

**THIS SYSTEM TEACHES SELF MANAGEMENT BY REPLACING NEGATIVE
BEHAVIOUR WITH POSITIVE BEHAVIOUR**

ADVANCING THE CORRECTIONAL SYSTEMS INTO THE NEW MILLENNIUM

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**A MODERN AND PROVEN EFFECTIVE APPROACH TO INCARCERATION
AND REHABILITATION**

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PREFACE

Jamaica is an island in the Caribbean, measuring 4,244 square miles or 10,990 square kilometers, situated 100 miles south of Cuba. An island that is endowed with diverse beauty; with mountains, rivers, world-class beaches, tropical birds and a rich history of British, Spanish and Portuguese influence. The people, approximately 2.7 million, are ninety-one per cent black; with a mixture of other races that makes the Jamaican people unique, and the Jamaican woman's beauty second to none.

Tourism, bauxite and agriculture are the chief income earners, with agriculture the main employer of labour. Jamaica created Reggae music and it was made famous through Bob Marley. Jamaica is the home of Reggae Music, Blue Mountain Coffee, Red Stripe Beer and Appleton Rum.

Jamaica's motto, *Out of many, one people*, speaks to the mix that is Jamaican. Indentured slavery and apprenticeship in the eighteen to nineteen centuries saw the steady flow of Chinese, East Indian and European cultures mix with the African culture; making Jamaica a truly international depot and cultivating respect of diverse cultures.

No Jamaican is intimidated by any known culture that exists in the world; and Jamaicans have penetrated other cultures with their creative and positive influence. Our local *patois* language identifies the mixture mentioned, and adds colour and flavour to the unique way Jamaicans speak.

Many Jamaicans migrated to various countries, and returned home to play significant roles in the development of their country pre- and post-independence.

Jamaicans are mostly warm, fun-loving, religious, ambitious and hardworking people imbued with a spirit of adventure, entrepreneurship and creativity.

However, there are far too many Jamaicans who are aggressive and undisciplined. They take much for granted, and pay too little attention to what is happening around them, if it does not directly affect them or the people who live within their family, or close friends or acquaintances.

Many Jamaicans, through lack of knowledge, tolerate injustice and deny themselves rights that are basic to a humane, free and democratic existence. Jamaicans, to a great degree, also have a high regard for class, status and high-ranking individuals with power; and the average Jamaican looks to those people, more than they should, to deal with social issues and opportunities for a living. On the other hand, there are those Jamaicans who are industrious and who will forge ahead to become leaders in their fields of endeavour, but they will not create the opportunity or support strategic development for the less fortunate in society.

Some Jamaicans have a less than satisfactory respect for human life, and they are not conscious enough about the ills that confront the young, old, and mentally and physically challenged. This fact is evident with the tolerance of the high incidence of gun murders, inadequate education and vocation for the young; woefully substandard institutions for the mentally ill, seniors, and incarcerated inmates and the dead.

Jamaicans are laid-back about their own safety and protection, and they will go only as far as locking themselves away in their own homes and avoiding potentially violent places. There is little patience and strategic approaches to long-term improvements. Instead, we look to quick stop-gaps and short-term solutions to fix our problems. For those Jamaicans who think long-term, they find it difficult to operate in Jamaica, and usually make greater contributions overseas in science, arts, commerce and other skills.

Jamaica's people-potential is far from getting the proper attention for development; yet the records are clear that Jamaicans are seen as brilliant, industrious, courageous and willing to take on the utmost of challenges. The pride of the Jamaican worker is seen in the excellent work done; but the infrastructure is not in place to standardize and consistently produce this level of excellence or creativity.

Efforts that should be scientifically adopted and set into processes and procedures for a wider benefit for Jamaica and Jamaicans are lost in the individual's sweat and pain. The fine history and positive performances of many great Jamaicans are also lost, except for the few who are recognized at King's House each year.

Even those who are recognized are not given the full benefit of their efforts to be transformed into national institutions of advancement and learning for the population. Any such advancement is way too small and has not begun to tap into the true sea of people resources.

Many of our finest brains and talent have, unavoidably, migrated to the USA, Canada and Europe to find economic prosperity and other opportunities. If this drain continues, Jamaica could be found wanting in the necessary skills to develop the country. This fact opens the way for foreign importation of skills, goods and services, to the detriment of our citizens.

Skills levels of age groups 17- 27 years need improvement and available needed skills areas in the population is not properly known and harnessed. Many souls are being lost due to this lack of foresight and vision. The resources that are available are not directed to the real cause of the current challenges in Jamaica; as a result, the problems continue unabated.

This dismal picture can be changed by a new thinking and willingness by our leaders to tap into the Jamaican potential and develop people for the benefit of Jamaica. An island with astounding beauty, with the God-given potential to become a first-world country, is being denied advancement.

This, again, is due to a lack of significant and focused development for its most important resource - its people. The results are now seen in every walk of the Jamaican life where there is the fear of crime and violence, a sense of hopelessness, lack of direction and proper leadership.

Corruption in business and government operations, illegal drugs and money laundering - and the list goes on - make daily news. There is an urgent need to restore confidence in the Jamaican's ability, self-esteem, and discipline. We need to look towards the development of a society that co-exists peacefully, has law-abiding citizens, produces wealth and has dignity and respect for its fellow Jamaicans.

PROLOGUE

I now invite you to picture two open human hands, reaching out to accept a life - a person - into its grip, a grip that could be severe and painful, or gentle but firm. Imagine those same hands with fingers curling around this life; fingers that could choke and harm, creating suffering and depriving this life of limited movement.

Picture now, instead, fingers that are secure; nurturing and protecting this life. Imagine caring fingers that make this life not feel intimidated or fearful. Consider now the conflict of this life, that acts without due consideration about the consequences of its actions. Actions that are dictated by years of trained and negative, habitual behaviour, now in a new environment that is structured to preserve order and to carry out the sentence of the Courts, within its own trained culture, thinking and profession.

What is this life that finds itself in such a predicament of uncertainty and, at times, undergoes shocking, inhumane and traumatic life-changing and devastating experiences and circumstances? Why should anyone consciously put themselves into this position? How could this happen to a person, who, through a life-changing event has this as their reality?

The answer refers simply to persons who are offenders of the laws of the land and who are caught, charged for an offence, sentenced by the Courts and incarcerated for a period of time. Why should there be any concern about the feelings of persons who are incarcerated and the uncertainty of the type of treatment or care given to those who have committed a crime and who are now serving time?

Again, simply put, sixty-five per cent will be out within twelve months. Seventy-five per cent of the world's incarcerated inmates in jails, prisons and correctional facilities will be back on the streets, in their communities, within five years and eighty-five per cent, within five to ten years. In other words, less than five per cent of the inmate population, now incarcerated, will stay locked up for periods of fifteen years or more.

The hands, then, are symbolic of the areas within the Criminal Justice Systems that persons will encounter during a period of their journey to the end of their term of sentence. These hands reveal a wide and varied set of specific functions that administer justice in a process which starts with police detection, arrest and charge, followed by Court procedure, corrections and prisons, parole supervisions and community aftercare programmes.

The current hands of Justice are symbolic of hurt, severe pain and an unhealthy environment for offenders of the law. Societies see this as just punishment for offences, yet forget that the real punishment was the time given by the Courts to be spent incarcerated in an Institution. Offenders are confronted by these hands that, as said before, either could be an experience of positive or negative interactions. It seems that the hands of Justice, as a System, do not really care for their clients.

It is ironic, however, that society accepts this perception as acceptable punishment to be dished out for crimes committed. The System, in fact, sees itself serving the demands and wishes of the taxpayer in society and not the offender, who is their client, to be served in the true sense.

Granted, there are good Samaritans, within the systems, and they will try their very best to make more humane, these hands of Justice and the systems that dictate how the majority of staff should work in the environment. I say, should work, because, if these staff members do otherwise, they will lose their jobs or be evaluated as not being a team player. Despite all of these negatives, successes have been recorded as a result of challenges to existing systems, to review their philosophy and processes due to the efforts of individuals within the System.

What are really required are correctional systems with a rehabilitative approach to incarceration, which are repositioned to a new thinking and process. It would be remiss of me not to mention the very important support that must be given by the government and politicians in the community, if approaches like this are to work. The general mindset of the people in the community also must be to see the benefit of such an approach or again, it will not work.

The greatest contribution that can be made by society, is to recognize that people can change; that once their time is fully spent, as directed by the Courts, justice is done and society can accept that person back into its community, as an equal.

I am not so naïve as to think that this is as easy a proposition to implement as it is to write. Yet, the real effects of any rehabilitation must have its ultimate test within the community. A sensible and just chance, if given, will be adequate; as most persons understand that a debt paid will not erase the negative memories of the victims and their families. Self-esteem and confidence can only be restored if the opportunity is given for this process to start.

It must be understood that the premise of law is set to hear and work with evidence, and not necessarily with the truth. A Court requirement that insists that individuals swear to tell the truth or affirm, only sets the tone that tells people that the Courts do not necessarily think that persons are coming to Court to tell the truth.

The Courts also provide a legal angle to hold persons accountable, by law, on testimony given in evidence for possible Court action, if the testimony proved untrue. This may be so, and the hands that deal with the Courts, could also frustrate, in the end, and reduce one's integrity somewhat. So, the symbolic hands are important because the hands can change how persons are treated, at any stage, within the Justice System.

INTRODUCTION

I served eight years (1993-2001) as the Commissioner of Corrections for The Department of Correctional Services in Jamaica, and two years (2002-2004) as Commissioner in the Bermuda Department of Corrections. These two tours as the head of correctional departments, proved to be very challenging experiences, with significant changes and developments.

These experiences planted the seed and created the thinking for the next step towards modern correctional methods. In both cases, I was not able to see the accomplishment of my vision, but I made an impact that changed attitudes, created new programmes, improved methodologies, improved efficiencies and systems towards shaping those departments' objectives as correctional practitioners.

I was able to establish and confirm my belief that correctional services worldwide, need to examine seriously a new approach to rehabilitation in order to maximize achievements in the business of Corrections. Re-offending/recidivism rates are too high. Many inmates are never treated or offered rehabilitation programmes, despite serving at least eighty-seven per cent of their sentence.

The reasons for this vary from short sentences, as imposed by the Courts, that prevent programme completion; an absence of focus on the short-term inmates; and a general lack of attention given to creative individualized treatment. In short, there is a need to individualize treatment and case planning to meet inmates' needs.

Although risk/needs assessments are done and case plans are devised for inmates, Correctional Officers may not be involved with the progress of these plans. and they otherwise conduct their day-to-day custodial functions to meet the Correctional System's requirements.

In fact, if a security concern should arise, the priority action will deny many inmates their programmes for the duration of the security concern. This security concern could vary from minutes to days, with an impact of months of delays in rehabilitation programmes for some inmates.

There is a need for a strategy that repositions Corrections to focus on the needs of clients/inmates, and to link Corrections with the community in aftercare programmes and re-integration activities.

Just as there should be no compromise in security; equally, there should be no compromise in the treatment programmes of inmates. A philosophy that balances security and rehabilitation will not work.

A philosophy that creates secure environments for all categories of inmates to conduct proper rehabilitative work, is the key to success in this New Approach. Corrections inherit the limitations within the Justice System from the time persons are arrested, charged, tried, convicted and sentenced to a period of incarceration. These limitations, unfortunately, ever so often incarcerate mentally-ill inmates, persons who are not a threat to society and should have received non-custodial sentences, and innocent persons.

Correctional practitioners are saddled with this combination of frustrated individuals and families, by extension. What is more significant, is that the Correctional System is expected to return these persons back to society as better individuals.

The challenge that all correctional practitioners encounter, is to be responsive to public safety, while at the same time, offer meaningful opportunities to inmates that cater to their needs, and to manage this process as professionals. It should be evident, by now, that inmates' families must play a vital role in this process and, by extension, the community.

Corrections must work with key stakeholders like the police, the Courts, probation, parole, community treatment providers, educators, businessmen, religious volunteers, other volunteers and community services and aftercare providers. The issue of victims' rights and support should not be excluded, and must be dealt with as the culture of each community dictates.

Prevention is always better than cure! This principle should be applied to crime and violence. The Criminal Justice System should include this basic principle into its overall strategy, and put resources into community diversion programmes for juveniles.

Governments that spend money towards social programmes to prevent crime, would end up doing much better diverting young persons from the Justice System to law-abiding and productive activities. The end result should be a significant reduction in crime and violence, and the successful re-integration of offenders to their communities through strategic, structured, therapeutic and creative rehabilitative programmes.

It is desirable to have people working in the Corrections and Prisons Systems who have a mindset of understanding, and who are trained in accountable, professional and caring behaviour, so they can help persons who were incarcerated to return to society as law-abiding, productive and peaceful citizens.

Again, this is not guaranteed. The process should continue in the community to prevent relapse and further strengthen attitudes and instill corrective behaviour. This book is to introduce a streamlined approach and to develop a pattern, system and process for A New Rehabilitative Approach to Incarceration.

BACKGROUND

This approach to rehabilitation had its genesis when I was asked, by the then Chief of Staff, Rear Admiral Peter Brady, to consider serving, on secondment from the Jamaica Defence Force (JDF), in The Department of Correctional Services (DCS) Jamaica in December, 1993. At the time, I was the Commanding Officer of the 2nd Battalion, the Jamaica Regiment and I had completed just less than three years as Commanding Officer.

I vividly remember the day I saw the Chief of Staff in his office. I was allowed to sit and made to feel very comfortable. I was given a story of Jamaica undergoing several security problems, and the problem within the correctional services impacted on the general security of the nation. I was told that there was an immediate need to deal with the problems in Corrections.

I slumped for a while, as I saw my Battalion tasked, during the Christmas and New Year holidays, doing Corrections' duties. It became clear, in a short time that my Chief of Staff was not thinking of deployment of my Battalion, but for me to be seconded to the correctional services. Of course, he told me that I was the ideal man for the job.

I learned later, that at least two other Officers were approached to do the job, but they flatly declined. I suppose they were given the opportunity to think that it was strictly on a voluntary basis. I cannot recall feeling this way, and I can say that I felt that this was a crisis that had to be addressed immediately. Apart from the fact that I was the ideal person, it was of national importance that this duty be assumed by a Military Officer, at this time.

I accepted the call, and I was told that the main problem in DCS was one of communication; that, in two years I would be able to fix the problems in the correctional services and return to military duties. As a true Infantry Officer, I took on the task, having handed over my Command of the Battalion in full ceremonial style on December 20, 1993.

The urgency of my requirement to take up duties, was fully presented by the Chief of Staff; as no Commander would deny a Commanding Officer a last Christmas dinner with his Command and Battalion. The tradition of this season is of high importance and culture, within the JDF calendar year. Despite my plea to start after December 25, I was denied. Full of zeal and focus, I had every intention of completing my mission in the two years, and then return to the JDF.

My exposure to Corrections, up to that point, was limited to the occasions where the JDF was called to do sentry duties; when there was industrial action taken by the staff, or in events of disturbances and riots by the inmates.

I recall the occasion about eight years earlier, where my Company was called to do duties, and I had spent several weeks at the St. Catherine Adult Correctional Centre. It has always been the policy that soldiers were not to be kept on the 'street' for long periods.

Internal security duties were assistance to the police soonest after being called to assist. The Commanders always knew that the longer soldiers stayed out, the more likely that public outcry would begin at the rigid discipline thrust on the general public, as a result of our kind of operations. This one was no different, and being in charge, I took this matter seriously.

The short story is, that our continued reason for having to stay on Corrections' duty, was based on the fact that the DCS staff were not available to do duty, because they were absent from work due to sickouts. We discovered that this sickness took place mainly on week-ends and on Wednesdays. We understood week-ends; but it took a deeper investigation to realize that some DCS staffers were avid horse-racing supporters and they were at the Caymanas racetrack, leaving the soldiers to do the work.

Of course, when this came to light from my investigation, a report was made to the appropriate authorities. Within a week, a decision was taken. My Company was instantly relieved of the duty and the Officers of the DCS ordered back to work.

I am not sure, to this day, if this episode influenced considerations towards my selection for the duty as Commissioner; and, if so, this may explain why I had the troubles with the staff, as shown later in this book.

