the planning constants: Planning has three constants:

- Known-knowns
- Known-unknowns
- Unknown-unknowns

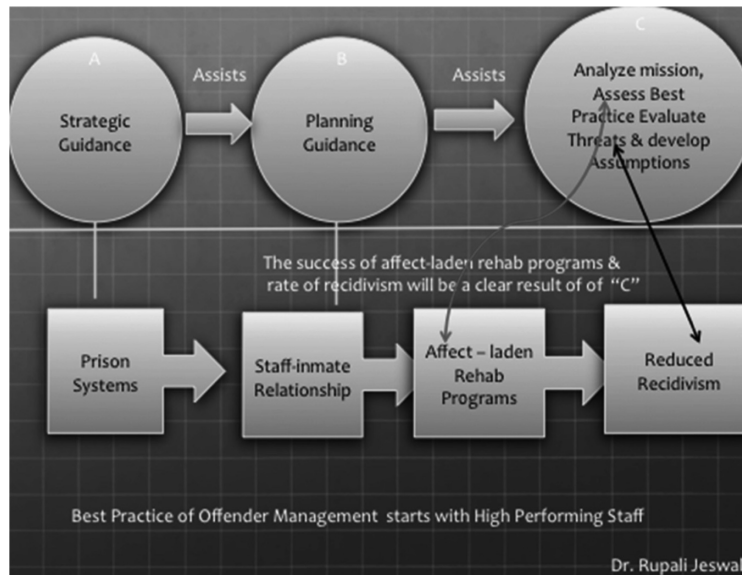
Each of these constants is recognizable as functions we work through daily while planning:

- Guidance (known-knowns)
- Assumptions (known-unknowns)
- Variables (unknown-unknowns)

2. Planning Guidance

Helps in trainings keeping Staff-inmate Continuum to take the Solutions from Strategic Guidance and Convert them into Best Effective Tools for Action.

All this leads to clear analysis of the mission objective, influencing rehabilitation positively, followed by assessing best practice fitting the facility, implementation of it, evaluating assumed threats and developing assumptions as guidelines to assist in reducing recidivism.



V. OFFENDER MANAGEMENT & REHABILITATIVE SYSTEMS MODEL



This starts with the sentenced offender and takes a full circle to the end product — a Rehabilitated Offender.

We all know the regular intervention programmes for example:

Vocational Trainings, Health & Nutrition, Education, Life and Social skills, Employment then we also know about offence specific programmes like violence prevention programmes, sexual behaviour clinics, making changes programmes based on “life-skills”, domestic violence and literacy, numeracy and IT programmes.

In my view it is crucial that along with standard programmes we insert “Goal-Setting plans”. The human brain is geared to survive in the presence of stimulus, neuronal pathways are always on a quest to find “new”, meaningful” things. The brain thinks in patterns and the trajectory of our emotions, behaviour and action follow set or new patterns of our brain at all times. But like all quests there must be a picture of a goal. Successful reintegration back into the society is “our” goal for “them” but there is a need to “find out” what is “their goal” and which form of motivational “tags” can be induced in their “thinking pattern”.

Human design needs neurogenesis through reinvention, which happens in novel environments through focus to provide the context and define meaning. Positive emotional elements and its neural substrates make us who we are, and through learning and sharing we can only get better.

A. Instrument of P.O.W.E.R for Goal Success

Prepare (knowing what you want), Organize (the road needed for success), Work (experiment, hands-on practice hands-on learning sessions), Evaluate (to determine how effectively you have learned), Rethink (reviewing, questioning and challenging = Smart Protocol Thinking).

B. Goal Success Plan

- Is the goal specific, challenging, approachable, measurable, inspirational?
- What are the steps necessary to achieve this goal?
- What might be the barriers and what will I do to overcome them?
- How to enhance my commitment and motivation?

- Who else, or what else do I need to be successful?

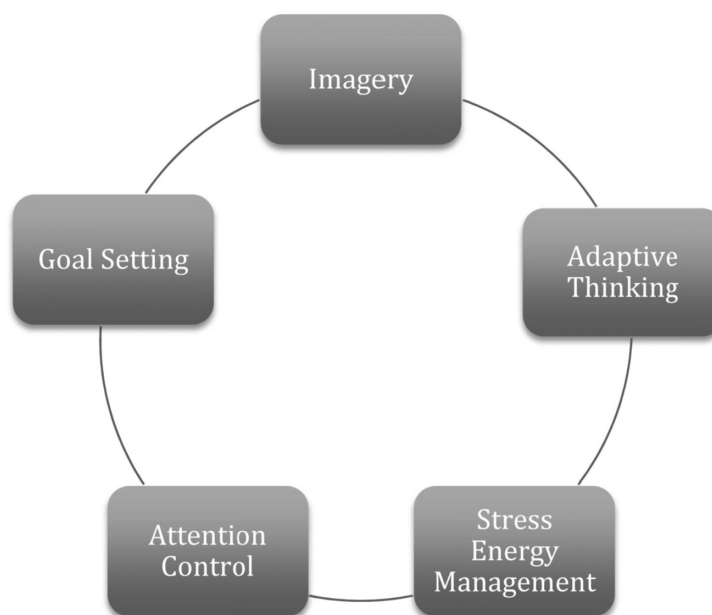
One of the affective styles is the capacity to regulate negative emotions and specifically to decrease the duration of that negative affect once it arises.

When we recognize our inherent potential through our visible signature strengths through which we receive and give recognition, encouragement, ability and curiosity to explore, and develop.

Key components to recognize inherent potential within:

- Identity Development
- Values Assessment
- Discovering purpose
- Goal Planning and setting
- Time Management
- Feedback task learning & Performance

Full Circle of Goal Planning



C. Psychographic Segmentation

1. Self-Concept

Totality of the individual's thoughts and feelings having reference to himself as an object. People have a strong need to act consistently with who and what they think they are.

2. Personality

Distinctive patterns of behaviour, including thoughts & emotions, that characterize each individual's adaptation to the situations of his or her life (internally based dispositions).

3. External Manifestations

How people live, how they allocate their time.

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4. Values

Enduring beliefs that specific modes of conduct or end-states of existence are preferable to maintain social and self identity.

5. Attitude

Learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given situation/event/incident.

6. Involvement

Feeling of group identity, a sense of belonging.

7. Motivation & Motivational Conflict

Incongruence or congruence between the current and desired state.

8. Need

Fundamental requirement to be met for the ultimate goal/behaviour.

9. Want

Utilization of components for the desire that satisfy a need.

The issue is not limited to Islamic fundamentalists, when facilities concentrate only on religious-based programmes then they are limiting the success of the programme. Along with imams, psychologists and a team of mentors should also be included.

Radicalization involves many group dynamics and individual vulnerabilities that are best addressed using psychological methods in conjunction with other programmes. Many psychological tools (cognitive therapy, guided imagery, etc.) can be used to help militant jihadi prisoners envision restoring themselves to a non-violent stance, rebuilding to engage with their social environment positively.

A programme is also only as good as the quality of the people that carry it out. A hard core militant jihadist who knows the Koran well will likely demand a very highly trained imam to speak with and is unlikely to respect anyone other than a Salafi scholar, stated by Anne Speckhard in her article "Prison and community-based disengagement and de-radicalization programmes for extremists involved in militant jihadi terrorism ideologies and activities."

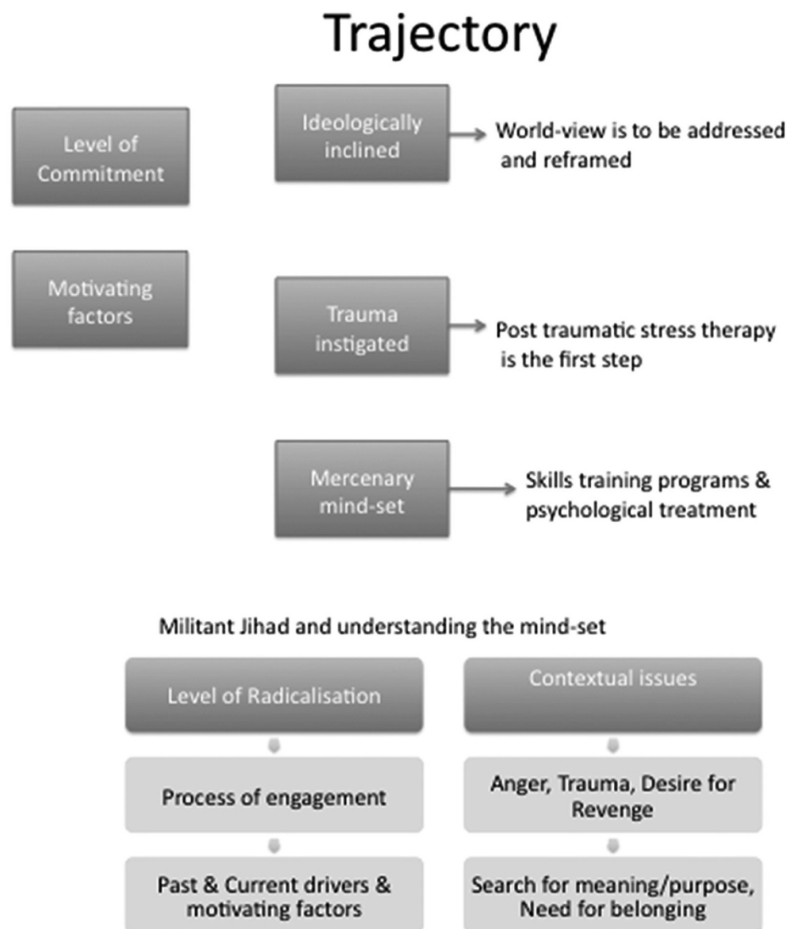
Psychologists suggest (research in 2005) that for all terrorists, involvement is attributable to the supportive qualities of extreme movements, for the individual, for the group, and the relationship which these have with each other and the surrounding environment.

No single factor or process leads to radicalization; for each individual the transformative influences are unique. Once begun, however, there appears to be a momentum which leads recruits inexorably from support activities to violence. Jihadi and extremist literature finds its way in through the mail and through the Internet as well, even though it is largely prohibited. Anything can be gotten in a prison including a PDA or a Smartphone with Internet access. More commonly access is facilitated through third party cooperation. Someone on the outside may set up a Facebook page on an inmate's behalf, or get them information from a jihadi website. It would not be unthinkable or impossible for someone to provide an inmate with a copy of Al Qaeda's magazine, Inspire, even in the most secure correctional facility.

The flow of correctional intelligence must be a two way street. There should be a consistent methodology for data collection in correctional departments nationwide, so that trends can be analyzed more quickly and effectively. Correctional departments should ensure that they are using the same variables. For example, all departments should collect data on change of religion during incarceration. The system for vetting clergy and religious volunteers who have access to the prison population should conform to a set of approved standards that are applied to prison systems in every state. (Patrick Dunleavy Testimony before the House Committee on Homeland Security "The Threat of Muslim American Radicalization In U.S. Prisons" June 15, 2011.)

Another study of Chechen suicide bombers highlighted the fact they volunteered for their mission either after being tortured or having a family member being tortured in prison.

On the other side of the spectrum, few facts from al-Qaeda operatives state that the decency, respect and extension of human care by their interrogators in prison turned them away from the movement.



Many experts believe that there is a correlation between potential for radicalisation and the degree to which prisons are safe and orderly.

A policy report published by the International Centre for the Study of Radicalisation and Political Violence (ICSR) 2010 Radicalization and de-radicalization in 15 countries stated:

The contrast between the well-resourced and well-staffed prison system in the Netherlands, where the authorities were able to stop instances of radicalisation from spreading at an early stage, and those in Afghanistan, the Philippines and Pakistan could not be starker. In all three countries, prisons are not only understaffed and over-crowded, there are no provisions for monitoring terrorist inmates who — with the possible exception of the Philippines — are free to mix with ‘ordinary’ inmates. Bribery and corruption are common, meaning that militant groups can frequently count on the complicity of prison staff when targeting inmates for radicalisation and recruitment. Furthermore, instead of preventing the use of violence and ensuring the safety of all inmates, it is the prison staff who initiates many violent attacks.

Arguably, such conditions not only provide the “breeding ground” for radicalisation but may represent one of its causes.



VI. REHAB SHOULD BE STRATEGIC IN NATURE

As shown in this illustration the motivational process for a goal starts with instinct approach (what we naturally are good at), and if it satisfies our needs; if not then we need an incentive to move forward, and once the right incentive is found it triggers an arousal state of wanting to move forward using our cognitive and emotional make-up, and we succeed in reaching our goal.

This is a complete process, but without utilizing all the approaches together one can reach a goal by a combination of just 2 of the steps mentioned in the illustration.

A. Peer Mentoring Programmes

This is a highly affective programme based on a close relationship between mentor and mentee. And through a well-chalked learning ladder they learn and work towards the goal of a personal development plan. Every mentor is a serving prisoner and all have been mentees.

The scheme builds bridges between the prison and outside world. It supports offenders to set realistic and achievable goals, aspirations and expectations. It provides informed, relevant and valued practical support. The scheme is owned by the participants and, consequently, encourages buy-in by those who participate. The scheme supports the development of positive role models, commitment, motivation and credibility.

Although prison staff at all levels provide important support and encouragement, they cannot themselves (for a variety of reasons) deliver the same type of scheme. Offenders are able to set themselves short-, mid- and long-term goals and the creation of an action plan to reach them.

For the success of this programme the project is tailored to each institution and each individual. It is led by mentors and supported by outside people with specialist knowledge.

B. Rehabilitative Thinking: “Sentire, Sapere” (feel to know)

A living being is made up of various levels of organization. The result is that a single process may be defined differently depending on the level used as a reference. Learning all kinds — in healthy or impaired individuals — has a biological substrate, so from this point of view learning is the result of integrating all information perceived and processed.

A considerable body of research has shown that the provision of appropriate and targeted programmes that focus on effective methods of bringing about changes in an offender’s functioning may have a significant impact in reducing crime.

A few issues which can lead to failure of rehabilitation measures can be:

- Poor targeting of needs.
- Lack of incentives to learn.
- Absence of rounded assessment of offender's skills, needs and aspirations.
- Difficulties experienced as a result of the prison regime.
- Lack of links between education and training, inside and outside prisons.
- Failure to change the belief system.
- Confinement without an avenue for neurogenesis (the most crucial point to think on and address, confinement with an avenue for neurogenesis will be affective)

In the report "Roots of Radicalisation" Abu Hamza, who is detained in Belmarsh as he fights extradition to the US on terror charges, Hamza denied that his sermons contributed to radicalisation, telling the MPs he believed "it was enough for people to watch the news to be radicalised". He claimed that prisoners turned to extremism because of a combination of "grievance, guilt and capability".

According to the report, Hamza claimed: "Grievances were driven by British foreign policy, relating to Palestine and Afghanistan, and a sense that the Prophet [Mohammed] was being mocked."

In the online version of "The Telegraph" an article by Martin Evans and Duncan Gardham (February 2012) titled: Radical Muslims "target young inmates in prison") mentions that extremist are preaching hate in maximum security prisons and breeding a fresh generation of radicals and the nine month inquiry report by the home affairs found that inmates were being persuaded to carry out suicide missions within days of entering prison.

In prisons and corrections we need out of the box thinking and methodology to capture and hold, analyze and neutralise the process which leads an inmate from radicalisation to violent extremism. Handling and rehabilitation of offender's with violent extremist tendencies and or connections with past acts of terrorism is not "one-design fits all" plus it is also different when dealing with young offenders and also installing prevention programmes addressing issues of conversion towards violent extremism for young offenders.

In one of my articles from August 2012, I have stated a methodology to capture and hold, analyze and neutralise the process which leads an inmate from Radicalization to violent extremism. Prisons are places of vulnerability, highly unsettling environments in which individuals are more likely than elsewhere to explore new beliefs and associations. An understanding is needed to capture the groups and individuals, operations and behaviour within the prison walls. To detect, markers for conversion and construction of prediction maps of capabilities, inside and outside the prison walls, critical observation of movement needs to be mapped, cell-to-cell, zone-to-zone. Combating radicalisation in prison begins by first recognising that there is a threat and also identifying radicalisation in society more broadly. There is a vast difference between religious faith and radical beliefs. Prison staff must be trained appropriately and specifically of this issue — to identify pockets of radicalisation in their prisons. To generate awareness through specific training for "identification markers", the difference between religious conversion and convictions that take place within the framework of a prison, the social dynamics of joining gangs, differentiating between political preachers, radical extremists and just pure religious converts.

VII. RELIGION

Another very interesting study titled "Religion, Brain & Behaviour" might correlate to religion as a binder on a neuronal level, and it might provide some insights for new methods to handle and treat

terrorists in prisons.

“The need to believe: a neuroscience account of religion as a motivated process” has brought a new understanding to me. The study states that religious belief has been shown to offer substantial benefits to its adherents, including improved well-being and health. It suggests that these benefits might be explained, at least in part, from a “motivated meaning-making” perspective. This model holds that people are motivated to create and sustain meaning (i.e., a sense of coherency between beliefs, goals, and perceptions of the environment, which provides individuals with the feeling that the world is an orderly place), and that religious beliefs buffer the distress associated with disruptions to meaning, thus leading to decreases in distress.

This meaning making change is important and we do see that religiously inclined programmes do assist in “healing” but this also has a “flip-side”, strong religious beliefs also coats the otherwise conscious awareness of indulging in negativity as the study has shown.

The anterior cingulate cortex is located towards the front of the cingulate cortex-a region that circles above the corpus callosum. This region is involved in decision making and emotional regulation as well as vital to the regulation of physiological processes, such as blood pressure and heart rate. In particular, the key functions of the anterior cingulate cortex revolve around:

- Detection of errors or shortfalls from some standard.
- Anticipation and preparation before task performance.
- Regulation of emotions.

Religion’s palliative attributes can be measured at the level of the brain, specifically in the anterior cingulate cortex (ACC), which produces a “distress signal” upon the detection of errors, conflict, and expectancy violation.

The study’s predictions were:

- Religion should be associated with activation in the ACC
- Religion should decrease activation in the ACC
- This attenuation of ACC activity should be related to religion’s ability to buffer bodily states of distress, and not to decreases in motivation, attention, or control
- Religion should have these effects because it provides meaning and thus buffers people from uncertainty.

All predictions were supported, thus providing evidence, at the neural level, for the motivated meaning-making model’s account of the salutary properties of religion.

Humanistic Psychology is based on the idea that each person has within a nature and potential that can be actualized and through which a sense of purpose and meaning in life can be found. Humanism shares with Existentialism a common emphasis on the vocabulary of freedom, choice, values, personal responsibility, autonomy, purpose, and meaning. A nurturing climate can facilitate this growth.

A. Existentialism

The value of having a sense of purpose and meaning in life is a common tenet shared by Humanistic Psychology and Existentialism. Viktor Frankl, (Austrian neurologist and psychiatrist) while imprisoned in a Nazi concentration camp, discovered that those who had a life purpose were more likely to survive than those who didn’t. He came to believe so strongly that a sense of purpose was key to a quality life, that he created Logotherapy to assist people in finding meaning in their lives. (McGee-Cooper, 1990). Logotherapy is a therapy through finding meaning (logos= meaning).

Basic assumptions of logotherapy:

- i) Life has meaning under all circumstances.
- ii) People have a will to meaning.
- iii) People have freedom under all circumstances to activate the will to meaning and to find meaning.

Irvin Yalom (1980) reported that, the empirical research on meaning corroborates the following:

- Psychological sickness results when individuals suppress or deny their essential core.
- A lack of sense of meaning in life is associated with psychopathology in a roughly linear sense; that is, the less the sense of meaning, the greater the severity of psychopathology.
- A positive sense of meaning in life is associated with deeply held beliefs.
- A positive sense of life meaning is associated with self-transcendent values.
- A positive sense of meaning is associated with membership in groups, dedication to some cause, and adoption of clear life goals. Life meaning must be viewed in a developmental perspective: the types of life meaning change over an individual's life; other developmental tasks must precede development of meaning.

A large body of research (Subjective Well-being) suggests that, on average, religious people are happier and healthier than nonreligious people. For example, individuals with strong religious faith report higher levels of life satisfaction, greater personal happiness, and fewer negative psychological consequences of traumatic life events compared to those without faith (In the book: *Culture and Mental Health: Sociocultural Influences, Theory, and Practice*).

Studies have also suggested that belief is prevalent because people need to believe; they are strongly motivated to create meaning within their world.

Meanings, as perceived, bring coherence between beliefs, salient goals, and perceptions of the environment. When this coherence exists, we feel that the world is an orderly, controlled place that we can understand and explain (Frankl, 1946; Heine, Proulx, & Vohs, 2006; Peterson, 1999). Although people orient and react strongly to negativity (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001), they react even more strongly to uncertainty, the unknown (Hirsh & Inzlicht, 2008; Tritt, Peterson, & Inzlicht, 2011). That is why when people's needs for order, control, and explanation are met, people feel calm; when, however, these needs are not met, people feel anxious, afraid, and inhibited, and they are highly motivated to reduce these states of distress. Through these studies it was suggested that religion provides meaning, and reduces anxiety and distress as a result. This account explains why religion is correlated with, and in fact leads to, a reduction in a brain-based "distress signal".

Marginalization, discrimination, and stigmatization all lead to uncertainty of existence, of what one believes in and value one might hold. Prison environment may aggravate these factors making the individual inclined towards seeking a religion, to find order and meaning in their life of uncertainty.

The account of religion as motivated meaning-making is by no means new. Scholars of religion, from James (1902/2002) to Durkheim (1912/1954), have noted that religion imbues life with meaning. Freud (1939/1955) commented that religion structures the outside world thus giving people a sense of control. Furthermore, this feeling may act as a kind of palliative against life's travails and may have contributed to Marx's view that religion is a kind of opiate of the masses. While the theory is not new, what is new is the evidence that there are clear neural indications in the human brain which suggest how religious inclination supports motivated meaning-making paths.

There has been considerable research on the “negativity bias,” which is the tendency to orient and react to negative more than positive things. Recent research, however, suggests that although “bad is stronger than good” (Baumeister et al., 2001), uncertainty may be even stronger (Tritt et al., 2011). For example, in a recent meta-analysis of acute psychological stressors and their impact on cortisol response (stress-response), Dickerson and Kemeny (2004) found that psychological stressors related to uncertain, uncontrollable threats increased cortisol levels more dramatically than any other stressor.

This study brought forth the result that when religious believers were primed with religion they showed muted error-related brain responses. Non-believers, in contrast, showed elevated levels of such brain activity. After being primed with religion, non-believers seemed to be more distressed about their errors, which is in line with the idea that the religious primes violated their own meaning-system. Taken together these two experiments indicate that religion is not only associated with lower error-related brain states, but that it has the potential to actually lower these brain states. This is consistent with the idea that religion buffers against distress when people face error and uncertainty and supports our view of religion as the product of a motivated process to create and sustain meaning.

Inmate leadership plays a significant role in prisons particularly in overcrowded maximum-security prisons where there are few rehabilitation programmes, a shortage of chaplains to provide religious guidance and serious gang problems.

These prisons were more vulnerable to prisoner radicalization and terrorist groups that infiltrate, recruit and operate behind the walls.

The ten randomly selected current cases mentioned below show the characteristics of the offender and the time he is sentenced for. To try and imagine how they would be inside the prison, how would they behave, would they add more to the “conveyor belt” of spawning new jihadist and aspiring terrorists? Not all are followers of Islam or radical Islam but every single one of them in these cases have been radicalised to join.

B. Case 1

<http://www.thelocal.se/46986/20130328/#.UYnRfqIJYUU>

Published: 28 Mar. 13

A New York court sentenced a man who left his home in Sweden to join the al-Shabaab guerrillas to nine years in prison Wednesday for aiding a US-designated terror group.

The man, originally from Eritrea, left his home in Sweden to join the Somali militants in their war against the chaotic country's government. He was arrested while in Nigeria in 2009 and, after being sent to the United States, pleaded guilty in June 2012 to conspiracy to provide material support to a foreign terrorist organization and to receive military training from the US-banned group.

In Manhattan federal court, the 38-year-old was sentenced to 111 months behind bars. “(He) travelled thousands of miles to align himself with al-Shabaab, to aid their campaign of terror and to learn their ‘ways of war,’” Manhattan US Attorney Preet Bharara said.

C. Case 2

07 May 2013

1. Danish Jihadist Killed while Fighting for Muhajireen Brigade in Syria

The Muhajireen Brigade, a unit made up of foreign jihadists who fight in Syria, has announced that a fighter from Denmark was killed while battling the Syrian government in early March. More than 500 Europeans are thought to be fighting with the rebels in Syria.

In a video released on jihadist forums yesterday, the Muhajireen Brigade (Emigrants Brigade),

which is allied with the Al Nusrah Front, al Qaeda's affiliate in Syria, announced the death of Danish citizen Kenneth Sørensen. The video was obtained and translated by the SITE Intelligence group.

Sørensen, who was also known as Abu 'Aisha al Dinmarki and Abdul Malik al Dinmarki, was killed on March 3. He had "an appointment with martyrdom to attain what he wished for in the countryside of Latakia, in a fierce battle between the heroes of Islam and the soldiers of the regime," the video said, according to SITE.

"Our brother Abu 'Aisha stood bravely and charged head on and didn't run away, until he passed," the video continued.

The Muhajireen Brigade recounted that Sørensen had traveled to Yemen, Lebanon, Egypt, and Libya before deciding to join the group. He was reportedly "detained in Yemen and Lebanon, because he frequented mosques and religious scholars." Sørensen had claimed he was tortured while in custody, and the Muhajireen Brigade said that a Danish television channel did a story on his detentions.

While in Yemen, Sørensen attended the radical Imam University in Sana'a, which is run by Abdulmajid al Zindani, who is on the US's list of Specially Designated Global Terrorists for his ties to Osama bin Laden. The US Treasury Department has described Zindani as a "bin Laden loyalist" who has provided crucial support to al Qaeda. Anwar al Awlaki, the American who served as a key leader in al Qaeda in the Arabian Peninsula, also lectured at Imam University.

2. Iran-Backed Terror Cell Exposed in Nigeria

By DAVID BARNETT: February 20, 2013 8:48 PM

50-year-old Shiite leader, Abdullahi Mustapha Berende

http://www.longwarjournal.org/threat-matrix/archives/2013/02/iran-backed_cell_exposed_in_ni.php#ixzz2SfjLZgz4

Nigeria's State Security Service (SSS) announced the arrest of three members of an Iranian-backed terror cell that was reportedly planning to carry out attacks on US and Israeli interests as well as former Nigerian officials.

Nigerian secret police on Wednesday paraded a 50-year-old Islamic cleric and two accomplices who they alleged were spying on prominent individuals and targets in the west African nation for Iran.

Berende underwent his training in Iran and his Iranian sponsors requested him "to identify and gather intelligence on public places and prominent hotels frequented by Americans and Israelis to facilitate attacks," she said.

Ogar said the suspect confessed that he was recruited by "some Iranian elements" during his studies in Iran in 2011 and that he was trained in the use of AK 47 rifles and pistols.

He was trained in the production and detonation of Improvised Explosive Devices (IEDs) and tasked to establish a terrorist cell in the South-Western part of Nigeria with particular emphasis on Lagos.

The reports detail two plots in Bangkok and one each in New Delhi, Tbilisi, Baku, Mombasa and Cyprus. Each plot was attributed to Iran or its Lebanese Hezbollah militant allies, said the reports, which were produced following the bombing in Burgas, Bulgaria of a bus carrying Israeli tourists. Between May 2011 and July 2012, over 20 attacks tied to Iran and Hezbollah against Israelis and Jews abroad were thwarted. These thwarted attacks, not all of which were publicly reported, took place in Cyprus, Turkey, Kenya, India, Thailand, and Azerbaijan, and elsewhere.

D. Case 3

http://www.nbcnews.com/id/51623866/ns/local_news-los_angeles_ca/#.UYnoUqIJYUW

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- On 15 April 2013, William James Burley, 33, was arrested for being a felon in possession of a firearm; he flashed his badge during a traffic stop and claimed he was a federal agent.
- Authorities found body armor, firearms, and fraudulent law enforcement identifications in the trunk of his vehicle and weapons and body armor in his home.
- If convicted, Burley will face prison time in California, after which he may be extradited to Rhode Island where he could spend an additional eight years in prison.
- Burley has a history of impersonating a Navy SEAL; he served three months in a SEAL apprentice school but was asked to leave for bad conduct.

E. Case 4

- On 27 April 2013, federal investigators arrested James Everett Dutschke, 41, for allegedly sending poison letters to President Obama, Senator Roger Wicker, and Mississippi Judge Sadie Holland.
- Authorities initially arrested Paul Kevin Curtis, 45, but released him after they determined Dutschke held grudges against Curtis and Holland and appeared to send the letters to falsely implicate Curtis.
- Dutschke faces charges of making and possessing ricin, which carry a potential sentence of life in prison. He claims he is innocent.

F. Case 5

- On 23 April, a federal judge sentenced Usama bin Ladin's former personal secretary Wadih El-Hage, 52, to life in prison for a second time.

G. Case 6

Published April 30, 2013

Associated Press <http://www.foxnews.com/world/2013/04/30/6-men-plead-guilty-in-uk-over-terror-plot-targeting-far-right-rally/#ixzz2Sg6xc4IU>

- 6 men plead guilty to planning terrorist attack in England
- The men were arrested in July 2012 after authorities discovered weapons, a nail bomb, and a partially assembled pipe bomb in an impounded vehicle belonging to one of the defendants.

H. Case 7

1. Saudi Arabia: Court Convicts Terrorism Defendants

On 29 April, a court convicted eight men on terrorism-related charges, including plotting attacks on an oil refinery. The seven Saudis and one Yemeni were given sentences ranging from four months to eight years and were prohibited from travelling abroad for a year after their release.

I. Case 8

- On 25 April, Spanish authorities arrested a 35-year-old Dutch citizen on suspicion of launching what some describe as the biggest cyberattack in Internet history.
- The attack consisted of a distributed denial-of-service (DDoS) that targeted a non-profit anti-spam organization as well as Internet servers in the United States, United Kingdom, and the Netherlands.
- He allegedly launched the attack from Spain and travelled in a van equipped with mobile

computing capabilities and antennas to scan frequencies.

J. Case 9

Three members of a Birmingham terror cell have been jailed for planning an attack to rival the 7 July and 9/11 atrocities. <http://www.bbc.co.uk/news/uk-22290927>

Irfan Naseer, Irfan Khalid and Ashik Ali had planned to set off up to eight bombs in rucksacks, using timers to detonate the charges. Khalid was sentenced to 18 years. He had boasted that the attack would be “another 9/11”. The court heard how he told police he would have donned a suicide vest and shot soldiers. The judge singled out Naseer as the driving force behind the plot and described him as a “skilful bomb-maker”.

K. Case 10

1. France: Basque Separatist Leader Sentenced

A Paris court sentenced Basque Fatherland and Liberty (ETA) military leader Mikel Sarobe to life in prison for the 2007 murder of two Spanish police officers in southern France.

VIII. CONCLUSION

Looking at the cases mentioned above the first and foremost need the prison system has is that of indicators on flow of information if we need to make intelligence as a management tool to handle terrorist offenders. The decentralized network of terrorist makes detection difficult and intention and activities more concealed. The need to develop indicators to point towards potential terrorist, individual & group behaviour is on par with the need to assess how they communicate with each other.

A. Terrorist Entrepreneurs

In the study of social movements, researchers have found that people almost never join a social movement unless someone personally asks them to join, and usually this is done through some sort of prior social relationship or social network.

To translate the new “member’s” “meaning” “identity” and “anger” into commitment and common loyalties requires extensive communication, exchange of materials and “gatherings” and separation from mainstream society.

The principle of “group polarization,” in which group members move towards an extreme position though discussion, suggests that this concentration may itself cause extremism.

Prisons as a “society,” the implication would follow that isolation of terrorist-leaning inmates would deepen their commitment to that goal. Deep commitments are more likely to be acted upon.

- Extremist recruiting and operational planning in prisons.
- Command and control between prison systems and the external world.
- Develop unique characteristics of extremist activities in women’s prisons which may lead to increased use of female suicide bombers.

That is, US corrections has, over the last two decades, become focused on reducing danger and disorder behind bars. Yet terrorism poses no threat to disorder behind bars; in fact, terrorists would probably be well served by maintaining order, so as to ensure the earliest possible release date and furthering of their objectives while in custody.

The implication to be drawn, then, is that, a custodial culture must be supplemented by an intelligence culture of systematic data collection and concern with early warnings.¹ In the latter, the focus is on the prevention of future crimes. It is forward looking, and preventive in orientation with an eye

¹Please refer to the various other cases mentioned in the separate document titled: “Radicalization in Prisons”.

