

STAFF TRAINING FOR CORRECTIONAL LEADERSHIP

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Probation and Aftercare Service has 753 Probation Officers and 390 non-technical officers employed on Permanent basis. The Department also depends on 312 Volunteer Probation Officers and 3,600 Community Service Supervisors from the Community to achieve its objectives. These objectives include provision of social enquiry reports to courts and penal institutions, rehabilitation, reintegration and supervision, of offenders placed under non- custodial sanctions.

Kenya public service training and recruitment policy (2005) says that training is crucial for all government agencies as it ensures that the government departments have adequate skills and knowledge to enable each of them to implement relevant mandates as well as meet the strategic objectives of their respective organizations. The policy defines training as a process through which one acquires skills and knowledge essential for a profession or a job while capacity building is the process of developing and strengthening skills, attitude abilities, processes and resources which an organization requires to adapt and thrive in an ever changing environment.

I. ADMINISTRATION OF ORGANIZATION IN RELATION TO TRAINING

The Department of Probation and Aftercare service has a training division that is charged with the responsibility of conducting training needs assessment surveys for 753 probation officers, 390 non-technical staff, Community Service Supervisors and Volunteer Probation Officers. The Civil Service Training Procedures of 2007 strengthened the role of the Departmental Training Committee (DTC) which deliberates, gives approval on the distribution of the training funds; skill needs assessment reports, projections and training requests. It is the role of the DTC to recommend and advise the Cabinet Secretary on technical issues as regards to training of correctional personnel. The internal courses are conducted at Shanzu Training Centre and Nakuru Hostel.

II. CONTENT AND METHODS OF TRAINING IN PROBATION KENYA

In 2006 the Performance Appraisal System (PAS) was introduced in the department of Probation and Aftercare service to enhance assessment, rehabilitation and reintegration of offenders. PAS is a performance management tool which integrates the work of an individual staff with the strategic objectives of the organization. It is a process of setting targets, work planning, provision of feedback and evaluation on work performance and professional conduct. It enables leaders of correctional agencies to identify gaps in work performance which can be filled through training and capacity building.

Training has also been geared towards succession planning. The *Scheme of Service for Probation Officers (2004)* stipulates which training is required for each designation, the skills and knowledge each probation officer is required have for career progression. Training Projections, which are done each year, are also meant to implement the scheme and address challenges of succession management. In 2014 a Mentoring Scheme was formulated which is geared towards ensuring the experienced officers “leave their skills behind” upon exit from the service. However this Scheme is yet to be implemented.

The Public Service Integrity Program (PSIP) was introduced in the department so as to prevent corrupt practices and inappropriate treatment of offenders. 123 Probation officers from each station have been trained as Integrity Officers so as not to only train others but be champions of the programme. It has also been found necessary to mainstream the integrity programme in all training and capacity building

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161ST INTERNATIONAL TRAINING COURSE
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programmes.

Training has also been geared towards enhancing community participation, and currently the department has partnered with Youth Change Initiative, a Non-Governmental Organization to conduct an on-the-job training for Volunteer Probation Officers (VPO) from Machakos Probation Office.

The newly recruited officers are sensitized on the Civil Service Code of Regulations so as to prevent misconduct and enhance professionalism. Each probation officer is encouraged to be a member of the Kenya National Association of Probation Officers (KNAPO). The Association has a code of conduct that binds the member. In the major training forums the association is given a slot in the programme so as to sensitize members on the same.

Probation Kenya has enhanced collaboration and partnerships through training and seminars. This has been done through initiating various proposals. In March 2015, twenty probation officers undertook a training of trainers' workshop on the Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders (Bangkok Rules). Penal Reform International (PRI) sponsored this workshop. The officers are expected to train other officers on the implementation of the rules).

Probation Service has also entered into a partnership with PRI in an Excellence in Training and Rehabilitation Program in Africa (EXTRA Project) in undertaking several activities in capacity building which are geared towards enhancement of non-custodial measures by the courts. Similarly in 2013 there was collaboration with the Danish Intelligence Service, and 44 probation officers were trained in prevention of radicalization and violent extremism.

In the past Probation Kenya has also partnered with the Japan International Cooperation Agency (JICA) in capacity building in Child Care Protection officers Training and the Volunteer Probation Officers Program. JICA has also played an important role each year by training Probation Officers in the areas of assessment, rehabilitation of offenders and on the international best practices in correctional services.