Despite my brief stints in those facilities as a Company Commander in the JDF, seeing it from a new perspective as the Commissioner was totally different. I was shocked at the conditions I saw. After a short time, I found that much was needed to bring the Correctional Services to a state of basic, humane condition, and then to a standard that I could accept, to remain as head of that organization.

After a short time as the Commissioner, it became apparent, from visits to all facilities, that the buildings to accommodate inmates were very old, and the conditions of buildings and facilities showed no evidence of upkeep or maintenance. Most kitchen facilities were ill-equipped and insanitary. Toilets and baths were substandard and unhealthy. Meals delivered to inmates were not fit for human consumption. Millions of dollars were spent on cleaning chemicals, but the evidence of their use was not seen. The bakeries were barely serviceable and produced substandard bread and other baked products. The infrastructure was indeed very weak, and it was unbelievable that persons were incarcerated under those conditions and staff members asked to work and be effective and productive.

The poor conditions did not leave me daunted. I saw the potential to improve the overall conditions, with immediate action. By cleaning up the place and putting in basic facilities, I would give staff and inmates a new awareness of standards that could be achieved with minimal funds. Of course, the long-term plans would need millions of dollars to make fundamental changes towards a more modern correctional environment.

CHAPTER ONE

A BRIEF HISTORY OF CORRECTIONS, JAMAICA

The history of the Tower Street Adult Correctional Centre (TSACC) is that it was built in 1850, and it was a holding and market area for indentured slaves. When the ships arrived with their human cargo, they had to be sold and delivered in quick time, so basic facilities for human needs were absent. Later, when the decision was made to use these facilities as prisons, because of the punitive nature of those regimes then, the thought did not occur to put in adequate humane facilities. Over time, a few amenities were added, due to the prevailing need for them.

The conditions that the inmates lived in were deplorable and unhealthy then, and this remained so up to my arrival in 1993. Several Boards of Inquiry, over a 50-year span, described the conditions in the Jamaican prisons as unsafe, deplorable and inhumane, and made recommendations on how to implement the necessary improvement.

The accommodation for inmates was inadequate, as overcrowding was at crisis levels. The infrastructure was very weak and working conditions for staff was poor. The conditions were no better at the St. Catherine District Prison, later renamed the St. Catherine Adult Correctional Centre; this Centre housed the gallows for death-row inmates. Conditions at the other Centres were not as bad, but they were in dire need of significant improvements.

The amendment to the law renaming the Prison System in Jamaica to The Department of Correctional Services was done in 1975; yet, up to the time of my arrival in 1993, facilities were referred to as prisons, Officers were called Prison Officers and inmates were prisoners. Rehabilitation programmes were minimal, with little recorded successes from the efforts of a few with great struggle and stress. The environment was unsafe to work in, and any meaningful attempt to do rehabilitation was doomed to failure.

The smell alone, coming from the two major maximum facilities, was a test for the strongest stomach. During daylight, it was not unusual to see dozens of rodents scurrying for food around the inmates' cells and around the kitchen.

Swarms of flies, human excrement in plastic bags, smelly waste-water, open sewage pipes, stagnant water, uncollected garbage piles, food particles and pigeon droppings were all part of the 'normal' sights within the walls of the Tower Street and St. Catherine facilities.

Facilities for inmates to bathe were limited to a few pipes in the open, where the waste-water would settle in an area, forming a natural swamp. Kitchen facilities, for the preparation of food, were poor and insanitary. The quantity and quality of food was unsatisfactory. Medical care was provided by one Doctor and Correctional Officers trained as Medical Orderlies. The Institution's hospitals were lacking in beds, equipment, drugs and available trained staff.

I can recall that when I arrived in Corrections in December 1993, there was not one computer in the System. Office furniture, equipment and telephone access for Officers requiring these basic services, were in short supply. Correctional staff was, in the majority, wearing civilian clothes and most inmates were in civilian clothes. It was hard to know the difference between staff and inmate.

Coming from an Army environment, I found the Adult Correctional facilities dirty, disorderly, cruel and inhumane to inmates; with corrupt staff, closed from the public view and generally in a state of chaos. In summary, the infrastructure was weak and the environment was not fit for humans to be near to, more so work and live.

The Juvenile Institutions were a little better, but there was clear evidence of unjustified floggings and illegal beatings in the wards. There were certain heads of correctional facilities who made an effort to run a rehabilitative regime, but they lacked the support and leadership to make a real difference.

The Community Services and Probation Aftercare Service had professionally trained personnel, who were equipped to do the job. However, they lacked the necessary resources, motivation, management training, support and focus to be effective. The Community Services arm of the Department, was wrongly looked at, within the culture, as different from the Department of Corrections.

The many Probation and Aftercare Officers, who formed the Community Services, were qualified social workers and probation practitioners stationed in every parish in Jamaica. These were Court Officers, and they worked mainly out of parish offices, but had to visit communities, within their parish, to check on and report on Corrections' clients.

The Probation and Aftercare Officers served probationers, supervised parolees, community orders and counselled community persons in their needs. It was not unusual for each Community Services Officer to hold in excess of fifty caseloads, with a mixed profile of substance abuse offenders, habitual violent offenders, repeat offenders and many more.

Community Services Officers briefed the Courts and made reports accordingly, for mitigation of sentencing. Community Services Officers were regular visitors to the Institutions, including the Juveniles Centres, to investigate incidents and offer counselling sessions in preparation for release. Community Services Officers were the liaison between family and client, victim and offender and Corrections and the wider community.

Community Services Officers were trained in aspects of law, criminology, penology, sociology, counselling, treatment and supervision of offenders of the law. Community Services Officers were seldom recognized for their work, and they were in conflict with Institution Officers and administrators for several reasons.

One main reason was the vast and obvious difference in educational levels of the Community Services Officers and the Institution staff. This caused communication problems and issues, especially where advice was required from the Community Services Officers, and the cultures clashed. The Institutions were usually successful, in the end, as security was used to protect Institution culture, to the detriment of the inmates. Of course, over time, this caused morale problems and the Community Services Officers had a stand-off approach to their work.

As I stated before, the Community Services Officers were never considered for any other job within the Service, but community work. Officers with community background could be found at the much higher levels and at the Headquarters. At least two effects were evident: firstly, jealousy occurred within the Institution Officers and secondly, the Community Services Officers hardly knew much about Institution work and functions. It was not unusual to find Community Services Officers declining upward mobility, due to these issues.

The working conditions for Community Services Officers were deplorable. Most of their parish offices were dilapidated and unsafe to work in. I recall getting reports about their condition and confirmed those reports during my visits to each parish.

I visited all offices, except one that was in Kingston, in the Half-Way Tree area. When I was advised of the condition of this particular office, I could not believe the report; even though I had seen the other offices, and I knew that this report was consistent with the other reports.

The report on this office was so bad that I could not bear to visit; I vowed to close that Kingston office immediately and move the Officers to another location. This I did, and eventually I found a new office location for those Officers. New locations were found for every parish office, and improvements were made to the entire work environment of all Community Services Officers.

After over two years of planning and meetings with the Urban Development Corporation and local and overseas developers, detailed plans and costing for a new Correctional Institution were developed and presented for approval. No approval was given up to the time for my departure from Corrections. Many major and minor improvements were made, however, to the infrastructure at the Adult and Juvenile Institutions. Nevertheless, it was fundamental to act on the plans for new Institutions, in order to create the proper environment for work, incarceration and rehabilitation.

The conditions at the Headquarters were unsatisfactory and needed urgent attention to the basic facilities. When it rained, the ground floor was totally flooded; I can recall that once the cars of several staff members were inundated in the parking area. Rain water was mixed with sewage that came from over-flowing sewage from nearby properties. There was very limited working space for staff, and the filing system functioned only when one particular member of staff was present. It was chaos when that staff member was on leave.

The landlord refused to provide the basic maintenance support or to change the carpet, which was very worn-out and dirty. Cleaning, as we did it, was a waste of time as the stains and texture were totally destroyed. The air conditioning unit broke down frequently, and several hours were lost due to the unsatisfactory conditions for work.

Several attempts to improve these conditions failed. There was a plan to move the Headquarters to a more satisfactory location. This exercise took some time before success was realized. Soon after we moved out, the building was totally refurbished; the grounds were improved to prevent flooding and the overall premises was restored to its former excellent condition for another government agency.

Pay and emoluments for all categories of Correctional Services staff were well below the existing levels for government servants and well below the levels of the Army, Police and Fire services. This was a big morale problem, and battles were a natural way of life between union and government to improve wages and other benefits.

The battles were on several fronts, as Community Services Officers were represented by different unions, and Institution Officers also had different unions. The senior officers and Headquarters staff came under yet a different bargaining group, within the civil service. This was a nightmare scenario for a Commissioner who, in my mind, had to represent the management's and government's positions; bearing in mind the differences in awards that may arise, from each wage negotiation, and also had to remain honest to offering leadership to all concerned.

Suffice it to say that in my second budget, Corrections received eighty per cent increases and an overall adjustment to its level of salaries and emoluments; the highest increase in salaries ever recorded. These increases brought Corrections much closer to its counterpart. I am aware that the unions would not give me much, if any, credit at all for this particular achievement.

Up to this point, no Commissioner was ever involved with pay negotiations, as I was. This turned out to be a negative for my leadership, due to the existing culture that prevailed in the unions. The battle for turf and a one-upmanship approach was more the focus, when it should have been the improvement of the staff's position. I found a lot of hypocrisy being played out, and two-faced positions held by union leaders. The culture clearly was that management was the enemy (in public) and was not to be trusted, or relied on, to fight for the interest of the union members.

Sadly, when I arrived in Corrections, many senior staff members were caught up in this culture also, and they were reporting to the union bosses on welfare, security and other issues, against the Commissioner of Corrections. This very destructive and negative attitude, by unions, then caused immeasurable damage to the Department, with long-lasting effects. This, I stamped out in quick time which, of course, caused many Senior Officers to become hostile to the leadership.

In summary, despite the unhealthy, deplorable and weak infrastructure and conditions, there were always the inmates and clients who had to be served and served professionally. The law required the Department to fulfill the Courts' sentencing and to carry out rehabilitative treatment of all offenders. It was necessary to deliver hope to the staff and clients alike. It was necessary that the public be given efficient service for its tax dollar, and it was necessary to work with the clients to cause a change in thinking of inmates towards a peaceful and lawful co-existence with the community.

The work of Corrections is complex and challenging. It must be approached with the same professional attitude and mindset as any business with a very important legal and social service requirement. Correctional Services staff must be held accountable for all areas of functions and operations. They are to be efficient and effective in producing results, so that Jamaica and international communities see an Organization working within the laws and regulations governing Corrections, while humanely administering the Courts' sentencing and returning persons back to society as better citizens.

The Department of Correctional Services (DCS) needed a focus, generally, to establish a goal and a mission for the DCS. It was necessary to establish the real purpose of the DCS and to clearly define its role. The question then to be asked was, why is the DCS in existence and to what end? The question invites lengthy discussions and time-consuming research to fully understand the history, philosophy and rationale for having a DCS. It is also important to follow the development of the Service, through a period of about one hundred years, look at the trends, social changes, societal thinking and the development of Jamaica as a member of the world community.

One significant observation made about the DCS, and the culture within and among the Institutional staff, was the lack of openness and communication. The inmates and wards, on the other hand, were anxious to be open, to communicate, and they demanded (literally) to be seen and heard. This observation, in itself, prompted me to a particular approach to managing the affairs of DCS.

This approach needed to resolve the negatives of staff and inmates; improve communications, and allow the culture to move towards a more rehabilitative and re-integrative stance. A whole range of issues confronted me, with the task of leading the DCS towards this new goal of rehabilitation. I was also told, emphatically, that rehabilitation does not work and that by international opinion, it has failed.

It could be argued that if I had been fully aware of the complex nature of the task and the challenges at hand, my course of action would have been different, and hence, not as focused. Yet it seems, in hindsight, that the approach used achieved the desired results, but limited desired results for the set strategic goals.

Reference will be made to the numerous documents, case files, newspaper reports, public inquiries, consultancies, laws and regulations that informed the author regarding different aspects of how this approach developed and the results of the approach.

A great deal of references will be made, especially quotes made by people, from time to time, when dealing with the Correctional Services' plans and programmes. When meetings were held, and there was joint involvement in the decision-making process, the minutes of those meetings will be used to show the thinking that brought about the decision.

Overall, the text grew out of my experiences whilst serving as Commissioner of The Department of Correctional Services, Jamaica and the references made to international Correctional Services Systems. There was also considerable thought given to the ongoing strong perception that prisons have failed to rehabilitate offenders, and to the same extent, Correctional Institutions worldwide were unable to convince criminologists that rehabilitation efforts were being successfully conducted.

One could ask how Correctional Services should manage its operations. It would be reasonable to be open to arguments that question the approach now being put forward as the answer. It can be accepted that any other approach, different from most used so far, should give different results, but not necessarily results that would be acceptable to criminologists and penologists, generally. It is also accepted that any approach to rehabilitation must consider the country's culture, development, economic circumstances and current domestic crime and violence levels. The single factor that would determine success is to accept that there is the need for change.

Paradigm Shift

A new thinking to change the way Corrections was managed, on the part of staff, and how inmates saw themselves, forms this core approach to change. It must be accepted that it was flawed thinking, in the first place, that brought inmates to a Correctional environment. It also should be the intention of the Corrections managers and other treatment providers, to repair or correct this flawed thinking.

Staff is employed to administer to the needs of inmates and to provide the correct secure environment in order to carry out the necessary therapeutic treatment, as assessed. Staff should dismiss any association of the offence committed by the inmate to be able to be objective. This takes innate professional good thinking.

This thinking must be driven by principles of trust, care and discipline that cannot be seen as flawed; to the ultimate goal of creating maxims of order, benefits and purpose. The staff must act in accordance to these principles, while meeting the Organization's goals in a professional manner. The duty of staff is not enough to promote this new thinking. It is their own values, individually and collectively, that will determine the sustained impact on the change.

A belief, backed by principles, processes and goodwill are key factors to support this required change. The mission steers these factors to its desired end for the benefit of the inmates and the wider society. Staff must not only be committed to doing their duty, but committed to keeping in focus the innate values that create hope and instill discipline.

The hope of an inmate is belief in the System and the opportunities that are created to assist their needs. The inmate must see that the Organization cares, and is doing everything possible to treat the individual need of the inmate. Ultimately, it is not important to be able to show immediate results. It is more important to take the inmates through the stages of self acceptance, awareness, recognition, responsibility, improvement of life skills and achievement.

The discipline of staff, while administering to the needs of inmates, is crucial, to teach staff and inmates alike the importance of responsible actions and professional ethics. To create, for inmates, an environment for positive, responsible thinking for their ultimate productivity as citizens, is a process of empowerment; and this is rehabilitation.

The overview of any philosophy in correctional management must underline the basic human view about criminality. When individuals run afoul of the law and are sentenced by the Courts, many people in society forget them. In other words, society would rather not think about them. It is family members who are usually there for persons in jails, prisons and correctional facilities. When this family link is absent, it is devastating for the inmate, and any hope of change for the better is very difficult. A key component of any inmate support is family contact and support.

This must be recognized by correctional practitioners as part of how they administer to inmate needs. Too often, this family support, through visits mainly and financial help, is seen as a privilege by staff of the old way of thinking, and they sometimes used to deny visits when inmates fell out of line. Disciplinary measures are important in the change process, but denial of family contact can be destructive and non-productive.

Security measures, using modern technology or basic security approaches, must always consider the negative impact on any reduced accessibility of family to inmates. Some Corrections' staff use this for personal pleasure; to demonstrate how powerful staff can be over the perceived powerless inmate. This is, of course, so wrong and must never be encouraged.

The community accepts that the correctional environment is where inmates should be; that the inmates are better off being there, and the further away from the community the better. There is no thinking, at the time of sentencing, that a return to the community by eighty per cent of inmates, is normal. The victims, or those in sympathy with the victims, need time to feel that justice was done, and they are not usually ready to hear or tolerate words like rehabilitation, treatment, parole and release.