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toward a dynamic threat. At the most basic level, prisons must infuse intelligence-oriented anti-terrorism as a core mission of corrections.

This is achieved primarily through training and retraining correctional staff. Another aspect of this would be an increased need to “liaise” with external law enforcement and intelligence agencies

Current efforts along these lines will be identified, including (ultimately) variation among correctional agencies. Recommendations will be developed that will serve as a framework for future work.

Prison staff who work at facilities in which terrorist convicts are held should receive specific training, using the Canadian guidelines, in recognizing the difference between religious faith and radical beliefs. Guards do not have to become experts on theology or jihadism, but they should know enough about Islam and Islamist terrorism to be able to keep a watchful eye on social developments taking place within the boarder prisoner community. In addition, front-line staff that regularly interact with Islamist terrorist convicts should receive additional, specialized training in radicalisation awareness and should be regularly briefed on the personal details and social interactions of each particular terrorist convict.

The point is that terrorist convicts are not ordinary prisoners. Some charismatic individuals may use their time behind bars to promote their extremist views, proselytizing radical ideologies in an attempt to attract and recruit members of the general prison population. Toronto 18-member, Ali Dirie, is the best known example of a terrorist convict actively promoting terrorism behind bars.

IX. APPENDIX

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PRINCIPLES AND PROGRAMS FOR YOUNG OFFENDERS

*David S. Prescott**



I. INTRODUCTION AND HISTORICAL OVERVIEW

Perhaps the most important message for this presentation comes not from a great psychologist or criminologist, but from Ringo Starr, who was the drummer for the Beatles. In 1967, he sang a song titled “I Get By with a Little Help from my Friends”. This is how it is when adults come together to try to work with young people who have gotten into trouble with the law. It is very important to remember that every professional in our field is one another’s best resource for working with this often very difficult and challenging population. On that note, I send a special greeting to people who are new to the field. I often like to make the joke that every one of my grey hairs is a teenager whom I’ve worked with.

This presentation first provides a historical overview of the challenges and problems in working with young people who break the law. It next discusses what works in assessment and treatment. It then focuses on the principles of risk, need, and responsivity. These are principles that every professional should know about. I will include a special emphasis on how professionals should conduct themselves when interacting with young people who break the law. I will also focus on what the scientific research says about who these young people are, who we are as professionals, what’s new in assessment, and what’s new in treatment programs. As we enter this field, the most important question that we can ask ourselves is, “Do we want these young people to keep breaking the law, or not?” The reason I ask this question is that our history is filled with many attempts to get young people to behave themselves, and yet these attempts only made matters worse. It’s important for us to consider what we can do and also who we should be when we are interacting with young people who break the law. And so, I will start with a discussion on treatment: where we’ve been and where we need to be.

The take-home message is that when we build healthy lives and safe communities, we need to understand the motivations of all young people, their internal motivations, and the context in which these motivations occur. It’s vital to remember that motivation can never be forced onto a young person. Also, it is vital that our goals in treatment should be goals that every young person can approach and work towards, rather than goals which young people try to avoid. For example, it can be easier and more successful to work towards a goal of a better future and a life worth living than it is to work on a goal that’s based on a goal of not getting into any more trouble. Another important message is that all professionals need to build an alliance with the young people with whom they work, and that we need to measure this alliance in an ongoing and structured way so that we understand our actions from each young person’s perspective.

Let’s take a quick look backwards at the history of our field. I have great respect for everybody who has been involved in this work because adults have had difficulty understanding and predicting the behavior of young people for many thousands of years. My intention is to be tough on issues, but tender on people. It is important to remember what criminologist Vern Quinsey said in 1998, that people are not now as smart as they think and the people used to be smarter than we now think they were (Quinsey, Harris, Rice, & Cormier, 1998).

My primary concern in working with young people who break the law is that during the past 30 years is that the majority of progress that we have made has been technological in nature. We know that from the beginning of time when adults have had concerns about their lives and the lives of others

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they've come together into groups, whether talking as small communities or coming together as professional organizations. It is vitally important that every professional not only attend school and read the scientific research, it is also important that we talk about the challenges we face in working with others. And this is how many of our professions began. Well over 2000 years ago, in ancient Rome, Publilius Syrus observed that the way people talk is a mirror of the soul, and that as a person speaks so is he or she. By the time of the 1600s, Pascal observed that people are generally better persuaded by the reasons which they have, themselves, discovered than by those which have come into the mind of others. What this means is that people are often more convinced by what they hear themselves say than they are by what other people say to them; this latter point was made by Daryl Bem in 1972 with his *self-perception theory* (Bem, 1972). This is particularly true with teenagers. It is a very great challenge for any adult to attempt to directly influence a young person. We can be more effective when we attempt to awaken a young person's internal motivation to build a better life for themselves (Naar-King, 2010; Miller & Rollnick, 2013).

As we review the history of our field, particularly in the large institutions — psychiatric and correctional — of western culture's history, it is striking how much treatment has been done *to* others rather than *with* them or *for* them (Miller & Rollnick, 2013). Western Europe and North America have a long tradition of attempting to impose treatment onto people who get into trouble with the law or cause concern for societies. This has continued up to the present where many attempts have been made to change people, even though these attempts have proven unsuccessful (Parhar, Wormith, Derzken & Beauregard, 2008). A recent controversy in the United States, for example, has included attempts to change people's sexual orientation. Although it is certainly acceptable for anybody to make changes to their own life, too often treatment has been used by some people to get other people to change, despite evidence that it is unlikely to be successful. Much of criminology made a tremendous change in the year 1974 when a criminologist named Robert Martinson published an article on rehabilitation programs in prison services. He asked the question, "Does nothing work?" And his preliminary analyses found that there was no effect of treatment programs on crime within the prison system in North America. However, five years later he admitted that these preliminary analyses had been wrong. Unfortunately, by this time, the damage was done and many prisons had simply eliminated all of their treatment programs. Paul Gendreau, another great criminologist, came along several years later and provided research showing that something works in the treatment of people who had broken the law, and yet for many years it was unclear what it was that worked. This "something works" doctrine then became known as the "what works?" doctrine once scientific research showed that in fact correctional treatment programs can and do work for young people.

By 1979, in psychotherapy research, Edward Bordin found that the therapeutic alliance that so many people rely on in treatment could be defined as building agreement on the nature of the relationship, agreement on the goals of treatment, agreement on the tasks of treatment, and later researcher John Norcross would add that client preferences are important to consider in the construction of treatment programs (Bordin, 1979; Norcross, 2010). Since 1979, over 1,100 studies have emphasized the importance of the alliance in all forms of psychotherapy (Orlinsky, Ronnestad, & Willutski, 2004). This is important to take into account. Just five years after Robert Martinson said that nothing worked, we had the building blocks of understanding what actually are the key ingredients in treatment programs with young people as well as adults. However, just a few years later, in the field of treating sexual offenders, Anna Salter made clear her belief that treatment should be confrontational (Salter, 1988). In fact, she said in a famous book that she wrote, "the process of treating child sex offenders is heavily weighted in the direction of confrontation. Treatment requires continual confrontation." As examples, she included "No, I don't trust you, and you would be pretty foolish to trust yourself." and "Give me a break. What do you mean one drink can't do any harm?"(p. 93). She later says that treatment should not be hostile, and yet many of these statements can appear hostile to those who read her book. Even when Salter's book appeared on the market, it was already known that many of the most important elements of psychotherapy included the therapeutic relationship. However, the belief among those professionals treating violent and sexual offenders was that treatment needs to be confrontational in nature.

By 1990, Alan Jenkins in Australia wrote a book on the therapeutic engagement of men who were violent and abusive, and he emphasized three important areas in this work (Jenkins, 1990). He emphas-

ized the importance in establishing a mission in responsibility. This involved assisting the people whom the man had victimized, using treatment to prevent further abuse, and developing self-respect and integrity. Alan Jenkins' point is that treating abusive men can be beneficial to the man, to the community, and to the people whom he has abused. The earliest studies of the sexual offender treatment had great difficulty finding significant effects of treatment programming. For example, Furby and her colleagues found no significant treatment effect due to methodological variability (Furby, Wenrott, and Blackshaw, 1989). However, by the beginning of the decade of the 2000s, Karl Hansen and his colleagues found that treatment programs could reduce sexual offending by as much as 40%, and this study included treatment programs for young people (Hanson, Gordon, Harris, et al., 2002). These results were similar to those found in a European meta-analysis (Lösel & Schmucker, 2005). By 1995, Gerald Blanchard published the first book on the therapeutic relationship in sexual offender treatment (Blanchard, 1995). However, this book was only 55 pages long. So, for many years, we knew that treatment programs might work for violent offenders and sexual offenders, but there was very little written on how to actually do this work.

In 1998, a method for managing adult sex offenders in the community was published (English, 1998). However, it was described as an aggressive strategy for the community management of adult sex offenders. In other words, this management strategy actually described itself as aggressive in the treatment of aggressive behavior. They emphasized that in this approach the client is the community and that treatment and supervision are meant for the benefit of the client themselves. And so, this meant that people entering treatment for aggressive behavior had to be aware that their therapist was working for the benefit, purely, of the community, and not for them. All of this was despite decades of research finding that the therapeutic alliance is an important part of making criminal offenders less dangerous. In 1999, a researcher named Rick Snyder emphasized the importance of building hope in all forms of psychotherapy (Snyder, Michael, & Cheavens, 1999). He described two key components to hope, including agency thinking, which is an awareness that a goal is attainable, and pathways thinking, which is an awareness of how to do it. He observed that therapists who are burned out or otherwise fail to convey hopefulness are modeling low agency and pathways thinking.

In 2005, an important study appeared on the treatment of sexual abusers (Marques, Wiederanders, Day, Nelson, & van Ommeren, 2005). At first, it found no overall differences between treated and untreated clients. However, they noted that sex offenders who successfully completed the treatment program reoffended at lower rates than those who did not demonstrate that they understood their treatment goals. In other words, people who meaningfully and genuinely worked on their treatment goals and understood the importance of treatment were more likely to benefit from treatment than those who simply went through a treatment program as if it was an educational program. This is an important consideration in the treatment of all criminal offenders. Simply putting people through a psychoeducational class is not nearly as effective as meaningfully engaging them in a treatment program where they can examine and rebuild their lives. In 2005 to 2007, researchers Bill and Liam Marshall studied the characteristics of effective treatment and found that the most successful treatment providers are those who are warm, empathic, rewarding, and directive in the way that they provide treatment (for example, Marshall, 2005). These researchers also emphasized the importance of preparatory programming as people first enter treatment programs to become less abusive.

By the time 2008 came around, Karen Parhar and her colleagues conducted a meta-analysis of 129 studies (Parhar et al., 2008). They found that "in general, mandated treatment was found to be ineffective, particularly when the treatment program was located in a custodial setting, whereas voluntary treatment produced significant treatment effect sizes, regardless of the setting". In other words, the more coercive the treatment program, the less effective it can be. Tying all of these threads together, what is important to remember is that the most important aspect of correctional treatment programs is not the custodial setting, it is the people who form the relationships that make it possible for young people to build better and healthier lives.

As an example of how good treatment programs can go bad, in Massachusetts it is now necessary for people who break the law and go into treatment programs to sign a form acknowledging that anything they say in treatment can be used against them in a court of law (Larni Levi, personal communication). Meanwhile, in Texas, the goal of treatment programs for sex offenders make clear

that the ultimate client in treatment is the people who have been harmed by sex offenders and not the offenders, themselves. They explain that sex offender treatment is different from traditional psychotherapy in that treatment is mandated, it is structured, centered on the needs of the victims, and that the treatment provider imposes values and limits. In other words, the treatment programs actually conduct themselves in a way that previous research has shown doesn't work. So, the point that I want to emphasize is that in many areas in North America, we actually know better and yet we continue to do worse. And so, it is vital that treatment programs focus on what we know actually works.

In 2012, Corrections Canada published a study by Robin Wilson and his colleagues finding that collaborative risk management and attending to sound correctional principals as well as holistic community after care can contribute to reduced reoffending (Wilson, Cortoni, Picheca, Stirpe, & Nunes, 2012). This study illustrated the need for community treatment after people had been institutionalized, and what they found was that a central goal of remaining balanced and self-determined was key to the success of the offender. And so, an important aspect of all treatment programs should be to build a balanced and self-determined lifestyle for all clients. Meanwhile, in my home state of Maine, recent laws have instead emphasized public humiliation and shame-based approaches, such as putting signs up in public parks warning sex offenders to stay away. In the American state of Florida, there are some locations that will put a sign up in front of the house of sex offenders to warn the neighbors to stay away from him or her. Even in the weeks before this presentation, the United States Senate passed the beginning of a new law to make it impossible for violent criminal offenders to receive some forms of public assistance. These kinds of public policies are demonstrated clearly in the scientific research not to work, and yet there are many locations that enforce them anyway. The moral of the story is that instead of punishing people at every turn, we need to think about our work as a form of crime prevention. We need to think prevention. We need to be prevention. We need to remember that our efforts in treating young people are prevention, and that we are all in the field of crime prevention.

Perhaps the most important study in this area was conducted by Paula Smith and her colleagues in 2002 (Smith, Goggin, & Gendreau, 2002). They conducted an analysis of 117 studies since 1958. It included 442,471 criminal offenders, including juveniles. They found that no form of punishment reduced re-offense risk. They concluded that prisons and intermediate sanctions should not be used with the expectation of reducing criminal behavior. They found that this included intensive surveillance, electronic monitoring, drug-abuse education, and a program called "Scared Straight". They even found that incarcerating low-risk criminals can actually increase their risk for further criminal offending. This is an important study because it challenges us to think about the differences between punishment and rehabilitation. Punishment is punishment, and efforts to rehabilitate can involve treatment collaborative supervision, and other methods. However, the moment that rehabilitation begins to look like punishment is that moment that rehabilitative efforts are probably not going to work.

A critical message for professionals in our field to remember is that empathic adults will be more effective with young people who break the law. However, research shows us that even the best professionals can become less empathic over time when working with young people. In fact, one researcher named Mohammadreza Hojat found that medical students becoming doctors actually can become less empathic over the course of their education. The challenge for all professionals in our field is to remain empathic and to remain effective with the young people that we work with. In fact, there has been so much research on empathy that it may be wiser for all of us to work to remain compassionate with the young people with whom we work.

II. RISK. NEED. RESPONSIVITY

Across the past 20 or so years, criminologists Don Andrews and James Bonta have researched the principles of effective correctional programming and have found three principles that stand out above all others. These are the risk principle, need principle, and the responsivity principle (Andrews & Bonta, 2010).

The *risk principle* holds that effective programs match the level of treatment intensity to the level of risk posed by the client: higher risk clients should receive higher intensity treatment. Andrews and

Bonta found that mismatching can increase risk, and — perhaps most importantly — that the extent of one's criminal history is among the most predictive factors that one can consider for each client.

Andrews and Bonta further discussed the big four of risk factors. These are: antisocial attitudes, antisocial associates, a history of antisocial behavior, and an antisocial personal pattern, which can include psychopathy, impulsivity, restless and aggressive energy, egocentrism, thrill seeking, poor problem solving, and poor self-regulation skills. It is not difficult to look at this list and begin devising treatment strategies for many of the young people who come into our treatment programs. It's important to look at this list and consider how many of our actions may benefit and interfere with the progress of many of our young people. For example, if we want to improve the lives of teenagers who get into trouble with the law, it is vital that we provide them with access to situations where they can develop healthier attitudes and friendships with others. Also predictive of future offense are problems at home, such as low level of affection, caring, and cohesiveness; poor parental supervision, neglect, and abuse; problems at school or work, including low levels of education and achievement, and an unstable employment history; or with the use of leisure time, such as time to exercise and substance abuse. The ability to predict criminal behavior increases with the number and variety of these major risk factors and the number of different sources of information that are used.

Factors that are not associated with risk can be surprising. For example, denial that somebody has engaged in problem behavior is not known to be associated with their overall level of dangerousness. Neither is their capacity to have empathy for the people that they have harmed. Many personality features, such as an overall level of confidence or avoidance of relationships, may or may not have anything to do with the likelihood they will commit future crimes. Likewise, psychological maladjustment does not necessarily contribute to future criminal behavior.

It is essential that assessments be done at the start of each individual's treatment. Ultimately, all of our treatment programs should be driven by a solid assessment. There are many good risk assessment tools, although the extent to which they have been tested in Asian populations remains unknown. However, one instrument for sex offense recidivism was recently tested in Indonesia. This was the Estimate of Risk for Adolescent Sex Offense Recidivism (ERASOR; Worling & Curwen, 2001).

In North America, programs such as drug abuse and resistance education have been very popular, and yet have also been found not to actually reduce the likelihood that young people will take up drug abuse. How is this? It seems that the risk principle provides the answer. When one provides the same intervention — drug abuse resistance education — to all people, it reduces the risk of only a very few, and it increases the risk of a small minority, thereby producing no appreciable results. A common belief amongst people who provide drug abuse resistance abuse education is that if it reaches only one person it will have been worthwhile. However, what many professionals don't consider is how many people actually become more likely to take up drug abuse as a result of this intervention.

Likewise, in North America, there has been an emphasis on using technological solutions, such as electronic monitoring and global positioning systems, in the supervision of people in trouble with the law. However, these technological solutions have not yet been shown to reduce risk even a little bit.

There have been many attempts to take all kids who have gotten into trouble with the law and provide them with a similar intervention aimed at making them afraid of continuing in crime. The "Scared Straight" program is one such example. Research has found conclusively that it doesn't work, and yet, it has been very popular (Smith, Goggin, & Gendreau, 2002). The Scared Straight program's intention has been to take groups of young people in trouble with the law and take them inside prisons where the inmates then scare them with stories of what it's like to be in prison. Scared Straight has been very effective at scaring young people in the short term, but very ineffective at actually getting them to change their behavior in the long term.

When considering the risk principle, it is vital to remember that whatever our sense of morals, whatever our values are, they make no difference. We need to remember that risk is an underlying likelihood to continue in problem behavior. We cannot preach bad behavior away. We can only invite young people to reconsider their lives. Our punishments are effective at punishing, but only rehabilita-

tion makes people less likely to continue in crime. The risk principle reminds us that we can make people more dangerous just as easily — and perhaps more easily — than we can make them less dangerous.

The second of the three principles is the *need principle*. The need principle holds that effective treatment programs target identified needs in the research. This means that many people come into treatment programs wanting to work in some area but not others. Effective treatment programs look at what research identified as meaningful treatment goals. The need principle finds that people who have sexually or violently abused require specific kinds of treatment programming and that other kinds of treatment programs may result in some ancillary gain, but that risk for re-offense will likely not be reduced. For example, criminal interests, criminal attitudes and beliefs, criminal cognitive schemas, criminal associates, criminal significant others, self-regulation problems, and deficits in self-management (including problem-solving skills and coping skills) are all important treatment goals for programs seeking to rehabilitate young people. An example of a treatment program that will not work with young people will be leisure gardening. Getting young people to take care of plants or animals will only be good for developing skills in these areas. However, these areas can be meaningful for helping young people develop skills for getting along with one another, which can be related to the need principle of criminal attitudes and associates. However, this is not a direct pathway. Perhaps most important in the need principle is also developing young people's ability to observe themselves, their thoughts, and their actions. This is the focus of a section later in this presentation.

The *responsivity principle* holds that effective programs are those which are responsive to client characteristics. The key element of the responsivity principle is that professionals can build the capacity for young people to respond to the programs in which they find themselves. Aspects such as cognitive abilities, maturity, motivation, the mode of intervention, scheduling concerns, and understanding each person's past history of trauma are all key to building responsivity. Relationship problems, learning difficulties, hyperactivity, communication difficulty, and cognitive rigidity are all important factors to consider, but in assessments and in treatment programs.

Returning to the earlier example of leisure gardening and working with animals: it can be the case that treatment programs can use these ancillary treatment methods to build up the capacity of young people to respond to treatment. However, they cannot, on their own, be expected to result in a decreased willing to commit further crimes. Some simple methods for building responsivity in treatment can included the *4-to-1 rule*. The 4-to-1 rule holds that all professionals should provide four positive messages for every one negative message that they give to young people. In other words, four positive affirmations or validations of the young person for every negative message they send back to the adolescent.

Another method for building responsivity can involve journaling. Researcher James Pennebaker found that simply having people write a journal of all of the challenges they faced was successful in having people develop the ability to reconsider their lives and what they wanted to do with their lives (Pennebaker, 1990). Likewise, adjunctive treatments, such as yoga and meditation, although they don't directly address criminal behavior, can build the young person's capacity to respond to the treatment programs that are available to them.

As an example of the principles of risk, need, and responsivity, let's imagine a brief case example of a young man who I will call Arthur. Arthur came from a broken home where his mother remarried and rebuilt their family. Arthur got into trouble for stealing a car and setting fire to an unoccupied house. He was arrested and came into treatment blaming his peer group for setting him up for this crime. In treatment, Arthur worked to make his family relationships better and establish a new peer group. Arthur had no prior criminal history, and he was able to use treatment to explore his attitudes and beliefs as well as the effect of his relationships and peer groups on his behavior. Arthur worked hard in school and graduated, eventually going off to university. Arthur was an example of a low risk adolescent who was amenable to treatment and able to rebuild his life. An effective treatment program for Arthur would involve lower intensity and provide an opportunity for him to rebuild his life. Because Arthur was of average intelligence and had a high level of motivation to change, he could be considered a low risk, low need, high level of responsivity client.

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Next, let's examine the case of Josh. Josh also came from a broken home. He started drinking alcohol at the age of 10 and listened to his father assault his mother five out of every seven nights for many months. Josh was first arrested at the age of 12 after he broke into a house and stole many belongings from it. He was again arrested at the age of 13 for a violent offense against his teacher. Josh did not want to take responsibility for his behavior and threatened to assault his therapist and the agent who supervised him in the community. Josh was sent to a residential treatment center in another part of the state. He received treatment four days a week and participated in a number of sports activities. Josh continued to receive supervision in the community when he returned, and the treatment providers worked to involve his family in treatment to the greatest extent possible. Josh was able to succeed and went on to lead an offense-free life. Josh was an example of a high-risk, high-need, low-responsivity client. He required a more intensive level of treatment and had a greater number of treatment goals than Arthur. His treatment continued in the community after the end of residential treatment and was eventually successful. However, Josh had a harder time responding to the treatment interventions that were available to him. If Arthur had been sent to a program where he was provided with an intensive level of treatment, it may have happened that he would become more dangerous as a result of exposure to others with similar criminal histories. However, by keeping Arthur in the community, it was possible to provide him with a more actively pro-social peer group.

Next, let's look at some examples of effective treatment programs. In the past 25 years, scientific researchers have examined a number of treatment programs. The first of these is called *multi-systemic therapy for antisocial behavior*. It is an intensive family and community-based treatment. It focuses on environmental systems that impact chronic and violent juvenile offenders. Multi-systemic therapy takes place in the home, in the family, in schools and it can involve teachers and friends. It acknowledges that every system in a young person's life plays a role in their life. Multi-systemic therapy has been shown to be effective in many studies. However, it is not without critics who wonder whether part of its success may have more to do with the intensive level of supervision that the professional receives. Studies conducted by the authors of multi-systemic therapy have not found the same level of results. It seems that an important factor to consider is the intensity of supervision for each professional and the extent to which they actively follow the model that they are working in.

Another example of a successful treatment approach has been *functional family therapy*. This is a short-term program involving 12 sessions over three to four months. It involves five phases, including engagement in a change process, motivation to change, relational and interpersonal assessment and planning for behavior change, the behavior change itself, and the generalization of treatment gains to one's daily life.

A classic form of treatment in North America that has a good scientific basis is *cognitive behavioral therapy*, first introduced by Aaron Beck. It addresses problematic emotions, maladaptive behaviors, thoughts, attitudes, beliefs, and other cognitive processes. It uses goal-oriented and explicit systematic procedures. Please note that cognitive behavioral therapy does not spend a great deal of time going back over the client's history and how they came to develop their problems. Rather, it focuses on the here and now and emphasizes what people can do in their future. A common criticism of cognitive behavioral therapy is that it therefore doesn't always go deep into a client's understanding of the world around them or into their relationships with others and often doesn't explore emotions or behavior at a deep enough level. However, much of this depends on how one administers cognitive behavioral therapy. Another recent development in working with young people who get into trouble with the law has been trauma-focused cognitive behavioral therapy, which is a variation that explores the effects of trauma in the lives of young people.

A very new development in working with people of all backgrounds has been *feedback informed treatment*, also known as *client-directed outcome informed treatment*, developed by Scott Miller, Barry Duncan and others. Feedback informed treatment, which I am discussing today, is associated with Scott Miller. It measures changes in broad areas of clinical change. It measures changes in the therapeutic alliance consisting of the relationship, the goals of treatment, treatment methods, and client preferences. It incorporates feedback on these changes into treatment itself. It has developed a strong research base.

A critical development in recent years has been *motivational interviewing*. Motivational interviewing involves helping people to say why and how they might change, and is based on the use of a guiding style. Many analyses have found that it can be very effective and, unlike many other treatment methods, it tends to be most effective when it is not manual-guided, but rather guided by underlying principles of partnership, acceptance, compassion for the client, and evocation of the client's internal reasons to change. One meta-analysis also found that motivational interviewing gained the best effects with people who in the United States were from ethnic minorities (Hettema, Miller, & Steele, 2005). This included people of Asian descent as well as Native American, African American, and Latino descent. Where traditional forms of communication in treatment might involve a treatment provider giving advice and providing information, motivational interviewing involves offering a reflective statement, exploring the client's statement and perspectives, offering information, and exploring how the client responds to that information. It is an empathic conversation in which the therapist adopts a guiding stance, rather than an overtly directive stance or one in which the therapist follows the client's wishes.

When we consider the motivation of young people, it's important to remember that motivation can change dramatically in a short period of time. Author Daniel Pink has described three levels of motivation and named them as if they were software packages. Motivation 1.0, as he calls it, involves survival. Human beings want to survive. Motivation 2.0 involves rewards and consequences. This is because although all human beings want to survive, we don't always behave as though we are motivated entirely by this desire. After all, we all engage in behaviors, such as eating too much or drinking too much, taking up smoking, driving dangerously, etc. Daniel Pink observed that many people are motivated by rewards and consequences, but that rewards and consequences do not explain all human motivation. He finds that if we only rely on these conceptualizations of motivation, we can actually make matters worse, and he argues on behalf of understanding somebody's internal motivation to change. He says, for example, that students who are praised for their intelligence are more likely to engage in cheating and less likely to persist in academic pursuits than students who are praised for their efforts, that effort is a better internal motivation to tap than traits, such as intelligence, which cannot be changed. This is similar to the work of Ryan and Deci, who have observed in self-determination theory that human beings tend to be motivated in the direction of greater autonomy, greater competence, and a greater sense of connection to others. Ultimately in our treatment programs, we should all work together to build willing partners in change. Effective treatment programs tap into each client's internal motivation to change and address treatment goals that are found in research to be associated with future crime. Treatment should not be something that we do *to* young people; it should be something that we do *with* young people. Ultimately the safest offender is somebody who has a place to live, is connected to support people to whom he or she is accountable, has work or goes to school, and has everything to lose by committing another crime.

III. TRAUMA AND THE BRAIN

Research over the past 25 years has left no doubt that maltreatment of children can have a significant effect on their brain development. All too often young people who have been abused spend more psychological energy simply trying to survive the abuse and to scan their environment for signs of threat and danger that they don't have an adequate chance to develop a more healthy curiosity about their life and the world around them. This simple fact is critical to understanding how young people wind up engaging in crime and how they can develop the hope that will prevent them from engaging in crime in the future. These developmental insults lead to behavior problems quite frequently. Emotional abuse, the loss of important emotional relationships, having caregivers who are impaired, being exposed to domestic violence and sexual abuse, neglect, and physical abuse can all have a dramatic effect both on psychosocial development and on brain development. The key factor to consider is the cumulative harm that takes place. It does not need to be the case that a young person is violently abused in an egregious way on one occasion, but rather, daily neglect can add up to significant difficulties in neurological functioning. As some examples, there can be increased limbic system irritability, heightening of a fight-flight-freeze response, decreased left hemisphere development. It can decrease the integration across the left and right hemispheres, and it can limit the activation of the cerebellar vermis where a considerable amount of self-regulatory activity occurs. All of these, of course, are big words and big ideas.

The central importance for our purposes is the knowledge that we can heal the brain through diverse activities such as exercise and other physical activities, practicing mindfulness — whether this be in the form of meditation or group instruction on mindfulness, and through yoga. In fact, in a recent unpublished study, researcher Bessel van der Kolk and his colleagues have found that practicing yoga can make dramatic changes to the area of the brain associated with self-observation (also see van der Kolk, 1994, 2012).

For our purposes of working with young people who break the law, it can be useful and instructive to review the criteria for post-traumatic stress disorder and ask ourselves in what ways we see these facts in the everyday functioning of young people. Let's remember that the traumatic event is persistently re-experienced in any one of the following ways: recurrent and intrusive distressing recollections of the event, including images, thoughts, or perceptions. In young children, this can include repetitive play in which themes or aspects of the trauma are expressed. It can also include recurrent distressing dreams of the event, and in children there may be frightening dreams without any recognizable content. This can become important when we remember that professionals in many treatment programs can be frustrated by the fact that young people simply don't want to go to bed at night or that they mistake professionals for truly abusive people that they have known.

PTSD also involves acting or feeling as if the traumatic event were recurring. It is very common for kids who have been in trouble with the law to view their world as a dangerous, harsh, or punitive place despite all of our attempts to demonstrate otherwise. PTSD also involves intense psychological distress at exposure to internal or external cues that symbolize or resemble an aspect of the traumatic event. Again, our clients often live with different perspective from our own, and it is unreasonable for us to expect that they will change their perspective on the world quickly when they have had such devastating evidence to the contrary. PTSD often involves efforts to avoid thoughts, feelings, or conversations associated with the trauma. It is, therefore, no surprise that our clients frequently engage in drug and alcohol abuse. They engage in efforts to avoid activities, places, or people that arouse recollection of the trauma, and very often they have an inability to recall important aspects of their trauma. When discussing crimes with young people, professionals frequently experience dismay that their clients don't recall specific aspects of their own behavior. While it is often the case that young people don't want to tell us everything we want them to, they still can genuinely forget many aspects of traumatic behaviors that they have, themselves, engaged in. PTSD also involves marked diminished interest or participation in significant activities. Again, it is vital to recall that the shallow emotional experience of our clientele can be a direct result of the traumatic experiences that they have had.

IV. HOW DO PEOPLE ACTUALLY CHANGE?

Ultimately, all treatment providers are challenged to consider: what are the active ingredients in treatment? Cognitive behavioral therapy emphasizes the importance of challenging distorted thinking patterns, but is that what really gets people to change? Is it the fact that they complete assignments, that they follow the manual? Or, do people change as a result of their experiences and their discoveries? Or, perhaps more specifically, do they change via a relationship experience where hope and possibility are renewed or even born?

Across North America, treatment programs are increasingly looking at the importance of attachment. A problem that we have is that we often treat problems with attachment as mental disorders rather than adaptations to abusive environments, and have very little research about what healthy attachment styles actually look like. I believe that this is further complicated by the fact that many people who provide treatment often have problems with relationships and attachments themselves. This is not to any degree that is greater than in the general population, but it is important to recall that we are attempting to build relationship capacity in young people when, very often, we ourselves have limits in our abilities to form these most important relationships. It is vital to remember that all of our clients come from challenging environments.

Another crucial element of treatment programs that is neurologically based is the idea of empathic attunement, the ability to engage in activities with others, to feel competent within interpersonal relationships and to relate to others at an empathic level. Ultimately, empathic and attuned treatment

interventions will always be unexpected in the lives of young people. They will always be welcome. They will almost always be impactful. What we need, in order to do this treatment, is an appropriate mindset, an appropriate heart-set, the right spirit, the right attitude, and the right intention. Who we are when we walk into a room will be immediately apparent to our clients. When we enter a room in a spirit of acceptance and compassion, we are more likely to get further with our clients than we will if we go in in a spirit of trying to fix things or to punish bad behavior. Ultimately, our efforts will be most effective when we can remain compassionate. Miller and Rollnick, in their recent book on motivational interviewing, have reintroduced the idea of compassion into effective interventions. In their view, compassion involves advocating for the best interests of clients and being motivated at all levels to address the treatment needs of our clients. Whereas empathy can be a cognitive concept, compassion involves cognition, emotion, and behavior. Unfortunately, in North America, the political climate has been anything but compassionate, often focusing on coercion, shame, blame, threats, or punishment. Ultimately, however, we can leave no one behind. Neurological research reminds us that compassion, respect, a sense of social justice for all — including our clients, prizing the differences between all humans, remembering and respecting human potential, and collaboration are vital to successful treatment.