The work of a Probation Officer involves conducting social enquires, interviewing offenders and working to create harmony between the victim, the offender and the community. This work can be emotionally draining. Stress management sessions are conducted by the Kenya National Association of Probation Officers to debrief the officers. The most recent sessions were organized in Nyanza Province.

The content and methods of training are geared towards addressing the current crime trends and the diversity of offenders. According to 2014 departmental statistics on the status of offenders the number of drug use and substance offenders has increased by 20%; assault, creating disturbance and sexual offences, by 11% while stealing has decreased by 6%.

The *Kenya National Crime and Research Centre's Report (2014)* indicates that radicalization and violent extremism that results in terror attacks is a major threat to national security. Crime among the youth is on the rise and over 50% of convicted persons are aged between 18 to 20 years. According to the report there are 46 major criminal gangs in the country with the majority engaging in illicit drug trafficking and extortion of money.

Domestic violence, sexual offences, drug and substance abuse are also indicated in the report as the major crimes in the country. All Chief Probation Officers have undertaken courses in crime prevention because this is also a requirement in the Scheme of Service for Probation Officers, which is currently under review. Probation Kenya has a challenge in drawing appropriate training programmes for Probation Officers to address the emerging crime trends.

The 2013 a training survey conducted by Egerton University on behalf of Probation and Aftercare Service indicated that upon recruitment probation officers require more training besides the initial five days' induction. This is because the officers have diverse academic backgrounds and there is no direct link between what is taught in the universities and probation work. The results of this survey led to the development of the curriculum for a Post Graduate Diploma in Probation Practice and Correctional Studies. When implemented the curriculum will to equip officers with appropriate technical orientation and compe-

tencies so as to respond to crime prevention, the needs and challenges in correctional services. It is also expected that the implementation of the syllabus will harmonize the diverse skills, standardize, probation work and increase the capacity of officers to adapt to new technology.

III. EFFECTIVE TRAINING METHODS

Probation Kenya utilizes a wide variety of training methods to cater for a broad diversity of participants whose personalities differ from each other. The training methods that have been used include:

A. Brainstorming

The method is widely used in training. It requires that participants have some background information related to the topic. It is used during training to establish ground rules and to bring out the expectations of the participants at the beginning of the training sessions. A written record of the information is entered in the flip charts.

B. Lecture Method

This involves the trainer presenting facts, ideas continuously without the trainees' involvement. However, trainers in the department have enhanced their lecture methods through the use of appropriate training/learning aids and illustrations. This is meant to make participants more active during the training sessions.

C. Group Discussion

In this method four to five participants meet and discuss a topic under the direction of a group leader; it is usually combined with the lecture method. Participants are prepared prior to the discussion, and a summary of each groups' discussion is presented to the whole class to facilitate learning of the subject matter. However, this method has been difficult to utilize when participants are many.

D. Role Playing

In this training method a person imitates or acts out (dramatizes) a situation. The trainer sets the tone and provides direction, and the participants choose characters and the actors are asked to assume parts of real or imaginary situations. Feedback and comments are given later. It is interactive and participant centered. It has been used to impact leadership skills among correctional officers.

E. Case Study

All the senior correctional officers are expected to attend strategic leadership courses and the major method used is case studies where workplace assignments are given to each of them. They undertake case studies of challenging leadership situations at the workplace and provide possible solutions.

IV. UNDERSTANDING AND RESPECTING INTERNATIONAL STANDARDS AND NORMS

The Kenyan criminal justice system has been undergoing several reforms as a result of the promulgation of the Constitution of Kenya (2010). Correctional agencies are now encouraged to develop treatment programmes that focus on crime prevention, individual assessment and therapeutic interventions to promote effective rehabilitation.

This is also in line with standards and norms on the treatment of offenders such as the United Nations Minimum Rules for Non-Custodial Measures (Tokyo Rules). Rule 13(3) emphasizes the need for correctional agencies to focus on programmes that take into account the personality traits of the offender, aptitude and circumstances leading to the offence. In this regard Probation Kenya is domesticating these rules through training officers in effective assessment and treatment of offenders. The social enquiry reports to courts are used to provide background information on the circumstances of the offence(s) and offenders' attitude towards the crime committed and recommendation on possible sentencing alternatives. This has been able to give the judiciary a wide range of non-custodial options at its disposition in the dispensation of justice.