In fact, much later, after years of incarceration, with the inmate having spent the specified time prescribed by law, when parole is granted there is fear or outcry that justice was not done properly; regardless of the time spent incarcerated. The healing process for the community generally, and the victim in particular, takes time. Corrections practitioners must take this fact into the equation when administering correctional programmes and treatment.

The Corrections' staff is not immune to the effects of crime and violence committed by inmates. Sometimes, a close relative or friend is the victim, and the staff member must now act professionally in the treatment of the inmate who committed the offence. So healing is also for the staff, and regular briefs and training to keep abreast of staff's morale and disposition is critical.

The outcome of proper training and briefs will make staff aware of the inmate's risks and needs, foremost. It will also advise the staff how they should treat inmates and inmates' families.

The immediate family is usually hurt, and feels the loss of a breadwinner: father, mother, relative, or caregiver. Children of offenders are also victims and are often overlooked. The children face daily challenges at school, or with friends and associates within the community. Again, it depends on the crime committed by the offender, and the sensibilities of such a crime to that community. Self-esteem is challenged; and sometimes the shame and loss in esteem due to values, attitudes and standards set by the community can be debilitating.

There are usually several restrictions for children to visit inmates in correctional facilities, even when that inmate is a close relative, such as a father or a mother. These visits are usually short, and can be very traumatic for the children. The exposure to the correctional environment can be shocking for big strong adults. Can one imagine the effects on the child?

This is an area where much work and new thinking should be encouraged. There is no doubt that many inmates have loved ones who the inmates recognize they have hurt badly, in one way or the other, by their breaking of the law. The few, who have no apparent remorse, are in their way, deeply troubled sometimes to be separated from the family.

Human nature is homing driven or base driven. Whatever an inmate sees as home, must be accepted as the important need to be tapped for a rehabilitation process that can be expanded on, to allow for the visit to be conducted to the benefit of all concerned. The treatment of the inmate, by extension, includes the family contact and influence, as that inmate sees it, to have the desire to return to the community a better person.

Sentenced to do Time

When a person is sentenced for a crime against the community, the image of that person, by the community, is clearly one of law-breaker and a threat to society, in one way or another. When the offence is associated with violence and the injury or death of another person, the threat is much clearer to the community. The offender must be separated from the community and sent to a secure place away from the community.

At this stage, no one is concerned whether the incarceration is in a secure and safe place. The community breathes a sigh of relief. We have the culprit! Or do we? Well, it is good enough for now. The process of the law was carried out and that is what is important.

The legal system can be very efficient; and, at most times, effective in sentencing persons. The offender usually leaves the community with a negative image. The offender is now a criminal who the community can do without. Sometimes, families are content with the fact that their family member is put away. Is this tough love?

After spending time in prison or a correctional facility, the “criminal” returns to the community with the same image, or worse. The stigma is cast in stone; and it is not easily thrown off, as experienced by many ex-inmates who have difficulty finding a place to fit back into society. The return is made harder by the hard-line approach to giving someone a second chance in life.

The other side of the equation is that the ex-inmates are also challenged to feel restored. Self-esteem is lost, somewhat, and they have lost confidence in themselves. The influence of previous associates and the environment they were in before, pose a constant challenge to positive re-integration. This is not easily understood, as usually at the time of sentencing, no thought is really given to the fact that the person/offender sent to prison, will be entering an environment that could be harmful to their character. Due consideration is seldom given, except by the defense lawyer doing his part in the process, to voice the effect of mixing a non-violent offender with hardened criminals.

If one argues that if this is not true, then why is it happening now? The answer to this question is not easily answered. Firstly, the Courts can reasonably assume that the Correctional System carries out classification and categorization of inmates to keep them in appropriate environments. We know that the current tools of assessment are not foolproof and may never be foolproof in the future.

It is worrisome that many Correctional Systems are overcrowded. This can create an almost impossible situation to properly separate inmates in assessed categories. Consider also, that as persons meet programme targets and are evaluated and placed in a new category, which could be higher or lower, the movement of the inmate is dependent on space and other factors.

These factors can prevent movement for long periods of time. Again, it is fully recorded that during periods of unlock, recreation or controlled treatment sessions, the inmates experience violent disruptions or disturbances that confirm the true nature of the dynamic, hostile and uncertain environment in which they operate. A serious factor is also the staff disposition at the time, which can be a totally different consideration and would take volumes to deal with adequately.

Individuals, groups and unions associated with the prisons and Correctional System, usually have separate agendas that do not include the welfare of inmates in their care, as first priority.

The System of Corrections, with its structure and managers, is usually mandated to a purpose of carrying out the Courts order, then care and rehabilitation, in that order. The legal framework is strong and pervasive. There is no question what the priority is when it comes down to security or other care and rehabilitation programmes. The problem continues, within the System, to determine how to carry out this legal requirement, and at the same time, carry out another essential requirement of rehabilitation.

A sentence of time is time that should be time only. The days, months or years, given by the Courts, unless given to include other specific conditions of sentencing, is time only. What is done with this time, within a correctional environment, is crucial to individuals incarcerated. The time given by the Courts is the punishment. Everyone in the Justice System; the aggrieved, victims, offenders and the community, must accept this fact.

Societies that value and cherish freedom of individuals understand that the far-reaching implication of incarceration, is the loss of personal freedom. Individuals, who are subjected to this loss of freedom, as given by the Courts, as a result of a crime against society, have to accept the Courts' decision and carry on with their lives in due course. This process is accepted in civil society, and any prison or correctional system that does not respect this decision, must be held accountable. Most inmates - in excess of seventy per cent - in prisons and correctional facilities worldwide, are in temporary custody; one day to be released.

Controls for Protection and Safety

Is it the sole responsibility of Corrections to protect the individual from harm during the period of incarceration? Is there a law to support this? It may seem, at first, that the answer to the first question is yes, so why the second question? The truth is that there are key stakeholders who can support the Correctional System, to a great extent, in ensuring that individuals are protected, whilst serving a sentence. The reality, however, is that it is the Correctional System, with their staff, that will carry out the policies to make it happen.

Laws can only provide the strict guidelines to protect individuals who are incarcerated. Human rights organizations establish standards and procedures, appropate international laws and rules, set out guidelines for treatment policies, conduct investigations and follow up complaints. The constant limitation is the fact that each country's culture, political and economic condition varies, and it can be difficult to determine what should be appropriate in each environment.

Judgement of the Correctional System

Are the Correctional Services or Prison Services doing a good job at protecting inmates? The experience is that Corrections is barely seen as carrying out its mandate to the satisfaction of the community. This could be a totally unfair perception; yet it is left to the Correctional System to show otherwise. Correctional staff members are usually very dedicated to their task. The worry is, what task?

Keeping offenders secure and safe to complete their sentences is the first task; and sometimes the only task in some regimes. What is true, also, is that when regimes try to move beyond this basic task, some Correctional staff object, for many reasons that border on the professional and the personal. When the stated mission of other regimes is to rehabilitate offenders, there is a conflict between security and rehabilitation.

It can be a tough situation, when staff have to interact with high-risk, medium, and low-risk inmates; where there was a history of riots or disturbances, that affected staff in one way or the other. Sometimes, safety of staff and safety of inmates are points of contention, when trying to create the proper safety and rehabilitative environments to fit the satisfaction of everyone concerned. The Correctional Systems, ultimately, will be judged and will seldom win.

Who is Listening?

Is the report of these matters taken seriously and action taken to prevent a recurrence? This question accepts that the powers that be know about these issues but will not, cannot, or are not certain about how to take the approach to resolve the problem. Approaches that may eradicate these issues, are not the concerns of the average citizen. If the appropriate money and time were to be spent on these issues, the politician would be subjected to severe criticisms from a public that would prefer to see schools, hospitals and other essential services upgraded for "law-abiding citizens".

Despite all the above, the security of the nation is being severely and negatively affected by the continuous occurrences of this nature. There has to be a conviction, followed by the courage of the government, to get this fixed. There is no need for further reports; there is urgent need to act on the reports currently at hand.

Conscience of the Law

Is the law really concerned, and should the law be concerned, about the cause of crime when sentencing is made? Is this practical? I am not qualified to answer this question to the full extent. I would leave it to the technocrats and legally qualified minds to make their own assessments and arrive at answers that would allow them to fulfill their professional and ethical positions. It would be reasonable, however, to think that if the answer is 'yes' to the concerns of crime, it is difficult to allow public conscience to dictate sentencing options in law.

There are times when it would be easy to understand and accept some sentences, like those for nonviolent offences or minor offences. The guideline in law often dictates the extent of sentences that are available; and this, in itself, causes great public outcry. The system of law is there to keep order and consistency, from case to case, and, hopefully, to unveil the truth. Arriving at the truth will not keep the sentenced person safe, when incarcerated.

The truth may prevent persons from being incarcerated, may protect persons, or may put them away, thus protecting society. This still does not answer the question of the protection of the incarcerated inmate.

Cause and Effect – A Legal Dilemma

Should the law be concerned about the cause of crime? How would this affect the premise of law and justice? These questions may seem similar to the ones asked earlier. They are not. The legal system must be concerned about the cause of crime. It affects legal practitioners personally and professionally. It must be the concern of the legal practitioners to make amendments to the law, to improve the impact of any offence seen as a crisis in the society.

This, I know, is done from time to time. However, it is only done - it would seem - when it is done to inflict harsher punishment. Much more can be argued here, and I do not think that I have exhausted the critical points that would make a strong argument, one way or the other. Maybe I should. I submit, however, that more can be done to protect those incarcerated, giving the Correctional System an improved opportunity to do its job.

The Buck Stops with Corrections

Please remember that we are dealing with people; the vast majority of whom want to do the time and get on with their lives. The system of Justice is very compartmentalized, and doing an efficient job of bringing offenders to the Courts and then handing out sentencing accordingly.

Up to this point, the correctional services and prisons, had no input to the what, why and how of the process. In fact it seems that Corrections is put in the position of 'take it and hold it'. There is no other place to pass the buck. The buck stops with Corrections. It is Corrections that completes the legal process by providing custody for the time given by the Courts. If there is injury, health issues, escape or welfare problems, related to the inmate and the time that the inmate is with Corrections, the Service is accountable. The inmate is, by law, in legal custody of Corrections, as set by the Courts. There are deep meanings to this fact and far reaching implications also.

Life after Corrections, starts its process within the wall of facilities that are tasked to provide safe custody and carry out prescribed treatment of inmates. Crimes committed by ex-inmates are deeply frowned on by the police, the community and the very System that sent them to Corrections. I doubt if the question was asked to try and examine whether or not Corrections should be blamed, or was it a System that inadequately structured sentencing that would give Corrections no chance to be successful.

The correctional services, in The New Approach, must focus on these far-reaching implications and set a new vision, goal and objectives in managing inmates. The core values must change. Corrections must see itself as able to change its position to the individual inmate's need. The Organization exists because there are inmates in custody. What is done, during the time in custody, is the fundamental function of The New Approach.

The Human Approach, as it may be dubbed, comes with the traditional disciplined, ordered process. It also comes with care and giving hope and opportunity to every inmate.

Correctional staff must be fully trained to this discipline, and operate professionally with the same ethics as other well-respected professions. The role of Corrections is as important as any other service in the Justice System; hence, the persons employed to Corrections must be caregivers first, and sold on the value of rehabilitation, restoration and re-integration.

When there is no understanding about the real function of Corrections, the society will always have the same image of the individual, at the time of the offence, and when the individual is to return to the community. This must change to give the work in Corrections a chance to impact on the lives of those in its care. If the work is done in Corrections to empower inmates, the Correctional System must feel that a test of the work can be carried out in the community, without fear or apprehension.

If this is not facilitated, and the inmate has changed, the return can be devastating; as the inmate is not usually accepted, and must now start a new phase to demonstrate how the inmate is different. Pressures are experienced from all areas, and this is real to the ex-inmates. Constant communication between the public and Corrections is needed. Allowing the public to see the process of change, is just as important as the change itself.

Staff of this modern approach must be able to include this involvement of the public with the rehabilitation process. The public is paying the bill, and is entitled, I believe, to know how its money is being spent. This, I see, as a direct line of communication from Corrections to the public, and not through the political route or Parliament alone.

Expectations

What then, should the general expectation be of the Courts, police, probations, church, community, victims and the general public? What if the expectations are that convicted persons should not just be given time by the Courts, but given time that must be used to carry out rehabilitative programmes specific to the need? This means that the Correctional System would be given a profile and an assessment of needs of the convicted person.

This assessment, normally, would be done by a probation service through a well-tested and approved assessment tool, used by that service to produce social inquiry reports for the Courts; plus other reports, as requested to assist in mitigation of sentencing, parole reports or community reports.

Corrections would then be given a pre-diagnostic assessment, so that when the convicted person arrives at the Correctional facility, immediate reference is made to the person's background, social history, sentence details and psychological assessment. Naturally, this would lead to a risk/needs assessment that would be done, by Corrections, to decide on the treatment required whilst doing time.

The difference in this approach is two-fold. One, is that the Courts would be able to say something of the treatment expected to be done for the person, with an expectation that the Correctional System would carry this out. There are positive effects of this. The Justice System would be obliged to provide the necessary tools to Corrections to carry out the Courts' orders. Two, the time given would match the treatment time needed to complete the treatment. No guarantee, of course, is expected as the individual has to want to be rehabilitated, want to change and want to participate in any such programme.

Despite any incentives given to inmates, like early releases, parole, privileges or otherwise, it will be the Correctional System that will be responsible to make the difference and to convince the inmate of the positive impact of the programme to complete the Courts' order.

Failure to carry out this order should be a natural reason for an inquiry, in each case, to determine the System's ability and application to each rehabilitative programme.

Accountability is the key to this process, and this would be achieved as reports would be required by the Courts. The other related benefits surround the fact that Ministries and Corrections administrations would, of necessity, ensure that, from a budgetary point of view, the resources are in place, the training is provided and the staff is in place to carry out this mandate. This expectation has purpose, consistent with the stated desire of the rehabilitation of inmates and their re-integration into the community as law-abiding, responsible and productive persons.

It can be argued that in democratic societies, the public is settled with a system of Justice that carries out judicial procedures and sentences persons brought before it for various offences. Although some cases may not satisfy the victims or the general public opinion, it is true to assume that order is maintained through the laws, and the Justice System is responsible to make those decisions. Going beyond the Courts are higher appeals that can also be deemed as acceptable procedures.

CHAPTER TWO

IS JUSTICE DONE? WHEN AND HOW?

The cycle of the process of Justice could become a revolving door, as persons who are correctly dealt with, by law, continue to re-offend and become more a harm to the very community the process of Justice strives to protect. The recidivism rates of many first-world Correctional Systems are seldom a success story.

A recidivism rate of ten to thirty per cent may sound acceptable, but the reality is that the rates are closer to fifty to eighty per cent. How, then, are we to say that justice was done when so many re-offend and sometimes, they affect the same victims?

Life imprisonment is not an option for someone who is a first-time, non-violent, minor offender, who is not an obvious threat to society. The victims of crimes have had the opportunity to face their offenders/adversaries and the victims found it in their hearts to forgive. There are examples of victims doing voluntary work in Institutions, and with their offender.

I can recall a case, at the South Camp Rehabilitation Centre, where a woman was victim to an inmate at that Centre and she was part of a group doing rehabilitation work. The short story is that after some time, the inmate and the woman were able to openly express their remorse and forgiveness, respectively, in a most emotional moment. This inspired those present to feel the hope of further similar work. There are many jurisdictions, however, that would frown on any such work, and there are others that would need the Court of Law to allow such work.

Correctional practitioners understand these variations, and they must abide by their own situations. Even so, there is much common sense and legal advice that should be sought, in this regard, before undertaking any such work. Legal suits can be very destructive to programmes like these, and there must be case by case judgement. Forgiveness from one victim is no guarantee that the offender will not re-offend. This should be worrying for all in the Justice System.

The only way to approach this, is to put in place a System that has a method to make offenders change their ways before they are released. Unfortunately, there are no guarantees here either; we are just to do our very best in very challenging circumstances.

Justice is done when the legal process decides that justice is done. It is another matter to think that people concur with the Justice System. The fact that the Justice System was set up for the purpose of deciding when justice is done, should be enough for law-abiding citizens to accept that decision. Even when there is lingering doubt regarding the case and the decision made by the Courts, technically, justice is done.