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THE GOOD LIVES MODEL (GLM) IN THEORY AND PRACTICE

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I. INTRODUCTION

The Good Lives Model (GLM) is a strengths-based rehabilitation theory that augments the risk, need, and responsivity principles of effective correctional intervention through its focus on assisting clients to develop and implement meaningful life plans that are incompatible with future offending. During the decade of its existence, the GLM has seen advances in its underlying theory and application, as well as its popularity, although empirical support for its application in practice remains in its infancy. This article briefly reviews the evolution of the application of the GLM, describes new and more accessible terminology for key GLM constructs, and offers ideas for situating traditional treatment programme components within the GLM framework. This brief article is intended to provide a summary of recent developments from existing texts on the application of the GLM.

II. THE GOOD LIVES MODEL

The Good Lives Model (GLM; Ward & Gannon, 2006; Ward & Stewart, 2003) has become increasingly popular in sexual offending treatment programmes (McGrath, Cumming, Burchard, Zeoli, & Ellerby, 2010) and is in use in diverse jurisdictions around the world. The GLM is a strengths-based approach to offender rehabilitation that augments the risk, need, and responsivity principles of effective correctional intervention (RNR; Andrews & Bonta, 2010) through its focus on assisting clients to develop and implement meaningful life plans that are incompatible with offending. Preliminary research suggests that the GLM can enhance client engagement in treatment and reduce dropouts from programmes (e.g., Simons, McCullar, & Tyler, 2006), a factor well-known to be associated with higher recidivism rates (Hanson, et al., 2002; Olver, Stockdale, & Wormith, 2011). This article reviews the evolution of the application of the GLM since its introduction, describes recently developed accessible terminology for key constructs, and offers suggestions for applying the GLM in traditional treatment programmes.

In brief, a central assumption of the GLM is that offending results from problems in the way an individual seeks to attain *primary human goods*, which reflect certain states of mind, outcomes, and experiences that are important for all humans to have in their lives. Examples include happiness, relationships/friendships, and experiencing mastery in work and leisure activities. Identifying the primary goods that are most important to clients, and those that are implicated in the offence process, constitutes a fundamental component of assessment because treatment explicitly aims to assist clients to attain these primary goods in personally meaningful, rewarding, and nonharmful ways in addition to addressing re-offence risk (Ward, Yates, & Long, 2006; Yates, Prescott, & Ward, 2010; Yates & Ward, 2008). Within the GLM, in addition to representing risk factors for recidivism, criminogenic needs are conceptualized as obstacles that block or otherwise frustrate pro-social attainment of primary human goods. They are therefore directly targeted in treatment as a crucial step towards assisting clients to attain primary goods in their lives. In this way, clients become invested in the treatment process because treatment explicitly aims to assist them live a fulfilling life in addition to reducing and managing risk. As suggested by Ward, Mann, & Gannon (2007) "...offenders want better lives not simply the promise of less harmful ones" (pp. 106). It is beyond the scope of the current article to describe the GLM theory and its development in detail. Key developments in recent years include

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its alignment with desistance theory and research (Laws & Ward, 2011) and integration with the Self-Regulation Model — Revised (SRM-R; Yates, et al., 2010; Yates & Ward, 2008). Several journal articles, books, book chapters, and guides for implementation are available that provide comprehensive descriptions of the GLM theory, including these recent developments (Laws & Ward, 2011; Ward & Maruna, 2007; Ward, Yates, & Willis, 2012; Willis & Yates, in press; Yates, et al., 2010)

Ward and colleagues first proposed the GLM over a decade ago (Ward, 2002; Ward & Stewart, 2003); however, its translation into practice has been much more recent (Willis, Yates, Gannon, & Ward, in press; Yates & Prescott, 2011b; Yates, et al., 2010). Not surprisingly, as with any new model, technique, or approach, its application has not been without problems. In the first years of its existence, there were few resources for clinicians, such as structured methods for assessing and examining the role of primary goods in the life and offence process of each client. As a result, it was common to find that programmes attempting to implement aspects of the GLM were in fact implementing strategies that were not always in keeping with the tenets of the GLM; for example, simply adding a GLM module or component onto the end of a traditional risk-oriented treatment programme (Willis, Ward, et al., in press). Introducing the GLM at the end of a treatment programme is considered too late because the potential for enhancing client engagement in each stage of treatment has been lost, and because this approach does not allow for examination of the relationships between GLM constructs such as primary goods and offending and risk factors. More recently, an assessment protocol (Yates, et al., 2009), clinicians' guide (Yates, et al., 2010), client workbook (Yates & Prescott, 2011b), and overview for integrating the GLM into structured treatment programmes (Willis, Yates, et al., in press) have become available, in order to better aid clinicians to implement a fully informed GLM approach to treatment.

III. PRIMARY HUMAN GOODS/COMMON LIFE GOALS

The GLM primary human goods were identified through an extensive review and synthesis of psychological, social, biological, and anthropological research (Ward & Stewart, 2003). Initial descriptions of the GLM proposed 10 primary human goods, while Purvis (2010) has suggested the separation of one of the initially proposed primary goods into two separate primary goods, suggesting the possibility of 11 primary human goods. In addition, the terminology associated with these goods has been explicitly revised (Yates & Prescott, 2011a) in order to be more accessible to clinicians and clients than previous terminology, and to reflect common life goals in order to emphasise the importance of the goods to all individuals. Table 1 (derived from Ward & Gannon, 2006; Yates & Prescott, 2011a; Yates & Prescott, 2011b; Yates, et al., 2010) lists primary goods, common life goals, and their definitions. Examples of associated *secondary or instrumental goods*, which represent the concrete activities or means through which primary goods are attained, are also provided. Secondary goods can be pro-social or antisocial, and examples of each are provided.

Table 1

Primary Goods, Common Life Goals, Definitions, & Possible Secondary/Instrumental Goods¹

Primary Good	Common Life Goal	Definition	Possible Secondary/Instrumental Goods
Life (healthy living and functioning)	Life: Living and Surviving	Looking after physical health, and/or staying alive and safe.	Pursuing a healthy diet, engaging in regular exercise, managing specific health problems, earning or stealing money to pay rent or to meet basic survival or safety needs.
Knowledge	Knowledge: Learning and Knowing	Seeking knowledge about oneself, other people, the environment, or specific subjects.	Attending school or training courses, self-study (e.g., reading), mentoring or coaching others, attending a treatment or rehabilitation programme.
Excellence in Work and Play ²	Being Good at Work and Play	Striving for excellence and mastery in work, hobbies or leisure activities.	Being employed or volunteering in meaningful work, advancing in one's career; participating in a sport, playing a musical instrument, arts and crafts.
Excellence in Agency (autonomy and self-directedness)	Personal Choice and Independence	Seeking independence and autonomy, making one's own way in life.	Developing and following through with life plans, being assertive, having control over other people, abusing or manipulating others.
Inner Peace (freedom from emotional turmoil and stress)	Peace of Mind	The experience of emotional equilibrium; freedom from emotional turmoil and stress.	Exercise, meditation, use of alcohol or other drugs, sex, and any other activities that help manage emotions and reduce stress.
Relatedness (intimate, romantic, and family relationships)	Relationships and Friendships	Sharing close and mutual bonds with other people, including relationships with intimate partners, family, and friends.	Spending time with family and/or friends, having an intimate relationship with another person.
Community	Community: Being Part of a Group	Being part of, or belonging to, a group of people who share common interests, concerns or values.	Belonging to a service club, volunteer group, or sports team; being a member of a gang.
Spirituality (finding meaning and purpose in life)	Spirituality: Having Meaning in Life	Having meaning and purpose in life; being a part of a larger whole.	Participating in religious activities (e.g., going to church, prayer), participating in groups that share a common purpose (e.g., environmental groups).
Happiness	Happiness	The desire to experience happiness and pleasure.	Socialising with friends, watching movies, sex, thrill-seeking activities, drinking alcohol, taking drugs.
Creativity	Creativity	The desire to create something, do things differently, or try new things.	Painting, photography, and other types of artistic expression; participating in new or novel activities.

¹ Adapted from Yates and Prescott (2011a, 2011b), and Yates et al. (2010).

² The primary good that has been suggested as being separated into two primary goods (i.e., Excellence in Work and Excellence in Play; Purvis, 2010).

Importantly, the common life goals represent changes to the labels of the original primary human goods, but not to their original definitions, based on the authors' experience and feedback from clinicians and clients that the use of goal-based language is more accessible to clients and practitioners and that revision to terminology was required for implementation in practice. What is crucial is clinicians' ability to convey the meaning to clients in a manner that engages them in treatment, for clients to be able to relate important constructs to their own lives and experiences, and to differentiate between secondary or instrumental goods and the underlying primary goods or common life goals they seek to attain via these specific activities. When asking clients about their life goals and valued activities, clients typically respond at the level of secondary goods, from which the underlying primary goods or common life goals must be inferred upon exploration (a semi-structured interview protocol is also available; see Yates, et al., 2009). That is, a secondary good could indicate importance placed on any number of primary goods, and assessment is required to determine which life goal is being sought. For example, creating Aboriginal art might reflect numerous underlying primary goods/common life goals, including creativity, being good at work, being good at play, peace of mind, spirituality, belonging to a group, and community. Only through exploration of what the Aboriginal art means to the client can the underlying primary goods or common life goals be identified. Using a different example, a client might have an extensive history of theft, an instrumental/secondary good which could indicate attempts to achieve the common life goals of life (e.g., stealing money to pay rent), happiness (e.g., enjoying the risk-taking element of stealing), personal choice and independence (e.g., being financially independent), community (e.g., belonging to a gang), or any combination of these. Without exploring what the client gains from theft, the clinician could erroneously conclude that the client is simply antisocial, resulting in an incomplete treatment approach to this behaviour.

The common life goal terminology was designed to provide a concrete and more accessible language to convey primary human goods. It is acknowledged that jurisdictional and cultural differences might warrant subtle changes to the labels provided. In a recent small-scale study in Australia which used the common life goal terminology, this terminology was found to be generally well understood; however, clients indicated that "being good at play" was better understood as "being good at hobbies and leisure activities," and "life: living and surviving" was better understood as "physical well-being and safety" (Willis & Yates, 2012). Whatever labels are used, it is crucial that each client's valued common life goals and the goals implicated in offending are identified at the point of assessment, that treatment is designed around these goals and their relationships to offending, and that clients understand these and are able to apply them to their lives and during treatment. Using the GLM, each client's treatment or intervention plan is centred around these common life goals (see Willis, Yates, et al., in press), which forms the basis of a future-oriented *good life plan* (GLP). GLPs contain a detailed set of plans for achieving valued common life goals in personally meaningful ways that are incompatible with future offending.

IV. INTEGRATING COMMON LIFE GOALS WITH TRADITIONAL TREATMENT COMPONENTS

Critical to using the GLM and in keeping with the needs principle of effective correctional interventions (Andrews & Bonta, 2010) is the assessment of criminogenic needs. The key difference in using the GLM is *how* criminogenic needs are understood, included, and addressed within the overarching framework of a treatment programme and the emphasis on each client's GLP (for details see Willis, Yates, et al., in press; Yates & Prescott, 2011b; Yates, et al., 2010; Yates & Ward, 2008). The aims of each treatment component or module are framed using approach goals (goals that the person can work towards and that are desirable), as opposed to solely avoidant goals (undesirable goals that the person tries to avoid), and are linked to the fulfillment of common life goals. For example, a module addressing relationships would focus on how to seek out and establish satisfying relationships rather than a focus on overcoming intimacy deficits and avoiding problematic relationships. Most modules common to RNR-based programmes, and all modules targeting the reduction or management of criminogenic needs, can be linked to one or more common life goals.

To review, treatment aims to assist clients to attain common life goals in pro-social, non-offending ways, while simultaneously targeting risk reduction. Addressing criminogenic needs is a crucial step in working towards these dual aims. For example, consider a client who places high importance on the

common life goals of relationships, peace of mind, and personal choice and independence, yet has marked emotion regulation problems and intimacy deficits (both dynamic risk factors; see Hanson, Harris, Scott, & Helmus, 2007; Hanson & Morton-Bourgon, 2005). Using the GLM, treatment goals will centre on developing skills to attain the client's valued common life goals, which will necessarily include developing effective emotion regulation and intimacy skills to both manage risk and to enable the client to attain these goals via non-harmful means. By contrast, in a traditional risk-based program, addressing emotion regulation problems and intimacy deficits would occur in the absence of any link to a client's priorities and goals in life and would typically be focused on avoiding situations in which these problems arise and/or on developing and rehearsing strategies to simply cope with these states when they occur as a risk reduction strategy.

As illustrated in Table 2, using the GLM, construction of an integrated good life/self-regulation/risk management plan (including a future oriented GLP) replaces the traditional relapse prevention plan towards which clients work throughout treatment. Rather than a focus solely on risk factors, high risk situations, warning signs, and coping strategies, this plan centres on clients' valued common life goals and their relationships to offending, risk factors, and self-regulation failure. In addition to factors that are targeted in and of themselves, risk factors are also conceptualised as obstacles, barriers, or threats toward implementing the GLP, and strategies for addressing risk factors are included such that any potential threats to the GLP can be effectively managed. For example, the risk factor of emotional congruence with children may be seen as interfering with the common life goal of relationships and friendships with others, in addition to creating a risk to re-offend. Risk factors are incorporated into the GLP, but in a way that is meaningful to the client. Returning to the same example, using treatment as a means of solely or predominantly for avoiding all interactions with children will likely be less successful than developing skills in interpersonal competence in relationships with adults. "Risk factors" that signal that the GLP is not being implemented and that individuals are not actively pursuing valued goals, are also included (Yates et al., 2010). Table 3 provides a future-oriented GLP template, illustrating the integration of common life goals, risk factors, and risk management strategies.

V. CONCLUSION

The GLM is a theoretical and rehabilitation framework that augments accepted empirically derived principles of effective correctional programming and that supplements existing research-based practice. As illustrated in the current article, the GLM and its operationalization and application have evolved considerably over the past decade. This brief article has described alternative terminology for key GLM concepts and outlined how treatment components based on established risk factors can be situated within a GLM framework. The developments presented in this article are designed to supplement existing GLM resources (see Willis, Yates, et al., in press; Yates, et al., 2009; Yates & Prescott, 2011b; Yates, et al., 2010) and to promote the GLM's application as intended — as a treatment approach and a framework informing treatment programmes in their entirety. Integrated appropriately, the GLM offers the potential to enhance outcomes of cognitive-behavioural, RNR-based treatment programmes through keeping offenders meaningfully engaged in treatment and in activities to attain life goals in ways that are incompatible with offending. However, misguided application could unintentionally increase the very risk practitioners work to prevent and manage.

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STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL — THE HONG KONG EXPERIENCE

*Alex Kee-hang Ng**

I. INTRODUCTION

Stress is commonplace in everyday life. On top of family, environment and other changes in life, work is one of the major sources of stress. Chronic stress can affect the immunity system and lead to serious illness. (Stranks Jeremy, 2005).

Correctional work is a challenging job which requires high consumption of energy and mental resources. Excessive strain impairs work performance and the body and also increases the risk of various health problems. Persistent exhaustion induces irritability and low mood, which affects correctional officers' social and family relationships. In severe cases, symptoms of mood disorders may also arise. It is important for the staff members to unwind from work stress and give themselves a boost from time to time. By doing so, they can cope with job challenges in their fittest state.

II. SOURCES OF WORK STRESS FOR CORRECTIONAL STAFF

As a member of a disciplined force, discipline, conduct and integrity are of vital importance. However, repression of emotions will cause mental stress and many emotional, mental and behavioural problems. There are some common stress-inducing problems faced by correctional officers in Hong Kong:

A. Remote Workplace and Shift Work Pattern

Some staff working in remote areas may spend more time travelling. They have to adjust their life pattern to compensate for the travelling time. Besides, working shifts will upset the biological clock, and adaptation is required. Change of shift also requires frequent physical and mental adjustment. Rotating shifts may also reduce the ability of staff to perform their work conscientiously because of fatigue and irritability.

On the other hand, since days off usually fall on weekdays, which is different from those of their family members and friends, special arrangements are required for making a gathering possible. In the long run, frequent absence from family and social gatherings will result in a distant relationship with other family members and friends.

B. Threats Created from Inmates and the Public Expectation

The threat of inmate violence against staff is definitely a source of stress for correctional officers. Actual violence, including assaults, hostage taking, riots, inmates attacking each other and suicides of inmates can be some other sources of stress for staff not only during the happening of the incidents but also afterwards. Staff are required to stay extremely alert during the working hours and take prompt and accurate reaction to emergencies.

Also, some staff also find continuous unreasonable demands and attempts of manipulation by inmates to be stressful. The increase of transparency of correctional services to the public and the ever-upgrading of public expectations towards the quality of correctional services also gives extra stress to staff. Some staff members are afraid of being complained about by the inmates or the public and, therefore, facing disciplinary action or even legal prosecution.

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C. Poor Working Relationships with Supervisors and Colleagues

Some staff feel stress while working with their supervisors and colleagues within the correctional regime. They find it difficult to get support from supervisors and colleagues during challenging situations like confrontations with inmates. Some of them may have the perception that colleagues and supervisors do not appreciate their work performance and therefore are worried about their chances for being promoted.

D. Financial Management Stress

Some staff may fall into the trap of overspending; they always come up with a lot of excuses to justify their over-spending behaviour. As a result, their incomes often fail to meet the expenses. Buying on credit habitually, they may end up in a world of debt and fail in their responsibility as a breadwinner. Family members also suffer when they have to settle the debt of staff. Being indebted for a long period of time can result in divorce or loss of job. It definitely impairs emotional and physical health.

Gambling is another source of poor financial management. Countless cases reveal that gambling would eventually cost one's valuable assets such as friendships, family, money, career or, ultimately, life. When staff are obsessed with gambling, they will feel unease when not gambling. Their work and family will come second to gambling and most importantly, they will do anything for gambling or paying debts, including illegal acts.

III. MEASURES FOR STRESS MANAGEMENT

A. Promotion of Healthy and Balanced Lifestyles

People's lives can be broadly divided into two parts: firstly, their responsibilities / pressure, such as the responsibilities towards their family, work, studies or friends and, secondly, their enjoyment / contentment, such as the joy of being with their family and friends, their achievements, the physical and mental well-being maintained as well as spiritual fulfillment. Failing to strike a balance between these two, that is the responsibilities outweigh the enjoyment or vice versa, will easily trigger a series of physical and mental problems. In view of the above, the Hong Kong Correctional Services Department encourages its staff to enjoy a healthy and balanced lifestyle with the following means:

1. Sports and Recreation Activities

The Correctional Services Department Sports Association arranges sports and recreation activities for staff members of the Department. The Association's work is an essential part of our drive to promote a healthy and balanced lifestyle among staff and cultivate their *esprit de corps*. During 2012, among the many events organized were the Annual Sports Meet, Swimming Gala, 10K Distance Run, Family Outing on Hei Ling and other inter-institutional competitions.

2. Charity and Fund-raising Events

The Department always encourages its staff to participate actively in charity and fund-raising events including the Community Chest of Hong Kong's Corporate and Employee Contribution Programme and Walk for Millions. In recognition of our participation, we have been presented by the Community Chest of Hong Kong since 2008 the Highest Donation of Civil Service Category, Highest Participation Rate of Civil Service Category, Outstanding Award and Silver Award in 2010/2011. The Department also won the Outstanding Walking Team Award in the 2010/2011 Walks for Millions.

3. Volunteer Services

The Oi Kwan Volunteer Group Limited seeks to extend our spirit of care to the community through benevolent activities. During 2011, over 14,000 service hours of voluntary work were provided by our 1,900 volunteers in various social services including HSBC Pok Oi Cycle for Millions and Oxfam Trailwalker. In 2011, our volunteer group was awarded the Fourth Hong Kong Volunteer Award by the Agency for Volunteer Service in recognition of our volunteers' contribution for the benefit of others in the community.

B. Enhancement of Staff Relations and Welfare

The Staff Relations and Welfare Unit coordinates all matters relating to staff welfare and offers

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immediate assistance to staff and their families in times of need. Loans and grants for certain serving and retired personnel and family members are issued through the Correctional Services Department Welfare Fund. The Unit also administers the Correctional Services Department Central Fund to provide insurance coverage to staff on a voluntary basis.

The Correctional Services Children's Education Trust provides financial assistance to children of Assistant Officers and equivalent grades in the Department to help them pursue higher education. Disabled children undertaking full-time education or training also received financial assistance from the Trust. In 2011, a total of HK\$702,227 was granted to 141 recipients.

With the continual, sustainable and total commitment in caring for the well-being of the staff and their families as well as the community, the Department has been awarded the "5 Years Plus Caring Organisation Logo" under the Caring Company Scheme organized by the Hong Kong Council of Social Service.

C. Comprehensive Staff Psychological Services

Psychological well-being is crucial in helping staff members to lead a happy life and get contentment in work. Research shows that accumulated pressure can lead to emotional problems and addictive behaviours which will affect a staff member's family life, work or social life. The Staff Psychological Services was set up to provide services for those colleagues in need, and colleagues are welcome to call them for an appointment.

Currently, the Staff Psychological Services have two offices at Stanley and Lai Chi Kok staffed by two Clinical Psychologists (Staff Services) with the support of an Officer, Assistant Officer II and a Project Assistant. The objectives of their services are to strengthen the ability of colleagues to face adversity and work pressure so as to maintain the provision of highly efficient custodial services and to enhance the psychological well-being of colleagues so as to create a harmonious and inclusive working environment and help them develop balanced and healthy lifestyles.

Apart from providing staff and their families with psychotherapy, the Staff Psychological Services also introduces psycho-education materials as well as relaxation facilities. Videos and leaflets on related topics were produced to help staff in making work adjustment as well as understanding and maintaining psychological well-being. A website on psychological services for healthy and balanced lifestyles was launched in May 2011 where staff members have access to updated psycho-educational messages, columns on specific issues and interactive games. Talks and seminars on healthy and balanced lifestyles are given to new recruits, serving staff and their families at various venues. Ad hoc intervention and debriefing work for staff and their families who are actively facing critical events are also provided.

D. Building an Ethical Culture

Since its establishment in 2007, the Departmental Ethics Committee has made an all-out effort to maintain a high level of staff integrity and to promote an ethical culture within the Department. In June 2011, the Department launched a brand new Integrity Ambassadors Programme by appointing 73 Integrity Ambassadors to assist in the promotion of integrity management and good citizenship at the institutional level. Meanwhile, seminars on corruption prevention were continuously organized for Officers and Assistant Officers as a sustained effort to enhance integrity and ethical culture. In September 2011, a comprehensive model on integrity management, namely the Total Ethics Assurance Management (TEAM) — SPIRIT Model was promulgated which helps to promote integrity management within the Department through a more comprehensive and structured manner.

IV. CONCLUSION

Most staff members need a certain level of stress to perform well in their work. Unfortunately, this motivation can turn to negative stress due to work overload, threats and workplace conflicts. In order to maintain healthy lives, staff members need to be more aware of stress, their personal stress responses and measures for handling stress.

Stress among correctional personnel is widespread according to research studies. Different kinds of stress sources can impair the health of staff, cause them to burn out and even ruin their family lives. Developing effective means to prevent and handle stress of staff has become a top concern for correctional administrators around the world. However, it is not easy to develop and maintain a successful stress management programme. It requires the wholehearted participation from top management to frontline staff. Supervisors and colleagues are also required to be trained for spotting and referring staff who may be experiencing stress. As a whole, the organizational culture also needs to be changed to enhance stress management within correctional institutions.

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STRESS AMONG STAFF AS EXPERIENCED IN THE KENYA PRISONS SERVICE

*Angus Masoro Kimega**

I. DEFINITION OF STRESS

Stress is one of the most common words used in society today and a phenomenon that each one of us will experience at some point in our lives. Stress affects people of all ages, professions and life situations. However, stress can be defined as a physical, mental, or emotional strain or tension caused by our exposure to different incidences or occurrences in our lives. When we respond positively to these incidences or occurrences we do not feel stress. While some workplace stress is normal, excessive stress can interfere with your productivity and impact your physical and emotional health. You cannot control everything in your work environment.

II. CURRENT SITUATION AND CHALLENGES

The Kenya prisons system is majorly constrained by congestion and other constraints in most of its undertakings.

A. Congestion in Prisons

With 110 prison institutions in the country, most of them have taken in a population of over twice their recommended capacities. This has come about due to the slow pace of putting up additional facilities commensurate with the country's population growth. By this we do not imply that criminality and the need for custodial institutions are by ratio to be proportional to inmate accommodation in prisons, but more could have been done in this field as is currently available. All other criminal justice agencies have expanded to cater to the ever increasing population. This can only mean a higher prison population. The general perception of the masses is that the only way an offender can be made to pay for their crime is to be locked up into confined custody. Congestion in itself stresses staff in having to manage large numbers of people in the limited facilities that exist.

B. Constraint of Efficient Equipment

In every gathering of people, the provision of basic needs can be highly demanding and varied. Transport, feeding, safety from accidents, allocation of accommodation, attending to medical and social needs are just some of matters that have to be handled as they arise. In the advancement of technology and crime, it is only fair that the prison officers have reasonable power to challenge whatever may come out before them. Physical protection equipment may both be insufficient in capacity, quantity or knowledge on how to use it in a prison crisis. A minor fire incident for example may cause panic due to insufficient firefighting equipment, or inappropriate gear for the type of fire or even the inability and careless use of an otherwise effective piece of equipment by staff. All this is coupled with the fact that the environment is limited in fire escape routes and the apparent danger to all persons is very real.

C. Poor Physiology of Inmates

Prison populations are more commonly filled with the lesser endowed of any society. These persons are most disadvantaged in general health, civic and legal information to articulate their immediate situation, education to appreciate technical challenges and self help information coming their way. Having to repeatedly and routinely explain yourself over and over again to every other client is a burden to the staff, not to mention the arrogance and ineptitude of most inmates.

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D. Insufficient Training of Staff

Though all staff after recruitment are taken through vigorous training as required for a prisons officer, this training cannot prepare them for the practical and dynamic nature of their work ahead. We are lacking in frequent refresher courses that can allow staff to relearn their work presenting their understanding of the challenges they meet. Class theory classes have never proven fully applicable in the field. The training curriculum too has to address emerging trends rather than remain rigid of long past expectations. The regulations controlling staff should be made suitable to accommodate the initiatives of the staff in certain situations.

E. Low Income and Working Environments

The remunerations awarded to most junior staff have never been perceived as sufficient comparing the circumstances they go through. They will argue on allowances. Who is at more risk of suffering harm in the case of prisoners becoming violent towards staff? Who is on the front line, as in war, when disaster strikes in a prison facility? Who has to physically get their hands dirty when whatever mess has to be cleaned up? And then how does the ratio of allowances relate to the threats faced. How do their housing and working environments for example compare with the military or corporate world.

F. Unclear Career Progression

Often when a person is enlisted as a prisons officer they do not have an alternative means of livelihood or safe exit. The officer will then likely surrender to his or her fate and will not invigorate him- or herself both on and off duty. The chances for promotion for most officers are very few. This is due to the sheer large numbers of staff against much fewer vacancies for promotion available. The enlistment of more highly educated persons with every successive recruitment reduces long-serving staff's chances of achieving the competitive grades for promotion.

G. Drug and Substance Abuse

Consumption of alcohol and cigarette smoking has been common practice for young adults. This has been a perceived milestone in gaining independence and a sign of maturity. It is born from many of our indigenous cultures where wine was shared among adults or elders. The current use of alcohol and tobacco bears heavily on abuse. The quantities taken are much higher and the effects anticipated are those for intoxication rather than relaxation. There also have been growing cases of addiction which if not well handled leaves the victim at a hopeless state and insufficient in either his or her work and family. Psychotropic drug use is illegal in Kenya and heavily punished by our laws. Victims of drug use are very weary of this fact and keep very secretive and in constant denial thus making it hard to diagnose this problem in a hope of helping them through rehabilitation.

H. Staff Health Challenges

Quite a number of staff suffer medical challenges. Major cases include HIV/AIDS and tuberculosis. The stigma attached to this epidemic though highly reduced is still of concern. Unfortunately some staff will deny being affected hoping by some miracle it would go away. In their darkest of time they find they are still sick. Also, many of our men and women are not of the habit of seeking medication for what they may call minor discomforts. These may be dental or eye problems that can be solved by mere dentures or spectacles. It is viewed as a weakness to fall to illness. Some managers do still discriminate against staff or some assignments due to their state of health. This sometimes is done even if the assignment or illness does not inhibit an individual from doing that work.

I. Social and Domestic Affairs

These are mainly issues that are about relations, relationships and community expectations. Our self-esteem and confidence is built partly on the persons we associate ourselves with. Most importantly will be how social and intimate relations are founded. Healthy relations would be with persons of non-criminal or non-dubious character. We seek to associate with morally upright persons of high moral standing. If the workplace relationship is romantic, there is the concern that it may be compromising the interests of both partners in infidelity.

By our backgrounds, many of us are closely linked to family and long lists of distant relatives who call for our attention and influence how we are expected to be seen in public. We have never been the captains of our own ships. By extension the communities have an effect on us as have families.

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Sexual harassment in the workplace is an important cause of workplace stress. In the workplace, women are more likely to experience sexual harassment compared to men.

J. Fear of Sanctions.

In the hope of keeping a good record of service worth recognition and possible promotion, junior staff are in constant fear that they may be found having committed a grave offence that will make them lose a hopeful chance of advancement. This is even more apparent when their supervising officer is a harsh disciplinarian. Such a worker will always be in fear thus stressed of an unidentified situation. In extreme situations the staff will want to work to please the supervisor, even if they believe they may be doing the wrong thing.

III. IDENTIFYING THE UNDERLYING PROBLEMS

Many of these problems arise where the policies are missing or the workers do not have the information sufficiently served on them. Every worker has a right to safeguard the goals of their organization. In doing so their duties are to be well defined and met in the best possible way. Supervisors and managers on the other hand have a responsibility to keep all their workers comfortable for enhanced production.

IV. EXPLORING THE POSSIBLE SOLUTIONS

a) Congestion has escalated in many countries' prisons. This is because by holding the belief that alternative sentencing, such as community service, fines and hosts of other interventions, is not being used as a substitute for incarceration. With this in mind prison expansion programmes are hardly carried out. As much as these acceptable and more humane methods of punishment are viable, deliberate efforts should be made to increase the inmate holding capacity in all prisons. Also important is to meet the United Nations Standard Minimum Rules on provisions for staff and inmates.

b) The proper equipping of prisons cannot be overemphasized. Though corrections staffs are handling persons commonly rejected by the public, as some would want to say, their dignity and that of staff cannot be compromised. Then begs the question as to what will happen to vast investments in facilities when we do not have a large criminal society to occupy them?

c) All our rehabilitation programmes and prison discipline should be geared to achieving a basic education and standard of life that all inmates are to comply with. It should not be left for inmates or staff to vary lifestyles for different classes of inmates. I would quickly follow to say that knowledgeable inmates should be encouraged to pursue challenging skills. This should not imply that the less endowed educationally or socially are demeaned.

d) Staff training is to be a programmed and continuous process. The training facilities should use examples from other institutions even out of their respective countries as study cases, and should share this information and programming responses appropriate with their individual circumstances.

e) We believe everyone should draw a fair wage commensurate with their duties. Besides the individual had the choice to take prison officer's duties with the remunerations it was advertised to carry. Notwithstanding the above, I consider it is time prison officers were considered as a special skill professional. They may not make large profits, or defend the nation against external aggression. Their duty is equally unique and important to be kept right so that all other activities of nation building remain on course.

f) We will always need officers at all seniority levels. The challenge here would be to have all officers contented with their effort and duties. More non-promotion appraisal and recognition should be practiced. There will not be sufficient hierarchy to move up all good performers, but a recognition scheme can be realized as vacancies for promotion are being awaited. This will keep the spirits of the workers high. It is very demoralizing to see younger staff climb the rungs of authority while some well-seasoned guards remains unnoticed just for lacking prerequisite academic papers.

g) Alcohol and drug use is a growing epidemic among the younger generation of Kenyans. What was a social drink has become a vital component of socialization. Unknowingly many victims learn of their dependencies at late stages and are skeptical about rehabilitation programmes. Addictions should be understood to be illnesses that need as much help as would a malaria patient. It will be hard though to convince law enforcement that an offence has not been committed by this patient.

h) Failed health should not be a disqualifying factor for any opportunity for staff. Needless to say that the level of health provision should be raised to include mandatory counselling and regular health reviews.

i) Nothing much can be done to control how people socialize outside of work. Guidance should, however, be kept so such interactions do not spread a sense of tension in the workplace so as to compromise the productivity of the organization. The organization can develop policies that address business interests and romantic relations. It is best not to deny that these relations will emerge, but to keep them contained so they do not hurt the organization's paramount goal.

j) Work guidelines should be clearly spelled out and explained to the workers. Both the supervisor and the supervisee should be clear on their roles and powers. When unchecked this leads to harassment mainly by a senior colleague for the his or her advantage.