In rehabilitation, corrective interventions need to have a holistic approach. In developing the Bangkok Rules in 2010, the United Nations urged countries to develop individualized gender sensitive, trauma

161ST INTERNATIONAL TRAINING COURSE
PARTICIPANTS' PAPERS

informed and comprehensive mental health programmes. Kenya Constitution (2010) article 51(3) takes into account the relevant international instruments in the treatment of offenders.

The Department is domesticating these rules. Twenty probation officers undertook a Trainer of Trainers' course by PRI. More officers have been encouraged to undertake an online course.

The Departmental Youth Justice Strategy developed and validated in 2013 provides a blue print for use by Probation Officers. It is making progress in ensuring quality, consistency and uniformity in all youth justice programmes. The strategy lays a lot of emphasis on the Standard Minimum Rules for Administration of Juvenile Justice (Beijing Rules).

In addition, the department collaborated with other correctional agencies and JICA to develop Through Care Guidelines, which are meant to facilitate the implementation of the Beijing Rules and the United Nations Guidelines for Administration of Juvenile Delinquency (Riyadh Guidelines).

Probation Kenya is a member of the Regional East African Community Correctional Services and will be instrumental in the implementation of the Peace and Security Protocol, which is not only going to assist in exchange of information related to security and correctional services but to also facilitate an exchange of offenders within the member states.

V. CHALLENGES

- There is lack of consistency and uniformity in implementing training programmes. Despite the fact that the trainers may agree in broad areas to be delivered in any training programme, what is finally delivered will depend on each individual trainer.
- A lot attention has been laid on the offender and not much has been done for the Probation Officer who works in a stressful environment. This has made some officers turn to inappropriate stress management interventions like alcohol and drug abuse.
- The Department has concentrated on classroom training approaches that are not only expensive but also time consuming.
- The objectives of training and capacity building are hindered by inappropriate recruitment and selection of correctional officers. Some of the correctional officers who are recruited lack appropriate personality traits required for the job.
- There is a problem of low budgetary allocation leading to inadequate training resources and facilities at the Training Centre because training allocation is minimal.
- It has not been possible to document the long term impact training and capacity building programmes in the department
- The Department has a number of old, experienced officers whose knowledge has not been reaped for the benefit of the department.
- Most officers come from diverse academic backgrounds because no university in Kenya teaches probation work, and upon recruitment only a five days' induction training is given. There is need for a long, comprehensive course for the officers to effectively deliver services.
- Despite the fact that KNAPO organizes stress management sessions for the officers, not all the officers have gone through the programme and some officers have often engaged in inappropriate stress management interventions like alcohol use.

VI. POSSIBLE SOLUTIONS

A. Ministerial Level

- The possible solution for standardizing training is to develop training manuals to enhance the quality of learning.
- It would be ideal if E-learning programmes can be developed to facilitate correctional officers' acquisition of knowledge and skills so as to enhance service delivery. This is cheaper than classroom learning.
- The Ministry needs to train officers in the use of psychometric tests during recruitment. This will ensure that there is effective recruitment of the officers
- The Ministry needs to set money aside to equip the Centre with appropriate training equipment

and materials.

B. The Department Level

- In order to have adequate qualified trainers to facilitate training and capacity building programmes so as to enhance staff training in correctional leadership programmes. It would be ideal for the department to enhance partnerships with local and international organizations to train a pool of qualified trainers.
- The Department needs to implement the Mentoring Scheme to facilitate on-the-job training and transfer of skills from more experienced officers to newly recruited personnel.
- Harmonize skills by actualizing the Curriculum for Post Graduate Diploma in Probation Practice and Correctional Studies.
- Develop a detailed monitoring and evaluation framework so as to assess the long term impact of the training programmes on Correctional services.

C. The Officer Level

- Each officer needs to take responsibility and be proactive in acquiring knowledge and skills related to his/her profession through reading books and registering for on-line courses.
- Identify and develop appropriate stress management techniques.
- Old officers need to take the initiative of passing their knowledge and skills to newly recruited officers

VII. CONCLUSION

It is apparent that the department has challenges in training and capacity building to enhance succession management in correctional leadership. Training is also required to address challenges in emerging crimes trends, meet the demands of the expanded mandates and implement international best practices. Hence there is need to equip trainers with relevant skills in curriculum development, effective training methodologies to enable them to offer appropriate training interventions.

Appendix A

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