The truth is that the Justice System could complete a case in a satisfactory manner, and yet there is unpopular outcry on the outcome. This could lead to dissatisfied victims and violent disruptions in the community. Justice and peace, should be synonymous. Truth and justice, should also be synonymous. It would be fair to say then, that truth, peace and justice should be considered synonymous. When these three are found in the settlement of a matter, the ideal is achieved for the law-abiding citizen and persons of goodwill.

It could be observed that punishment is not named as a factor in these considerations. Is it a factor? Is punishment for a crime always a factor? There are many cases of violation of the law, and no visible punishment is awarded by the Courts. Can justice, peace and truth be achieved? I would say a resounding 'yes'. If this is agreed, then when would punishment be a factor?

In cases where the Courts felt that the person was a threat and continues to be a threat to the community, the punishment is usually a time of incarceration. At the end of the time, the person is released back to the community, and may interact with the victims once more. This does not mean that the interaction was negative. If it were positive, the victim may feel that the person has changed or, better still, the victim may feel that the person is now not a threat to them or their families.

The victim of rape may not be as comfortable as the victim of a simple larceny or assault case. How would a rape victim reach the point of feeling that justice was done when they see their offender walking freely in the community? Would the victim feel better if they were convinced that the offender changed for the good? What of the memories?

These are not simple answers; but, in order to be able to set up a system to bring all victims closer to a feeling of security and safety, the correctional practitioners must consider these matters. It follows that a system should be set up to prepare the offender and the victim, alike, to face their future.

Although the preparations could be done by separate jurisdictions, the important fact is that links must be established to share information on the case, and use any opportunity given to have the victim confront the offender and the offender face the victim, for possible positive outcomes.

It is important to recognize that this is essential to the rehabilitation of both offender and the victim. Society, on a whole, is also affected by many crimes; even when those crimes are thousands of miles away in the remotest of locations and in other countries. The fear of such a crime occurring, to affect any specific community, is real; and each society will respond and seek to have their Courts of Law take the appropriate steps to protect the society.

This leads us to the fact that the Courts are the legal conscience of the society, and was given the authority and jurisdiction to make decisions on behalf of the society. Whether the decision was from a judge or jury, it remains that the Courts is deemed the deliverer of justice. Hopefully, the Courts should also deliver truth, which would help to bring about peace.

CHAPTER THREE

THE CORRECTIONAL FACILITY

The Design and Layout Plan

The infrastructure is fundamental to creating the environment for housing inmates towards a rehabilitative goal. The design and layout will be finally decided by an architect who will see the plan unfold in line with a philosophy document. The philosophy document should be developed by a team of persons who believe in rehabilitation and who understand the needs of The New Approach. The technical team members should pay due attention to this input, and not circumvent the plan to cut cost or time-related issues. The government should lead the process by allowing this thinking; and after a document is arrived at, the government should seek a suitable method of construction to fit the philosophy, and NOT the other way.

The Correctional team must be with the process from start to finish and take ownership, in a natural way, for the final product. This is so, as it is the staff who will eventually work in this facility and have to live with it. An important aspect of the design is the input of Correctional staff, and their leadership, every step of the way. There is also the need to solicit the input of offenders, generally, as it relates to programme needs areas, accommodation, safety and recreation.

Without laying any ground rules for design, a New Approach rehabilitative facility key overriding factor is, that staff and inmates must work together in a learning environment that is not ever seen as inmates' territory or staffs' territory. The direct supervision model is accepted as a foremost design for this New Approach. There should always be openness for other designs.

Designs will vary in different countries due to climate, geographical location and economic strength; customs and cultures, classification of inmates and the purpose of the facility. In the end, the facility should characterize and support safety, security, rehabilitation and health.

Departments and Organizational Structure

The organizational structure should fit perfectly into the design of the infrastructure so that key staff presence, at any time, lends naturally to regime activities and routine. It is understood that Corrections will run a 24-hour operation and staff will work around the clock. The New Approach staff structure allows for senior staff to be present, at all times, at the facility. The current thinking leaves all the administrative work for the day staff and the night staff becomes a watch-only shift.

There are many activities that can take place during evening shifts to have inmates kept active out of cell. The shifts should be designed around the activities of the facility, and NOT the other way. The Organization must fit into the inmates' programmes and routine such as meals, visits, programmes, recreation, sleep and other activities. Inmates must be kept busy, and most times, case managers should be reviewing files and having dialogue with inmates to keep abreast of their progress.

Inmates are sent to Corrections as punishment, not for punishment. Considering that inmates fall out of line and some action must be taken to deal with offences whilst incarcerated, the design must set out adequate areas for such action and continue the process of rehabilitation; although it may be in a more controlled environment. Segregation, for various reasons, will be necessary also, and the details of segregation areas, with its rules and procedures, must also conform to The New Approach. Some inmates may need special medical attention, may be undergoing psychiatric or psychological treatment or for security and their safety.

Medical staff should be on site twenty-four hours each day, and a hospital staff should be kept at the level to administer to emergencies and life-saving treatment. Inmates must be out of their cells, and involved in some activity, at a minimum of ten hours a day. This time will increase, depending on the classification and purpose of the facility.

For example, a standard opening-up time would be at 0600 hours (6 a.m.), with lock-down for muster checks and final lock-down for the evening at 2100 hours (9 p.m.). Inmates, in The New Approach, are responsible for keeping their immediate environs clean and tidy. This is pegged to any privileges and release opportunities that are set by case plans. Work done by inmates, in the facility or outside, should also be pegged to privileges and release opportunities.

Functional Structure

A functional structure that is flat and relates to how the entire regime functions is The New Approach. This structure will cut across the line of command, for each function to efficiently and effectively run programmes and operate. However, the line of command is responsible, overall, for all activities within each facility; hence a co-ordinating and facilitating role will be played by the head of the facility.

Each function head is to be allowed to move information quickly, as it relates to an inmates' programme or regime. The decisions will remain at certain levels, where persons will be accountable for different levels of expenditures. Once function heads are approved, in a budget, there is no reason to seek the Commissioner's approval to spend within that budget area. Clear goals and objectives will be set, and outcomes monitored at regular intervals. Regular reports, at executive meetings, will inform on the progress of the function heads' areas.

Strategic Links

Recognition that Corrections cannot do it alone, and must have community involvement, is important to any approach in Correctional management. The strategic links are forged from the development plans for correctional facilities. It is very important to plan with stakeholders and linkages that will form part of the process on how inmates are taken through the Justice System.

It should be recognized that Corrections is one part of the whole system that depends on the support of the other parts for information, programmes, follow-up programmes, community treatment and job opportunities. Some of the key players and organizations include, and are not limited to, the police, probation and aftercare, medical and health facilities, community businesses, volunteer organizations and interest groups.

I have not mentioned the most important family link – the extended family; not because I do not think it should fall into a strategic link in planning. I see the family links as pivotal to all linkages and strategic positions for all named as key players. I see the family links as part of the connectivity and essence of the process itself. The extended family is part of this consideration.

CHAPTER FOUR

A COMMON DEFINITION OF REHABILITATION

What is rehabilitation? This question, at first, seems to be an easy one to answer. It is easy, actually, for correctional practitioners and those associated with Corrections. The difficulty is getting an answer that is consistent. It is not so much that an answer may be correct or incorrect. What is of concern, is that when this question is asked, within the correctional services, it is seldom understood, and hence an inconsistent answer is given. In addition, the answer usually given, is what rehabilitation does, and not what it is. So what is rehabilitation? The dictionary is a good place to start, but there is still the need to find a definition to fit into the context of Corrections and other similar environments.

If Corrections is about helping those in its care to readjust, to make fit again and restore to a former state, what is it exactly? To arrive at a definition invites a process of common understanding and acceptance for staff to go through. What is the method of restoring and adjusting? What are correctional practitioners helping with? What is it that will allow the individual to start acting differently, to make a change? Is it the enabling of a thought process? Does it stop there or can there be more to this enabling?

Change starts from within, and that must be established. It is also to be established that the Correctional System cannot change individuals. Individuals must make the change themselves. They must accept that change is needed, and do something about it. There can be no denial or avoidance of the issues that brought them to a correctional environment. Those issues must be faced and accepted as indiscipline and a flaw in thinking that needs to change.

A realization that all is not well and there is a need to change it soonest, by their actions, is a vital element to start any mode of correction. To this end, rehabilitation seems to be about a process of enabling, thinking and empowerment.

Why should there be a common definition, and why would this definition be important? It seems, again, that it is sensible to understand what one is supposed to be doing, to ensure that one is truly doing the right thing. The need to have a common understanding of the purpose and thinking, before setting policies, procedures and programmes in place, is vital.

This is extremely important, as a start, to garner a common focus on the goal. Staff members must understand their roles and functions. Picture a corrections facility with several staff members, not having a common understanding of their job, and yet trained to facilitate rehabilitation and other custodial functions.

It could be asked that if Corrections has been around for decades, how is it that there is a question, now, about what Corrections is. The fact that correctional environments differ from country to country, community to community, and the classifications and cultures are different and dynamic in nature, poses the real problem for an answer.

If the thinking is that correctional facilities are places where criminals are sent to be locked away, for a time, the longer the better; it would then be easy to understand the misgivings that Corrections has a static purpose with static functions.

Unfortunately, this is the thinking of the majority of people, and many Correctional Officers, working in Correctional Systems. Additionally, the question is what are Correctional Officers' roles in the process of rehabilitation and the correctional process itself? Be assured that this is a very profound question that is fundamental to the need for a New Approach to correctional management and rehabilitation.

Correctional Officers, in The New Approach, must see themselves as teachers, counsellors, mentors and leaders, with exemplary conduct. The training and development of Correctional Officers must be accepted as the core to their qualifications and competence.

The security issues that are vital to Corrections, form the environmental conditions for rehabilitative activities. Of course, these environments change, as classification and categories of inmates are assessed.

This is also dynamic, and should be purpose-driven to achieve the maximum benefit of time and space for rehabilitative opportunities. I am sure that there are well-established statements of purpose, missions, visions and goals of Corrections worldwide.

I question, however, the likelihood of finding a good fit for a common definition of rehabilitation for those regimes that promote rehabilitation in those stated goals and purposes. I also question the strategic thinking towards achieving a common understanding of the roles of Correctional Officers in the rehabilitation process.

The Correctional System is set up to receive persons sent by the Courts to be held for the time stipulated by the Courts. The System was not set up to reposition how it may view individual thinking for the rehabilitation of those persons. The System was set up to assess persons for risk and the need to be kept within the System that was set up for receiving inmates. How can a System that is set up one way, with no flexibility to reposition itself for individual needs, be successful in rehabilitation. Is it at all possible to be successful?

Before offering a definition of rehabilitation, there are some steps that should be taken to arrive at this definition. There should be an opportunity for senior and junior staff, in general, to give their own definitions and comment on the several variations, given by staff members, who have from one year to thirty years of service, within the same correctional facility.

This process is fundamental to establishing a clear understanding, by staff, of the nature of The New Approach in achieving the successful rehabilitation of inmates. This process is about allowing staff to think for themselves, and to experience the shift, in their own positions, of what they deem to be their role and function, as it relates to inmate rehabilitation.

Managers should spend quality time on this exercise with the staff to develop a good sense of the mission and their role in achieving the objectives set out for the organization. This exercise should be repeated often enough, to ensure that new staff members and existing staff review their purpose and renew their thinking about their tasks. Later, I will discuss the business of job roles and how those roles should be developed for each member of staff.

Part of the fundamental problem in daily operations that prevents the Organization realizing its goals is the improper procedure of developing job roles, popularly known as job descriptions. A staff member must never feel that his or her role is cast in stone; that despite doing different functions, the member cannot resolve those functions to fit into the overall job role. A high level of inefficiency occurs when time and money is wasted, with staff not given the opportunity to confidently describe their actual functions.

If staff functions accurately reflect their work-day, then this is most ideal and, most likely, the organization has happy employees and high efficiency and effectiveness. It is true that strides are being made in developing job roles, yet the crunch is still the matter of differences in the positions of employee and supervisor, and how these are resolved. If trust is not at a high level between managers and staff, staff and union, or both, union representation causes further complications.

Values

The most important values for the people in an organization should be decided by all levels of staff, with a policy that is open and participative. People bring their own values and culture to an organization. The recruiting process usually reveals enough to establish employability. Does it establish the values brought in, with enough adequacy? Are the values of the organization set out clearly, and circulated? Is training setting the pace for new recruits to understand that the organization's values are important to carrying out daily functions? Are staff members setting the example of those values, in daily operations in the workplace? Managers, soon after employment, will be able to determine how the organization will respond to management decisions.

When staff is confronted with change, trends, public opinion, stress, cultural issues, welfare matters and ethical and professional issues, an open and participative policy should provide the answers to responses that are expected. It should come as no surprise, or few surprises should be experienced by staff, when decisions are made by management on how the organization may respond or react. Desirable or undesirable, management should have a fairly good feel of the response by its staff.

As recruitment is continuous, with new people entering and leaving the System all the time; it is absolutely important to review the organizational values with regularity. The agreed value for the organization should be listed, and discussed by most staff members in the organization. Core values should then be selected, and brief statements made to explain those core values.

In the context of rehabilitation in Corrections, those core values are used to determine the philosophy of the Organization and organizational behaviour in the business of Corrections. It follows naturally, that the Vision, Mission Statement and Correctional Process will be derived from this open and participative policy. Again, this process should be reviewed, from time to time, to ensure that new staff members' values are in sync with organizational values. It could also mean changes to the set values, or emphasis, given to an existing value, due to current issues within the Organization.

CHAPTER FIVE

VISION

Look to the horizon, but keep your focus on each step on the path to avoid pitfalls. It is always a risk to be labelled a dreamer instead of a visionary. There is no magic wand to wave in realizing the vision for the organization. It will take hard work, guts, courage, commitment, patience and wisdom, to begin with. One's belief system will be tested; one's will and confidence will be tested. A Vision must be shared and bought by the staff before leadership towards this Vision can be realized. The task is made much more difficult, even impossible, if enough of the staff have not shared this Vision and are not committed to achieving it. The support needed from staff and stakeholders alike is essential.

It is more than a promise of things to come; it is more an Adventureland than a Fantasyland. The Vision is a statement of purpose, desire and achievement that captures the essence of client-satisfaction and staff-fulfillment. The organization will benefit when the client and the staff are happy. In the context of Corrections, there should be no difference. The real benefactor, however, will be the community or society. It is then, very important to communicate the Vision that is accepted by all stakeholders as the desired outcome for the organization.

It is often the case that the desires of an individual, for another person or group of persons in an organization, are developed in isolation of the group. Visions are seeded in a belief that what is desired can be achieved in the future. It is usually a mix of self and group benefit for this Vision to be realized. A Vision for an organization must have a clear benefit to the organization, and a strong belief that the achievement of the Vision will create a desirable end for the majority. The resources that are required to materialize visions are not fully appreciated and/or allocated until much later in the process.

Oftentimes, the needed resources are never provided from the sources anticipated; they will be provided from unexpected places and from unrelated persons or circumstances. This predicament should not form a source of discouragement to who conceptualized the vision.

It is due to the very vision, that windows of opportunities arise, doors open, and new paths are cleared. It is only when a focus is established that new or defined goals and objectives are created.

The energy and commitment towards this focus, creates a swelling of hope and further concrete, planned steps on a desired path. A process of thinking naturally begins, that embodies an in-depth appreciation of all the circumstances that would affect the achievement of the Vision.

No stone can be left unturned in this operation; and all the contingencies considered, sometimes carry this process to areas well outside the traditional areas of the profession, for the achievement of the vision. This mode of thinking should not be underestimated and, as such, given much time and study.

Experiences derived from specific circumstances can dictate, to a great extent, the instant desires that create a Vision for an organization. This is good, if the principle of hope and goodwill to the majority of the organization is kept intact. Strong leadership, direction and achievement of the purpose lead us into the Mission - the next step.

My vision for correctional services was simply to have established a highly trained and professional staff that forms the regime that prepare, plan and function around the total empowerment of the inmates, wards and increased community services treatment options for offenders. Like many professions the aim is to enhance and improve the lives of people in order for them to manage their own lives and be honest law-abiding and productive citizens.