V. CONCLUSION

Correctional officers' jobs around the world have been rated among the ten most stressful jobs in this world. Evidently that is in part because they are working with persons who happen to be there by a judicial process and not by their volition. With that they are not bound to be the most cooperative team to work with. I wish to encourage correctional officers to appreciate themselves for keeping to the tenets of this noble job. We wish you great luck and strength in your every undertaking.

STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL

*Hye-ri JEONG**

I. INTRODUCTION

Correctional officers' stress not only influences the quality of one's life but also corrections and rehabilitation of inmates. Therefore correctional officers' stress can be a serious obstacle to achieving the objectives of the organization. In this paper, the meaning and factors of stress and the methods of relieving stress will be discussed. Through this work, it is hoped that we will discover some ideas of policy for stress management.

II. STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL

A. Status of Job Stress of Correctional Officers

1. Previous Studies of Correctional Officers' Stress in Korea

Job stress is a physically and mentally adverse reaction that occurs when a worker's abilities or resources, or the worker's desire, do not match the job requirements. According to previous studies in Korea, job burnout of correctional officers was higher than police officers. Seventh grade correctional officers had the highest burnout level, and officers who have worked for 10 to 19 years had a higher burnout rate than the officers with 1 to 9 years of experience.

2. A Result of Job Stress and the Need to Manage

Experiencing a variety of stresses at work is known to affect the individual's loss of productivity, physical symptoms such as sleep disorders, anxiety etc. To control job-related stress is more difficult than to control stress in day-to-day life; each person will have a negative work ethic in the process of experiencing job stress.

Thus, too much stress leads to job dissatisfaction; this will be the biggest stumbling block to the rehabilitation of prisoners. Therefore, all individuals should have the ability to respond effectively to the stress. Organizational efforts are also required to identify and eliminate job stress factors and to build a support system to enhance a person's ability to cope with stress.

B. Factors of Job Stress

1. Characteristics of the Work: To Perform Their Duties in Crisis

There is a probability that accidents can occur at any time in correctional facilities, so correctional staff must always deal with tension in the workplace. Attacks, hostage-taking, riots, assaults from inmates and suicidal or self-inflicted harm attempts are major stress factors. Threats of violence have more serious impacts on stress than the other factors.

Job performance in a crisis not only causes a threat to life but increases the fear of revenge by inmates after release. Sometimes the helplessness of not being able to respond to the misconduct of inmates can be a stress factor. In addition, a shift system can be a factor which causes stress.

2. Overburden

In spite of increasing workload recently, due to the introduction of new correctional programmes and the policy of improving the treatment of prisoners, correctional staff are in the midst of a tough situation to perform the activities of rehabilitation because break time and meal time are short and, at the same time, there are many inmates to be managed by each staff member. Due to concerns about the

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heavy work of other employees, vacation or early leave may not be used without permission.

Exploiting claims on release of information as a means of harassing the staff and the rights to sue, accuse, and appeal to human rights are the factors of overburden.¹

Table 1: The number of inmates per staff member who works in cells (In 2004)

E Prison	K Prison	C Prison	J Prison	D Prison	S Detention house
121	47.9	74.2	77	123	98.6

Picture 1: Annual average number of inmates per staff member (1992~2011)

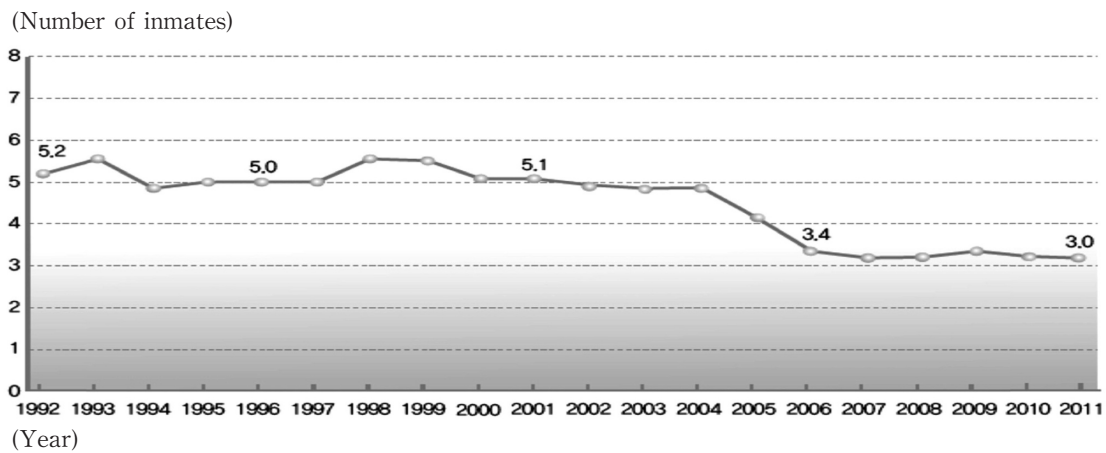


Table 2: Number of cases where inmates disobey the treatment (2007~2011)

(unit : case)

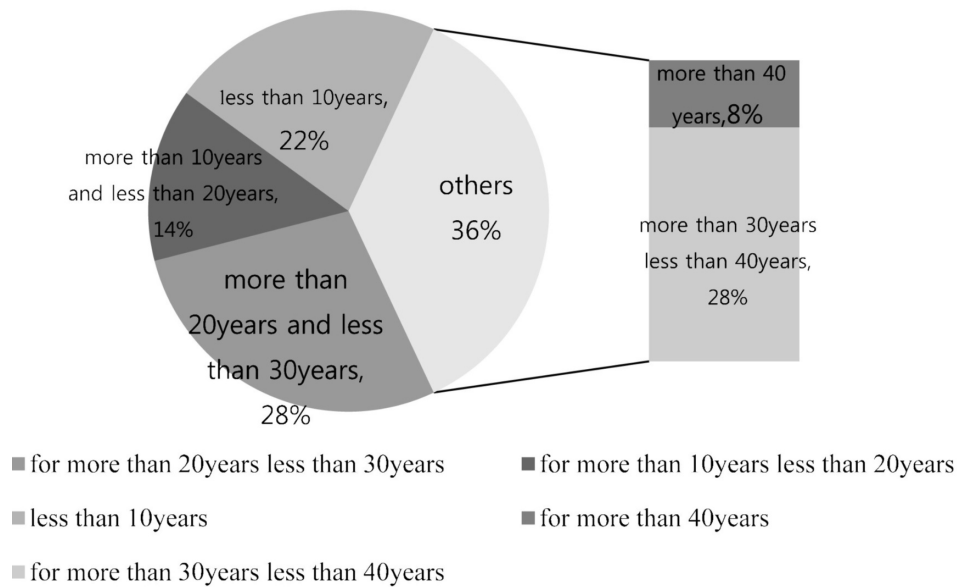
contents year	Petition	Administrative judgment	administrative litigation	Sue and accuse
2007	1,999	268	63	1,277
2008	2,330	301	83	1,153
2009	2,205	354	104	1,173
2010	1,573	245	79	800
2011	1,313	239	77	646

3. Poor Working Environment

Working environments of prisons and workshops that most staff are working in are poor. And overcrowding can be one of the factors that causes poor work environment.

¹ While inmates used the method of violating discipline or causing correctional accidents including assault to express their complaints or attempt to have what they want in the past, the tendency of false accusations and litigating human rights is increasing.

Chart 1: The State of Correctional Facilities by the Elapsed Years



4. Role Stress Due to Role Conflict

Role conflict between establishing orders and correction and rehabilitation for re-socialization may trigger stress. This is called “security or treatment” in Korea.

5. Low Social Recognition for Corrections Officials

The negative images that the public have of correctional officers can also be stressful.

6. Other Factors Such as Organizational, Personnel Management, etc.

The following factors can also contribute to an individual’s stress:

The lack of communication between the upper and lower classes from a closed corporate culture and vertical instruction system, conflicts with boss and coworkers in job performance, complaints about personnel management, promotion backlog or limited promotion opportunities.

C. Stress Management

1. Current System and Direction of the Discussion.

In Korea, several correctional institutions are currently working under agreements with local medical centers. According to the agreements, physicians are in charge of correctional officers’ mental health by consulting each staff member about their job stress. They both agreed to work on improving mental health by the treatment of Post-Traumatic Stress Disorder, which usually appears after some correctional accidents including fleeing, suicide attempts and assault. According to this agreement, each staff member can get proper treatment. This is one of the system supports to help staff manage their stress individually.

In this paper, we will find stress management divided up as follows.

①Organization-wide management halting and alleviating job stress factors

②Supportive measures for cultivating and strengthening the ability of individuals to deal with their stress directly

2. To Control Job Stress Factors - Preventive Management as Fundamental Management of Job Stress

(i) *To Control the Factors from Features of Work*

(a) Forming a Flexible Organizational Culture

The factors from the features of work itself are difficult to be directly controlled. However, constant tensions from managing the inmates will be released by the organizational culture in which mistakes can sometimes be acceptable. In particular, when inmates are caught for breaches of discipline, providing proper measures to the staff, instead of censuring, will be helpful to forming a tolerant

and flexible atmosphere.

(b) Building Facilities for Managing Violent Criminals and Trouble-making Inmates

In Huntsville Prison in Texas in the U.S., locking devices of the cells are fully-automated, strictly blocked to avoid physical contact between the staff and inmate by separating hallways with wire netting. Counselling and interviews with defenders can also be done across the wire netting. This powerfully decreases the chance of violence toward the staff; therefore, accidents such as assault or riot are prevented fundamentally and order is well established in the prison.

Therefore, when dealing with violent offenders, their complete isolation from staff must be reserved, and it also needs to be deeply considered when designing the facility.

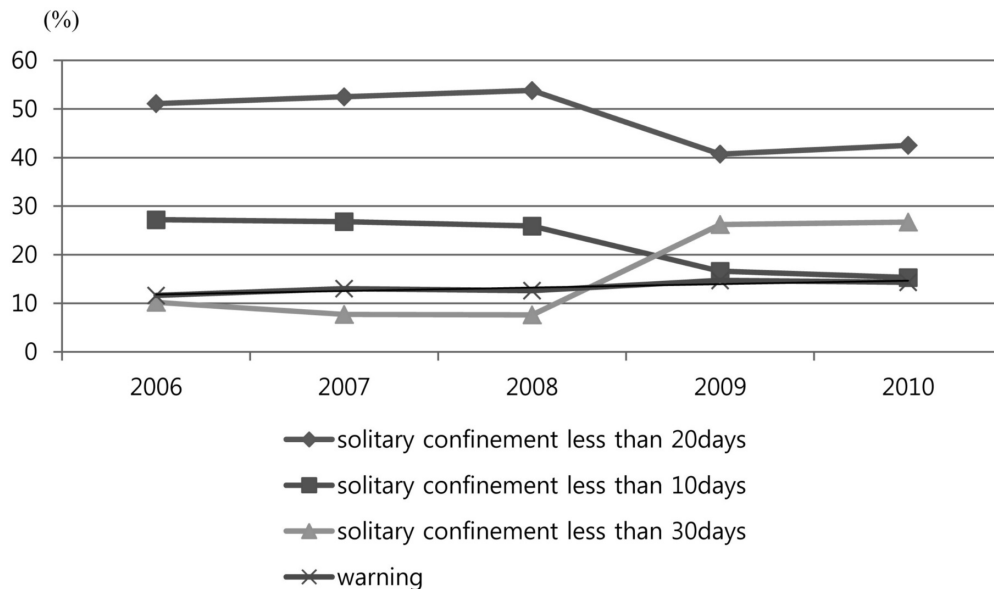
(c) Enhancing Means of Sanctions for Breaches of Discipline — Overhauling and Improving the Punishment System

To decrease the stress factor resulting from physical and mental threats from inmates, there need to be active and stern responses dealing with breaches of discipline. However, the existing punishment system has no effect as punishment.

Most inmates want to be housed in an individual room for privacy. There are many cases where inmates violate the rules on purpose to get their own room, even though housing in an individual room is one of the means of punishment for breaches of discipline. If inmates break the rules, they will be placed in solitary confinement for a month at most including the period of investigation, which gives an actual punishment period of only 10 to 20 days.

Therefore, the punishment enforcement law needs to reflect the characteristics of criminal law to have a strong punishment effect. That is, it should not be said that all actions of breaking the rules within correctional facilities are only considered as violations of administrative order. In order to do so, it would be much better to revise the punishment enforcement law so that the punishment of criminal activities and violation of internal regulations must be specified separately.

Chart 2: Composition of punishment enforcement



(d) Offering Correctional Officer's Human Rights Protection

Now there is a treatment team for inmates in each institution to protect the inmates' human rights and solve their complaints. Recently it has been frequently noted that correctional officers' human rights would often be neglected because the headquarters places more emphasis on inmates' human rights.

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The abuses of rights have increased due to the pressure on respecting inmates' human rights. Now is the time that we should pay attention to correctional officers' human rights, and we must set up a way to consult and help them with their complaints.²

(e) Improvement of Educational Training

Educational training for correctional officers should not be a formality but should be helpful for practical work and improve hands-on training. For the training, role-playing will be introduced and provided with individual manuals on each situation and the target of treatment. This manual has to be available anytime, if needed.

(ii) *Reducing Overburden*

(a) Improvement of Working System and Increasing the Staff for Reduction of Workload

We should reduce the factor of overburden through adjustment of night duty and improvement of the working system by offering incentives including some allowance to staff who manage trouble-making inmates. This will let them regard their duty as equivalent to the benefit but not overburdening.

It is impossible to directly control the overburdening factors caused by features of work itself. Therefore, we need to increase the number of staff and the budget as a part of special efforts to reduce overburden and improve the work environment.

(b) Reduction of Workload by Introduction of Modern Security Equipment

Expanding modern security equipment helps the reduction of workload as well as concentration of implementing policy focusing more on correction and rehabilitation but less on maintaining security.

(iii) *Improvement of Poor Environment*

Korea Correctional Service headquarters is now constantly modernizing correctional facilities and trying to build facilities smaller than the previous ones. In the future, when designing a correctional facility, the view of stress will have to be considered by creating stress impact assessments³ obtaining the idea from the environmental impact assessment.

(iv) *Relieving Role Stress from Role Conflicts*

A key solution of the conflict is changing staff's perception of inmates; they are not subject to manage but beneficiaries of rehabilitation. Precisely, we need to switch from secure detention to more emphasis on rehabilitation and improvement. For this paradigm shift, the correctional environment itself has to be furnished with institutional devices first.⁴ Separate accommodations and reduction of overcrowding are the foundation of those institutional devices.

(v) *Rational Way to Cope with Being Accused*

We should create institutional devices in response to inmates' false accusations, appeal and claim rights such as right-to-know. For example, we should sternly deal with false accusations or abuses of rights to maintain convenient life in prison by appointing special staff to detect abuses of accusation. Also, law experts should be hired to provide the staff with opportunities to receive legal advice.

(vi) *Raising Recognition of Correctional Officers*

We need to make good use of various media such as newspapers and broadcasts. We will let the local residents know about correctional administration and provide more chances to participate in activities that are related to rehabilitation.

²In immediate response to inmates' verbal abuse and physical violence, the CRPT (Correctional Rapid Patrol Team) is now being operated in Korea, which focuses on restoring order to respond to inmates' breaches of discipline. It is expected that the team in charge of correctional officers' complaints will play a bigger role.

³For example, to secure enough space for taking a rest might be one of the indicators.

⁴In Korea, the Ministry of Justice opened a correctional psychological treatment center to plan the sexual violence control measures and effective prevention of recurrences in 2011. Korea Correctional Service also opened a mental health center at Gunsan Correctional Institution last year. The center was established to rehabilitate inmates suffering from a mental illness.

(vii) Improvement of the Methods of Operating Organizations

Taking part in the decision-making process through various channels contributes to reducing job stress. Offering opportunities of communication between staff and setting up the system to increase cooperation among departments will reduce conflicts at work. Organizing a cohesive team when performing a job could be a measure to diminish conflicts.

3. Measures to Consolidate Personnel Ability to Manage Stress

(i) Mid-level Staffs' Ability to Manage Their Stress

The important thing is to release negative emotion about inmates and work in order to turn the stressful situation back to the starting point. Mid-level staff will be able to cope with stress more effectively by having the following skills.

- The capability of objectively recognizing the situation
- Effective communication skills
- Ability to control anger
- Adjustment of the cognitive structure
- Full knowledge of job performance in advance
- Obtaining self-calming strategies
- To find a haven for relieving one's stress such as taking a rest or pursuing hobbies
- Getting out of perfectionism and into the habit of laying out realistic goals
- Receptive attitude towards change
- Request for cooperation in difficult situations and capability of expressing one's inner feelings
- To maintain a sense of balance to stress⁵
- Ability to mediate conflicts among individuals and organizations

(ii) Supporting Measures of Personnel Ability to Manage Stress

(a) Establishing a Task Force for Measuring, Managing, and Preventing Stress

The nature of the work is not completely resolved by simply increasing the number of civil servants or reducing workload. Therefore, organizing a team consisting of a psychologist and professional counsellor could be a more efficient alternative combined with changing external policy considering the specific character of stable public organizations.

In the United States, peer support and teams for relieving stress have been operated in order to remove post-traumatic stress disorder. Setting aside the kinds of post management discussed previously, additionally forming a preventive job-stress management team will be able to analyze factors of stress, plan to solve the problem and evaluate level of performance and personal relationships after accomplishment.⁶

(b) Encouraging Staff to Become Counsellors

In order to present a prescription that goes well with characteristics of the work, it would be better for a stress management team if it partially consists of qualified correctional officers instead of full

⁵It is the ability to adjust the degree of response not to feel more stress than the importance of the situation.

⁶The Massachusetts Department of Corrections in the U.S. established a Stress Unit which consists of five correctional officers who were trained as peer supporters. They have duties to consult with other co-workers who suffer from stress or connect with external professional organizations. Furthermore, they carry out follow-up treatment.

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external specialists in a team. Therefore, we should constantly bring up special counsellors within our organization.

(c) Matching the most suitable duty with each staff member's ability to endure stress

We can also consider ways to give a suitable job that matches each staff member's ability to endure stress by measuring features of their own abilities to endure stress from various angles.

(d) Outlining Stress Treatment Programmes

①Presenting Suitable Guidelines for Stress Situations

To provide opportunities for staff to participate in a treatment programme, we need to develop stress treatment programmes for ourselves or by outsourcing. There is also a way to build a web-based programme to manage and support depending on the degree or type of stress. Those programmes will provide guidelines on how to deal with each problem such as exposure to dangerous situations, sleeping problems, human relationship issues, etc., sorting by classification of stress.

②Introduction of EAP

EAP stands for Employee Assistance Program, and it is to provide a counselling service for employees' mental health in enterprises, public institutions, schools, the military, etc. Currently in South Korea, EAP still appears to be in the early stages because it is often being processed as limited and a one-time practice in the training course. In the near future, we need to examine the introduction of EAPs also in the public field such as managing correctional officers' stress.

The EAP provides the following services:

- Counselling and training for mid-level managers to improve leadership, work environment and workers' morale.
- Providing services that are available to their families as well as staff themselves.
- Advising and supporting the organization.

③CISM (Critical Incident Stress Management)

Critical Incident Stress is also known as post-traumatic stress, if that stress is not resolved, it will be diagnosed as Acute Stress Disorder. Once these symptoms continue for more than one month, Post-Traumatic Stress Disorder will proceed. Correctional officers working in a crisis situation have a higher risk of being exposed to traumatic stress. This appears when one experiences severe emotional stress that can almost be considered as trauma.

CISM (Critical Incident Stress Management) is a comprehensive and systematic approach to control and reduce the hazards of post-traumatic stress caused by a crisis situation. In Korea, Critical Incident Stress Management recently started to target firefighters. Also, introducing the programme for corrections officials who have a duty to provide services in crisis situations could help manage traumatic stress in advance and prevent progression of acute stress disorder and post-traumatic stress disorder.

(e) Taking Advantage of Education and Training

Education and training are necessary to include stress management training in a job training course as well as build the curriculum with discovered contents that can be applied to the actual field of corrections. It is worth taking advantage of education and training as an opportunity to reduce job stress which includes psychological therapy, group counselling and outdoor activities in the course.

Also, through assertiveness training⁷ and anger management training, we will be able to improve the effective communication skills and the ability to control stress.

⁷ Assertiveness training is showing someone's needs, thoughts and feelings in a clear and direct expression without criticizing or making them feel uncomfortable.

Educational training should include contents that raise receptive attitudes for changes so they do not feel confused and stressed about the new policy.

(f) Financial Support to Management of Mental Health by the Government

As mentioned above, in Korea, nowadays several institutions are separately planning to sign agreements with mental health physicians in charge of local medical centers. It would be great to have special health check-ups for correctional officers more than once a year in conjunction with the agreement. And it is suggested that governments support the expenses of medical examination and treatment for staff who are diagnosed with higher levels of post-traumatic stress disorder.

III. CONCLUSION

Because job stress is generated by various factors, it is not too much to say that removing fundamental factors of job stress is equal to resolving all issues in correctional organizations. It is impossible to solve the problems visibly and quickly so we should focus on the training, psychological treatment programmes and financial support to enhance the capability of individuals' stress management. Diverse stress factors within organizations, at the same time, should be evaluated and improved with long-term and overall plans that include "Stress Impact Assessment".

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

*Lina Burdeos**

I. INTRODUCTION

Stress is an integral part of a person's work life. It can be a positive challenge if it leads to constructive activities. It can be negative if it results to detrimental consequences like illness, poor performance and impaired interpersonal relationships. Stress in the workplace is not about to go away. It seems to be unavoidable, so individuals have to improve and deepen their capacity to handle it (Loehr, 1997).

Stress in the workplace is one of the causes of "poor productivity and burnout on the job" according to the Civil Service Commission. For this reason it issued Memorandum Circular No. 38, s. 1992, the "Physical and Mental Fitness Program for Government Personnel", and Memorandum Circular No. 6, s. 1995 requiring all agencies to adopt "The Great Filipino Workout" as an integral part of the National Fitness and Sports Development Program for government personnel. Both circulars underscore the importance of a healthy and alert workforce. "The Great Filipino Workout" is the physical fitness project that promotes a healthy lifestyle and a regimen of regular physical fitness activities as a strategy to reduce the level of risk factor of heart disease. Government agencies are authorized to allot one hour each week for the conduct of a health awareness programme and twenty minutes daily for the conduct of a wellness or fitness programme. It further requires that a reasonable period of time be included for physical fitness exercises by all participants in seminars and training courses, and those agencies must have a continuing physical fitness and sports activities for officials and employees.

One of the least studied components in the Parole and Probation Administration is the job-related stress of a Chief Probation and Parole Officer (CPPO). In correctional work, he/she is entrusted with the reform and rehabilitation of adult offenders who are released on probation or parole. He/she uses several interventions or activities to bring about or facilitate the positive change in the client's behaviours, attitudes, moral and spiritual values, aside from helping the client acquire skills for livelihood or find employment. He/she plays the role of a counsellor or life coach to the client under his/her supervision. Aside from being a supervisor of the client, the CPPO also conducts an investigation for every referral for probation or parole. In doing his/her varied roles in the workplace, the officer may have experienced stress which could affect his/her productivity at work and his/her physical, emotional and mental well-being.

This paper is an attempt to identify the sources of stress and levels of stress experienced by Chief Probation and Parole Officers (CPPOs) in the workplace. It describes their activities in coping with stress. It also presents their suggestions and recommendations regarding the management of stress to the agency.

The data in this paper are the responses of 68 out of 163 CPPOs who answered the questionnaires sent through e-mail. These officers belong to the category of professional and technical work in a supervisory capacity. Their position requires intensive and thorough knowledge of a specialized field usually acquired through completion of a bachelor's degree or higher degree course. Their position further requires supervisory skills to carry out the basic duties and responsibilities involving functional guidance and control, leadership, as well as line supervision. Among the specific duties of a Chief Probation and Parole Officer are the following:

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- Investigates all petitioners for parole and probation referred for investigation by the proper court or the Administrator;
- Instructs all parolees and probationers under his/her supervision on the terms and conditions of parole and probation;
- Keeps himself/herself informed of the conduct and condition of parolees and probationers under his/her charge and uses all suitable methods to bring about an improvement;
- Maintains a detailed record of his/her work and submits such written reports as may be required by the Administrator or that court having jurisdiction over the parolee and probationer under his/her supervision;
- Utilizes community resources and enlists qualified residents of the province, district or city where he/she is assigned, who are willing to act as volunteer parole and probation aides;
- Supervises the training of volunteer parole and probation aides and oversees the latter's supervision of parolees and probationers; and
- Exercises the supervision and control over all field assistants, volunteer parole and probation aides and other personnel of the parole and probation office.

II. PRESENTATION AND ANALYSIS OF RESULTS

The respondents were allowed to give multiple responses to the questions in the survey. They were asked to identify the sources of stress in the workplace, describe the level of stress, and identify and describe the frequency of their de-stressing activities within and outside the office. They were also asked to give suggestions and recommendations for stress management in the agency.

A. Profile of Respondents

The ages of the 68 respondents in this survey range from 38 to 64 years old. Their mean age is 48.67 years. Their length of service with the agency, the Probation and Parole Administration, ranges from 10 to 36.5 years. The mean length of service is 23.24 years. Twenty-four of the respondents (35.29%) are males while 44 are females (64.71%). As of 2013, the data for the entire agency show that there are 163 Chief Probation and Parole Officers of whom 50 are males and 113 are females.

B. Sources/Causes and Levels of Stress in the Workplace

The respondents were allowed to give multiple responses to the questions in the survey. Their responses when asked as to the specific causes of stress in their work are shown in Table 1. Their descriptions of this source of stress — Very stressful, Moderately stressful, and Stressful — are in the same table.

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Table 1. Sources and levels of stress in the workplace

Sources/Causes of stress	Level of stress			Total
	Very stressful	Moderately stressful	Stressful	
Inability to meet deadline for submission of reports	5	13	6	24
Voluminous workload/multi-tasking	15	4	1	20
Hard-headed/uncooperative clients	4	9	4	17
Lack of manpower	15	1		16
Subordinates who are indifferent/inefficient	6	3	4	13
Poor office environment/lack of equipment	4	6	2	12
Too much paperwork	6	1		7
Rivalry/animosity among co-workers	4	2		6
Lack of financial support for a programme	4	2		6
No support from management/inadequate consultation	1	3	1	5
Re-assignment	4			4
Seminars/training at night	1	1	1	3
Low travel allowance	2			2
Vague appreciation by some judges of PD 968	1			1
Uncooperative VPAs		1		1
Interventions from politicians/known personalities			1	1

Table 1 shows that among the fifteen sources/causes of stress identified by respondents, the inability to meet deadlines for submission of reports is the modal source or cause. It is possible that the inability to meet deadlines is caused by a voluminous workload or too much paperwork. This voluminous workload may be the result of a lack of manpower.

There are respondents who complained of the poor attendance of their clients during scheduled activities. These clients do not want to comply or follow what they are told to do. There are clients who are labeled “problematic” by some respondents. There are clients who appear to be “bossy” and arrogant. They even engage in name-dropping to foster hesitance on the respondents’ resolve in making them comply. Some clients want to excuse themselves from attending the Therapeutic Community (TC) programme of the office.

Thirteen (13) respondents found “Very stressful” *Subordinates who are indifferent/inefficient*. Since these CPPOs have supervisory functions, they have to deal with their subordinates. There are subordinates who are uncooperative and who do not perform according to standards. There are also subordinates who seem to be disobedient and indifferent. Some subordinates may have misunderstandings with one another. Some appear to be disorganized because they cannot find files when these are needed. The CPPOs also see to it that a harmonious relationship exists in the workplace so that the personnel can work well, and patching up quarrels or misunderstandings can be stressful.

Lack of air-conditioned rooms and computers that are defective are sources of stress of 12 respondents. There are 6 respondents who found it stressful that they are required to implement a programme even if the agency lacks financial support. Re-assignment, considered by 4 respondents as *Very stressful*, is a source of stress since the respondent will be away from his/her family; the period of such reassignment is at most, 3 years. Aside from the emotional cost of being away from one’s family, going home on weekends may mean long travel, which can be physically tiring.

In order to maximize the attendance of the officers in residential training conducted by the agency, the training hours may extend up to 9:00 o'clock in the evening. However, three respondents found this time extension to be stressful.

Intervention from politicians appears to be a rare occurrence and what the officer can do about it is to be candid about his/her stand that his/her work is non-political. There is political neutrality in the civil service.

There may be biases, prejudices, and misconceptions of some people, including judges, towards probation work, and the best that the officer can do is to have a dialogue with them.

C. De-stressing Activities in the Office

How do respondents deal with work-related stress while they are in the office? Only 52 responses are shown in Table 2. Sixteen (16) respondents did not give any answers and there were 17 comments and/or answers which could not be used since these did not answer the question correctly.

Table 2. Frequency of de-stressing activities within the office

	Daily	Weekly	Twice a week	Monthly	Twice a month	Twice or four times a year	As the need arises	Total
Doing physical fitness exercises	2		1	4				7
Praying/meditating	5						1	6
Holding staff meetings/dialogues	1	1					3	5
Deep breathing	1						4	5
Practicing time management	4							4
Positive thinking	2						2	4
Sending reminders				1			2	3
Team building					2	1		3
Sharing plans with VPAs			2					2
Reprimanding the staff							2	2
Soliciting funds							2	2
Accepting reality	1							1
Bonding				1				1
Engaging in Wellness activities						1		1
Giving parties for clients						1		1
Consulting with co-workers							1	1
Delegating							1	1
Doing confrontation							1	1
Looking at the trees							1	1
Organizing parties with co-workers							1	1

Physical fitness exercises are the highest de-stressing activity of the respondents, and these may include deep breathing and wellness activities. These activities fit the programme of the government which calls for a regular fitness programmes for government personnel.

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Others find daily positive thinking to be helpful, also praying and meditating, and sharing jokes. Time management and team building are other proactive means. These activities involve modifying thought patterns to make the stressful situation bearable. The power of positive thinking is a potent force which considers problems in the workplace as challenges and opportunities for growth.

The CPPO as head of office may reprimand, confront clients, or send them reminders when needed. He/she reprimands and confronts his/her subordinates when they do not work efficiently as expected.

A policy of open communication in the office is established in the agency. Staff meetings, dialogues and consultations of the CPPO and his/her co-workers enhance teamwork because concerns in the office are shared and co-workers can contribute in problem-solving or decision-making. The CPPO can also delegate tasks to a subordinate officer whom he/she believes is capable of doing the delegated tasks. In this way, the CPPO can attend to other important office matters requiring his/her study, decision and action.

Bonding socially with staff, parties for clients and co-workers are other positive activities to spice up the work life of the employees in an office that can relieve them of stress, albeit temporarily.

Soliciting funds is in answer to the problem of lack of funds to implement the agency's de-stressing programme, although it happens only as the need arises.

Sharing plans with the volunteers (Volunteer Probation Aides) is also a de-stressing activity because the volunteers can contribute ideas on how to improve the programmes or activities for the clients. Volunteers also supervise clients and in some offices, they ease the heavy supervision caseload of an officer.

Accepting reality may be the best solution thought of when the Chief Probation and Parole Officer thinks there is no solution to a problem or stressor facing him/her.

D. De-stressing Activities Outside of the Office

CPPOs also find ways to relieve their work-related stress through varied activities outside of their offices. This means that on their own they pursue these activities to mitigate their work-related stress in order to give them a sense of balance amidst pressures in their work.

Table 3 shows the kinds of de-stressing activities and frequency that CPPOs undertake outside of the office.

The top four de-stressing activities are doing athletics/sports, bonding with loved ones, praying, gardening/farming. Lumped at fifth place are listening to music, watching television, going to the mall, joining church activities and meeting friends. These various activities may be pursued by the CPPOs in groups or singly. These show the loving and prayerful side of the CPPOs and also their family-grounded leisure activities. The activities also show that they care for their bodies as they are into athletics/sports and gardening/farming, having a massage, going to the beauty parlor, having exercise and walking. On the whole, the de-stressing activities are wholesome.

