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Group Work Discussion Group B

The 154th International Training Course UNAFEI

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GROUP B

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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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