The society or community stands to gain real benefit from an approach such as outlined in this vision. The real winners ultimately are the citizens of any country that promotes such an approach to correctional management.

CHAPTER SIX

MISSION STATEMENT

The Mission Statement is critical to the way forward and must have the total buy-in from staff. This Statement should be in line with the vision and goals and reflect the agreed values. The Statement should be as brief as possible, but contain all the core elements of the Department's mandate. The Mission starts with the assumption that the infrastructure, staff, tools, resources and other related matters are identifiable, in place, and fully functional to carry out the tasks. The Mission must be singular, and must speak to the delivery of service to clients/inmates.

It is an error to include staff in a Mission Statement that seeks to embrace staff development. All the preparations that would be needed to carry out the Mission must be done before, or be part of, the overall plan as the organization focuses on the goal. Of course, with every plan there are changes, and as such, staff issues will arise that, if not addressed, will affect the achievement of the Mission. Staff development should be part of the overall strategy when training, welfare and operational issues are considered towards organization goals. Providing the tools and necessary resources in a timely manner, for staff, is critical to the success of the Mission.

All the contingencies and probabilities of factors that affect and may deny the achievement of the Mission must be considered, to close the gap for error and unwanted surprises. Once the Mission is stated, the entire organization's efforts, focus and resources must be allocated towards this Mission. In other words, if making biscuits is the Mission

today, it is unlikely that making furniture the next day would be successful, without major retooling and organizational changes to staff competencies and infrastructure.

It can be understood, therefore, that the process and procedures that are to be used in the achievement of the Mission must be properly understood and practiced as a matter of course.

CHAPTER SEVEN

THE CORRECTIONAL PROCESS

The Correctional Process is a detailed description of the environment, framework, structure, and components involved; it also includes the tools, management's attitude, the department's philosophy, a detailed sequence of actions of the Process from start to finish, including the input of resources from staff, key stakeholders and other key factors.

The Correctional Process should describe the efficiency and effectiveness needed to achieve maximum results that successfully fulfill objectives of the Mission. Due to its therapeutic nature, and the clientele it serves, the Process must have constant monitoring, feedback and reviews to ensure that the desired outcomes are on track. This is consistent with testing the Process and products with performance and community responses. Critical to this Correctional Process, is the support and infrastructure that should be in place, maintained and retooled to keep the Process running efficiently.

Managers are allocated budgets that will fund the Process and keep the wheels turning for the budget year. Planning for the budget is a separate exercise, but as a result of this exercise, adequate resources will be identified to fund and allow the Organization to achieve its goal. The Correctional Process should describe the nuts and bolts of the daily custodial and rehabilitative activities that work together for the security, safety and care of inmates.

How custody links with programmes to create the work of each sector and staff input, should be clearly outlined and understood, at this point, by all correctional personnel. It is important to lay down clearly, how the System works. The main document that supports this Process

would be the Policies and Procedures document. The framework, of course, would be the laws and regulations that govern the Department. Every action that requires staff input should be found in one of the above-named documents.

Review of policies and procedures should be an ongoing exercise, managed and overseen by senior members of staff. I found it very useful to expose staff to this review early in their careers, to give added exposure to the thinking behind the rules that govern their conduct and performance.

It must be remembered, that just as in a factory producing an item with consistency and reliability for the consumers' daily scrutiny, the Correctional Process must be seen in the same way. The fact that Corrections deals with human beings, makes the challenge far greater, some say impossible, to produce the desired outcome every time.

I would agree that there is room for argument here, and as correctional practitioners, we see the disappointments, often enough, to know first hand. We try our best, yet it seems that sometimes, our best is not good enough. It is, however, in the many cases of success, that we see lives change and people are not only re-integrated into the community, but continue to influence the lives of other community members towards positive, law-abiding and productive activities. This gives the correctional staff the energy and satisfaction to keep on trying with new inmates; never to give up on people. Well, this is how it should be; and if not, then the System is in need of radical changes.

It is important that there be a measure to allow the relevant data to be available, to show the rate of success coming from the Process. There are many cases that will take years to see the result of programmes and ongoing therapeutic treatment. Regardless, the results of Corrections' efforts must be known and recorded.

Recidivism is one such area, but it may not be enough to gather the data on re-offending. This data must also be at State, National and International levels to get closer to the real outcomes from treatment programmes and other rehabilitative activities.

CHAPTER EIGHT

THE DEVELOPMENT OF A COMPREHENSIVE STRATEGY FOR CORRECTIONS

An audit is to be done to gain information and document-existing situation from practitioners, staff, stakeholders and interest groups. Time should be spent to review recent, similar audits or reports, to examine the existing commitments made by the political directorate, the Department and other stakeholders to implement any recommendations in those reports. In the review, a clear understanding must be made, with the players, to agree with those areas that are to be continued or discontinued, as the case may be.

When changes are to be made in an organization, these changes must be seen as relevant and current to the existing needs within the Department. There must be an undertaking to declare, openly, and agree to the steps to be followed, or courses of action to be taken, before making a plan. The developmental strategy should include all levels of staff, to ensure that no one is left behind. The senior managers should not be asked to lead this audit, as their input would form part of the way forward. Leadership should also place the senior managers in the mode of learning about the new thinking; to be part of the change that may occur. Therefore, it is recommended that an outside consultant oversee this exercise.

The key is getting the political directorate to make the announcements regarding the findings of the audit, and communicate these findings to the public; having delivered the results in Parliament, Cabinet, Senate, and any other entity deemed necessary. The result of the audit, if accepted, will be a reflection of the staff's position, the stakeholders, the unions and the Ministry. If any move is to be made then, the full support should be there for recommendations to be acted on and adhered to. This becomes the mandate for the Department, and the timelines would be worked out with resources identified accordingly.

Assessment of the Staff

There are many staff assessment profiles on the market, and most profiles can give good results for identifying appropriate personalities for the job in Corrections. The New Approach will demand new levels of assessments to properly identify the new thinking needed for this Approach

First of all, there has to be an agreed set of values and attitudes that must be placed in assessment categories of “required, desirable, undesirable and disqualified”. It is important to understand that the core group, that will be identified to be given the training, must have almost perfect qualities and qualifications to lead later.

Many staff members, who may be bright sparks in the old regime, may never be considered here, which could cause problems. This exercise should not give the impression that persons are being sidelined. Yet, to be fair to future needs, the assessment must identify those persons with the leadership qualities for the new thinking. There are many methods to allow staff to be cross-trained in new skills and competencies to fit any new working environment. The key factors in this exercise are staff members’ values and attitude and their willingness to be trained and to work toward this New Approach.

Selection should be transparent, and the method of scoring should be known before-hand. Weaknesses should be communicated to staff, and training or corrective opportunities given in the future, for additional assessments.

I am sure that in the majority of cases, courses for the relevant staff member can be identified that would take care of the shortcomings and prepare staff for THE TRANSITION.

Statement of Purpose of the Strategy

The statement of purpose of the strategy and for the strategy is equally important. This should be communicated clearly to all stakeholders, who should be allowed time to understand their specific desired input toward the strategy, in the development and implementation of the strategy.

The statement of purpose should be decided by, but not limited to, the following factors: the review of the organization, audits, past performances, current concerns and challenges, levels of achievement in output and future desires for the Organization. These factors should form the core guidelines that determine the need for a strategy, and a way forward for a more efficient and effective way of operating.

A written statement is important to present and to sell for a total buy-in of the strategy. It is also important, for the record, to have a statement that can be used to flesh out the details of the purpose arising out of the prevailing circumstances.

The statement could be short or very long, with background information forming an explanation for the thinking leading up to the need for a strategy. The statement should set out, clearly, the core ills, shortfalls, achievements, needs and current situation. The Vision, Mission and outcomes to be achieved should be part of the statement.

Clearly Defined Roles

Staff roles, clearly defined for each category of staff, should be communicated to current staff so that they can have a chance to visualize their roles and possible contributions in the new working environment. They should see in broad terms, the new job and the demands of that new job. How the job is to be done must come later; but the staff must have a sense that they are to play a part, and can play a part to fulfill a role in the new environment. In order that this be communicated properly, the leadership must be a part of the development of the purpose of the strategy.

Principles First and Foremost

Any leadership must have clear core guidelines and principled positions on most issues, before setting out to lead in the correctional environment. There has to be in this leadership, self confidence, a good sense of purpose, values and attitude.

The principles must form moral guidelines on all subsequent thinking towards decision-making and actions. The principles cannot be compromised, or the direction and integrity of the leadership would be lost, never to be fully regained. Right or wrong, this environment is unforgiving; hence, it is strongly advised that one's own principles must be, first and foremost, towards a successful tenure to lead.

Principles are to be considered as a force or an independent energy, outside of one's own power to alter or change. Principles should have strong, reliable, proven and exacting status that stand comfortably in accepted professional circles.

Guiding principles and clearly defined core values and operational standards should dictate any organization's goals.

CHAPTER NINE

UNDERSTANDING THE COUNTRY'S POLITICAL THINKING AND PHILOSOPHY

It is very important to study the political climate in the country, at the time that the change process is to be developed, to understand how a desired goal may be approached to avoid misunderstandings. This is relevant for government and non-government organizations. In a strictly private firm, the owners of the firm, wishing to operate within any country's environment, must understand fully the political thinking and philosophy. If the political desire is for change, then it must be determined what exactly is desired and know and understand the dynamics of the players in the change process.

It is too easy to think that stakeholders and non-stakeholders have a common agenda towards a goal. The levels of support and resources that would be desired can vary, due to different levels of commitment and roles to be played in the process, by the stakeholders and non-stakeholders. The factors that determine the level of commitment can vary from political, historical, cultural, financial, social and personal. It must also be considered, that a common understanding of the goal would vary, and communication to allow a buy-in, must be part of the strategy.

When developing a strategy, it is important to drive this process, as opposed to being driven in the direction that does not fit one's personal established standards and principles. It is important to set out a clear proposal with goals, objectives, timelines and financial obligations. This proposal should be generated from interviews with stakeholders, research and current, documented, (if any) review papers. It follows, that any strategy or goal that is developed should be accepted by the culture of the organization and the staff who executes that strategy. It is important, also, to ensure that the leadership, in developing the strategy, is totally committed and energized to its development.

This single factor of leadership is pivotal to any process that may follow; hence, the leadership should be part of the process from the very start to the finish. Any person brought in to develop the strategy, must also agree fully, in the direction of the strategy and its ultimate goals, to allow for credibility of the process.

I have heard of instances where many consultants just deliver strategic packages, or other developments that are acceptable by local and international standards, but are quite unfitting for a specific organization of a similar nature.

For example, a spare part to fix a specific problem for a Mercedes Benz SC500, sold from a credible Mercedes Benz dealer is an excellent product. This same part, for the same problem, in a BMW500 series, may not fit and work to solve the problem in the BMW. So, too, is true of a spare part sold, within the same make motor vehicle, of a different model. Furthermore, the spare part may be wrong for similar models of different year, makers, and the variations go on and on. It is critical, then, to understand the exact culture within any political thinking and philosophy, before setting goals for organizations

Start at the Top to Establish Goals

The highest level that is directly responsible for the achievement of a goal, must be approached for a total buy-in. The leadership towards any goal, if not convinced, will soon lose sight of the goal, and the result of this will be the unsuccessful achievement of any goal.

The leadership will share the vision, give the energy and drive to defy obstacles and challenges that would deny the achievement of the goal. The leadership will lead the process and encourage co-operation, define and acquire the necessary resources, and create the opportunities for allowing all stakeholders to deliver their competences towards the achievement of the organization's goal.

Examine and Determine the Existing Culture in the Country

As with any organization setting up a business, it should be part of a normal consideration to study the culture of the country and learn cultural norms and customs of doing business.

There are many reasons why this study is common sense, with factors such as religion, politics, history, language, tradition, economic strength, geographic location and global influence, to name a few. It is so important to understand the culture of a country, that adequate time should be spent in socializing with a cross-section of the communities, to learn about common-thinking concerns and the way of life. Knowledge of the culture will prevent simple misunderstandings or misinterpretations of intentions on either side.

Examination of the country's culture can be categorized from an approach of government, the legal system, commerce, and social affairs. The common courtesies and habits of day-to-day living should not be discarded, when considering areas of culture to be addressed and learnt.

Examine and Determine the Existing Culture in the Organization

An organizational culture should, more or less, reflect the country's culture; hence, it would follow, that all the factors in a study would be relevant in this area. In addition to the country's culture, there are similarities and differences that may be unique to or pervasive in one organization to another. This is true in similar kinds of organizations conducting similar functions with similar goals. The makeup in an organization's culture could vary from disciplinary standards, values and economics.

Policies and Procedures

There are standard Policies and Procedures documents in well-established organizations, that ensure that every staff member, stakeholder and worker, within or outside, wanting to be associated, in one way or the other, will have the benefit of clear, concise and detailed information; as a means to guide, assist and protect anyone involved in any activity to be determined within that organization. Policies and procedures are to be developed, by the staff and key stakeholders, and sanctioned and approved by the highest level responsible for the activities in the organization. The document should be reviewed, from time to time, as determined by its leadership.

It is common to see outdated policies and procedures in successfully run organizations. How can this happen? Simply put, the procedures do not reflect those in the Policies and Procedures document, and the day-to-day running is dictated by amended documents. The problem is that there is a real chance that some members of staff may not be aware of the amendments. This, can cause confusion and sometimes bring strong criticism for workers with initiative and drive. The answer is to ensure that reviews and updates take place.

There are always more ways to be more efficient, and although success is achieved, it could also be true that a higher lever of efficiency and productivity could have been achieved, if the document was up-to-date. This fact can only be realized when closer examination is done, within the organization, to discover that several members of staff wasted several hours of productive time to enquire about certain functions.

Although training would take care of the majority of cases, the turf protection and lack of information sharing that takes place in organizations, would be greatly reduced. More staff would have first-hand knowledge of what to do. If it turns out that the document is in variance to the existing practice, then that staff member would be in a position to seek proper clarification to have a change made to the document.

Recruiting and Staffing

The recruiting exercise to find suitable staff for an organization is very important and Corrections is no different. It is unfortunate that the stigma of prisons makes it difficult to attract the first fruit in the labour market. The salary levels also ensure that the other services like the Police, the Army and the Fire services, get the majority of good candidates.

Having spent thirty years in the military, and commanded a Battalion, I know the qualities that are required for the military; I also know the training needed to turn out a good soldier. Even then, it takes years of further service and training to get high standards of performance from a soldier. I am certain that this fact is true of the other services.

Several years as Commissioner of Corrections in Jamaica and Bermuda convinced me that the Correctional Services need high-quality staff with special skills in human resources. The task of a Correctional Officer is as important as any other service, and should be recognized as such.

There are core qualities that every Correctional Officer should have, and the recruiting process, in The New Approach, must emphasize these core qualities of discipline, commitment, being just, humane, caring, firm and of high integrity, must be of priority. A Correctional Officer must display maturity and confidence in self, when entering the System. Correctional Officers are interacting daily, with individuals who have flawed thinking and are offenders of the law. It is of utmost importance that Officers do not lose sight of what is right or wrong.

Training and Development of Staff

This should be ongoing, with regular reviews of the System to ensure that modern thinking is current and alive. Planned development should be from a strategic level, and all levels of staff should be exposed soonest.

Exchanges and service in other correctional environment overseas, is always recommended; especially within a region with similar culture and history. Courses should be sought, on an annual basis, and care should be taken to associate training of staff in environs with similar philosophies.

Staffing and Staff Responsibilities

Staffing is a critical area that must be addressed by managers, to ensure that the staff functions are fully met, and the staff is satisfied that their responsibilities are fairly assigned. The decision on the number of staff members for an organization, versus the jobs to be done, is always going to be a contentious point between managers and unions, unions and union members, staff and managers, and managers and employers.

In the best run correctional facility, the staff will seek to have more members on the roster, so that the incidence of overtime work can be reduced. It is also true, that some staff members seek overtime to boost their income. Managers should watch this very closely to ensure that staff is always operating safely, with minimum stress, enough sleep and rest in order to carry out their functions.