Table 3. Frequency of de-stressing activities outside of the office

De-stressing activities outside of the office	Frequency									
	Daily	Weekly	Twice a week	Monthly	Twice a month	Twice or four times a year	After office hours	As often as I want	As the need arises	Total
Doing athletics/sports	2	4	2	1					1	10
Bonding with loved ones		8							1	9
Praying	7									7
Gardening/farming		5	1						1	7
Listening to music	4									4
Watching television	4									4
“Malling”		4								4
Joining church activities		3							1	4
Meeting friends		1		2					1	4
Reading	2	1								3
Watching a movie		2		1						3
Having exercise	2									2
Doing household work	2									2
Shopping		1			1					2
Taking out of town trips		1						1		2
Having a massage				1					1	2
Daydreaming/fantasizing									2	2
Surfing the Internet	1									1
Texting a friend	1									1
Going to church		1								1
Doing Facebook							1			1
Taking care of pets							1			1
Going to a beauty parlor									1	1
Attending organization activities								1		1
Cooking and eating									1	1
Walking near the lake									1	1

E. Suggestions and Recommendations

After the respondents have identified work-related stressors and the degrees of stress they experienced, they offered suggestions and recommendations as shown in Table 4. Some of these suggestions and recommendations may appear valid, some may not.

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Table 4. Suggestions and Recommendations for Stress Management

Suggestion/Recommendation	Number/Frequency
Conduct seminars/trainings on how to manage stress	10
Conduct <i>Lakbay-aral</i>	6
Organize physical fitness activities	5
Organize weekly/monthly sports activities	4
Visit other places here and abroad for free	4
Give additional allowances/incentives	4
Hire additional manpower	4
Conduct teambuilding activities	4
Attend religious activities	2
Improve working areas	1
Install air conditioners	1
Improve promotion policies and procedures	1
Monitor health conditions of personnel	1
Provide sufficient funding for programmes	1
Stop re-assignment	1
Streamline functions of agency	1
Do tree planting	1
Perform yoga exercises	1
Keep communication channels open	1
Encourage laughter	1
Listen to ideas from rank and file employees	1
If possible, no seminars with activities at night	1
Uniform schedule for physical fitness in all offices and regions	1
Employees have to be taught how to focus	1

The agency has crafted its own Employee Wellness Program. Its objectives are the promotion of healthy lifestyles through regular physical activity, healthy diet and nutrition, regular physical and dental check-ups, weight control and anti-smoking campaigns. It also promotes stress management, drugs-in-the-workplace programmes, and seminars/workshops/lectures on relevant health topics. Information materials on the wellness programme have been distributed within the agency. However, the agency gives the regional directors a free hand in implementing its wellness programme based on the needs and resources of the employees in the region. Thus, it is possible that there are regions that constantly and regularly hold physical fitness activities in the workplaces, while other regions do not. It is possible that the respondents who suggested that physical fitness and sports programmes should be organized may come from regions where the CPPOs or regional directors do not see the need for such activities or consider these the least of their priorities. This could explain why there are suggestions to “conduct of seminars/trainings on how to manage stress,” “organize physical fitness activities” and “organize weekly/monthly sports activities.”

“Lakbay-aral” (study-tour) is an activity that requires funds. It gives government workers the

opportunity to travel and observe the best practices of other government services in other places of the country. For example, CPPOs in a given region may want to observe the best practices of other CPPOs in another region; hence they will travel to that particular region. Since this is an official activity, it follows that the personnel will be given travel allowances. If institutionalized, then, funds for this purpose should be included in the agency's budget.

The suggestions — improvement of working areas and installing air conditioners — are much dependent on the budget of the agency, and where the budget for operating expenses are limited, then these concerns may not be addressed immediately.

Interpersonal relationships are a factor in the promotion of *esprit de corps* or office team spirit. Seminars/trainings on interpersonal relationships need to be a continuing activity and topics should include teambuilding, effective communication, listening to employees, how to focus and humor.

III. CONCLUSIONS

This paper identified the sources of stress and levels of stress experienced by the Chief Probation and Parole Officers in the workplace. It also identified how they coped with stress within their office and outside of their office. From their responses, the following conclusions can be drawn:

1. Inability to meet deadlines for submission of reports, voluminous workload/multi-tasking/too much paper work and lack of manpower seem to be interconnected with each other to form as sources of stress. It is possible that the difficulty in meeting deadlines is caused by voluminous workload which in turn is caused by lack of manpower. Overburden appears to be felt by the CPPO.
2. Work performance is dependent upon several factors. Improving the physical work area, like the provision of air-conditioners can cool a stressful situation. Human relations in an office can be improved by doing stress-reducing activities together. Capability trainings can help an employee improve his/her craft, and in this way, stress that comes with feelings of incompetence and inadequacy can be reduced.
3. The implementation of the Therapeutic Community (TC) programme of the agency appears to be taxing to CPPOs because this programme has no funding and the CPPOs have to rely on their own resources just to implement the programme. Issues in the clients' attendance in the programme are also stressful because there are clients who would not attend the programme every month due to their poor attitude, and there are those who are interested, but they cannot attend regularly due to lack of fares.
4. CPPOs need to have regular supervisory and management trainings to be able to better motivate and discipline employees and address work-relationship problems.

IV. RECOMMENDATIONS

The agency has initiated steps or actions in response to the government's call for developing a healthy workforce in terms of managing stress felt by its personnel in their daily discharge of their functions. Yet, there seems to be a lack of coherent and regular stress management programmes for its personnel, specifically for its Chief Probation and Parole Officers who are the direct providers of probation and parole services. The following recommendations are offered:

1. An in-depth study is needed to identify the sources or causes of stress faced by Chief Probation and Parole Officers;
2. Based on the results of this in-depth study, the agency must address the organizational stressors and how to cope with them;
3. The agency must come up with a coordinated and coherent stress management programme.

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To institutionalize this programme, funds should be allocated;

4. The top officials of the agency must ensure that there will be funds for the Therapeutic Community (TC) programme; otherwise, it could cause undue stress to the implementers;
5. Hiring and deployment of field probation and parole officers should be rationalized; for instance, field offices with high supervision caseloads are to be given the priority in the assignment of these additional personnel;
6. Seminars in management and supervision of subordinate personnel should be done regularly; and
7. Seminars in handling “problem clients” must be part of the agency’s training to enhance the capability of CPPOs.

The right persons on the job are the organization’s best asset to realize its mission and vision in the society. An organization therefore should be concerned with the physical well-being and emotional and mental health of its employees. To show this concern, a coordinated and coherent stress management programme is a must.

IV. APPENDIX

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STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL — ENHANCING THE CAPACITY OF MID-LEVEL STAFF: THAILAND’S STRATEGIC APPROACH

*Supachoke Khuanruechai**

I. INTRODUCTION

This essay attempts to analyze the current situation of the stress management of mid-level correctional personnel in Thailand. This issue is rather new in Thai society and particularly in the public sector administration. However, it is likely to make some academic observations on the Thai Department of Corrections (DoC) to some extent. The two main approaches of the stress management strategies under the administration of the DoC are correlated. One is the preventative strategies, and another is post-stress strategies of stress management. As a consequence, this article can be divided into three parts; firstly, the current situation of work-related stress in the Thai correctional context; secondly, the preventative strategies of stress management in Thailand; and lastly, the post-stress strategies of stress management.

II. CURRENT SITUATION OF WORK-RELATED STRESS IN THE THAI CORRECTIONAL CONTEXT

Firstly, the current situation of work-related stress in the Thai correctional context is fundamental to an understanding of the situation of the DoC, which has been serving the country for almost a century, and it is the single national agency that professionally keeps inmates in custody and efficiently rehabilitates inmates by several activities, e.g. providing treatment for offenders according to court verdict under the Penitentiary Act and relevant laws and providing social and other welfare for prisoners (Corrections in Thailand 2012: page 2). The Department’s missions and responsibilities therefore have focused mainly on prisoners and activities relating to prisoners, or in other words, the correctional personnel have been the unnoticed agenda of the Department’s development scheme for quite a long time.

Nowadays, the total number of correctional personnel is 10,691 (Statistical Source: Division of Personnel, Department of Corrections; as of 10th April 2013) working within the headquarters, and 114 prisons, 24 correctional institutions, 5 detention centers, and a house of relegation compared to the rising number of inmates to 223,188 (Source: Division of Planning, Department of Corrections; of 10th April 2013).

Due to the overcrowded state of prisons, the atmosphere of the prison setting has been considerably overwhelmed by inmate overcapacity. Moreover, there seems to be a growing number of correctional overload work and frequent inquiries from international organizations such as human rights bodies, politicians, stakeholders, the public etc. over topics like prisoner treatment, human rights practice in prisons, correctional personnel corruption, penal policy implementation and so forth. The correctional administration tries to overcome these problems, but it is still an ongoing process of the problem solving.

Considering the stress of correctional officers, it is assumed that the key skills for prison officers are highly demanding as well as totally different from one setting to another, for example having ability to react quickly and effectively under pressure i.e. in any incidents of prison disorder; sensitivity to inmates’ problems and issues; ability to get on with people from different social backgrounds (Liebling, A. et al.; 2011). On the basis of these challenging prison skills, prison officers often face stress

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at work. These cause stress amongst correctional officers.

Each different position has relatively different duties and, more importantly, different roles. It is common for correctional officers to be rotated to fit in any positions relating to penological practice or prisoner treatment; as a result the flexibility of personnel competence yields a number of successful outcomes of the correctional administration including urgent and regular work. Besides the difference of duty expectation from the organization, role conflict is also a challenging factor that makes officers feel stressful. Wilson (2000) states that role conflict occurs when correctional officers have to reconcile between the different roles of “custody” and “care”. Correctional officers have to play the custodial role which regards as a hard role in order to keep discipline and order in prison settings, whereas at other times correctional officers have to play the role of care for inmates to offer consultation on personal problems and dilemmas. Therefore the entirely different roles can give officers stress in terms of the unclear job description guidelines and conflicting orders in reality.

For the mid-level correctional officer, there is a constructional period of a strong professional specialization. By failing to keep a balance between the rewarding and punishing sides for correctional personnel, it is probable that these personnel may leave the correctional system or continue working under stress and dissatisfaction. Furthermore, some phenomenon such as the brain drain situation can accordingly happen also. In the future, it is predictable that the educated and highly skilled correctional officers may choose to work for other organizations where they are better promoted or receive reasonably higher remunerations. To give more information on punishment to correctional officers, the transfer to another prison or correctional institution is one of the most stressful situations for all correctional personnel.

III. PREVENTATIVE STRATEGIES OF STRESS MANAGEMENT IN THAILAND

Secondly, the preventative strategies of stress management in Thailand have been developed through correctional personnel welfare from the DoC such as the Standard on “Qualified Correctional Staff” through the usage of Thai Prison Standards Key Performance Indicatorsⁱ (KPI) and the “Prison Standard on Quality of Correctional Personnel Work Life”ⁱⁱ. Some of the welfare activities responding to the needs of correctional personnel help assisting officers’ working and living conditions to be in a good quality. In prisons and correctional institutes there are many projects supporting such subsistence conditions such as:

- (i). Establishing the “One product One correctional officers’ wife club”
- (ii). Providing school bus service for correctional officers’ families
- (iii). Supporting the monthly consumption goods for correctional officers
- (iv). Establishing the medical expense and child education funds
- (v). Distributing a free uniform a year
- (vi). Providing free lunch for operating officers
- (vii). Providing assistance to injured correctional officers or to the families of correctional officers killed in the line of duty
- (viii). Providing free home repair for better-conditioned construction
- (ix). Providing cost-priced consumption goods
- (x). Welfare funds with low interest loans

These remarkable projects are regulated throughout prisons and correctional institutes across the

country as to maintaining and applying of one standard to all correctional officers. By having implemented these inventive projects, some four basic requirements of correctional officers are supported by the DoC for the underlying ideology that the fundamental needs for living and family support are considered crucial elements of correctional personnel's burdens and concerns. In addition, the Self-sufficiency economic project initiative by His Majesty the King Bhumibhol Adulyadej, or King Rama the 9th of the Kingdom of Thailand, also implemented by the DoC in order to give philosophy on sufficient living for correctional officers especially on financial management and life planning.

As sports is evidently seen as a stress-preventative strategy in the correctional system, the Correctional Sports Competition amongst all prisons and correctional institutes across the country is hence arranged annually for enhancing physical capability and improving relationships between correctional-officer athletes to participate in recreational activities once a year and receive special opportunity to take part in the ASEAN Sports competitions between the 10 ASEAN countries in the region to extend the worldwide experience and knowledge from other nations in the ASEAN community.

Besides, when focusing on correctional personnel who work in the prison setting, the interpersonal relations play a major role causing stress. The nature of the prison work mostly involves interaction with inmates, other correctional personnel and higher and lower hierarchical position officers, thus the management of professional relationships in the correctional setting is the invisible line; keeping the right distance is the best practice of all. The relationship of prison staff and inmates is the critical area to be calculated wisely by correctional personnel at all times. It is claimed by Genders and Players (1995; page 98) that "the staff-prisoner relationships...tended to be characterized by three specific qualities: individualism, permissiveness and trust". It is not wrong to say that in a practical way, experience holds the right answers. Stress is the byproduct of the "go wrong" relationship (Liebling et al; 2011).

Not only that, there is potential of having anxiety, depression and hopelessness (Biggam and Power 1997: pages 225-6). Another type of relationship within the institution is the officer-officer relationship, because under the management problem situation in the correctional work environment, working tends to be more problematic such as the organizational coordination lacks several supporting elements; some work on the edge is being thrown away from officers because they do not want to take any responsibility; and beyond that, some of the setting is divided into regional groups e.g. some officers from different regions of the country prefer to gather in the particular group and sometimes isolate other groups. This causes complication in personnel management in some aspects especially the weak teamwork management and many more consequential problems. The direct superior-inferior officer relationship is also perplexing within the correctional setting, as most extra work is from unreasonable demands from superior officers on an urgent basis. This creates work-related stress among correctional officers to some degree.

IV. POST-STRESS STRATEGIES OF STRESS MANAGEMENT

Lastly, the post-stress strategies of stress management avail in the correctional system in both informal and formal traditions. Some of the formal traditions of the post-stress strategies of stress management in the Thai correctional setting are conducted regularly in the form of the correctional personnel welfare fund and the correctional personnel cremation servicing fund. The informal tradition can be observed via the real situation of an officer who mistakenly shot and killed an inmate when he was chasing the escaping inmate; this led to the long-term imprisonment of the officer. However, most attempts to help reduce imprisonment terms were done by the DoC through pledging the special Royal Pardon and assisting the officer's wife to have a paid job within the correctional setting so as to be a bread winner while her husband was imprisoned. At the end, the officer received a special parole and now is released from prison. Therefore the lessening of the stress is what the DoC concerns most when any traumatic situation occurs to correctional officers. Further, the "peer to peer" consultation as well as communication with understanding from superior and inferior officers is somewhat the informal tradition of the post-stress strategies of stress management in the Thai correctional setting.

The causes of work-related stress are heavily discussed within the correctional institution because the structural elements build up the total climate of the organization whether it derives from heaviness

of prison workload, transparency interrogation, or a shortage of alternatives to imprisonment leading to prison overcrowding. This has been a backdrop of the Thai correctional management today.

To emphasize, the changing page of the Department of Corrections in terms of stress management and other correctional personnel programmes is hoped to be done in the individualistic approach for the national strategic plan on human resources. Furthermore, the entire layout of structured manpower plan may be put into practice. As the mid-level correctional officer is a constructional period of a strong professional specialization, sincerity of the correctional system to them can well be given by putting more effort into the core strategic plan and implementation plan on correctional personnel on the individualistic aspect in order to prevent the brain drain of qualified and experienced correctional personnel in the future. Because all costs regarding forming up and maintaining one qualified correctional officer within the correctional system requires a good deal of investment, the mid-level correctional officer represents the medium-term developmental plan.

V. CONCLUSION

To sum up, the lack of stress management in Thai corrections has shown that there is some room to develop in this field. The psychological needs of correctional personnel are proven to be unspoken in the Thai correctional context; in years to come all programmes including stress management, anger management, depression management and many others should be equipped with the development scheme for correctional personnel. The room for development in stress management in the Thai correctional setting across the country is that there shall be more forms of professional consultations such as legal consultation when officers face legal issues; or some psychological assistance in any cases that encounter such good conduct correctional officers who intentionally serve the organization and country. The last word leaves to the correctional administrators as shown as the following: as long as this national organization has the mission to professionally keep inmates in custody and efficiently rehabilitate inmates, this organization shall have a parallel mission to assist those who are dedicated to their 24 hour work for organizational missions' achievement.

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i **Appendix A**

Standard on “Qualified Correctional Staff” in the Thai Prison Standards

Staff or human resource is regarded as the most significant element of the mechanism. However, this statement can be practical when human resource receives the development to achieve appropriate knowledge, experience and vision to job description, accompanied by being surrounded by the well-balancing personnel numbers to correctional duties under the just and transparent staff welfare and staff emolument plan.

Personnel Administration

(i). Personnel Policy shall be established. The personnel administration procedure ranging from personnel recruitment, job assignment, promotion, position rotation, and special achievement promotion shall be carried in a just, transparent and accountability manner. This shall be considered yearly by history of personnel proficiency, knowledge, and appropriateness to the position, duties, vision, policy, laws and any relevant regulations.

(ii). Personnel administration chart and detailed position’s responsibility shall be structured.

(iii). All personnel shall have the work accomplishment history file.

(iv). The operational assessment shall be conducted regularly or at least every 6 months by the assessment committee in particular.

Personnel Development

The personnel development aims for professionalism in corrections by several means such as training, educational visitation, consistent meeting attendance in relevance to the position and the requirement of the organizations and personnel principally.

(i). Portable operational manual shall be published in each duty for all personnel.

(ii). Appropriate place for academic research for personnel shall be provided e.g. documents of textbooks, laws, regulations, orders, operational manuals of internal and external organizations for personnel professionalism enhancement.

(iii). New personnel training shall be arranged not under 30 days assessable for all.

(iv). Correctional personnel proficiency examination and support involving academic, physical, mental, emergency and safety technical skills shall be performed regularly.

(v). Appropriate training, seminar, further education opportunities shall be supported for personnel to broadening understanding of life experience and notion at least once a year.

(vi). Result of training assessment or educational visitation report shall be processed.

Personnel Maintaining

The staff welfare shall cover all aspects e.g. staff emolument, operational environment, work condition, residential condition, recreation, education, medical service and personnel family welfare shall be adequate and appropriate to increase personnel operation level to reach the operation efficiency.

(i). Correctional personnel who work closely to inmates shall receive special emolument.

(ii). Personnel opinion, suggestion, and grievance shall be processed in a confidential and particular manner to prison governor or director general.

(iii). Consultation by professional counselor to personnel shall be provided in all work-relating

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aspects such as legal, welfare, financial issues etc.

(iv). Disciplinary and penalty procedure shall be conducted in a just manner. Opportunity to advocate the accusation, no delay and transparency ground shall be performed.

Standard on “Qualified Correctional Staff” in Thai Prison Standards
Key Performance Indicators

Personnel Administration Key Performance Indicators

(i). Personnel Planning Policy shall be established. The personnel administration procedure ranging from personnel recruitment, job assignment, promotion, position rotation, and special achievement promotion shall be carried in a just, transparent and accountability manner. This shall be considered yearly by history of personnel proficiency, knowledge, and appropriateness to the position, duties, vision, policy, laws and any relevant regulations.

Key Performance Indicator

- Success of Personnel Planning Policy establishment

(ii). Personnel administration chart and detailed position's responsibility shall be structured.

Key Performance Indicator

- Success of Personnel administration chart and detailed position's responsibility structuring

(iii). All personnel shall have the work history file.

Key Performance Indicator

- Success of Personnel obtaining individual work history file.

(iv). The operational assessment shall be conducted regularly or at least every 6 months by the assessment committee in particular.

Key Performance Indicator

- Success of Personnel obtaining the individual operational assessment.

Personnel Development Key Performance Indicators

The personnel development aims for professionalism in corrections by several means such as training, educational visitation, consistent meeting attendance in relevance to the position and the requirement of the organizations and personnel principally.

(i). Portable operational manual shall be published in each duty for all personnel.

Key Performance Indicator

- Success of publishing the Portable operational manual within organization.

(ii). Appropriate place for academic research for personnel shall be provided e.g. documents of textbooks, laws, regulations, orders, operational manuals of internal and external organizations for personnel professionalism enhancement.

Key Performance Indicator

- Success of establishing learning corner within organization.

(iii). New personnel training shall be arranged not under 30 days assessable for all.

Key Performance Indicator

- Success of arranging the operational training for new personnel.

(iv). Correctional personnel proficiency examination and support involving academic, physical, mental, emergency and safety technical skills shall be performed regularly.

Key Performance Indicator

- Success of promotion and arrangement of correctional personnel proficiency examination and support involving academic, physical, mental, emergency and safety technical skills

(v). Appropriate training, seminar, further education opportunities shall be supported for personnel

to broadening understanding of life experience and notion at least once a year.

Key Performance Indicator

- Success of the trained personnel within organization on necessary operational skills.
- (vi). Result of training assessment or educational visitation report shall be processed.

Key Performance Indicator

- Success of the trained personnel by making educational visitation report.

Qualified Personnel Maintaining Key Performance Indicators

The staff welfare shall cover all aspects e.g. staff emolument, operational environment, work condition, residential condition, recreation, education, medical service and personnel family welfare shall be adequate and appropriate to increase personnel operation level to reach the operation efficiency.

- (i). Correctional personnel who work closely to inmates shall receive special emolument.

Key Performance Indicator

- Success of arrangement of the special emolument for closely inmate-contacting personnel.
- (ii). Personnel opinion, suggestion, and grievance shall be processed in a confidential and particular manner to prison governor or director general.

Key Performance Indicator

- Success of arrangement of the personnel opinion, suggestion, and grievance system.
- (iii). Consultation by professional counselor to personnel shall be provided in all work-relating aspects such as legal, welfare, financial issues etc.

Key Performance Indicator

- Success of arrangement of the professional counseling system.
- (iv). Disciplinary and penalty procedure shall be conducted in a just manner. Opportunity to advocate the accusation, no delay and transparency ground shall be performed.

Key Performance Indicator

- Success of setting the appropriate disciplinary and penalty procedure.

ii **Appendix B**

Prison Standard on Quality of Correctional Personnel Work Life

1. Healthcare for operational readiness
 - 1.1 Arranging the personnel exercising at least 2 times a week
 - 1.2 Arranging the physical proficiency test at least 2 times a year
 - 1.3 Arranging the annual physical checkup
2. Subsistence support
 - 2.1 Setting the “One product One correctional officers’ wife club”
 - 2.2 Providing school bus service for correctional officer’s family
 - 2.3 Supporting the consumption goods monthly for correctional officers
 - 2.4 Setting the medical expense and children education funds
 - 2.5 Distributing a free uniform a year
 - 2.6 Providing free lunch for operating officers
 - 2.7 Assisting injured and deceased correctional officers on duty
 - 2.8 Providing free house fixing
 - 2.9 Providing the cost-priced consumption goods
 - 2.10 Setting welfare fund with low interest loan
3. Operational Facilitation
 - 3.1 Arranging separate toilet and bedding for correctional officers on duty

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3.2 Providing necessities for operation e.g. baton, torch, two-way radio etc.

3.3 Providing drinking water and coffee corner or refreshment for correctional officers

4. Burden lessening

The Department of Corrections looks to lessen the officers burden by arranging the shift consecutive not over 3 shifts, except the necessary situation e.g. hospital shift, or official travel to other regions etc.

5. Morale support

5.1 Systemizing counseling services in various expertise areas such as legal, welfare, psychological, and financial aspects etc.

5.2 Arranging educational visitation for correctional officers

6. Discipline and ethics

6.1 Correctional officers dress properly and orderly

6.2 Salutation and official report are to conduct properly.

STRESS MANAGEMENT OF CORRECTIONAL PERSONNEL IN THAILAND

*Archaree Srisunakhua**

I. INTRODUCTION

According to the organizational structure of the Ministry of Justice, there are three core organizations responsible for behavioural rehabilitation: the Department of Corrections, the Department of Juvenile Observation and the Department of Probation. These counterparts in law enforcement can experience a great deal of job-related stress in various levels of stress.

When compared with their counterparts, Prison Officers experience higher levels of stress due to their work environment; they work in a controlled environment which can be dangerous, unpredictable and includes crisis situations like fighting among prisoners, attempted homicide, medical emergencies, personal threats and prison lock down.

Moreover, correctional officers face a number of sources of stress particular to their field including organizational factors such as working in shifts, and conflicting, and ambiguous roles at work. Also they suffer from the nature of prison work such as exposure to violence which can affect the official's ability to engage in custodial treatment or facilitate treatment programmes for offenders. In addition, the evidence indicated that the levels of stress may have increased in recent years due to correctional system problems such as prison overcrowding, understaffing, the impact of globalization, technological development and social modernization.

II. CURRENT SITUATION AND PROBLEMS IN REGARD TO STRESS AMONG CORRECTIONAL OFFICERS

A. Literature Review

Over the last decade, there have not been many studies on work-related stress among Thai correctional officers nor have there been the studies addressing levels of stress, causes of stress, effects of stress including sick leave, early-retirement, mental and physical problems, perception of security, impact of working in shifts, etc. Moreover, the results of any studies have failed to address which factors cause stress or the stress levels of the Thai corrections officers.

One study has shown that most prison officers in the Bangkok area had low levels of job stress: however, responsibilities, genders and positions caused significant differences in stress levels. Gender also led to significantly different coping styles; moreover, female prison officers used more of the functional emotion-focused coping style than their male counterparts (Onanong, 2001).¹ However, demographic factors including age, marital status, income, income to expense ratio, period of work, work section, family responsibility and organizational factors had no correlations with stress level (Rattchavadee, 2004).² In addition, for the work-related stress of supervisors and coworkers work environments are significantly correlated to level of stress (Vunpen, 2001).³

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¹Onanong Wangmanoa, *Job Stress and Coping Behaviors of Prison Officers in Bangkok* (Thesis, Rankamheang University, Bangkok, 2001).

²Rattchavadee Nimitkasemsupak, *The Use of Healthtron for Reducing Occupational Stress in the Correction Officers* (Thesis, Mahidol University, Bangkok, 2004).

³Vunpen Vongvaikittisin, *Factors related to the stress of custodial staffs in prisons and correctional institutions: a case study of the prisons located in the Bangkok Metropolitan*. (Thesis, Nida, Bangkok, 1998).

In terms of perception of risk level, there is a significant correlation between demographic factors of gender, marital status, education, income, work experience, and professional training, and the perception of risk level in terms of risk of mental disturbance, risk of infectious disease and risk of personal threat (Manu, 2000).⁴

B. Addressing Stress Among Correctional Officers

Currently, there is no research on significant factors indicative of stress such as sick leave, suicide, turnover, absenteeism, psychosomatic disorder, etc. However, in order to address stress among correctional officers, it is necessary to consider the circumstances. In recent years, there are several circumstances that may have created increased stress for Thai correctional officers. The significant sources of stress help to predict what the level of stress among correctional officers will be.

1. Prison Overcrowding Problem

Overcrowding is considered as the most significant problem in Thai corrections which creates a variety of negative physical and psychological responses. The number of prisoners has continued to rise over in the last decade despite the royal pardons: over the last three years, the prison population went up by 24.61%: 1 October 2010 (210,315), 1 October 2011 (212,441), 1 October 2012 (242,989). As of 1 April 2013, the prison population was 262,077 (Table 1). As a result of prison overcrowding, correctional officers face increasing levels of stress: for example, work-overload such as head counts, searching and paper work.

Prison overcrowding has created problems within prison facilities such as at the canteen, visitation rooms, showers and toilets, schools and vocational training facilities, and sports and recreation facilities. For example, nowadays, because of low capacity at the canteen, many prisons need to provide meals within a limited time frame; the same is true with use of the shower facilities. These time limitations can increase tension and stress among inmates and correctional personnel as well as increasing of the number of unpredictable situations.

2. The Understaffing Problem

As a government agency, the Department of Corrections needs to comply with the government's policy of decreasing the number of public servants despite facing overcrowding. Even though the department has sufficient manpower, it has been in a crisis situation in terms of the ratio of the inmate population to the size of prison staff.

It can be said that Thailand is one of the countries that has a very high ratio of prisoners to prison staff. Moreover, the proportion of prisoners to prison staff is increasing. Table 1 shows the prison population over the last decade.

⁴Manu Thuamthong, *Opinions of Personnel under the Department of Corrections in Phranakhonsriyutthaya Province to the Risks from Working*, (Thesis, Turakitbandit University, Bangkok, 2000).

TABLE 1

The Ratio of Number of Staff to Prisoner Population

Year	Number of Staff	Prisoner Population	Ratio
2003	10,891	211,475	1: 19.41
2004	11,030	209,811*	1: 19.02
2005	10,978	168,040	1: 15.17
2006	11,073	161,886*	1: 14.61
2007	11,029	153,405*	1: 13.90
2008	10,746	174,381	1: 16.22
2009	10,877	186,625	1: 17.15
2010	10,714	210,315*	1: 19.62
2011	10,689	212,941*	1: 19.92
2012	10,549	242,989*	1: 23.03
2013	10,677	262,077**	1: 24.54

*In fiscal years 2004, 2006, 2007, 2010, 2011, and 2012, there were corrective royal pardons

**as of 1 April 2013

The understaffing problem can create a variety of stresses among correctional officers such as workload and overtime. For instance, a lack of psychologists, medical personnel and social workers, forces correctional personnel to work as such in a professional role. In addition, staff are responsible for on-call duty due to serious illnesses of inmates which need medical care in hospitals. These can be causes of stress among correctional officers due to the unpredictable night-shift schedule as well as their family schedules.

3. Conflicting and Ambiguous Roles

Correctional officers have to engage in custodial responsibilities (maintaining security, such as preventing escapes, inmate fights and providing prisoner discipline) as well as engage in rehabilitation responsibilities (providing vocational training, education and rehabilitation programmes). It was found that those conflicting duties cause stress between coworkers and also the officers themselves. For instance, practically, it has frequently been an argument between officers working in prisoner-custody sections and education sections in relation to the operation of their activities. From first-hand experience, this can be a serious problem between correctional officers and coworkers.

4. Stress Caused by Factors External to the Organization

In Thai culture, poor public image is not a serious problem because public service, including working as correctional officers, is seen by the community as an honoured profession. However, the community attitude towards prison work is negative; especially, the media can strongly influence the public attitude; the prisons have been presented as places of harsh punishment, poor hygiene and corrupt management. Additionally, prison officers face public doubts in regard to non-custodial treatment such as parole, probation and royal pardons as well as the effectiveness of rehabilitation programmes. Thus, working in prison is recognized as a thankless job. Even if you have done a great job, you will not likely have the appreciation of the community.

Moreover, in regard to the government's policy on drug suppression, drug offenders are likely to receive the most severe punishment which leads both offenders and correctional officers to experience high levels of stress. In addition, nowadays, the evidence has shown that prisoners have creative methods of concealing cell phones and related contraband; they even engage in drug smuggling. These circumstances combined with overcrowding and understaffing can create excessive stress among

correctional officers.

5. Facts that Illustrate Stress among Correctional Officers

Practically, sick leave is significantly correlated to levels of stress. It has been found that officers working extensive night shifts and overtime have often taken sick leave. In this case, it caused stress to coworkers in terms of uncertain work schedules.

Nevertheless, it has been found that not many correctional officers refuse overtime or night shifts despite the fact that they have had such long working days including 8 hours of work and then 16 hours for the night shift with only a one-and-a-half-hour break because they receive benefits from overtime and night-shift duty in terms of extra income and a healthy work environment (fewer supervisors), less inmate interaction, etc.

Burnout is a common problem among correctional officers who feel ignored and lack motivation, especially for the officers who have been working in the same prison for a long time — and lack of promotion as well. They have frequently said that the department is concerned with the prisoner much more than prison officers.

III. PROBLEM SOLVING IN REGARD TO STRESS AMONG CORRECTIONAL OFFICERS

A. Supportive Manpower

There are no specific training programmes on stress management. However, the Department realizes that correctional personnel are the key mechanism to successfully drive the organization towards its ends. The Department has made many efforts to improve the quality of its human resources.

The disproportion of staff and inmates* (1:23, Table 1) has been recognized as a major obstacle of prison management and also has had a significant impact on staff. In the past, it would have caused an argument by having temporary employees perform prison work, but this practice has become a helping hand. At present, there are 1,571 temporary employees performing their work in correctional institutions throughout the country which can assist prison staff to perform general administration.

B. Prison Standards

In 2006, the Department launched the Prison Standards, which establish a physical and working mechanism model for 10 aspects of operations for all prisons. The goal of the Prison Standards is to achieve the acceptance of three parties, namely the prisoners, the correctional officers and the community.

Every prison and correctional institution is required to improve its conditions to achieve the Standards which are aimed directly at reducing sources of stress among correctional officers, for example: every prison is required to do manual operations for various duties to ensure that the officers can respond to their various responsibilities. These can reduce such causes of stress for the fear of doing “something wrong” and of being criticized or investigated. The circumstances revealed that the Prison Standards have caused a significant change in the prison administration as well as the quality of lives of staff.

C. The Improvement of Quality of Life of Correctional Personnel

One of those Standards is the Standard for Qualified Staffs. The Department of Corrections required all prisons and correctional institutions to provide various activities which can be referred to as stress management techniques, for example: a complaint system, an effective communication system and a counselling system in order to promote cooperation and good relationships between the superintendent and staff, provide sufficiency training to new staff, professional-level training and special programmes.

Furthermore, in order to achieve Standards for Physical Plants, all prisons and correctional institutions are required to improve their prison facilities for staff and inmates, for example: providing learning centres, recreation areas, control rooms, standard barriers, sufficient tools and equipment for

working, etc.

D. Dharma Practices for Prison Staff

Since Buddhism is the main religion of most Thai people, dharma practices are significant activities for encouragement of prison staff morality. There have been varieties of dharma activities carried out such as the Following Royal Footsteps Project and the Prison as Home of Dharma Project.

As part of the main activity of the Prison as Home of Dharma Project, the meditation programme has represented its significance as relaxing activities for prison staff because meditation is recognized as one of the stress management techniques. The department has regularly carried out this project for 2-3 sessions a year; in addition, the director of prisons and correctional institutions may have his or her own dharma activities for staff. These are very simple and helpful activities for reducing the stress of prison staff.

E. Promotion of Self-Sufficiency Philosophy

His Majesty King Bhumibol Adulyadej developed the philosophy of the Sufficiency Economy to lead his people to a balanced way of life and to be the main sustainable development theory for the country. The philosophy implies morality and ethics which are essentially required in correctional work. Accordingly, the Department has adapted the virtues of “self-sufficiency economy” for the management of prisons which are applied in three dimensions: the self-sufficiency life of staff, the self-sufficiency life of prisoners after release and the administration of organization based on the self-sufficiency economy.

The department has tailored eight activities for the officers who desired to join this programme: he/she must (1) be self-sufficient in terms of balancing living costs; (2) perform his/her duty effectively and transparently; (3) promote activities of his/her family in order to enhance happiness and morality; (4) not participate in gambling; (5) be experienced in promoting unity among correctional officers; (6) be a healthy person in terms of exercising and practicing personal health care; (7) promote the learning network among correctional officers; and (8) be concerned with the environment. The programme activities will be helpful for staff in many ways such as providing guidelines for decision-making, learning to live without greed or overexploitation, and being able to cope appropriately with critical challenges.

IV. CHALLENGE OF STRESS MANAGEMENT AMONG THAI CORRECTIONAL OFFICERS

It can be a challenge to manage a diverse group of correctional officers who have to work under difficult circumstances that affect their mental and physical well-being. Even though we can identify the sources of stress among correctional officers, stress management is not as easy as it sounds. Behaviours for coping with stress are unique and can be experienced in different ways. There is no single method that works for everyone or in every situation. Remarkably, many of the problems the international correctional system experiences are similar to what we are experiencing in Thai corrections despite differences in organizational structures and work environments.

Moreover, in Thai culture, conflict and displays of anger are eschewed; thus, Thai people often deal with disagreements and conflict. These can be both advantages and disadvantages for stress management. It can be an advantage in coping with stress in terms of avoiding stress. On the other hand, it can be a disadvantage in identifying the sources of stress, because they often keep quiet even if feeling uncomfortable.

Also significant to Thai culture is that hierarchy and seniority must be recognized and respected in any relationship, even in the workplace. Thus, senior officers can be helpful, and the relationships between staff might be like family members. There should be more internal programmes such as mentoring.

Thus, some successful programmes such as stress counselling, family counselling, de-briefing at the workplace, counselling by psychologists, and individual counselling might not have been successful in the Thai correctional systems. On the other hand, some programmes can be practical and useful in Thai

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corrections, such as anger management training, problem solving and decision-making training, communication skills training, time management training, regular exercise, relaxation exercise, meditation, yoga, prayer and other forms of relaxation and paid holidays.

Furthermore, there are various supportive circumstances operating in Thai public organizations which can be adapted to stress management programmes among correctional officers such as stress management for pensioners which is an effective health programme. Remarkably, such a successful programme was not tailored to correctional officers who routinely face stress.

V. CONCLUSION

In conclusion, the current situation of Thai corrections in regard to stress management among correctional officers is ongoing improvement. The evidence has shown that the Department of Corrections has experienced stress among Thai correctional officers and also has operated various projects in order to reduce sources of stress. Additionally, levels of stress may have increased in recent years due to correctional system problems such as prison overcrowding, understaffing, the impact of globalization, technological development and social modernization.

It is clear that stress management can help prevent and relieve stress, which can have valuable benefits for correctional administrators. Therefore, stress management among correctional personnel should be initiated and needs to address the stress among correctional officers caused by the corrections organization itself including Thai culture. In addition, it will be key to the success of the programme to convince correctional administrators and officers that they can benefit from the programme not only at work but in their daily lives.

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STRESS MANAGEMENT SYSTEM IN THE PROBATION AND YOUTH JUSTICE DIVISION, KINGDOM OF TONGA

*Tito Faupala Kivalu**

I. INTRODUCTION

In Tonga today, treatment of offenders has increasingly become one of the major concerns of the authorities and the public at large. The Probation, Prison Department and the Community Agencies are at the heart and core of the justice system in terms of treatment and rehabilitating of offenders but most importantly in promoting peace in our community. It is indeed undeniable that the roles and responsibilities of these professions are huge challenges and associated with lots of occupational stress. It is particularly valuable to understand how correctional personnel manage to cope with their challenges and stresses while executing their respective duties. This paper is in two major parts. The first part contains three sub-parts addressing from where causes of stress for Probation Officers are derived. Each of these three sub-parts further outlines specific causes and proofs of stress for Probation Officers. The last part of this paper discusses stress management practices.

II. THE MAIN CAUSES OF STRESS

A. Organizational Causes

1. Understaffed

At present there are only four officers employed in the Probation and Youth Justice Division. All these Officers are posted on the main Island of Tongatapu. There are two main challenges with only four Probation Officers. The first being a lack of probationary work available on the other islands. The second is that for the past years, the need for probationary work has increased significantly. On average the pre-sentencing reports alone ordered from the Probation Office are 160 for the last three years. In the years 2011 and 2012, there were only three officers working, while one officer was on study leave. Therefore, on average, for the last two years, one officer had to complete about 55 pre-sentencing reports. These reports were on top of many other duties of each officer. These serious challenges have been with the Division for a very long time causing serious stress to each Probation Officer.

(i) Proof Points

(a) Workload

According to the job descriptions and other duties assigned to the roles of Probation Officers, sometimes it is too much for the individual capacity to get a hold on and be able to handle every task in a timely manner, and, almost all the time, it takes time to recover and to escape from stresses.

(b) Untrained Staff

All four officers of the Probation Division had never received any formal or special training before engaging in our respective jobs. Each of the Probation Officers had to learn on the job. We also had to rely on in-house training through sharing experiences from the other officers who had been in the Division longer.

2. Limited Budget

The Division is under the Ministry of Justice. The Ministry of Justice's administration section always has the last say in the Division's administration matters including the Division's annual and daily budget. This is one of the major factors that has contributed to developing stress of individual officers because the need to complete our tasks daily are either not met or they have been delayed for a long period of time.

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(i) Proof Points

(a) Lack of Facilities

We have a lack of equipment that is very much in need for our daily operations that could help to conduct our duties more effectively and in a timely manner. For example, we all have to share one vehicle, computers and a printer, for the organization has provided very limited resources. Most days we also run out of fuel for the vehicle. The vehicle is very much needed for the supervising of the community workers, home visits and so forth.

(b) Further Training

As years go by, Probation Officers need to update their skills and knowledge to meet the social changes of the community. If it was not for JICA, all the Probation Officers would have not received any up-to-date training. Therefore there is an urgent need for necessary training in other areas for Tonga's Probation Officers. These trainings should also include counselling, etc.

3. Legislation

Since the establishment of this new service in Tonga in 1994, there has been no special legal document enacted to guide the process and procedures for Probation Officers for the purpose of this division. The only legal shelter for this service is an Amendment Act No. 25 of 1990 of the Criminal Offences Act.

(i) Proof Points

(a) Lack of Legal Support

The law consists of the very important documents that every profession would look to for guidance and for security for their actions while conducting their duties, especially involving important areas that deal with legal matters and justice. In the absence of legislation, Probation Officers are often exposed to vulnerable, stressful situations in the absence of a piece of legislation for Probation work.

B. Work-Related Causes

1. Communication Breakdown

Communication has become a significant problem that triggers an immediate stressful reaction in some situations. The Probation Division is a part of the law enforcement unit of the justice system, and our responsibilities are relying on court orders that are strictly constrained by time limitations. Very often the Probation office receives court orders very late and close to their due dates resulting in officer stress.

(i) Proof Points

(a) Increasing Workload

Task allocation to each Officer has mounted up, and they are subjected to further stressful situations. This may also result in probation officers working for unpaid over-time during or after working hours and on week-ends.

(b) Inability to complete tasks in a timely manner

Inability to receive court orders in a timely manner results in the inability of the Probation Officer to prepare the required reports on time. This causes bad relationships between all concerned parties such as the courts, community service supervisors, offenders, probation officers and so forth.

2. Lack of Leadership and Management Skills

The Probation Division authority had a lack of management and leadership skills in organizing and controlling the daily operations of the division. This is a factor that sometimes contributed to more stressful situations.

(i) Proof Points

(a) Line of Duty

There is no management system in place for the division of labour and tasks of each Probation Officer. Sometimes one Officer is frustrated and cannot control stress especially when another Officer is absent from duty.

(b) Delegation of Authority

There is no system in place to decide who is responsible to check on each employees and their performance in conducting their duties. Also there is no clear delegation on who is to look after what job within our Division. This sometimes resulted in one officer making a decision on the same matter that another officer had previously made a decision on. The clashes in decision-making sometimes cause bad relationships between some of the Probation Officers.

3. Threat of Offender Violence

The nature of work where one has the authority to control and manage others and the way to behave, and the others are obliged by the law to comply with the direction given by authority, creates stress. For example, on many occasions only one Probation Officer is assigned to do the supervision role of community service workers of more than ten (10) offenders. At most times, offenders were allowed to use working tools to assist in carrying out their work.

(i) *Proof Points*

(a) No Security System

There has never been any system or any specific training for security purposes to protect Probation Officers from suffering as a result of an unexpected incident while conducting their duties.

(b) Tonga is a small country and basically everyone knows where everyone lives and works. Sometimes officers meet the offenders working in the community in shops, towns or elsewhere. Fear of being attacked mostly causes stress to the officer.

4. Poor Data Collection System

Technology helps reduce stressful norms of the workload of today's job and has changed many things in a positive way, but our manual system of storing information and data collection has dragged individuals into stressful situations.

(i) *Proof Points*

(a) Slowdown Work Progressing

This is one of the factors that has contributed to the stressful effect of workload. For example, when a record of an offender is needed, it takes a lot of time to go through manual system to update the information.

(b) Statistical Accuracy

There have been possibilities of inaccurate information when referring and using statistical data in constructing reports as the system puts pressures on itself, especially at times when an officer is experiencing heavy workload. This is a result of not having reliable and updated computerized data.

C. Other Causes

1. Lack of Public Awareness

Since the establishment of the Probation Service in Tonga, the workers keep changing over time, and new recruitment comes in. There has been little attention to educate the general public how important the Probation Service is or its role in the community development.

(i) *Proof Points*

(a) Misunderstanding

There is a misunderstanding by some of the community members as to the roles and responsibilities of Probation Officers, which in turn leads to a poor image of the Probation Officer to the general public. For example, some of the offenders and family members who were interviewed for the purpose of preparing Pre-sentence reports for the courts had the wrong idea that the Probation Officer has a say on what sentence the court will impose on each offender.

2. Probation Officer — Offenders' After-Working-Hours Relationships

Because Tonga is a small country, you could easily recognize and meet someone very often. It is a challenge that causes stress when meeting offenders at places outside of work.

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(i) Proof Points

(a) Post Threat

It is always difficult to escape the feeling of insecurity when meeting offenders. As previously mentioned, Tonga is such a small country, and fear of your family members being attacked also causes much stress for Probation Officers.

3. Lack of Cooperation of Inter-related Agencies

There has been no proper network system in place to support cooperation between the inter-related agencies.

(i) Proof Points

(a) Information Exchange

In some of the key agencies such as the Prison Department, we experience very poor communication regarding important information about offenders. For example, information about discharging dates of prisoners who are to be on probation after discharge from prison. Not knowing these dates causes more stress to Probation Officers since the Division has to go looking for the offender and sometimes to no avail.

III. STRESS MANAGEMENT PRACTICES

To be frank, occupational stress is ignored widely in the Tonga correctional system. The problem has never received serious attention or been a matter of priority in the organization's operational strategies. It is evident from the type of work done by Probation Officers, described in previous sections of this paper, that stress is a huge challenge in this line of work. Accordingly, it is important to highlight the stress management strategies that are in place that help the Probation Officers cope with stress while conducting their duties.

In the organizational system of work there has never been a formal stress management mechanism to help with the employees' stress management. Therefore each officer manages his stress personally. The way that these officers deal and cope with their stress is simply something that they have learned from their past experiences. In my view, there are four main ways used by Probation Officers to manage stress.

The first is through discussions with other Probation Officers. Probation Officers often discuss their cases and workload with colleagues. This sometimes occurs in a situation when an Officer is experiencing very excessive workload or possible threats from community workers. Through discussions, the concerned officer may feel less stress.

The second is seeking further assistance from former Probation Officers or from other professions such as State Prosecutors, Magistrates, Judges and so forth. This is in particular when it comes to legal issues. Clarifications are sometimes sought from appropriate professions as mentioned above.

The third is the delegation of the community-work-order supervision role to community agencies. This also includes enrolling offenders in rehabilitation courses conducted by several community agencies and non-government organizations. This is considered one of the very effective stress management strategies that reduces work-related stress of Probation Officers.

The fourth stress management strategy that proves its long-term effect to reduce the current trend of stress is that Probation Officers pursue further studies. As previously mentioned, one of the officers underwent further studies in one of the universities in 2011 and 2012 in sociology. The knowledge and skills brought from this officer contributed very much to correcting uncountable misunderstandings in the Division.

It is also worth mentioning in this paper that the various experiences that each officer has encountered contribute so much to their managing of each of their respective stress levels. In some situations when one officer does not want to discuss challenges that he faces, the officer has to find a

way outside work to work it out on his own.

IV. CONCLUSION

In conclusion, at present Probation and Youth Justice has no organized stress management system. Despite the undoubted benefit the Kingdom receives from the Probation's services, the mental well-being of its staff is the least of the Kingdom's concerns. We can never eliminate stress from our daily lives at our workplaces, but many studies have proved that there is much we can do to reduce it. Therefore, the onus is on the principal organization to take actions in developing its own stress management policy. For a better Probation service, establishment of a stress management system is very much needed immediately.

REPORTS OF THE COURSE

GROUP A

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

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I. INTRODUCTION

Correctional work is one of the most stressful occupations around the world. During the Individual Presentations (IP) conducted by all participants of the 154th International Training Course of UNAFEI, we had a thorough discussion of what kinds of stress that correctional staff, including prison officers, probation officers and prosecutors, are now facing in our countries and at the same time, we tried to figure out different kinds of stress management programmes to reduce stress for correctional personnel.

During the training course, we also attended lectures conducted by Professors of UNAFEI and Visiting Experts for topics on Stress Management, Anger Management, Leadership, Training, Offender Management and Treatment Programmes for Sex Offenders.

After attending the IP sessions and lectures, we formed a group to discuss the following issues:

1. Identifying the causes of stress for correctional personnel;
2. Solving the problems and reducing stress;
3. Identifying necessary abilities required for mid-level staff to solve the mentioned problems;
4. Suggesting ways to gain or improve the necessary abilities identified for mid-level staff.

II. COMMON CAUSES OF STRESS

During our IP discussions and review sessions, we identified quite a number of causes of stress for correctional personnel of different countries. However, these causes of stress may vary across the participating countries due to our difference in culture, norms, history and level of development. Therefore, we agreed to discuss causes of stress which occur in most of the participating countries, but not necessarily in all countries. We also agreed to focus on major and critical causes of stress which are affecting all levels of correctional personnel, not only mid-level staff. Finally, we came up with the following common causes of stress for further analysis:

1. Budget
2. Nature of Work
3. Overcrowding

4. Leadership and Management
5. Training

III. BUDGET

A. Problems

Like any other organization, correctional organizations are also facing the problem of insufficient budgets, and it is one of the major factors that causes stress among correctional personnel. We need adequate funding in order to improve service. Insufficient budgets result in the following problems:

1. Poor and unsecure working environments;
2. Poor infrastructure such as weak buildings, poor security systems, insufficient transport provisions;
3. Understaffing and low pay to staff;
4. Lack of essential equipment such as inmate restraining equipment, fire prevention and fighting systems, radio and communication sets;
5. Poor welfare and facilities for inmates such as catering, medication, accommodation and sanitary facilities.

B. Solutions

As mid-level staff, it seems that there is not much we can do to solve the problem of insufficient budgets because budget matters are directly related to the central government policies and bureau-level discussions. However, we, as mid-level staff, can still do something which may change the result.

During our discussions, we concluded that we can have two ways to improve the situation of insufficient budgets:

1. Convince the senior management to approve our budget, that is, to convert a budget to funding;
2. Within our existing budgets, fully utilize the resources available to enhance our current services and even, if possible, initiate pilot projects for new services.

1. Convince Senior Management to Approve Budgets

In most correctional organizations, budget plans and proposals are prepared by mid-level staff. In order to convince senior management to approve our budgets, we need to prepare a proper plan to explain the budget based on facts and data, and the reasons why we need that amount of budget. However, the most important thing we should do is to “link-up” our budget proposal with the overall goals, short term and long term objectives of every decision-making unit within the chain of approval for budgets.

2. Fully Utilize the Existing Budget

In most cases, though we propose a well-planned and realistic budget, we do not get all the funding requested in the budget. The budget we got is not sufficient to achieve all our goals. Therefore, the limited budget must be managed efficiently in such a way that all the resources available are fully utilized to enhance the current services. Effective measures should be taken to improve the productivity of staff and to reduce recurrent expenditures such as conserving electricity and water, which can save money, and this money can be used to initiate pilot projects for new services.

C. Necessary Abilities for Mid-level Staff to Solve the Problems

1. Ability to Identify Chain of Approval and Familiarize with Budget Approval Procedures

In order to execute the first solution mentioned above, mid-level staff should have the ability to identify the chain of budget approval for different expenditure levels and to familiarize themselves with the budget approval procedures and requirements. The chain of budget approval may vary for

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different expenditure levels. Therefore, mid-level staff should know how many levels of approval their budget will pass through in order to successfully get their budget approved.

2. Ability to Understand Goals and Objectives of Every Decision-Making Unit

Mid-level staff should study and understand the goals, both short-term and long-term objectives, of every decision-making unit within the chain of budget approval. Different decision-making units of every approval level may have their own concerns and objectives. Therefore, it is important to understand these decision-making units in order to gain support from them.

3. Ability to Link-up Budget Proposal with Goals and Objectives of Decision-Making Units

Sometimes, mid-level staff make budget proposals only according to their needs and requirements. However, it is insufficient in order to gain support from senior management. They should be able to link-up their budget proposal with the goals and objectives of every decision-making unit so that they will believe that the proposed budget can help to achieve their goals and objectives to a certain extent.

4. Ability to Conduct Effective and Efficient Management of Existing Resources

In order to execute the second solution mentioned above, mid-level staff should have ability to identify and familiarize themselves with all the resources available and conduct effective and efficient management of these resources. Sometimes, mid-level staff only recognize resources immediately available to them but neglect some other resources which they could use. Therefore, mid-level staff should always be sensitive to their surrounding environments and identify possible resources for their service enhancement.

5. Ability to be Innovative

Mid-level staff should be innovative in order to create new ideas to improve productivity and service enhancement. On the other hand, they should always be ready to adopt new ideas from their superiors and subordinates and put these ideas into action plans if possible.

6. Ability to Motivate Staff

Since we have limited budgets, mid-level staff should be able to motivate their staff for stronger teamwork and execution of new initiatives in order to reduce expenditures and increase productivity. Mid-level staff should have the charisma to lead their team members to launch pilot projects for new services without additional resources.

IV. NATURE OF WORK

A. **Problems**

Correctional work is quite unique in terms of dealing with offenders. Overwork, low salary, and poor relationships among staff in the workplace are some common causes of stress for staff in many organizations and companies. In addition, correctional personnel are facing some other causes of stress arising from the nature of their work.

1. Threats

According to the lecture given by Dr. Jeswal on Treatment of Offenders, correctional staff are always exposed to threats of offenders' violence, as well as potential threatening from other parties related to offenders such as requests for smuggling illegal drugs and threats from gangs.

2. Diversity of Offenders' Problems

Correctional personnel always deal with defilement cases such as sex offences, child abuse, etc. In addition, they face difficulties in treating offenders because the offenders have diverse and complex problems, such as suffering from drug abuse, mental disorders, or developmental disorders and being elderly, unemployed, or homeless. As the correctional staff are always dealing with the "dark" side of society, their emotions may be easily affected and full of unpleasant feelings.

3. Loneliness

As mentioned above, correctional staff always face various difficulties. Even worse, some of them have to handle these difficulties by themselves. For example, in Japan, probation officers are usually

in charge of one or a few local administration divisions and have to supervise all the cases within these divisions on their own. Sometimes this makes the probation officers feel lonely during the execution of their duties and personally responsible for offenders' misconduct.

4. Feeling Undervalued by the Public

In some countries, correctional officers are undervalued by the public because of public perception of corruption within prison environment and the poor nature of work — 3D (Dirty, Dangerous, Difficult) etc. In addition, in many countries, correctional services are not recognized or understood well by the public.

B. Solutions

Although sometimes stress is inevitable because of the nature of our work, the following measures can be taken to reduce stress and to overcome the problems caused by the nature of work.

1. Maintaining Law & Order

Correctional officers should conduct their duties according to the rules and regulations in order to maintain law and order. According to Dr. Jeswal's lecture on Treatment of Offenders, research shows that prison violence diminished when prison management was improved. Thus, maintaining law and order is not only necessary, but it is also effective to preventing offenders' violence.

2. Teamwork/Peer Support/Guidance from Superiors

Since correctional officers face a variety of challenges, in order to overcome those challenges or problems, they should work as a team. Teamwork enables them to get peer support and guidance from superiors easily. As a result, they share information and do not feel isolated while handling difficult cases.

3. Providing Offenders with Effective Treatment Programmes

In order to minimize the violence and misbehaviour of offenders, they should be provided with effective treatment programmes such as cognitive behavioural therapy, motivational interviewing and anger management.

4. Introduction of Technology

It is also meaningful to make use of technology to reduce threats from offenders and to improve services such as the implementation of prison robots in Korea, Knowledge Management Systems (KMS) — an intranet database system used in Hong Kong — or satellite systems for conferences in Japan.

5. Gain Public Understanding about Correctional Services

Arousing public awareness about the importance of correctional work will improve the image and gain understanding and support from the public for the correctional system.

C. Necessary Abilities for Mid-level Staff to Solve the Problems

1. Being Knowledgeable about Laws & Regulations

In order to maintain law and order, mid-level staff should be well familiarized with all rules and regulations. They should know what actions need to be taken in different situations and give directives to their subordinates promptly during emergency cases.

2. Ability to Communicate Effectively within the Organization

For good teamwork and supportive relationships in the workplace, the ability to communicate with subordinates, peers and superiors is important. As Mr. Muroi mentioned in his lecture on leadership theory, "Mid-level supervisors serve as points of contact between the upper and lower parts of the organization; they must carry out management as advisors".

3. Ability to Manage and Execute Effective Treatment Programmes

In order to provide effective treatment programmes to offenders, mid-level staff should be knowledgeable about various kinds of treatment programmes and, therefore, able to choose the appropriate treatment programmes for different offenders. In some situations, they should also have the capabil-

ities to manage or even execute those programmes on their own.

4. Being a Role Model

As Dr. Jeswal mentioned in her lecture on treatment of offenders, “Mirroring is the first step towards learning”; mid-level staff should be good role models for offenders as well as to the staff. Dr. Jeswal also mentioned, “Applying behaviour modification, mirroring and social learning principles can work in corrections by using systematic reinforcement of pro-social behaviours. This is a powerful and effective way to change behaviour”.

V. OVERCROWDING

A. Problems

Overcrowding is one of the major problems for custody and treatment of prisoners in prison settings which causes stress for staff at different levels. Many countries face the problem of overcrowding, which results in the following consequences:

1. Have to manage large number of prisoners
2. Disproportionate ratio between staff and prisoners
3. Lack of prisoners’ segregation ability
4. A lot of troublemakers
5. Heavy workload

When a prison is overcrowded, a mass population of prisoners has to be managed with fewer prison officers, which causes a disproportionate ratio between staff and prisoners and results in overworking the staff. Overcrowding also increases prison suicides, the risk of assaults, bullying or worse case scenarios between prisoners and between prisoners and staff that make the prison more volatile and less safe for the staff. Moreover, the increased number of prisoners and the poor facility design of the prison affect the segregation of the prisoners.

B. Solutions

Solutions for overcrowding could be found in many ways. Most solutions focus on the diversion principle, management approaches or improving facilities. The following measures were suggested after our discussions:

1. Making Good Use of Parole, Probation or Pardons

Implementation of an effective policy on parole, probation or pardons can help to reduce the number of prisoners incarcerated in prison. In some participating countries, although the parole system exists, it is not fully utilized due to insufficient manpower and, therefore, prisoners who are eligible for parole are still waiting inside the prisons for completion of the parole application procedures.

2. Employment of Part-Time Officers and Outsourcing Tasks

In most cases, it is very difficult to decrease the number of prisoners in prisons to overcome the problem of overcrowding. However, we can focus more on reducing its consequences. In order to reduce the workload of the staff, the organization can employ more part-time officers to handle some work of the prison which does not fall within the core duties of prison officers. This can be more cost effective than recruiting more new permanent staff. Moreover some correctional jobs, such as conducting vocational trainings and industrial work, can be outsourced to the private sector, which can help to reduce the workload of the staff.

3. Facility Rearrangements, Renovation or Proposals for Increasing Capacity

In order to increase the holding capacity, some rearrangements or renovation of the facility can be done to accommodate more prisoners. We can also propose increasing the capacity of the prison to reduce overcrowding.

4. Implementing the Law and Prison Standards

Better implementation of the law and prison standards can prevent violence and other illegal activities caused due to overcrowding and helps the staff to work more comfortably.

C. Necessary Abilities for Mid-level Staff to Solve the Problems

In order to deal with those solutions, mid-level staff need the following abilities:

1. Communication, negotiation or active listening
2. Using instrument skills
3. Managing a mass population of prisoners
4. Teamwork
5. Being role models

In most cases, one or two officers have to handle or manage many prisoners. So the staff should have the ability to manage a mass population of prisoners. Since we have to manage a mass population of prisoners, the mid-level staff must have the capability to motivate their staff to work as a team to reduce stress. In order to avoid the problems caused by troublemakers, mid-level staff should be able to understand the situation thoroughly; using active listening and good communication or negotiation skills is required to handle and calm down these situations. Being a role model could help to implement the law and prison standards.

VI. LEADERSHIP & MANAGEMENT

A. Problems

Leadership has been described as “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task” (Chemers, 1997). Other in-depth definitions of leadership have also emerged.

The lack of good leadership skills thus jeopardizes the functioning of any organization and is a cause of poor output, unattained objectives, and feelings of incompetence, such as stress. Every country paper acknowledges insufficiencies in this skill caused by varying reasons. Below are some major problems:

1. Low Skills and Training

Individual officers are not highly trained in leadership, and, therefore, they have low impacts on the inmates' rehabilitation. Also, some correctional organizations lack schemes of service for role definitions. Lack of leadership also leads to poor communication between different ranks.

2. Absolute Power and Organizational Culture

Senior staff do not delegate duties for efficiency. Some leaders maintain traditional leadership styles with the belief that seniors should be overbearing.

3. Poor Succession Plans

There is no long term succession plan for some countries. Staff are not prepared for administrative changes and irregular and sudden transfers of leaders occurs frequently, which affects the operation of correctional organizations.

4. Lack of Strategic Plans

Some correctional organizations lack clear goals, missions and visions. Therefore, they are unable to formulate both long term and short term strategic plans for their organizations.

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B. Solutions

1. Human Resource Development

- i. *Improve training for all levels of staff and skill improvement*
- ii. *Recruit high quality staff based on needs assessment unique to environment and population*
- iii. *Provide training on communication skills and role play scenes that pertain to daily duty*
- iv. *Develop better inmate rehabilitation programmes and test them for efficiency*
- v. *Provide management training to acceptable international standards*

2. Administrative Structure Development

- i. *Provide schemes of service for clear job descriptions and roles*
- ii. *Develop a practical strategic plan and service charter*
- iii. *Make transfer and appointment policies*

C. Necessary Abilities for Mid-level Staff to Solve the Problems

1. Recruit high-caliber staff and train staff for skill improvement
2. Identify training and equipment needs
3. Leaders should be social, encourage motivation of staff and improve their interpersonal skills
4. Develop a practical strategic plan and appointment policy
5. Role modelling

As fashion models best display the products from their shop in the most enticing manner so as to make sales, such is the case with role modelling where an individual's work is admirable so as to encourage good practices among other staff and elevate the image of the organization. This is an exceptional ability of a leader to influence the strategic direction of their organization. Good role models inspire greatness in others. It is a skill both nurtured and learned by practice. Some characteristics of positive role modelling include:

- i. *High self-esteem and good behaviour*
- ii. *Trustworthy and reliable*
- iii. *Respect for others and encourages their growth*
- iv. *Widely informed and demonstrates confidence*

However, bad role modelling exists and draws followers faster. Leaders are in the best positions to improve their places of influence by making appropriate choices knowing too well the consequences thereof. The model is: ***I HEAR, I FORGET; I SEE, I REMEMBER; I DO, I UNDERSTAND.***

VII. TRAINING

A. Problems

Training is one of the most important ways to improve ability and efficiency of the correctional staff. Lack of training or insufficient training and education will create stress among the staff. In some countries, work-related training and education are not provided adequately, and sometimes correctional officers are not trained even when they are transferred, promoted or after new laws or measures are implemented within the correctional organizations. Sometimes, although training is

provided, the effectiveness of training is minimized due to the following reasons:

1. No Interest in Training and Workplace Pressure

Some correctional officers are reluctant to participate in training, and on the other hand, some senior officers or colleagues do not want their subordinates or colleagues to attend training because of extra burdens during the trainees' absence. Due to the following reasons, correctional officers sometimes hesitate to apply because they do not want to bother others.

2. Insufficient or Lack of Resources for Training/Training is Not the First Priority

In some countries, there is not adequate funding, facility, material and technical staff for providing high-quality training because training is considered as less valuable compared to other issues by the senior management.

B. Solutions

1. Training to Enhance Knowledge and Skills

i. *For different levels of staff*

Training and education should be delivered to different levels of staff, such as based on their position and experience, on a regular basis (e.g. training for new staff/mid-level staff/senior-level staff /refresher programmes /training of trainers).

ii. *About specific work*

The contents of training should be specific according to the work of the staff, including stress management, treatment skills such as anger management, counselling skills, cognitive behavioural therapy, motivational interviewing, and also budget, personnel, supervision, law and regulations, etc. Also, training should be provided to appropriate staff according to necessity and their ability.

iii. *In diverse ways*

There are diverse ways of training that can be provided to the staff including seminars by experts, case meetings with colleagues and superiors, on-the-job training, and practical training such as mock wards, fire exercises, and table-top exercises. Also, approval systems should be included in on-the-job training. Dr. Jeswal mentioned in her lecture on stress management, "Simulation training and reality-based trainings help to develop psychological skills". Besides, on-line training by internet/intranet is effective in terms of budget and reduction of staffs' burdens.