Overstressed staff members transfer their emotions to the inmates, at times, and to managers, at other times. The result is mainly negative, and could be the cause of inmate disturbances and disruption of the operations in the facilities. The worst case scenario is injury, or loss of lives of staff or inmates.

The international ratio for staff and inmate population is three inmates to one staff. This ratio is arrived at when all the factors that affect the smooth running of the correctional facility, is taken into consideration. The process of making an appreciation of the desired ratio is simple, but important.

The many factors that should be considered include, but are not limited to, facility design, category of inmates, organizational philosophy, regime, culture of the staff and financial resources in the country. There are so many contingencies that could be factored into the appreciation, that the list of factors may seem endless. When considering security, safety, medical emergency, rehabilitative programmes, treatment programmes, training time for staff, maintenance, services and support facilities, the decision to carry those activities will depend on the availability of financial resources.

It is critical to consider using a well-established infrastructure of support and services, in the country, along with volunteers and stakeholders with a capacity to assist in areas of their expertise, when needed. These considerations, however, should not be the bread and butter factors or the core factors to employing staff to do the job.

The responsibility for running a correctional facility should not be left to uncertain resources or assistance without some defined accountability. The resources must be allocated with the view that those resources are budgeted for the correctional facility's needs, and cannot be withheld, at a whim or fancy, for other areas.

I have often heard it said that *without volunteer workers, Corrections could not manage*. If this were true, the approach would be wrong, and would not produce the Mission of a New Approach. The volunteer work done should, at best, be considered gravy to the meal, and it plays a key role to setting up the proper trust and environment for inmates' re-integration into society.

Staff responsibilities, generally, should be linked to the number of staff members, the training that the staff is given, the experience of the staff, the category of the inmates to be supervised, and the Mission to be accomplished. The job description for staff is a good starting point, to understand each level of the staffs' responsibility in the accomplishment of the Mission.

Clear, concise and detailed job functions, should describe what each member of staff is required to do, in given timeframes. Staff must be held accountable for their part in the functioning of the facility. It is only fair to ensure that the job functions are mutually agreed on, between managers and staff.

At this point, no staff member can claim ignorance of the responsibilities. Varying factors must apply when considering the unwritten, the culture and traditions and professional ethics, to cover those responsibilities. For example, the treatment of visitors to inmates, professionally done and properly done, can be insensitive to new requirements and cause undue harm, if not addressed. A senior member of staff should be expected to operate, with initiative and good sense, to avoid potential problems. Rules and regulations are guides to professional conduct and obligations, but they should never be taken literally, at all times.

When a better approach is clearly more efficient and effective, then initiative and common sense should be used. This thinking usually brings about amendments or changes to standing operations and rules. The test will always be to review requirements against rules and regulations to safeguard staff and build confidence in the staff's ability on the job.

CHAPTER TEN

TREATMENT PROGRAMMES

Inmate Management Systems

There are several software programmes that have been tried, tested and used in the world. Many of those could be adopted and used, in several correctional environments, to the complete satisfaction of the user; if there are similar cultures and philosophies used in those environments, when administering correctional methods and practices. Buying off the shelf could also prove less expensive; and for countries that may lack the technical knowledge of programming software for Corrections, it could be the best way to go. Before buying off the shelf, consider the following:

- Get information on the effectiveness of the software, when used by others. Put some value to the known best names and where the software was used.
- Visit at least one site and ask to see the software in action and speak to the users and get their response.
- Have at least three or four companies give presentations on their software programmes.
- Get a feel on how much the company would be interested to develop a programme to fit your unique needs.
- Test the knowledge of the presenter, to your environment, and your facility, in particular. The preparation by the presenter, can be measured by the possible service that can be expected in the future.
- Ask if a test run could be made on the software, for a period of time, to allow for a final decision.

- Get a feel about how interested the company is to meet your needs, rather than asking you to fit into the set programme. It may be necessary to change how some things are done, but it should be explained to your satisfaction.
- Ask about training your staff and having a company representative attached, for periods of time, to make the transition.
- All things being equal check the total cost of the programme to have you up and running. Look out for hidden costs that will affect you later.

The other way to acquire software programmes is to develop your own. This programme, in the end, may bear a very close resemblance to several programmes on the shelf. The benefit of doing it this way is seen by the need to have your staff actively involved in a process that will empower them to the changes, and improve their confidence in their areas of work, to be placed on the system. Although more time-consuming and costly, this way is the choice of those who need to have fundamental changes to their systems, processes and procedures, with the input of staff members.

Software Programmes

Inmate Management System

Case Management

Co-ordination of Programme Functions

Assessment Test Reward

Health and Medical

Rehabilitation Programmes

Education

Skills Training

Reverence for Life and Similar Programmes

Community, Aftercare and Prevention Programmes

Inmate Family Programmes

Work Release

Recreational Activities

Staffing for Treatment Programmes

CHAPTER ELEVEN

CUSTODIAL MANAGEMENT

It is important to ensure that custodial management is in tandem with Department philosophy. In other words, even when the most extreme measures that are to be taken, involve the use of force, this force must be seen as minimum force and unavoidable. Persons carrying out such action must be accountable, singularly, for every action taken. Custody, case management and treatment programmes should work as a team to ensure that the inmates' time is utilized efficiently, for maximum productivity.

Static Security

Custodial management entails various elements of physical security to secure correctional facilities regardless of risk levels. Some of the well known static security measures include but limited to CCTV installation, remote monitoring, sensors, alarm systems, patrols, key or electronic access and security personnel. These systems should be properly integrated to the daily routine of the institution's regimes which includes the rehabilitation regime. The underlining benefit of static security is to allow for control and the smooth operation of the institution by preventing escapes or unauthorized access, preventing contraband infiltration and promote safety and security. Static security is fundamental to custodial management.

Dynamic Security

Dynamic Security converts static security products into dynamic adaptive security systems. When data convergence is implemented, an intelligence correlation and identity of events occur for security considerations. The best available information is received automatically from required sources to manage the event. Dynamic security enforces compliance with security and safety regulations and protects the data from unauthorized access. Various regulations require that the organization try to prevent unauthorized access on

one hand, and monitors who could have access at any given time, on the other hand, whilst protecting the user's personal identity. Dynamic security is vital in a therapeutic environment such as corrections.

Assessment and Classification

Core to custodial management is the assessment and classification of inmates. There are several off the shelf software products that cover the essentials in assessment, classification and placement however does not rule out specific designed products. The understanding of the product is the key to how it is used and what can be expected from the product. Without going into many details it is important to have specialized professional guidance when discussing this very sensitive area of the operations. Sensitive as it is, there is not much to be achieved if the input of the inmates are not sought and used accordingly. Remember classification is about security and safety of the staff, visitors and inmates alike.

Discipline

The level of discipline of staff within the institution will determine to a great extent the integrity of the environment. Given the static and dynamic security considerations, it is the competence, professionalism and discipline of the staff that finally dictate effective security and safety. Timely and well coordinated intervention during a crisis is important to save lives and preserve security. The discipline of the staff during the crisis usually sets the tone within the institution afterwards. The actions of a disciplined staff should exhibit self control, orderliness, firmness and fairness. The example of the staff usually influences the general behavior of the inmate population to a great extent.

Empowerment

The preparation of inmates, to meet challenges in the community and overcome them, to become recognized as productive and law-abiding citizens, should be the underlying mission of correctional practitioners. Peer pressure, and the stigma of criminality, put severe stress on individuals wanting to make a difference to their lives. The community should be committed to assisting those persons on the journey to full re-integration into their community.

Enhanced Dynamic Security

Staff is to be used as case managers. Staff is to be given specific training in basic human psychology and communication skills.

Hands On - Hands Off

The introduction of new technology should not reduce the human touch and the need to interact with the inmates.

Emergency Procedures

It can never be overstated that in any given emergency that involves national consideration, Corrections should be included in the deliberations. The easiest way to look at this is to bring to the attention the fact that hundreds, thousands, even millions of lives are in the care of governments worldwide.

Human rights organizations deal with many concerns that inmates may have, seeking government's intervention, in one matter or the other. Many recorded cases show devastating effects to political regimes, when there is this lack of attention. The emergency procedures that should be clearly documented and rehearsed relate to concerns regarding security, environmental issues, medical issues, fires, natural disasters and others.

Inmates Visits and Family Participation

Inmates usually return to a family structure of sorts after completing their sentence. Very few inmates do not have some type of family or relative that look forward to their return. Family visits are the most important connection for inmates and should be high priority in the rehabilitative regime. There are very few cases where an inmate would refuse visits totally. Refusing family visits to inmates as punishment is deemed unwarranted and counterproductive. There are many benefits to be derived from family visits that impacts the security and safety of the general population too numerous to mention all at this time. The participation of family in the rehabilitation of inmates is setting the stage for their return to society. It affords the correctional practitioners to understand the likely family structure and support that is available for successful reintegration. In consideration of early release with monitoring/reporting, the family plays an important part in how decisions are made for the possible early release. No stone should be left unturned to solicit family participation in the total reintegration process.

Staff Promotion Tests, Evaluation and Rewards

Consistent with any professional organization the promotion of staff forms part of the award system to ensure that competent and responsible persons are appropriately placed throughout the organization. At every level the staff must be highly motivated and have the confidence to lead the correctional process and manage the inmates. Staff that is properly trained will possess caring qualities and assist in every effort to rehabilitate the inmates. Staff must be tested and evaluated in set periods to have the necessary records for smooth elevation. The highest level of staff members should be most aware and sensitive to the goal of rehabilitation and to defend totally any move to take away financial or other resources.

Promotion for financial gain and responsibilities are only one of the many rewards of staff recognition. Each staff member will display special qualification and qualities that can be used to help in the rehabilitation process. To name few would be trade skills, teaching, counseling, leadership, sports, culinary, art and craft. Monthly recognition of performance when placed in various areas within the institution should be encouraged and rewarded with time off, special leave, study leave, training, and trips and noted in the service records. There is no harm to have an annual awards dinner function to recognize the achievement or retirement of staff members accordingly.

CHAPTER TWELVE

FISCAL MANAGEMENT AND BUDGET

Management must never underestimate the importance of ensuring that fiscal resources are properly managed. The Mission of the Department will depend on the allocation and timely use of successful, budget-control measures to carry out assigned tasks.

This area is the singular most critical resource that weaves a common thread throughout the Department's operations. Specialized personnel must be in place to present accurate and timely accounting information/a for day-to-day management decisions.

All senior managers should be briefed, and be trained to participate in expenditure, reconciliation of accounts and budget implications.

CHAPTER THIRTEEN

WELFARE AND PERSONNEL MATTERS

The welfare of the staff should be a high priority, when supervising inmates incarcerated for offences in law. These offenders carry with them, a complex mix of flawed thinking and negative behaviour that needs continuous attention, direction and leadership. In order to offer the positive leadership required in The New Approach, it is vital to have staff operating with a peace of mind that allows them to focus fully, whilst on the job, on the welfare needs of the inmates. Within reason, managers should have the facility for staff to air their welfare concerns and have them addressed to satisfaction.

This does not mean, however, that every welfare concern that staff members have, will be fixed. Some may take a long time to be fully addressed, with resources found from creative sources. What is important here is the access to a listening ear that is trained to deal with these matters. It is, then, a requirement to establish a Welfare Officer's post, for this purpose.

A trained Personnel Officer would normally fit that role. The fact is that, this post plays a proactive role in dealing with potential welfare matters that usually end up with loss of productive time. Too often, several staff members feel ignored, and store up negative energy, which is expressed in a manner to cause unproductive work output, poor attendance records and disciplinary procedures.

The Welfare Officer should act in a manner that invites staff members to come forward to meetings, one on one, with the Welfare Officer, for guidance and advice for personal and confidential matters. It is obvious that the qualities of maturity, confidentiality, efficiency, caring and energy are essential in the selection of a Welfare Officer.

CHAPTER FOURTEEN

THE TEXTBOOK APPROACH

- 1. Preparing the environment for security, safety, rehabilitation and health to receive inmates incarcerated for offences.**
- 2. Preparation includes staff recruitment, staff selection, training and development, career planning and welfare.**
- 3. Courts orientation through the community services arm for appropriate sentencing and alternatives to incarceration options**
- 4. Stakeholders' committee to create linkages and co-ordinate the relevant issues that affect inmates during incarceration and for re-integration into the society.**
- 5. Institutional programmes that include staff participation and involvement to include specific programmes to deal with special needs.**
- 6. Community and Aftercare Programmes for parole placements, community services orders, probations and preventive programmes.**
- 7. Legislative and budgetary matters for action to keep abreast of management issues. Review of the goals, systems, structure, processes, programmes and management audits through reports and inspectorates.**
- 8. Public relations, communications, community action committee, victim support, inmates' family, human rights and unionized issues.**
- 9. Visiting Committee responsibilities and functions.**

CHAPTER FIFTEEN

FINAL REPORT

THE DEPARTMENT OF CORRECTIONAL SERVICES, JAMAICA

I served as the Commissioner of Corrections for The Department of Correctional Services for eight years, assuming the desk in December 1993. During my time with the Department, significant changes and developments took place, which have contributed to the enhancement of the Organization. The current global trends, reflected in the socio-economic/technological reality of the twenty-first century, have influenced our small island of Jamaica and, in turn, have shaped the Department's objectives towards a contemporary approach to correctional management.

The Year 2000 marked the twenty-fifth anniversary of the Department. This anniversary was a significant milestone, as it is an indication of endurance and strength. When the Department was formed in 1975, there was a clash of cultures: old English prison orientation; English-based community corrections; and a boarding-school type of orientation for juveniles. Ordering, shifting, shaping and forging a united Organization was a perennial challenge, made even more complex with the multiplicity of primary stakeholders' interests.

During the years of my time in the Department, our perseverance was tested by industrial action, disturbances and interdiction. As a result, I introduced consultations for an RMC, *Rising to Meet the Challenges*, strategy. We responded to public cries, but were comforted by the strides we had made in the rehabilitation of offenders. For the first time, a Rehabilitation Unit was put in place and moved to better our best achievements in the area of rehabilitation. I am thankful for the opportunity granted to me to solidify and chart directions for rehabilitation of offenders in the Jamaican Correctional System.

I would like to take this opportunity to thank the staff and those stakeholders who have made sterling contributions to the Organization. Also, I would like to express thanks to the staff in all areas, particularly the Planning, Research and Evaluation Unit for this publication

During my tenure, the Department achieved the following:

- Expansion of Rehabilitation Programmes.
- Improvements in integrated services across arms, leading to a new functional organization structure.
- Acceptance, by the government, regarding the need for a new adult correctional facility and plans made with developers to build.
- Expansion of volunteerism and community network
- Expansion of the Chaplaincy to four Chaplaincy posts.
- Development of H.R.M. to include Industrial Relations Officer and Training Officer.
- Expansion and development of the Statistical Unit to a Planning, Research and Evaluation Unit.
- Development of computerization programmes and acquisition of a System Administrator post.
- Expansion of permanent Medical Officer's post.
- Awards and recognition of staff during Corrections Week.
- The use of risk assessment as an introduction to modern correctional management.
- Expansion of training programmes, including overseas training and exchange visits.

- Introduction of a two-year R.M.C. strategy, focusing on major organizational changes to be achieved by cross-functional teams in the areas:
 - Human Resource Management
 - Information Technology
 - Security
 - Programme Planning
 - Institutional Planning
 - Waste Management

PART II

CHAPTER SIXTEEN

THE DEPARTMENT OF CORRECTIONAL SERVICES 1975-2000

During the post-independence years, the Prison System in Jamaica was composed of three main entities: the Prisons, the Probation Services and the Approved Schools. These entities functioned separately in the implementation and execution of the correctional functions of the government. This distinction of roles in the administrative process, created an inefficient system plagued with inconsistencies and duplication.

To rectify this problem, in 1975 an administrative directive ordered that the three entities be joined to form one Department. This union led to the formation of The Department of Correctional Services, one of the main facets of the Ministry of National Security and Justice. Prior to the merger in 1975, the conceptual function of the Prison System was that of punishment. However, the merger forged new directions for the correctional services, as opportunities were opened for rehabilitation and care.