2. Encouraging Staff to Participate in Training

It is necessary that all officers understand the importance of training. Therefore, the senior officers or mid-level staff should inform staff about the importance and effect of training. All officers should be given equal opportunities to participate in training. Moreover, in order to motivate officers to attend training, it is also effective to link-up the training with privileges such as promotion, increased salary or other benefits.

C. Necessary Abilities for Mid-level Staff to Solve the Problems

1. Ability to Plan, Manage and Execute Effective Training

First of all, mid-level staff should be able to assess their staff on what kinds of training are needed to enhance their abilities for service improvement. Based on this, they should be able to plan, manage and execute effective and appropriate training. Moreover, they also should be able to evaluate the effectiveness of the training conducted to improve the quality of training in the future.

Since approval systems should be included in training for subordinates, mid-level staff should have the ability to make decisions and should be knowledgeable about laws and regulations. According to Mr. Muroi's lecture on leadership theory, when mid-level staff give advice or instruction to subordinates, "assuming an attitude of teaching is more important than assuming an attitude of scolding".

2. Ability of Self-Motivation and Self-Enhancement and Motivating Others

In order to plan, manage and execute training, mid-level staff must have positive attitudes towards training and keep themselves studying to cope with the changes in laws and regulations. Thus, they should maintain their motivation for training and enhance their skills. In addition, they should have the

ability to motivate and encourage their staff to participate in different kinds of training.

3. Ability to Manage Departments/Ability to Manage Human Resources

Mid-level staff should be able to release their staff for training and manage the section or division in the absence of trainees in such a way that the other staff can work smoothly without burdening them too much.

VIII. EFFECTIVE STRESS MANAGEMENT

A. Overview

During our group workshop sessions, we agreed that there are two kinds of solutions to solve stress of correctional staff. Firstly, they are solutions to overcome the problems. However, sometimes we cannot solve the problems immediately, or we are unable to solve the problems. In that case, it is important to reduce the stress, that is, to adopt effective stress management among correctional personnel.

B. Experiences from the Participating Countries

During the IP sessions, many of our participants shared the experiences of stress management as adopted in their countries. Below are the major practices mentioned:

1. Sharing among Colleagues and Supervisors

Probation Officers in Japan and Tonga enjoy sharing their own cases with their colleagues. Although the conversations may not always solve problems faced in the workplace, they can relieve their stress and fulfill their emotional needs. Prosecutors in Japan are also encouraged to develop a vibrant organizational culture to achieve free-spirited discussions and mutual support. They are also trying to adopt “large room” systems to enhance communication with other prosecutors and assistant officers.

2. Professional Knowledge Enhancement

Probation Officers in Japan and Tonga believe that enhancing their professional knowledge can help them to solve difficult problems arising from offenders and therefore relieve their stress. The enhancement can be conducted by self-study or seeking professional advice (e.g. from a psychologist or psychiatrist).

3. Balanced Life

Correctional staff in Thailand and Hong Kong are encouraged to maintain a balanced life apart from concentrating on their work. Sports tournaments, family days and fishing trips are held regularly.

4. Employee Wellness Programmes

Probation Officers in the Philippines are encouraged to take part in healthy lifestyles programmes through regular physical activity, healthy diet and nutrition, regular physical and dental check-ups, weight control and anti-smoking campaigns. Correctional officers in Thailand are also encouraged by the “Prison Standard on Quality of Correctional Personnel Work Life” to maintain healthy lives.

5. Religious Pursuits

In Thailand, since Buddhism is the main religion, dharma practice is one of the activities for encouragement of prison staffs' morality. Meditation programmes are also organized as relaxing activities for prison staff. In Tonga, there is a chaplain who leads spiritual activities inside prisons. These activities give peace to the staff and relieve their stress.

6. Mental and Psychological Care for Staff

In Hong Kong, a staff psychological section was established to focus on helping staff with mental and psychological problems. They also conduct regular talks and seminars for staff and their family members to enhance their knowledge on stress management.

C. Suggestions from Visiting Experts

1. Anger Management Programme (Lecture of Dr. Honda)

It is important for correctional officers not to be agitated by the inmates' anger. Officers should try to understand their defensive action in difficult situations. They should also try to adopt strategies to avoid being caught up in the trouble caused by inmates.

2. Golden Ratio (Leadership — Lecture of Dr. Jeswal)

The "Golden Ratio" means that one negative comment or act from another person or event within each day must be balanced by three positive acts by you. It can go as high as 1:12 to experience a thriving environment.

3. Stress Utilization (Understanding Stress — Lecture of Dr. Jeswal)

When appropriately applied, stress utilization training can reduce the degree and intensity of the current stress reactions and help you develop skills for preventing additional and harmful stress reactions. The overall goal of stress utilization training is the reorientation of people's typical stress reaction habits into new, more rational and assertive patterns of problem solving.

4. Psychological Survival Training (Understanding Stress — Lecture of Dr. Jeswal)

Psychological survival training prepares staff to anticipate danger, capture the initiative, size up the situation, respond and recover quickly and efficiently and at the same time maintain peak physical and mental power to survive and overcome difficulties.

D. Necessary Abilities for Mid-level Staff to Adopt Effective Stress Management

1. Awareness of Importance of Stress Management

Mid-level staff should be aware of the importance of stress management to themselves and their colleagues. They should try to adopt stress management strategies for themselves first and introduce it to other colleagues.

2. Ability to Identify Staff under Stress and Make Necessary Interventions

Mid-level staff have to identify those staff that are under high stress and assess their needs for intervention. Mid-level staff should familiarize themselves with techniques of stress management or seek assistance from professional if necessary for their subordinates.

3. Taking Initiative to Avoid High-Stress Situations and Improve High-Stress Environments

According to Dr. Jeswal's lecture on stress management, certain amounts of stress are needed to motivate us to achieve a goal, but when stress becomes an obstacle instead of a motivator, one experiences negative by-products which hamper our performance and throw us off-balance emotionally. Therefore, facing the problem of workload for mid-level staff and their subordinates, mid-level staff should take the initiative to facilitate a working environment without "over stress".

4. Adaptability — Toughness towards Adverse Situations and Failure

Mid-level staff should be tough enough to face challenges ahead and pressure created by potential failure in order to give support to their subordinates. According to Dr. Jeswal's lecture on leadership, adaptability is important for a leader in which the strengths within an individual are used to motivate others to move forward, especially during times of crisis. This has much to do with the stress-response system.

5. Acquiring Ever-Changing Professional Knowledge

It is important for mid-level staff to equip themselves with sufficient and up-to-date job knowledge so that they can handle enquiries and challenges from inmates and offenders with confidence.

IX. WAYS TO GAIN OR IMPROVE THE NECESSARY ABILITIES FOR MID-LEVEL STAFF

A. Reliable Assessment Programmes

Reliable assessment programmes for evaluating strengths and weaknesses of staff are critical in order to understand what kinds of training are necessary for them. Dr. Jeswal introduced some

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“Psychometric Assessment Tools” in her lectures. These tools will enable us to understand the staff strengths and weaknesses and how to make the best use of both of these dimensions. (p. 8, *Understanding Stress - Lecture Notes of Dr. Jeswal on 5 June 2013*)

B. Tailor-made Training Programme

After understanding the strengths and weaknesses of staff, we should try to provide training programmes which can improve their weaknesses and further enhance their strengths.

C. Broadening Exposure

1. Attending Senior Officers' Meetings

Mid-level staff should be allowed to attend senior officers' meetings occasionally in order to broaden their exposure. This kind of attendance will help mid-level staff to understand the concerns of top management, which is valuable for their strategic planning.

2. Deployment to Other Departments or the Central Government

It is a precious experience for mid-level staff to be deployed to other government departments or to the central government. They can be furnished with working knowledge out of their own profession and become familiarized with the operations of other departments for their own reference. On the other hand, they can build up their social network within the government which is useful for their future advancement.

3. Attending Overseas Training and Seminars

Overseas training and seminars always give some new insights to mid-level staff. They can benchmark the services provided by other countries and keep themselves updated about the recent global development of the correctional services. They can absorb the overseas experience and bring it back to their own countries for discussion and exploration.

D. Knowledge Sharing among Staff

Nowadays, mid-level staff are required to be knowledgeable about different aspects of their profession and updated on the ever-changing environment. Therefore, a convenient knowledge sharing database is crucial for mid-level staff to equip themselves with relevant information easily and quickly. The experience of Hong Kong for establishing a “Knowledge Management System” (KMS) on an intranet platform is a good example. Different levels of staff members can access the KMS and search for information they need according to a systematic classification. The information includes rules and regulations, case studies, updated memoranda, experience sharing, new services and staff welfare issues, etc.

E. Horizontal Development of Staff

Apart from vertical development of their profession for mid-level staff, some kinds of horizontal development are also helpful to staff. For example, staff may be given some tasks by their superior, which are not related to their core duties. As the mid-level staff may not be familiar with the tasks given, this will provide them opportunities to have new experiences and enhance their personal development. With the new experience, they can apply the skills and knowledge learned to their core duties and perform better.

X. CONCLUSION

After our group work discussion, we understand that there are numerous causes of stress for correctional personnel nowadays. This is because crime prevention and rehabilitation of offenders have become more sophisticated and require plenty of knowledge of different aspects. At the same time, public expectations towards the work performance of correctional personnel are also increasing.

Among these causes of stress, some of them can be manipulated but some of them cannot be avoided. Therefore, being mid-level staff of correctional organizations, what we can do is to identify the problems and find out possible solutions for them. In order to achieve our goals, we have to continuously equip ourselves with adequate abilities and skills to overcome these problems and prepare ourselves for further career advancement and take up more crucial roles within the organizations in the future.

Apart from practical knowledge and skills in our profession, acquiring stress management skills is also critical for mid-level correctional personnel in order to maintain good work performance. These skills not only help us to tackle stress, but also our subordinates and even superiors. Therefore, we should take up the responsibilities and play a leading role in our organizations to promote effective stress management among staff. As a result, we can help all staff of our organizations to maintain healthy lives while performing their correctional duties with confidence and satisfaction.

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The 154th International Training Course of UNAFEI
Group Workshop Sessions

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

Group A 26 June 2013



Members of Group A

- | | | |
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| • Mr. Ng |  | Rapporteur |
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1. Introduction
2. Causes of Stress
 - Budget
 - Nature of Work
 - Overcrowding
 - Leadership & Management
 - Training
3. Stress Management
4. Ways to gain the abilities
5. Conclusion

1. Introduction (1)

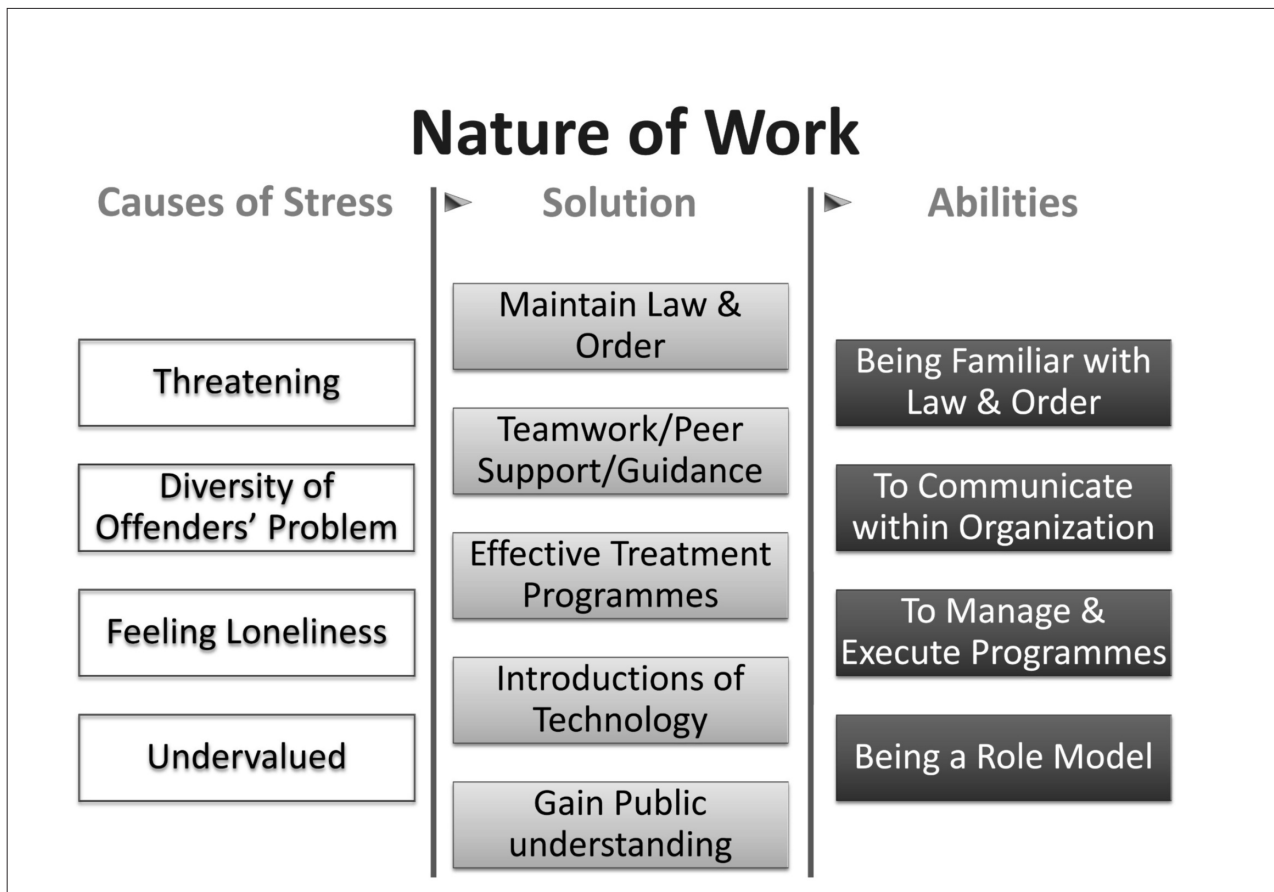
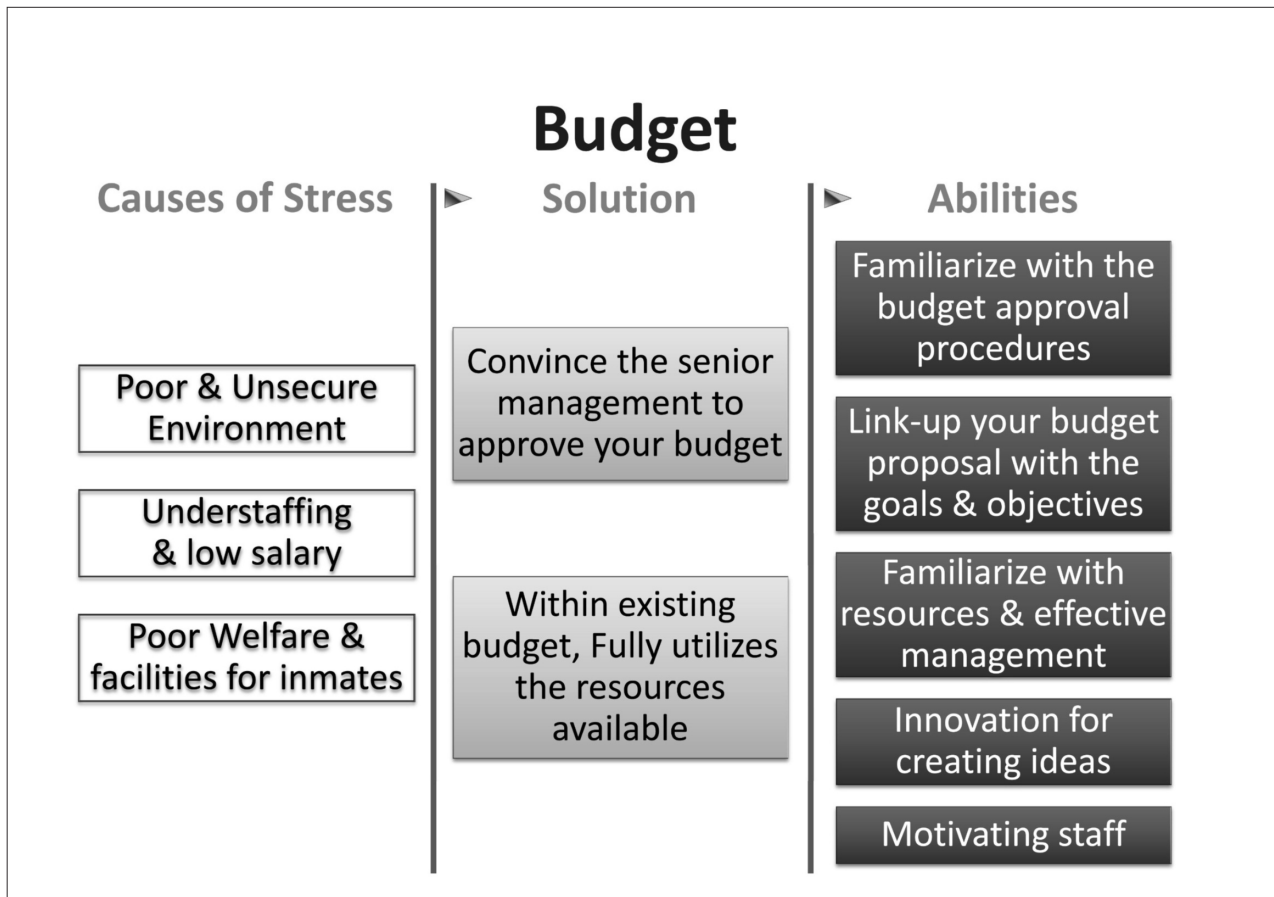
- Definition of “Correctional Personnel”
 - Prison Officer
 - Probation Officer
 - Public Prosecutor
- What we achieved?
 - Identify the causes of stress
 - Find out the solutions and manage stress
 - Identify necessary abilities to solve the problem
 - Suggest ways to gain or improve the abilities

1. Introduction (2)

- **How We Chose Causes of Stress?**
 - Discussed in IP Presentations and IP Review Session
 - Occurred in most of the participating countries but may not be all
 - Agreed as major and critical causes of stress to correctional personnel but not just for mid-level staff

2. Causes of Stress

- **Budget**
- **Nature of Work**
- **Overcrowding**
- **Leadership and Management**
- **Training**



Overcrowding

Causes of Stress

Have to manage many prisoners

Ratio between staff & prisoners

Lack of ability to segregate prisoners

A lot of trouble makers

Workload

Solution

Parole, probation, pardon

Employ part-time staff & out sourcing

Renovation, propose for increasing the capacity

Implementing the law & prison standard

Abilities

Communication, active listening

Using instrument skills

Managing many prisoners

Team work

Being a Role Model

Leadership & Management

Causes of Stress

Lack skills & training

Absolute power & culture

Poor succession plans

Non-existent strategic plans

Solution

Human resource development

Administrative structure development

Abilities

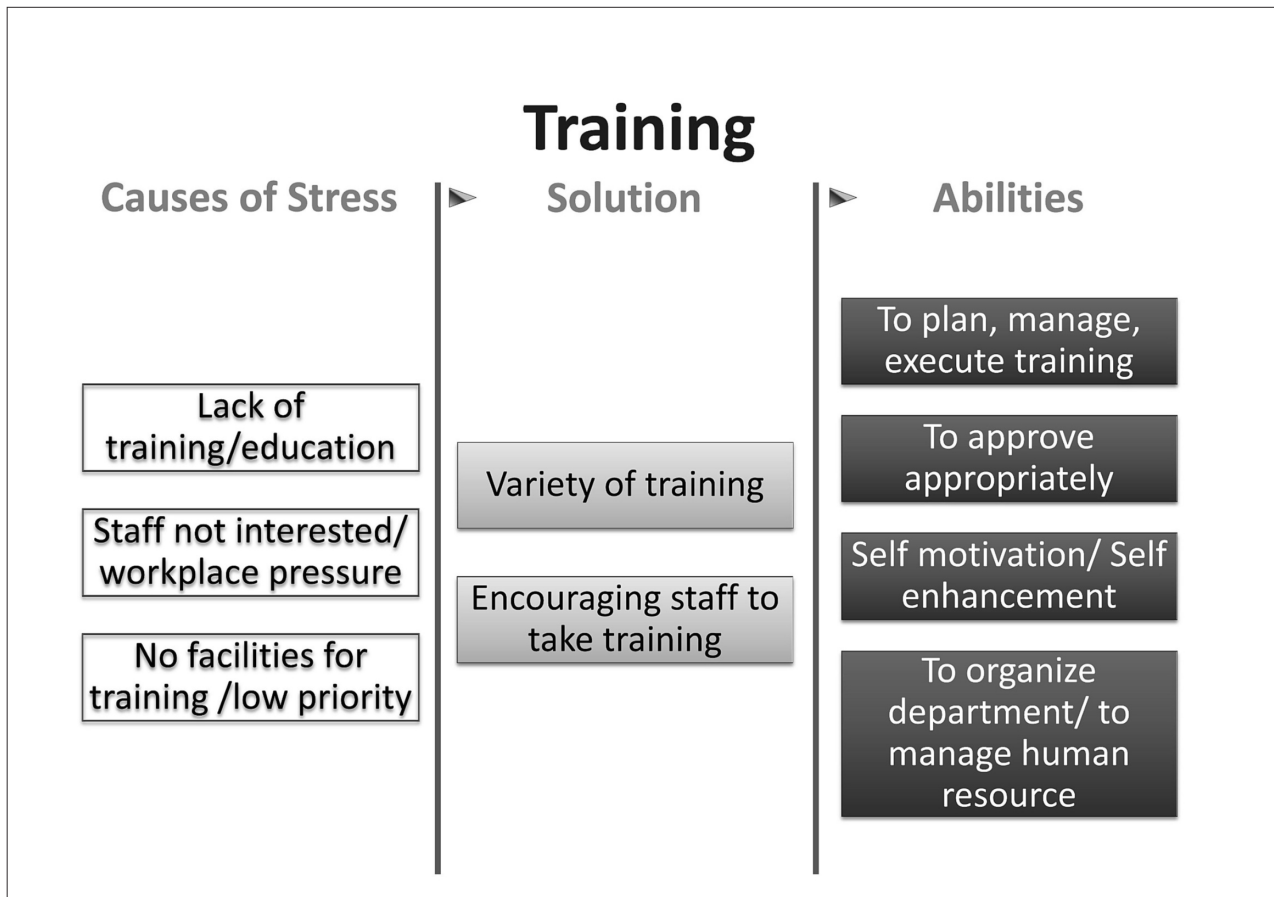
Recruitment & Training

Training & equipment needs

Social ability, motivation & personal skills

Strategic plan & policy

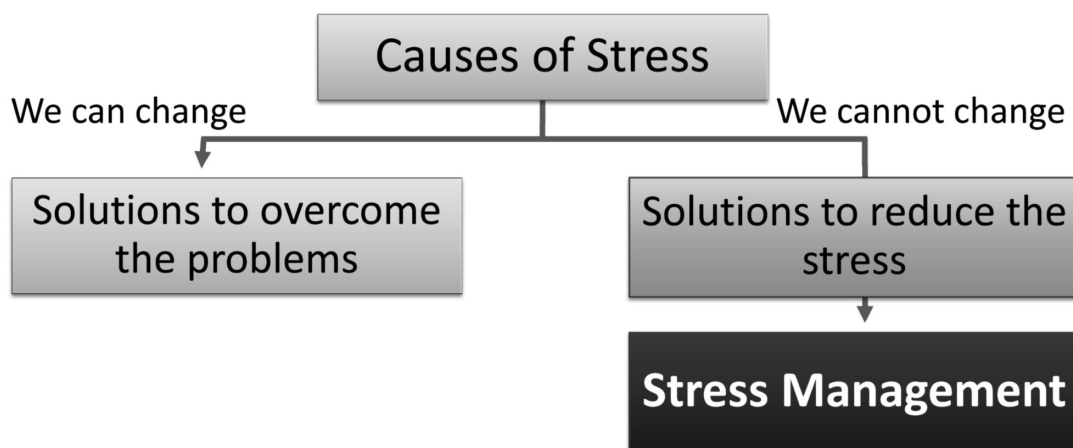
Role Modeling



3. Stress Management (1)

Overview

- Solutions to overcome the problems
- Solutions to reduce stress (stress management)



3. Stress Management (2)

Experience from IPs

- Sharing amongst colleagues & with supervisors
- Professional knowledge enhancement
- Balanced life
- Employee wellness programmes
- Pursuing religion
- Mental & psychological care for staff

3. Stress Management (3)

Suggestions from visiting experts

- Understanding the mechanics of stress
- Self-care assessment & self-control programmes
- Anger management programmes
- Sizing emotions & golden ratio
- Stress utilization

3. Stress Management (4)

Abilities for mid-level staff

- Awareness of importance of stress management
- Ability to identify staff under stress
- Take initiative to avoid high stress
- Toughness towards adverse situation & failure
- Acquiring ever-changing professional knowledge

4. Ways to Gain the Abilities

A. Reliable Assessment Programmes

B. Tailor-made Training Programmes

C. Broadening Exposure

1. Attending Senior Officers Meeting
2. Deployment to Other Depts./Central Gov.
3. Attending Overseas Training/Seminars

D. Knowledge Sharing among Staff

E. Horizontal Development of Staff

5. Conclusion

Challenging correctional services

- Having knowledge, skills & abilities
- Stress management skill
- Leading role

Healthy Life



Thank You For Your Attention
Q&A SESSION

GROUP B

WHAT MID-LEVEL STAFF CAN DO TO ASSIST CORRECTIONAL PERSONNEL IN TERMS OF STRESS MANAGEMENT

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	Professor Toru NAGAI	(UNAFEI)

I. INTRODUCTION

Group B found a lot of serious problems which cause much stress in the workplace, such as overcrowding, nature of work (dirty, difficult, dangerous), lack of budget, lack of staff, heavy workload, lack of facilities and equipment, lack of communication, lack of staff training and so on. Unfortunately mid-level staff cannot control budgets, the number of staff or personnel, and workload, nor change the nature of work. Hence the group focused only on those stress-causing factors in the workplace which they believe they can be managed in their capacity as mid-level staff.

However, the group has acknowledged that each organization represented by the participants has its own initiatives towards mitigating stress in the workplace. This means that governments are also taking up measures or solutions to make stress in the workplace manageable so that organizations can function more effectively to accomplish their visions and missions. The current situations of the participants' countries are included in this paper.

II. SUMMARY OF THE DISCUSSIONS

A. Current Situation

1. Japan (Police, Prosecution, Probation, Corrections)

Administrative organizations' stress management of staff is regarded as an important issue. Various measures, such as provision of authorized annual leave, workplace recreation, contact points for consultations and suggestion box installment have been promoted. But the environment still does not allow free and candid opinion exchange between bosses and subordinates. Such environment is one of the causes of stress.

2. Kenya (Probation)

The department has put more emphasis on ensuring that officers are trained on trauma management so that they may not suffer burnout due to inadequate skills especially on handling rape and defilement cases.

3. Korea (Corrections)

Correctional institutions are currently working on the agreement with local medical centres. According to the agreement, physicians are in charge of correctional officers' mental health by consulting each staff member about job stress. Currently, stress management is divided into: (1) organizational-wide management halting and alleviating job stress factors including controlling the factors from features of work, reducing overburden, improvement of poor work environments, relieving stress from conflicting roles, finding rational ways to cope with being accused, raising recognition and improvement of the methods of operating the organization; (2) supportive measures for cultivating

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and strengthening the ability of individuals to deal with their stress directly such as establishing a task force, outlining stress treatment programmes; EAP (Employee Assistance Programmes), CISM (Critical Incident Stress Management); taking advantage of education and training, and financial support for the management of mental health.

4. Maldives (Prisons)

Most officers are very young, have not been provided with special training, and have very little knowledge about prison life. They are stressed because they do not have the basic knowledge on how to handle the stress created by inmates. Proper training at a professional level should be provided for the management of mental health.

5. The Philippines (Probation)

An open-door policy with regard to communication has been established. It also has a performance evaluation system for all employees which serves as the basis for promotion, rewards and other forms of incentives; a grievance system for informal discussion and settlement of work-related complaints; and a stress management programme consisting of wellness activities, seminars on health-related issues and how to cope with stress in the workplace.

6. Thailand (Corrections)

The levels of stress among correctional personnel may have increased in recent years due to correctional system problems such as prison overcrowding, understaffing, the impact of globalization, technological development and social modernization. The Department of Corrections has operated various projects in order to reduce sources of stress including: (1) Supportive Manpower, (2) Promotion of Self-sufficiency philosophy - developed by His Majesty King Bhumibol Adulyadej which implies that morality and ethics are essential requirements in correctional work. The programme helps the staff in many ways such as providing guidelines for decision-making, learning to live without greed or overexploitation, and being able to cope appropriately with critical challenges, (3) Launching of the Prison Standards, (4) the Improvement of Quality of Life of Correctional Personnel, and (5) Dharma Practices for Prison staff.

7. Tonga (Probation)

The problem of communication is seen to have impacted the effectiveness of duties and roles conducted by probation offices. This problem occurred both within the organization and other related agencies which have caused stress in probation offices. We often received court orders very late and close to the deadlines; also we experience very poor communication regarding important information about discharged prisoners who are under supervision and probation orders. So establishing a proper Networking System is a matter of great urgency.

Group B agreed that there are common problems that cause stress in the workplace. These problems are presented below with their countermeasures.

B. Common Problems and Countermeasures

1. Lack of Communication

(i) Problem

The role of communication in a team, unit, or organization is very important. However, the mid-level finds it difficult to communicate with the senior level because they see the hierarchy as so rigid that they feel they are not welcome to express themselves. Similarly, mid-level staff sometimes are not aware of the work-related needs or problems of their subordinates. The latter feel inhibited to express them because they believe they would not be listened to.

(ii) Countermeasures

a. Feedback system —

It is important for mid-level staff to have a feedback system to be able to understand one another in the organization.

- (1) Superiors [including mid-level staff] must make the effort to communicate through the PDCA cycle. But they must have coaching and active listening skills.

First, think how to communicate with subordinates based on these skills [Plan].

Second, communicate with subordinates [Do].

Third, get feedback through regular job assessment [Check].

Regarding the ability to communicate effectively, an assessment system where subordinates can evaluate superiors should be adopted.

Fourth, improve communication based on that feedback [Act].

- (2) Subordinates: On the other hand, it is also important for subordinates to be given the opportunity to communicate, like this process below:

First, give them the chance to talk to superiors freely especially about work.

Second, give them feedback about what they said [Good points, bad points etc.].

Third, make them think by themselves on the given feedback so they will develop confidence and recognize that they can talk to superiors freely in an appropriate manner and time.

b. Improvement of work environment

To make the work environment conducive for communication, it is important for everyone to exchange frank opinions with each other.

Mid-level staff must provide opportunities where the exchange of ideas related to work performance is encouraged and welcomed. Group B termed this as “openness” — where there is a free exchange of ideas while at the same time respecting one’s position or authority in the hierarchy. Mid-level staff must be approachable and non-judgmental towards the staff so they would be able to talk about their problems, issues and concerns about their work. Immediate solutions to work-related problems may be hard to find but the feeling that one is being listened to eases stress in some ways. In doing so, staff are motivated to perform well because they are confident that mid-level staff would listen to and understand their problems in the workplace.

Strategies:

- (1) briefing and debriefing is useful to make use of the minimum chances of communicating with subordinates in their daily work. If mid-level staff and their subordinates have short meetings for only about 10 minutes in a small group of about 5 before and after work, they can share significant information about their work on that day.
- (2) weekly or monthly staff meetings not only with subordinates but also with senior officers is important for discussing problems in their work and finding solutions. For finding a solution, brainstorming techniques are useful.
- (3) use of new technology like e-mails and social networking systems enable every officer to express his/her opinion at any time and enable senior officers to send newsletters or bulletins without any extra cost.
- (4) use of suggestion boxes - some officers do not want to express their significant opinions openly, especially when they are afraid of being treated badly if they do so. Thus placing suggestion boxes for subordinates is one of the communication tools, so they can express their requests or opinions anonymously. They may even communicate to the upper level directly, skipping mid-level staff.
- (5) “Large room” systems, which allow mid-level and junior officers to work in pairs, can facilitate consultation or the sharing of problems regarding work.

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Because communication is necessary at work, mid-level staff must enhance their abilities by practicing assertiveness techniques to improve their skills in communication. They must learn how to give feedback to employees and senior officers and learn how to handle employees' complaints. They must also learn to be active listeners. They must understand both cognitive and affective contents of the communication (active listening) of their staff so that they would be able to respond to them appropriately.