In keeping with this new philosophy on the offender management process, the Criminal Justice Reform Act was passed in Parliament in 1978. This Act introduced new alternatives to incarceration (non-custodial sentences), in addition to Probation Order, non-custodial options are:

- **Community Service Order (CSO)** – an order to complete at least 40 hours (now revised) of unpaid work within the community
- **Suspended Sentence Supervision Order** – an option where the Courts defer the sentence and the offender is given a chance to prove himself in the community.

- **Voluntary Supervision** – recommended by the Courts when the offender is deemed to be in need of counselling or treatment, outside of the formal sentencing system
- **Probation Order** – allows the offender a form of community based rehabilitation

In addition to these non-custodial options, the Department also introduced other rehabilitative mechanisms, which assist in the successful re-integration of the individual into society. These include the Aftercare Programme, License, Hostel Placement and Statutory Supervision and Parole Act (passed 1978).

The Department of Correctional Services comprises seven Adult Correctional Centres, four Juvenile Centres, an Adult Remand Centre and seventeen Community Services Offices (Probation Offices) located islandwide, all under the directorship of the Department's Chief Executive Officer, the Commissioner of Corrections.

The Year 2000 marked the 25th anniversary of the Department and the 50th anniversary of the Probation Services. The anniversary was not only a period of celebration, culminating in 'Corrections Week'; but it was also a period of structural re-adjustment, where the philosophical and conceptual functions of the Department were revisited and restructured to reflect a 21st century approach to the correctional process.

This paradigm shift is reflected in a newly outlined Mission Statement, Vision Statement and a Correctional Process, which solidified the focus and function of the Department towards the idea of a National Rehabilitation Strategy, which was launched at Kings House under the distinguished leadership of His Excellency, the Governor General, Sir Howard Cooke. This new focus would concentrate on the empowerment of the Department's clients (inmates/wards).

The Department has three core functional areas: Custodial Services (Adults and Juveniles), Rehabilitation, and Human Resource Management and Community Services. These three core areas seek to provide facilities for admission, incarceration and welfare of inmates and wards; to administer the probation, parole and hostel services operating

in the community, and to provide the necessary reports that will assist the Courts to make informed decisions in selected cases.

They seek, also, to implement rehabilitation programmes for inmates, offenders and wards including educational programmes, individual group counselling, spiritual/religious instruction and other treatment programmes; to develop, implement and evaluate procedures to ensure fiscal responsibility.

The Year 2000 was a period of structural and philosophical change for the Department of Correctional Services, characterized by a review of its organizational structures and Units. As the Department forged into the post-twentieth century, it continued to develop and implement strategies towards a modern correctional process. We established special rehabilitation projects, computerized data sources, implemented a modern Remand Centre and reviewed the need for additional health personnel and more relevant and structured policies.

The Department of Correctional Services was determined to move strategically into enhanced client supervision and public safety; thus enabling the successful achievement of its Vision of a therapeutic environment for its clients, towards a more peaceful, caring and productive society.

MISSION STATEMENT

TO CREATE A SECURE, SAFE AND HEALTHY ENVIRONMENT,
FOR THE EMPOWERMENT AND REHABILITATION OF OUR
CLIENTS

VISION STATEMENT

WE ARE SERVING THE NEEDS OF ALL OUR CLIENTS BY
CREATING AND FACILITATING OPPORTUNITIES FOR THEIR
EMPOWERMENT AND REHABILITATION, RESULTING IN A
MORE PEACEFUL, CARING AND PRODUCTIVE SOCIETY

THE CORRECTIONAL PROCESS

THE PROCESS PROVIDES THOSE IN ITS CARE WITH A RELEVANT STRUCTURED, THERAPEUTIC ENVIRONMENT TO FACILITATE THEIR REHABILITATION AND EMPOWERMENT TO BECOME PEACEFUL, RESPONSIBLE AND PRODUCTIVE MEMBERS OF SOCIETY.

CHAPTER SEVENTEEN

ORGANIZATIONAL STRUCTURE AND DEVELOPMENT

Organizational restructuring was fully implemented during the year 2000-2001. For over three years, the managers maintained collaboration with the Compensation Unit of the Government of Jamaica to arrive at a functional structure.

The following reasons necessitated the change:

- The defined Juvenile, Adult and Community Services arms did not depict the cross-functional operations of the Department.
- The arms served mainly to continue the cultural diversity that existed previous to the merger.
- The arms did not reflect functional areas.
- Rehabilitation, as a primary functional area, was not represented on the organizational structure even though the programme areas were operational. This limited the scope for strategic development and co-ordination of rehabilitation across function areas.

The new functional structure shown in Figure I includes:

- **Custodial Services:** under which Juvenile and Adult Institutions are managed with focus on custodial care and safety, security and the constitutional rights of inmates/wards

- **Rehabilitation:** develops and sustains all rehabilitation programmes, coordinating these across Adult and Juvenile Institutions and Community Services.
- **HRM and Community Services:** the seat of administration and oversees the Community Services area.
- **Corporate Services:** The Planning, Research and Evaluation Unit and the Finance and Accounts Unit provide services for these functional areas.
- **Specialized Services:** provide Medical, Psychiatric, Psychological, Treatment Programmes and Dental Care.

The new structure created three new posts: Director of Rehabilitation, System's Administrator and an additional Deputy Commissioner for Custodial Services; additional Assistant Chaplains, a Staff Welfare Officer and an Industrial Relations Officer. Structural development for increased relevance continued and recognized the need for the Department to enhance the efficiency of HRM with the recruitment of an Employee Welfare Officer.

The roles of Units are also evolving and changing; for example, the Planning, Research and Evaluation Unit, formerly known as the Statistical Unit, expanded responsibilities from collection, compilation and analysis of statistics to corporate and strategic planning and initiated database management as it sought to computerize all staff, inmate and client data.

Mission, Vision And Mandate

In an effort to focus the organizational mission around its core functions, the Department reviewed its Mission and Vision Statements. These were then critically examined in light of our correctional mandate, current operations and movements in modern correctional processes internationally. The Correctional Process Statement was developed to reflect diagnostic trends in offender management, and our role in public safety as an arm of the Criminal Justice System.

The Mission and mandate given to the Department, under the Ministry of National Security and Justice, was to carry out orders of the Island's Courts to:

- Provide secure accommodation for Adults and Wards who have been given prison sentences, institutional orders and to assist them in the process to lead honest and industrious lives upon release.
- Supervise offenders who have been made the subject of Community Based Orders, which is, Probation, Community Service, Suspended Sentence with Supervision and Parole.
- Provide the necessary reports that will help the Courts to make informed decisions in selected cases appearing before them.

The last three years leading up to the Year 2000, saw tremendous growth in each of the above, both in programmes and numbers. There were also paradigm shifts in focus. There was no doubt, that the Department made a significant breakthrough in shifting from punitive mechanisms to rehabilitative processes; even with instances where the “old horse” raised its head again and again. Community corrections became the emphasis over institutionalization and as a result, the community treatment population outgrew the institutionalized population.

Likewise, our role in expanding community involvement in crime prevention enjoyed public recognition with the expansion of our community prevention programmes and the dramatic increase in voluntary walk-in clients. Corrections’ partnership with community groups and volunteers significantly expanded. Community services work was no longer confined to carrying out orders of the Courts, but provided important services in Community/Government of Jamaica/NGO partnership in Crime Prevention.

The Department recognized the seriousness of Jamaica's crime situation and was prepared to operate with foresight, whilst continuing to make all required improvements. Hence, it became our goal to provide modern, professional Correctional Services in Jamaica. Twenty-five years and beyond, the following were opportunities strategically planned to be realized:

- Greatly improving correctional education with the development of accredited training at the Carl Rattray College for Human Resource Development in Runaway Bay.
- Computerization of the Correctional Process.

- Expanding community involvement in crime prevention.
- Further expanding our diagnostic client specific treatment services to all types of clients using Risk/Need Assessment to enable the scientific support of rehabilitation.

- Fostering through the Ministry of National Security and Justice, recognition of correctional work as a specialized profession (not merely prison services) critical to the Criminal Justice System, with roles that are equally important as policing; hence, seeking to develop integrated strategies.
- Realizing the necessary budget to sustain core functions and programmes.
- Expanding programmes for youth offenders/short-term offenders.
- Improving institutional infrastructure.
- Improving staff training, development and compensation in correctional services.
- Further developing treatment strategies in agreement with Human Rights Conventions.

CHAPTER EIGHTEEN

THE PLANNING, RESEARCH AND EVALUATION UNIT

In the early years of the Department, the Planning, Research and Evaluation Unit (formerly known as the Statistics Unit), was created to facilitate, complement and support the programmes and functions of the Department with data analysis that equipped managers to plan programmes using accurately researched information.

The primary function of the Unit is the collection, analysis and dissemination of statistical data, research findings and the results of programme evaluations for use, not only within the Department, but also by the various Ministries and their subsidiaries: the Planning Institute of Jamaica (PIOJ); Non-Governmental Organizations (NGOs); students of tertiary institutions; and institutions or organizations both local and abroad.

Programme achievements and projections are compiled and distributed, and trends in correctional population are analyzed and corporately shared for strategy development and implementation. This responsibility is no easy task. It is performed and fulfilled each day, by a team of six individuals (Director, Research Assistant, Records Clerks and Secretary) who liaise with the Adult and Juvenile Institutions, and Probation Offices across the island. The team collects data that is used to plan programmes geared to the empowerment and rehabilitation of our clients, and ultimately to the enhancement of public safety.

In addition to ensuring up-to-date and accurate data collection, the Unit performs the following functions:

- **Developing, sourcing and implementing appropriate Correctional Management Information Systems within the Department. As a result of unrealized funds, a bidding exercise was closed early in the Year 2000.**
- **Organizing and conducting research projects including audits, trend analysis and surveys**
- **Directing and coordinating the corporate planning and development activities, in the preparation for strategic implementation of long-term and short-term plans for the Department. These activities are conducted through workshops and on-the-job training.**
- **Compiling reports on annual programme achievements for the Ministries and other stakeholders.**

With the technical assistance of the System Administrator, the Unit projects consolidation of inmate information from the various correctional institutions (Adult and Juvenile) onto a computer database, enables quick retrieving and updating of information, and also facilitates the process of statistical analysis.

The Unit's objective is to create an on-line database, which will furnish all correctional institutions and relevant offices with the technology to fulfill requests for on-time information. The Unit should continue to strive towards improving the Correctional System through data analysis research and evaluation of programmes in order to achieve our Vision, Mission and Correctional Process.

CHAPTER NINETEEN

THE HUMAN RESOURCE DEVELOPMENT AND TRAINING UNIT

The primary function of the Human Resource Development and Training Unit encompasses a wide range of issues, as it seeks to ensure the effective and efficient delivery of services.

The achievement of the Department's goal in the area of rehabilitation of offenders depends heavily on the hard work, skill, knowledge and attitude of each member of staff. However, a most successful organization depends, not only on the efforts of each individual, but also on the combined efforts of all members; hence, the function of the Human Resource Development and Training Unit, is crucial to this kind of success.

Training plays a pivotal role in this success. Training, therefore, is needed for the acquisition of technical knowledge, computer skills and an appropriate attitude to the Department's rehabilitation process.

The Unit seeks to embrace two interlocking processes:

- The development of the human resource, so that staff may perform effectively and efficiently
- Training of staff, clients and inmates, as well as the public, through public education programmes

Through these processes, the Human Resource Development and Training Unit seek to harmonize personnel and policy to ensure that the Department keeps abreast with, and is responsive to, the internal and external environment.

Training Directive: 2000-2001

THEME: Managing change for organizational effectiveness and efficiency

The Human Resource Development and Training Unit has the responsibility to provide the relevant training of more than two thousand members of staff, as well as of clients, inmates and the general public.

It is recognized that the majority of staff, wards, clients and inmates have, within them, a mixture of talents, skills, training, ambitions, strengths and weaknesses. The aim and objective of this Unit, therefore, is to facilitate a broadening and building of these strengths, while trying to improve on the areas of concern; and to manage these resources to maximum capacity.

In an effort to achieve the objectives, the Unit seeks to identify and assess the needs of each individual and groups within the Department, with a view to synchronizing training with the organization's Mission, Vision and objectives.

Long-Term Strategy

- Examining human resource flow through the Organization, thus clarifying the training and development needs of staff
- Accessing training opportunities (local and international) which will develop staff competence and position the Organization to enter the modern correctional management era
- Seeking to evaluate usage of training and individual performance, while continually reviewing standards and procedures in order to assess the Organization's return on investment in people and training relevance/achievements

- Establishing satisfactory training hours for each employee in accordance with career paths

Priority Programmes for the Year 2000

- To increase staff competence and the Organization's efficiency through continued and increased training hours in specific areas of competence
- Training of Medical Orderlies
- To establish a Substance Abuse Programme within the Department
- Workshops via Chaplaincy, to reduce the incidence of aggression and behaviour modification among Corrections Officers and inmates
- Greater use of risk assessment identifying training needs of wards/inmates

Training Focus

- On-the-job training
- Regional training
- External courses
- Training of various cadres at Staff College to include new entrant Probation Aftercare Officer and Corrections Officers.

Programmes

- Plans have been initiated for the development of the Staff College –the long-term aim is to provide certification in aspects of correctional management. A document presenting a proposal

for this development has been submitted to the Commissioner of Corrections by a Training Officer/Management Consultant, and is to be further submitted to the Ministry of National Security and Justice.

- A computer lab was being established at the Staff College and is well on the way to completion. Computers have been purchased and the area designated in the Lecture Hall is currently being worked on.

On-The-Job Training

This aspect of training continues to be effective, especially within the Community Services and Juvenile Institutions. This area dealt with specific needs, which bore relevance to particular functional roles. Specifically through these processes, new entrants Probation Aftercare Officers were inducted into their respective job-functions, through a systematic socialization process.

Special workshop packages, based on a Needs Analysis conducted, were made available to staff at different levels.

Staff College

The Human Resource Development Training and Seminar Centre is considered the major location for all learning and training facilities for staff. The Department boasts consistency in its efforts to implement in-service training. At this location, all forms of job-related training and upgrading courses are pursued among all levels of staff. The Centre facilitated most of the Department's retreats, seminars and conferences.

Regional Seminars

Another dimension of in-service training is conducted through regional training seminars. This aspect also dealt with the specialist role of the Probation Aftercare Officers and the associated issues that confronted them, for which solutions were sought. These sessions involved approaches in practice and experimental learning, in order to deal with the dynamism of and varying human behaviour for which corrective treatment must be applied.

Prevention, via public education, has been prominent at this level in an attempt to educate and assist in reducing the incidents of crime and delinquency in society.

External Training

- The Department continues to be the recipient of training offered by the University of the West Indies and UTECH, through which professional status and academic qualifications are enriched and upgraded. Teacher Training, Social Work and other upgrading courses continue to be pursued
- MIND – the Management Institute for National Development - continues to be the main agency which provides training to all levels of staff in the Department. The training involves packages for technical knowledge, administrative levels as well as clerical and ancillary grades
- The Jamaica Defence Force (JDF) continues to provide para-military training for Institution Officers, whose skills are enhanced as they participate in range, weaponry and Junior Command Courses – one Officer is on the current Junior Command Course at Newcastle
- Due to the multi-disciplinary dimension of the Department, training has been accessed across the varying professional fields: Health Education, Agriculture, Religion, Business, Law, and others.

Other departments and ministries created training opportunities in which staff participated. These were organized in an effort to satisfy specific training needs.