2. Insufficient Staff Training

(i) Problem

Stress sets in when a subordinate feels inadequate and incompetent to perform his/her functions. Mistakes/errors happen frequently and these make the work inefficient. Under these circumstances, both mid-level staff and subordinates feel stressed because work is repeated, and it piles up. The stress may manifest in various forms, to mention a few: on the part of mid-level staff — irritability, anger, and frustration; on the part of subordinates — absenteeism and low morale.

(ii) Countermeasures

- a. Basic training/follow-up training
- b. Specialized training
- c. On-the-job training

Being mid-level supervisors and managers, mid-level staff can help to develop the skills and abilities of their subordinates. Because of their work experience, the mid-level staff are familiar with the work of their subordinates. Hence, they must have the ability to teach, mentor or train their staff. They must have the ability to identify the training needs of their subordinates and know how to prepare training designs and proposals. Mid-level staff can propose to top the level the need for a continuous human resource development programme for the staff to hone their competencies. The staff would also become mid-level in the future.

3. Lack of Leadership

Through our discussion in the Group Workshop sessions, all members in Group B mentioned the importance of leadership repeatedly and found that many of the problems derived from the lack of leadership. This means that the lack of leadership influences the stress at the workplace heavily, and this phenomenon is universal, despite differences in cultures. Therefore, Group B came to a consensus that improvement/enhancement of leadership as mid-level staff is needed in order to tackle many of the stress-related problems that we are facing at our workplaces.

In the 154th International Training Course, Mr. Seiichi Muroi, (Instructor of the Training Institute for Correctional Personnel) lectured about Leadership Theory. He introduced PM Theory, one of the major theories about leadership in organizational management, which was proposed by Professor Misumi at Osaka University. PM Theory focuses on the two aspects of leadership, "P (performance) Function" and "M (maintenance) Function", and analyses how different types of leadership affect the functions of the group/organization. In PM Theory, "P Function" means a function of the group/organization to achieve a goal. As for "P Function", a leader's functions are giving a clear job description, decisions and new ideas to the subordinates, comments/advice on their job performance, and scolding/warning. Meanwhile, "M Function" means a function to maintain or strengthen a group. As for "M Function", a leader maintains friendly relationships among the members through encouragement and support, and prevents the member's frustrations by promoting group cohesiveness through the enhancement of a member's feeling of belonging.

In PM Theory, "Pm" (High Performance, Low Maintenance) type leadership (Production-centered leadership) is limited productivity due to the subordinate's internal resistance/stress, while "PM" (High Performance, High Maintenance) type leadership is the most productive because the subordinates work most satisfactorily. Thus PM Theory leadership, which has both performance function and maintenance function, is essential for stress management in the workplace. Organizational management

without “M Function” will not lead to sufficient performance; on the contrary it will cause stress.

By considering the above, Group B discussed leadership of mid-level staff deeply, especially focusing on the maintenance aspect because Group B came to the conclusion that “M Function” of leadership performs a very important role for stress management. As a result of the Group Workshop, the group found that if mid-level staff acquired leadership and practiced it in the workplace appropriately, they can motivate subordinates more and utilize the human resources fully.

C. Enhancing Leadership

Work can be stressful for mid-level staff if they lack the necessary management/leadership skills. When staff members perform their jobs poorly, it will affect the overall performance of the team or unit. Poor performance of the staff usually causes stress for the mid-level staff. Also, mid-level staff feel the stress when they have much work to do, both routine work and the more urgent and important tasks at hand.

Management is the ability to plan, organize, direct and monitor the activities of the organization in order to achieve defined objectives or goals. Performance management is one of the functions of mid-level staff as managers. Management and leadership complement each other: the latter provides the inspiration and motivation to bring the organization to its desired vision.

1. Performance Management of the Staff

Each member of the organization has his/her job description and the expected performance is based on that description. Goal setting and the expected performance are discussed between mid-level staff and subordinates. This is commonly called a performance contract. The staff pledges to perform his/her functions according to performance standards; the mid-level pledges to assist the staff achieve his/her work targets. Mid-level staff has the responsibility to evaluate the staff's actual performance against expected performance or performance targets. The evaluation may be done quarterly, semi-annually or annually.

Managing the performance of the staff means engaging in ongoing communication between the supervisor and the employees, providing feedback, coaching for improved performance, implementation of the employee development programmes and rewarding achievements.

Mid-level staff must enhance their ability to manage the performance of subordinates by learning how to give constructive performance feedback and how to improve staff performance. Mid-level staff must be able to evaluate subordinates' performance objectively, communicate clearly without being judgemental and accusatory, identify subordinate's training and developmental needs and identify subordinate's skills and abilities for purposes of promotion.

2. Delegation of Authority

Mid-level staff experience stress when they cannot perform all the tasks assigned to them. In order to meet the targets and concentrate on more important issues, delegating tasks to subordinates can be resorted to. In delegating the task, the mid-level shares the authority and responsibility with the staff in order to get effective results. The tasks that are to be delegated must be expressed clearly and results must be defined. The subordinate must be given enough independence to complete the task given within a specific time frame. Delegating tasks/authority develops the subordinate's potentials. It enables the subordinate to gain experience to take on higher responsibilities.

3. Accountability and Autonomy

All mid-level staff must share information and goals (long term, mid-term, short term) with subordinates so that they will know what their responsibilities are. Mid-level staff can use negotiation so that subordinates accept a suggestion or requirement (of the job/assignment). It is necessary to make them understand why they should accept it and what kind of benefit or advantage it has for their job.

Just giving subordinates an order or a command every time deprives them of their independence in carrying out their functions. Respecting subordinates' autonomy as much as possible makes them confident of their abilities and makes them more responsible.

4. Decision-making

This is a cognitive process which every mid-level staff member must have, develop and enhance. Mid-level staff make decisions in the workplace. Therefore they should keep the resource of information and sharpen their ability in analyzing situations. Every decision-making process produces a final choice; then immediate action is taken to implement the choice.

Mid-levels can ask for the ideas or opinions of subordinates which would make them feel that they are recognized in some ways, and would raise their morale and motivation. But it is the mid-levels who make the final decisions. However, mid-levels must also learn how to be flexible if the situation calls for it.

5. Transformational Leadership

A type of leadership that mid-level staff can develop further is one that motivates their staff to align their personal goals with the goals of the team and the organization as a whole. While not losing their own personal identities or uniqueness, workers must model, through their behaviour and conduct, the core values and mission statements of their organizations. And the mid-level staff must set an example of proper behaviour and conduct before their staff. They must “walk the talk” (lead by example). They must enhance their emotional intelligence to be able to act in proactive ways in problem situations. In the Individual Presentations, it was noticeable that mid-level staff are manifesting transformational leadership styles in the workplace. Mid-level staff can motivate their subordinates by appealing to their sense of commitment and dedication to public service, not just the satisfaction or fulfillment of their personal motives or goals.

6. Training for Mid-Level Staff

To enhance the ability of stress management of mid-level staff, it is desirable that systematic training programmes should be organized. Of course, stress management mainly depends on individual character, but to learn the knowledge or technique helps them to improve their abilities for stress management. Below are some of these training programmes.

- Coaching and mentoring training
- Training for effective performance feedbacking
- Stress/Anger management training (mid-level staff and subordinates)

III. RECOMMENDATIONS

A. Establishing Stress Management Mechanisms

- Correctional officers should be mindful of their own stress and have their own ways of stress management which are easy to put into practice. Meditation practice, yoga exercise (the Self-sufficiency Philosophy Programme of Thailand corrections is an example).
- Stress management programmes should be introduced to correctional institutions for enhancing management skills or abilities. Trauma Management through counselling for probation officers in Kenya Probation is an example. The wellness programme and physical exercise of Philippine Probation is also an example.

B. Build Network Systems

- For mutual understanding between mid-level staff and subordinates, the most important thing is the spirit of “openness”. Feedback systems and communication tools such as social networking systems or suggestion boxes will support their openness.
- Improvement of communication environments and work environments. The “Large Room System” of the Japanese Public Prosecutors’ Office is an example. Prison Standard policy for improvement of quality of prison environment and prison officers of Thailand corrections is another example.

- Communication networking systems within organizations as well as between other relevant organizations should be developed in order to share significant information timely, accurately, and objectively.

C. Education and Training

- Mid-level staff and subordinates have been already provided with professional education and training to some extent, but sometimes education and training are inconsistent and unsuitable for them. These cause heavy stress. Above all, their needs should be researched, and appropriate education and training based on their needs should be organized. Study corners, reference materials, academic calendars of the Maldives police are examples. Anger management training, including active listening training practiced by Japanese corrections, is also recommended.
- Nowadays, the demands for the leaders such as mid-level staff in correctional institutions are so difficult that a single dominant leader cannot handle everything. So the delegation of authority, in other words, shared leadership with subordinates should be considered. With shared leadership, mid-level staff will be freed from the pressure which requires them to be an impossibly strong and dominant leader, and subordinates will be motivated to take more responsibility and workload so as to reduce the stress throughout the office. For a common understanding of shared leadership, training courses on leadership should be organized.

IV. CONCLUSION

In conclusion, through discussions, our group learned that work-related stress is experienced by correctional officers. We have identified the stress that we, mid-level staff, have little control of, the stress that is beyond our control and the stress that is within our control. We believe that stress could be well managed by utilizing whatever limited resources we have and that we have the capacity to minimize stress. Therefore, continuous education and training are encouraged to enhance our abilities, including the ability to manage stress, to become more effective in performing our duties.

As leaders, whether or not we engage in stress management depends on ourselves. As leaders, we are required to maintain friendly relationships, promote group cohesiveness, enhance communication and foster our subordinates' and colleagues' feelings of belonging. We have the capacity to develop and nurture this kind of work environment. We have the capacity to establish this kind of atmosphere. This will make our subordinates show more enthusiasm, bring out the best of their abilities and keep them inspired to do their work. Leadership requires a paradigm shift: we can display real leadership if we change our attitudes like understanding our subordinates' minds, and respecting them not only as part of the workforce, but as individuals who have a lot of abilities and potentials.

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Group Work Discussion Group B

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GROUP B

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Co-chairperson	Mr. Faupala KIVALU	(Tonga)
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Outline

- I. Introduction
- II. Summary of Discussion
 - A. Current Situation and Countermeasures in Each Participant Participant's Country
 - B. Common Problems and Countermeasures
 - C. Enhancing leadership
- III. Recommendations
- IV. Conclusion

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I. Introduction

- ❖ Stressors in our working environments are:
 - Overcrowding
 - Nature of work
 - Lack of budget and staff
 - Lack of facilities and equipment
 - Lack of communication
 - Lack of training and leadership skills

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I. Introduction (cont....)

- ❖ Mid-level staff have very little control over:
 - Amount of Budget, Number of Staff
 - Workload and Nature of Work.
- ❖ Therefore we focused on:
 - How to utilize the limited resources in the best way to achieve our targets.

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A. Current Situation and Countermeasures in Each Participant's Country

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Kenya (Probation)



Current Situation

- ❖ Insufficiency training e.g. In rape and defilement cases are traumatizing to the victim and the family members.
- ❖ Dynamic Cases
- ❖ Workload
- ❖ Understaffing
- ❖ Communication problems

Countermeasures

- ❖ Training in related skills e.g. Counselling Training, De-briefing etc.
- ❖ Probation Training Centre

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Maldives (Correction)



Current Situation

- ❖ Lack of Skills: Most of the prison security officers are very young
- ❖ Insufficient Training

Countermeasure

- ❖ Training

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Philippines (Probation)



Current Situation

- An open-door policy
- Regular staff meetings including in the performance targets of the mid-level staff who in turn, rates his/her subordinates as to the quality or substantiality of their participation.
- The communication environment is warm and supportive.

Countermeasures

The agency should be more open to current and updated interventions on offender rehabilitation, like CBT. It must also develop and implement a stress management programme for probation and parole officers.

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Thailand (Correction)



Current Situation

Levels of stress increased due to correctional system problems such as prison overcrowding, understaffing, the impact of globalization, technological development and social modernization.

Countermeasures

- ❖ Supportive Manpower
- ❖ Promotion of Self-sufficiency philosophy
- ❖ Prison Standards
- ❖ The Improvement of Quality of Life of Correctional Personnel
- ❖ Dharma Practices for prison staff

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Tonga (Probation)



Current Situation:

Communication problem between the probation office and the organizations

Countermeasure

❖ Established Network System

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Japan (Criminal Justice System)



Current Situation:

In Japanese administrative organizations stress management of staff is regarded as an important issue.

Countermeasures

- provision of authorized annual leave
- workplace recreation
- contact point for consultations
- Installation of suggestion box etc.

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Korea (Correction)



Current Situation

Correctional institutions are currently working on the agreement with local medical centres.

Countermeasures

- Organization-wide management halting and alleviating job stress factors
- Supportive measures for cultivating and strengthening the ability of individuals to deal with their stress directly
 - EAP (Employee Assistance Programme)
 - CISM (Critical Incident Stress Management);
 - Taking advantage of education and training
 - Financial support to management of mental health.

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B. Common Problems and Countermeasures

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I. Lack of communication

(I) Problem caused by:

- Rigid hierarchy
- Not aware of work-related needs
- Not aware of the subordinates' problems
- Subordinates feel under valued
- Feeling exhausted
- Feels neglected or not listened

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I. Lack of communication

(II) Countermeasures:

(a) Feedback system

(1) Supervisors, incl. mid-level staff must make efforts to communicate through PDCA (Plan, Do, Check & Act) cycle.

- Also they must have coaching and active listening skills.

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I. Lack of communication

(II) Countermeasures

(a) Feedback system (cont...)

- *First*, think how to communicate with subordinates based on these skills (Plan)
- *Second*, communicate with subordinates (Do)
- *Third*, get feedback through regular job assessment (Check)
- *Fourth*, improve communication based on that feedback (Act)

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I. Lack of communication

(II) Countermeasures:

(a) Feedback system (cont...)

(2) Subordinates: It is also important for subordinates to be given the opportunity to communicate, so they themselves feel they are a part of the team.

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I. Lack of communication

(II) Countermeasures:

(a) Feedback system (cont...)

This can be achieved by:

- *First*, give them a chance to talk to superiors freely especially about work
- *Second*, give them feedback about what they said [Good points, Bad points etc.]
- *Third*, make them think by themselves about the given feedback.

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I. Lack of communication

(II) Countermeasures:

(b) Improvement of work environment

- To make the work environment conducive for communication, it is important for everyone to exchange frank opinions with each other.

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I. Lack of communication

(II) Countermeasures:

(b) Improvement of work environment (cont...)

This can be archived by:

- Providing opportunities to exchange ideas
- Openness
- Supervisors being approachable
- Not being judgemental

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I. Lack of communication

(II) Countermeasures:

(b) Improvement of work environment (cont...)

Strategies:

- briefing and debriefing
- weekly or monthly staff meeting with subordinates & senior officers
- use of new technology like e-mails, social networking systems
- use of suggestion boxes
- “Large room” systems

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2. Insufficient staff training

(I) Problem caused by:

- Feeling inadequate and incompetent
- Mistakes and errors happen frequently
- Inefficient work
- Repeated work
- Irritability, anger & frustration
- Absenteeism & low morale

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2. Insufficient staff training

(II) Countermeasures:

- Basic training/follow-up training
- Specialized training
- On-the-job training

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3. Lack of leadership

Through our discussion:

- the importance of leadership
- the problems derived from the lack of leadership
- lack of leadership influences the stress at the workplace
- the need of improvement/enhancement of leadership as mid-level staff

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3. Lack of leadership

Through our discussion (cont...)

- the importance of PM (Performance & Maintenance) theory, lectured on by Mr. Muroi, TICP
- “P function” means a function of the group/organization to achieve a goal
 - giving a clear job description
 - new ideas to the subordinates
 - comments/advice on their job performance

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3. Lack of leadership

Through our discussion (cont...)

- “M function” means a function to maintain or strengthen a group
 - maintains friendly relationships
 - encouragement and supportive
 - prevents the member’s frustrations
 - enhancement of member’s feeling of belonging

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3. Lack of leadership

Through our discussion (cont...)

- (High Performance, High Maintenance) type leadership is the most productive
 - subordinates work most satisfactorily
 - is essential for stress management at the workplace
 - without “M Function” will not lead to sufficient performance
 - can motivate subordinates more and utilize the human resources fully

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C. Enhancing leadership

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Enhancing leadership

- ❖ Work can be stressful for mid-level staff if they lack the necessary management/leadership skills
- ❖ When staff perform their jobs poorly, it will affect the overall performance of the team or unit
- ❖ Poor performance of the staff usually causes stress for mid-level staff
- ❖ Management and leadership complement each other: the latter provides the inspiration and motivation to bring the organization to its desired vision

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Enhancing leadership (cont...)

1. Performance management of the staff

- Mid-level staff have the responsibility to evaluate the staff's actual performance
 - This requires ongoing communication between the supervisor and the employees
 - Feedbacking & coaching for improved performance
 - Implementation of the employee development programmes and rewarding achievements

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Enhancing leadership (cont...)

2. Delegation of Authority

- In delegating the task, the mid-level shares the authority and responsibility with the staff in order to get effective results
- The tasks must be expressed clearly and results must be defined
- Given enough independence to carry the task
- Develops the subordinates' potentials & enables the subordinates to gain experience to take on higher responsibilities

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Enhancing leadership (cont...)

3. Accountability and Autonomy

- mid-level staff must share information and goals (long term, mid-term, short term)
- subordinates accept a suggestion or requirement (of the job/assignment)
- make them understand the benefit or advantage it has on their job
- respecting subordinates' autonomy as much as possible makes them confident of their abilities and makes them more responsible

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Enhancing leadership (cont...)

4. Decision-making

- a cognitive process which all mid-level staff must have, develop, and enhance
- when making decisions, resources and information must be sharp & staff must have the ability to analyse situations
- would raise the morale and motivation of the subordinates
- must also learn how to be flexible if the situation calls for it

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Enhancing leadership (cont...)

5. Transformational leadership

- A type of leadership that motivates the staff to align their personal goals with the goals of the team and the organization
 - must model through their behavior and conduct
 - proactive ways in problem solving
 - motivate the subordinates by appealing to their sense of commitment and dedication
 - walk the talk (lead by example)

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Enhancing leadership (cont...)

6. Training for mid-level staff

- To enhance the ability of stress management of mid-level staff
 - systematic and organized
 - Coaching and mentoring training
 - Training for effective performance feedback
 - Stress/ Anger management training (mid-level staff and subordinate)

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III. Recommendations

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Recommendations

A. Establishing stress management mechanisms

- Every correctional officer should be mindful of their own stress and have their own way of stress management which is easy to put into practice. Meditation practice, yoga exercise, Self-sufficiency philosophy programme of Thailand corrections is an example.

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Recommendations (cont...)

A. Establishing stress management mechanisms

- Stress management programmes should be introduced to correctional institutions for enhancing management skills or abilities. Trauma Management through counselling for probation officers in Kenya Probation is an example. Wellness programmes and the physical exercise programmes of Philippine probation is also an example.

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Recommendations (cont...)

B. Build network systems

- For mutual understanding between mid-level staff and subordinates, the most important thing is the spirit of “openness”. Feedback systems and communication tools such as social networking systems or suggestion boxes will support their openness.

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Recommendations (cont...)

B. Build network systems

- Improvement of communication environment and work environment. The Large Room System of the Japanese Public Prosecutors' Office is an example. Prison Standard policy for improvement of quality of prison environment and prison officers of Thailand corrections is also an example.

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Recommendations (cont...)

B. Build network systems

- Communication networking systems within organizations as well as between other relevant organizations should be developed in order to share significant information timely, accurately, and objectively.

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Recommendations (cont...)

C. Education and training

- Mid-level staff and subordinates are provided with professional education and training to some extent, but sometimes the education and trainings are inconsistent and unsuitable for them. These cause heavy stress. Above all, their needs should be researched, and appropriate education and training based on their needs should be provided. Study corners, reference materials, academic calendars of the Maldives Police are examples. Anger management training including active listening training practiced by Japanese corrections is also recommended.

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Recommendations (cont...)

C. Education and training

- Demands for the leaders among mid-level staff in correctional institutions are increasing. So the delegation of authority, in other words, shared leadership with subordinates should be considered. With shared leadership, mid-level staff will be freed from the pressure which requires them to be an impossibly strong and dominant leader, and subordinates will be motivated to take more responsibility and workload so as to reduce the stress of the whole office. For a common understanding of shared leadership, a training course on leadership should be organized.

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IV. Conclusion

- Work-related stress is experienced by correctional officers
- Identify the stress that mid-level staff has little control over, and some that are beyond our control and there are some that are within our control
- Stress can be well managed when utilizing whatever limited resources are available to minimize stress

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IV. Conclusion (cont...)

- Continuous education and training is encouraged to enhance our abilities, including stress management, to be more effective in conducting our duties
- As leaders, whether or not we engage in stress management depends on ourselves
- We are required to maintain friendly relationships, promote group cohesiveness, enhance communication and foster our subordinates

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IV. Conclusion (cont...)

- We have the capacity to develop and nurture this kind of work environment
- We have the capacity to establish this kind of atmosphere
- We can display real leadership if we change our attitudes like understanding our subordinates' minds and respecting them not only as part of the workforce, but as individuals who have a lot of abilities and potentials

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Thank you for your attention

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APPENDIX

(The Result of the IP Review Session)

After the IP (Individual Presentation) sessions, we reviewed all of the IPs. We asked the participants to complete a survey addressing three questions based on the IP presentations: “Things you learned”, “Common problems among the participants’ countries” and “Best practices among the participants’ countries”. We also asked the participants to rank the importance of the issues they faced at work. Because the theme of this training course was directed at mid-level staff, we had to concentrate on the problems which could be solved by mid-level staff. The outcomes of the IP review session are included in the following pages.

Aggregate Common Problems

Mid Level-Staff

No.	Content
1	The working environment has to be improved.
2	The need to manage time in the office
3	The need to manage stress in the office
4	The need to improve human relations in the office
5	The need to enhance one's professional skills, competences through relevant trainings
6	The need to care for one's health, like going on paid leave.
7	Stressful relationships with coworkers.
8	Sandwiched between boss and subordinate
9	Nature of work
10	Lack of staff's skill to deal with inmates
11	Lack of communication within organizations.
12	Inefficient staff training
13	Increased workload

Senior-Level Staff and Other

No.	Content	Counts
1	Lack of budget	10
2	Shortage of staff	10
3	Lack of security/inmate violence	7
4	Overcrowding	7
5	Infrastructure/facility	6
6	Overburdening/workload	6
7	Communication barriers (Two way communication, upward, down ward)	1
8	Difficultiy obtaining and developing human resources for the future	1
9	Exposure to threats	1
10	Lack of leadership and management techniques of supervisors	1
11	Many probationers and parolees	1
12	Nature of prison work: dirty, difficult, dangerous	1
13	Training	1
14	Miscommunication among different staff within an organization	1
15	Overburdening of workload for mid-level staff.	1
16	The national interest in criminal justice is low	1
17	Prison staff receives low salary, social welfare	1

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Things You learned

	Senior-Level	Mid-Level	Other
Staff	<p>Carry out the social activities for staff by using good leadership, management and control concepts</p> <p>Cope with stress by using professional approach including psychologists</p> <p>Exchanging ideas and experiences, how to execute jobs in times of stress</p> <p>How to present in front of audiences, learning from different correctional systems</p> <p>In Hong Kong, many kinds of brochures are available for prison officers' easy access to psychological services</p> <p>Systematically administrative types and experiences from the developing and developed countries</p> <p>Increase in crime is a major concern for many countries</p> <p>Some countries are facing labour shortages, such as Japan</p> <p>In many countries we have the same problems</p> <p>There are no universal standards in dealing with offenders</p> <p>When dealing with offenders we should uphold their human dignity always in line with the Tokyo Rules</p>	<p>Consulting with someone is good for stress management.</p> <p>Exercise is good for stress management.</p> <p>Factors influencing the work stress of the correctional personnel.</p> <p>I understand how stressful prison officers were when they treated prisoners.</p> <p>Importance of relationships among coworkers.</p> <p>In Thailand, the meditation programme has been carried out by the department for reducing the stress of prison staff, and it has been preferred compared to counselling.</p> <p>Learn from each and every performance during the presentation sessions and individual stress lectures</p> <p>Staff who work in corrections settings and probation have stress in all countries.</p> <p>Staff wellness programmes in Thailand</p> <p>Stress management techniques.</p>	<p>Different countries but similar problems.</p> <p>The operation of institutions is affected by the culture of each country.</p> <p>Religion has great effect to cope with stress in other countries.</p>
Admin	<p>Importance of culture and religion</p> <p>International criminal justice system</p> <p>Many countries have similar systems concerning administration of justice</p> <p>Work-related stress is commonly experienced. There is a growing trend to adopt countermeasures against work-related stress.</p>	<p>Effective two-way communication is very important</p> <p>Finding the real cause of stress is very important in order to find best solutions for each staff</p> <p>Prison goals: 1 security and 2 rehabilitation</p> <p>Stress management is important to ensure the benefits of correctional management.</p> <p>The sources of stress among correctional personnel are similar despite differences in organizational structure and work environment</p> <p>There are various levels of stress and various kinds of stress</p> <p>Understaffing, underfunding and over population are common problems among all countries.</p> <p>We all have the same problems</p>	
Offender	<p>Community engagement, community support are needed for rehabilitation</p> <p>I realized the necessity to conduct special programmes, such as anger management, for staff</p> <p>I think we need feedback after conducting stress management a few years later innovation is necessary to make the systems more effective</p> <p>Most countries have similar stress factors</p> <p>Stress factors are increasing commonly</p> <p>The criminal justice systems are generally similar.</p> <p>We are in need of systematic and professional stress management</p>	<p>I learned about rehabilitation and probation activities and essential concepts.</p> <p>Possible solutions to reduce the stress of correctional personnel.</p>	<p>Overcrowding in Prison</p>

Common Problems Among The Participants' Countries

	Senior-Level		Mid-Level	Other
Staff	Difficulty of obtaining and developing human resources for the future	Manpower shortage	Increase of workload.	Miscommunication among different staff within an organization
	Lack of facilities	Poor working environment (Overcrowding, inadequate equipment and security systems, old buildings)	Lack of communication within organizations.	Over-burden of workload for mid-level staff.
	Lack of financial support	The corrections facilities are overstretched across the board.	Lack of Manpower.	The national interest in criminal justice is low.
	Lack of leadership and management technique of supervisors	There are training gaps of correctional staff to keep pace with contemporary crime trends.	Nature of work.	
Admin	Lack of money	There is an unmatched number of corrections staff to the proportion of clients.	Prison staff have to bear heavy workloads.	
	Low budget provisions and infrastructure	Workload; due to overcrowding, understaffing, overtime, etc.	Stressful relationships with coworkers.	
	Budget shortfalls	Work-related stress; dealing with crisis situations, dangerous, prison lock down etc.	The working environment has to be improved.	
	Communication barriers (Two way communication, upward, down ward)	Overwork	Financial problems	Prison staff get low salary, social welfare
Offender	Exposure to threats	Poor prison facilities	Inefficient staff training	
	Lack of facilities/equipment	Poor working environment due to lack of financial support		
	Lack of security equipment	Sandwiched between boss and subordinate		
	Modern security equipment and systematic security standards required.	Shortage of staff		
	MONEY! (budget)	Shortage of staff (overwork)		
	Overburden	The budgets for criminal justice have to be increased		
	Overburden due to heavy workloads; Understaffed	The need to care for one's health, like going on paid leave.		
	Overburden/understaffed	The need to enhance one's professional skills, competences through relevant trainings		
	Overcrowding	The need to improve human relations in the office		
	Overcrowding	The need to manage stress in the office		
	Overcrowding and understaffing	The need to manage time in the office		
	Inmate violence			
	Lack of staff's skill to deal with inmates			
	Nature of prison work: dirty, difficult, dangerous			
	Overburdening staff			
	Overcrowding, inmates			
	Overcrowding, too many probationers and parolees			
	Pressure from maintaining security			
	Threats created from inmates			

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Best Practices Among The Participants' Countries

	Senior-Level	Mid-Level	Other
Staff	<p>Community-based rehabilitation should be enhanced across the board</p> <p>Enhancement of staff welfare</p> <p>Give training to all correctional personnel regarding stress management</p> <p>Humane treatment of offenders should not be compromised or replaced by any other form of treatment of offenders</p> <p>Improvement of correctional facilities is paramount and key</p> <p>Improving and increasing leadership or management techniques for supervisors</p> <p>In Korea, correctional officer's human rights started to be respected. (But I don't understand in what way)</p> <p>Leisure activity (exercise)</p> <p>Prison standards in Thailand</p>	<p>Clarify the purpose of work.</p> <p>Communication for improvement of working efficiency.</p> <p>Conduct stress management programmes on a regular basis.</p> <p>Introducing foreign situation of corrections.</p> <p>Peer supporters among the correctional personnel.</p> <p>Promotion of self-sufficiency philosophy.</p> <p>Thai training of correctional staff.</p> <p>Train the other staff on stress management.</p> <p>Training and supervision by advisers on a regular basis.</p> <p>Use of science in inmate rehabilitation in Japan and Korea.</p> <p>Addressing the real situation of stress among correctional personnel in terms of level of stress and collecting data on work-related stress</p> <p>Anger management training for prison staff</p> <p>Categorize and treat offenders (divide and conquer)</p> <p>CBT should be studied more and be fully adopted, depending on the evaluation result.</p> <p>Customize treatment to the offence</p> <p>Global approach is needed</p> <p>Improving poor environments with high-tech equipment</p> <p>Innovation: an option for problem solving of overcrowding and understaffing</p> <p>Introducing treatment programmes such as anger management</p> <p>Offender can be made to change</p> <p>Peer support</p> <p>Providing guidelines</p> <p>Recruiting Psychologists</p> <p>Robot system-Korea</p> <p>TICP is needed in my own country</p> <p>Various ways of access for staff to stress management such as using peer-to-peer hotlines</p>	<p>Increase improvement of community in the system. (ex., VPO Japan)</p>
Admin	<p>Cooperation with medical agencies</p> <p>Introducing "Prison robots"</p> <p>Using a cooperative approach (participative management) in order to reduce overworkload such as making partnerships</p> <p>We should carry out relaxation programmes for staff</p>		<p>More education and study of international norms.</p> <p>Workplace automation → fewer human resources required → less stress</p>
Offender	<p>Early release for reformed offenders-Japan</p> <p>Plea bargaining -Philippines</p> <p>Proper inmate classification -Myanmar</p> <p>Suspects (sex offender, Pedophilia) does not have right to remain silent-Maldives</p>	<p>De-stressing activities within and outside of the office in the Philippines.</p> <p>Develop a Stress Management mechanism for the Tonga probation office.</p> <p>Training of probation officers.</p>	

APPENDIX

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- COMMEMORATIVE PHOTOGRAPH***
- ***154th International Training Course***
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The 154th International Training Course



Left to Right:

Above

Dr. Jeswal (Thailand), Ms. Jeong (Korea)

4th Row

Mr. Hayasaka (Staff), Mr. Toyoda (Staff), Ms. Suzuki (Staff), Ms. Hichiguro (Staff), Ms. Iwakata (Staff), Ms. Yamada (Staff), Ms. Hoshino (JICA), Mr. Fukuta (Staff)

3rd Row

Ms. Sakai (Chef), Mr. Honda (Staff), Mr. Furuhashi (Staff), Mr. Kuwana (Japan), Mr. Murata (Japan), Mr. Tanzawa (Japan), Mr. Masoro (Kenya), Mr. Ng (Hong Kong), Mr. Ogata (Japan), Mr. Taufa (Tonga), Ms. Nishi (Staff)

2nd Row

Mr. Kinyosi (Kenya), Ms. Burdeos (Philippines), Mr. Jaufar (Maldives), Ms. Srisunakhua (Thailand), Mr. Aung (Myanmar), Ms. Akashi (Japan), Ms. Matsushima (Japan), Mr. Nashid (Maldives), Mr. Khuanruechai (Thailand), Mr. Kivalu (Tonga), Ms. Sugahara (Japan),

1st Row

Mr. Schmid (LA), Mr. Sugiyama (Staff), Prof. Hirose, Prof. Mio, Prof. Tsunoda, Prof. Tashiro, Deputy Director Kiyono, Director Sakuma, Mr. Prescott (USA), Prof. Yoshimura, Prof. Nagai, Prof. Iwashita, Prof. Moriya, Mr. Ando (Staff), Mr. Tada (Staff)