PRIORITY TRAINING ACCESSED (APRIL 2000 – MARCH 2001)

Course	Target Group	Number of Persons
Training of New Entrant Correctional Officers	Correctional Officers	185
Training of New Entrant Probation Officers	Probation Aftercare Officers	18
Transitional Management (Certificate awarded)	From Administrative to Secretarial	67
In-service Training Telephone Operators, etc	Secretaries/Clerks	64
SPACO Training	Group 2 SPACOs	16
Training of Trainers	Institution Officers Probation Officers	16
Coaches for New Entrant Correctional Officers	Overseers/Staff Officers	35
Two Retreats	1. Senior Managers (Aug) 2. Senior Managers (Dec. 7-8)	65 147

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT (MIND)

Course	Target Group	Number of Persons
Effective Customer Service Support Staff	Attendants, Drivers	6
Effective Counselling Skills	Institution Officers, Overseers, Corporals, Warders	12
Investigative Reporting/ Interview	Warders, Corporals, Overseers	10
Advanced Report Writing	Superintendent Director of Administration	2 1
Effective Storekeeping	Procurement Officer	1
Effective Public Speaking	Directors	3
Corporate and Strategic Planning	Regional Directors	2
General Management (Post-Graduate)	SPACO (Institution) Co-ordinator of Education	2
Techniques in Record Management	Personnel Section Registry	2
Writing Skills for Managers	Superintendent	1
Accounting Conference	Chief Accountant	2
Government Accounting	Accounts Section	2
Fundamentals of Management Programme Budgeting	Superintendent	2
Supervisory Management	SPACO Administrator/Medical Orderly	4
Certificate in Administrative Management	Senior Secretaries	2

Other courses accessed include other accounting modules, supervisory management, and placement for Industrial Relations Office and workshops in Cabinet Submission.

The University Of The West Indies

Course	Target Group	Number of Persons
Four months Social Work/ Social Welfare	Adult/Juvenile Institution Officer	3

Justice Training Institute

Course	Target Group	Number of Persons
Certificate in Legal Administration	Superintendent	1
Sign Language	Juvenile/Adult Community Services	15

Computer

Course	Target Group	Number of Persons
Advanced Course	Secretaries	9
Beginners Course	Staff – Staff College Region III Community Service/ Secretaries Head Office – Staff	40
Financial and Statistical Analysis	Accounts and Statistics Staff	5
Computer Repair	Warders, Corporals Overseers	5
Transitional Management Seminar	Senior Executive/Mixed Groups	37
Risk Assessment	PACOs (Institution) Correctional Officers Regional Training Region II (PACOs)	22 36
Industrial Relations	Director - Joint Regional Training	78
Crutchely's Motivational Course	Community Services Adult/Juvenile Institutions	5
Cabinet Submissions	Directors	3
Industrial Relations	Director	1
Corporate Planning	Directors	2
Junior Command – JDF	Overseer	1
Customer Care	Director	1

Overseas

Course	Target Group	Number of Persons
Drug Treatment (Grenada)	Institution Officers	1
Conflict Management (Barbados)	Two batches Senior Prison Officials	9
Administration of Justice Programme (Canada)	Senior Executive	1
Prison Officers' Conference (Anguilla)	Commissioner	1

Workshops/Estimates

One Medical Orderly attended a one-week Medical Workshop (Chares Home-based Care for persons with HIV/AIDS). One person attended Oracle ERP and Business Software Seminar.

Achievements

In keeping with the goals set out, the Unit was able to achieve the following:

- Identified various training opportunities and assigned a reasonably good mix of persons from all arms of the Department. In keeping with the introduction of modern technology, some focus was placed on the acquisition of computer skills to fit the different sections.
- With strong focus on the rehabilitative process, the Unit achieved much success in getting persons on a wide variety of courses which will enhance efficiency in this process; for example, courses in effective report writing, investigative reporting/counselling, customer service, drug treatment, industrial relations, and others, and efficiency in the delivery of care and treatment.

- A series of management seminars have been held highlighting and/or organizing effectiveness and efficiency. Focus in these seminars was on the use of strategic management to move the Department forward.
- Risk Assessment training was given some focus in the Adult Correctional Centres and created a greater sense of awareness and interest in the application of this approach to problem solving.

The Unit initiated plans for the Staff College to attain an accredited status with the University of the West Indies.

CHAPTER TWENTY

PROJECTIONS (APRIL 2001 – 2002)

In keeping with the priority programmes and policies as set out by the Department, as well as the training needs identified by the three arms, the following themes have been proposed and developed:

Training for Expansion and Development Rationale for Programmes (2001-2002) The Department has plans to expand its services not only in terms of taking up responsibility for the New Adult Remand Centre, but to further expand the Community Services/Probation Offices to Brown's Town, Lionel Town, Negril, and other locations, and to develop its rehabilitation programmes.

An expanded Department will require, newly recruited staff, upgrading of staff, effective and modern communication and information technology systems. It will require re-training and cross fertilization of skills and techniques in order to make the system effective and efficient. A Needs Analysis was done at a training conference held in February 2001, and the training needs identified throughout the three arms of the Department have been synchronized with the Department's priority programmes for this year:

- Establishment of a computer lab – Staff College
- Staff Recruitment/Training
- Staff Upgrading
- Succession Training
- Information Technology/Computerization
- Communication
- Management Functions
 1. Supervisory
 2. Leadership
 3. Organization
- Control and restraint
- Mediation/Conflict Resolution
- Standards and Procedures
- Renewed efforts toward establishment of the Substance Abuse Programme
- Training of Medical Orderlies
- Anger Management
- Risk Assessment
- Record Keeping
- Basic Accounting Principles

- Stress Management
- Time Management
- Counselling
- Planning and Retirement

General Objectives

- To foster continuous training in the technical areas for all levels of staff in keeping with the Department's Mission.
- To ensure understanding and usage of effective communication
- To ensure that staff is exposed to new information technology and procedure
- To train for succession
- To be able to effect appropriate management functions which will motivate effective and efficient work
- To enhance training and drug awareness for staff responsible for inmates' welfare and rehabilitation and to provide drug related education to wards, inmates and offenders via substance abuse programmes
- To train the relevant personnel in the use of Risk Assessment in the diagnosis classification and treatment of clients and inmates
- To socialize new entrant Probation Officers and Correctional Officers and other staff to the rudiments of specific job functions and understanding of the Correctional Process
- To encourage the development of inter-agency linkages in the Prevention Rehabilitation Programmes

Training Needs Identified (Senior Management Staff)

- Leadership and Control
- Principles of Management
- Communication and Workflow
- Succession
- Grievance Management

Central Administrative Staff – Clerical (Head Office)

- Training in Technical Areas – MIND and UTECH
- Motivation and Morale
- Team Work
- Discipline
- Communication

Central Administration - Accounts, Personnel, Registry, Procurement, Office Management (Head Office)

- Communication and Workflow
- Supervisory and Procedures
- Motivation
- Interpersonal Relationship
- Time Management
- Setting performance standards
- Computer Training

Security Officers Systems and Procedures

- Security techniques
- Team work
- Discipline

Regional Training - Regions I, II & III

Common Needs

- Sign Language
- Drug Abuse
- Risk/Needs Analysis
- Court Diversion
- Information Technology/Computer Training
- Customer Service
- Domestic Violence Act
- Mediation/Conflict Resolution
- Advanced Counselling
- Planning for Retirement
- Supervisory Management
- Succession Training
- Case Management
- Professionalism/Ethics

Juvenile Correctional Centres

- Communication
- Effective Public Speaking
- Time Management
- Conflict Resolution
- Stress Management
- Planning for Retirement
- Computer Training
- Animal Husbandry
- Social Work Course
- Counselling
- Voice Procedure
- Principles of Accounts
- Record Keeping
- Food Preparation and Planning
- Health Education
- Juvenile Laws/Acts and Regulations

Adult Correctional Centres

- Risk/Needs Assessment
- Management Functions
- Effective Public Speaking
- Report Writing
- Customer Service
- Planning for Retirement
- Stress Management
- Communication
- Computer Training
- Performance Evaluation
- Fingerprinting & Photography
- Riot Control
- Locksmith
- Farm Management
- Armourer
- Driver (Defensive Driving)
- Languages
- Succession Training
- Medical Orderlies
- Weapons Training
- Search Techniques
- Wastewater Management
- Standards & Procedures
- First Aid
- Record Keeping
- Principle of Accounts
- Grievance Management

CHAPTER TWENTY-ONE

THE INDUSTRIAL RELATIONS OFFICE

This office came into being in August 2000 in order to create a harmonious industrial relations climate within the Organization so that an atmosphere of placid interaction exists among management, staff, unions and associations. The Industrial Relations Officer developed an action plan shortly after he took office. This plan is outlined below:

- Preparing a paper on the Industrial Relations Office – *The Way Forward*
- Visits to the Adult/Juvenile Correctional Centres and meeting with the Superintendents and senior staff members
- Visits to community offices to have discussions with Regional Directors and Senior Probation Aftercare Officers
- Meetings with Presidents/Executive members of the various Staff Associations (Community/Institutions)
- Having dialogue with other members of the HRM Group and planning the way forward
- Identifying members for the *Industrial Management Response Team/Management Delegates*
- Reviving the Department's Sports' Committee to develop/activate Inter-Department games/activities
- To encourage the appointment of a Staff Counsellor
- To develop a Staff Assessment/Evaluation Record
- To develop a paper on Grievance Procedure/Disciplinary Procedures and have these assessed by the HRM Team for circulation
- To ensure that the payment of salaries/allowances, and other emoluments are made within a reasonable time and if problems are encountered, they are communicated to the staff

Training

The Industrial Relations Officer received two months' placement at the Ministry of Labour, and the Ministry of Finance and Planning in September. This was extremely beneficial, as he was able to interact with experienced Officers who were willing to guide.

Projections for 2001

- Continued meetings with Institutions/Community Staff and others
- Visits to the various Community/Institution Centres and listening to staff concerns
- Conducting seminars on grievance and disciplinary procedures
- More conciliation meetings
- Examining ways to establish a Sports Committee
- Wage negotiations – having Correctional Officers as part of the negotiation team

The Industrial Relations Office will continue to try to arrest strike actions by working closely with the various Staff Associations and being sensitive to their concerns. The Office will be encouraging Unit Heads to have in place a Record of Evaluation/Assessment, by which staff members will be monitored and motivated to perform at the highest level.

A system of feedback will be encouraged whereby staff members receive commendation for creditable performance, and encouragement to perform at a higher level, when they fail to perform at the expected level.

CHAPTER TWENTY-TWO

THE CHAPLAINCY

The Chaplaincy is responsible for the emotional and spiritual welfare of all persons incarcerated in the Institutions. The Chaplaincy is a part of the International Prison Chaplaincy Association, and has connections with Prison Fellowship International, Worldwide Voice in the Wilderness and Christian Light Foundation (a Florida-based organization).

Currently there are four Chaplains (including the volunteer from Jacksonville, Florida) working with the Department of Correctional Services. The Unit relies heavily on the contribution of approximately four hundred religious volunteers, who assist in conducting spiritual exercises throughout all the Institutions. In addition, the Chaplaincy has received a great deal of volunteer assistance from the students of the Caribbean Graduate School of Theology, who are completing their practicum.

The religious volunteers help in providing toiletries and clothing, and training in areas such as numeracy, literacy, skills, bible studies and computer. Others have donated medical equipment and legal assistance. The Chaplaincy has already trained forty-four volunteers to minister to the mentally challenged.

Over the past two years, the Chaplaincy has introduced a week-long Evangelistic Crusade, conducted by selected church groups. This exercise has proven to be quite successful and, as a result, over two hundred inmates and wards have been baptized.

The Chaplaincy has succeeded in bringing the various denominations together in a most enriching ecumenical atmosphere for the purpose of joint worship and witness. Recently a chapel was constructed by Food for the Poor at the St. Catherine Adult Correctional Centre. The chapel was constructed for over \$7,000,000.

The Chaplaincy showed an interest in the aftercare of some released inmates by recommending them to church groups and assisting them in finding jobs. The impact of the Chaplaincy is evident in the various musical bands, choirs and singing groups among inmates, wards and staff, which have been established by the Unit. The Unit has also introduced a mediation programme for the Institutions.

For the future, the Chaplaincy will continue to intensify its current activities. Already, it is arranging a counselling programme for the new Remand Centre.

For the Year 2001, the Chaplaincy will be spearheading a research project at the Tower Street Adult Correctional Centre in collaboration with the Planning, Research and Evaluation Unit and students of the Caribbean Graduate School of Theology.

CHAPTER TWENTY-THREE

THE PERSONNEL UNIT

With a staff complement of two thousand one hundred and forty-nine for the Year 2000, The Personnel Unit continued with its efforts to update the Service Records and entry of all members of staff onto the HRMIS System.

Staff Turnover

During the year, there were approximately ten appointments; however, there were no permanent appointments or promotions. The Unit experienced numerous changes, which affected staff output, such as the migration and re-assignment of members of staff.

The attrition rate for the year was as follows:

Figure 1

Staff Flow	Attrition Rate
Resignation	14
Dismissal	6
Death	4
Retirement by way of Medical Board and Public Interest	28

The updating of service records maintained its 40% output. However, the interdiction of over seven hundred Correctional Officers, coupled with the malfunctioning of the HRMIS System for approximately eight months (due to the motherboard being hit by power outage), hampered the desired goal set for collection and entry of data to the System. Although strict emphasis was placed on the processing of pension particulars, there was a shortfall in this area due to the unplanned resignation of the experienced Officer who was assigned these duties.

The year saw the Unit recruiting Probation Officers, Correctional Officers, and Accountants, as well as Clerical, Secretarial and Ancillary Staff. There were also Officers in the Unit, who successfully participated in the Fundamentals of Management and Computer Training Courses. The year also saw evaluation of jobs in various categories across the board.

There are plans for the implementation of an internal performance evaluation system, being recommended by the HR Transitional Team.

For the Year 2001, the Unit will continue to place emphasis on:

- Preparation and updating of service records
- The renewed collection and input of HRMIS data for the purpose of updating the system
- The timely and accurate preparation of pension particulars to enable the payment of benefits on the first day of completion of pre-retirement leave
- Preparation of leave roster for all Offices and Institutions, to minimize the number of queries relating to leave availability, via the telephone
- The timely appointment of all eligible temporary officers
- Assistance in the implementation of the internal performance evaluation system.
- Recruitment of Probation Officers, Teachers, Doctors, Accounting and Secretarial Staff

**INSTITUTIONS' ESTABLISHMENT AND STRENGTHS AS AT
DECEMBER 31, 2000**

Figure 2

Institution	Establishment	Strength
Tower Street ACC	540	492
St. Catherine ACC	507	430
Tamarind Farm ACC	124	141
Richmond Farm ACC	128	122
South Camp ACC	152	140
New Broughton ACC	24	17
Rio Cobre JCC	28	19
Hill Top JCC	52	59
St. Andrew ACC	22	37

CHAPTER TWENTY-FOUR

THE PROPERTY MANAGEMENT UNIT

Special mention and thanks have to be extended to the Director of Projects at the Ministry of National Security and Justice, the Jamaica Defence Force and Food for the Poor for their invaluable contribution; also to the former Property Manager and other members of staff who continue to be of help.

List of Institutions and Collaborative Agencies

- Ministry Of National Security And Justice
- Ministry Of Housing And Environment
- National Works Agency
- Land Valuation And Estate Department
- National Land Agency

Background

The Unit consists of the Property Manager, assisted by a secretary who is shared by the Chaplain. The Property Manager has overall responsibility for all properties falling under the purview of the Department of Correctional Services. He monitors utility bills (water, electricity, telephone) to prevent waste, and ensures prompt payment of these bills.

As such, the scope of the Property Manager's responsibilities extends to covering the Adult and Juvenile Institutions, Head Office, the Staff College and Parish Probation Offices. The task sees to the timely responsiveness to administrative requirements.

The main responsibilities covered are:

- To improve the physical working conditions of staff. This entails the acquisition of office space, refurbishing where necessary, to accommodate Head Office, Probation Offices and negotiating the terms and conditions of some sixteen rental contracts.

- To inspect routinely, all Offices and Institutions to ensure that acceptable conditions are maintained and to monitor contracts awarded to effect repairs.
- To upgrade office equipment according to identified needs.
- To implement a physical plant maintenance programme to include all buildings, walls, fences, arms, motor vehicles, as well as the maintenance of proper standards of sanitations.
- To assist in the preparation of the Department's Capital Budget.

A major area of concern is with the recurring problem emanating from our Accounts Department. This has to do with the tracking of bills from time of approval to final payment. The frequency with which bills were lost or misplaced and had to be re-submitted was a poor reflection on the Department. The untimely response from the National Land Agency, in conducting assessment of premises for rental proved to be problematic.

Achievements

Despite some financial setbacks, the Unit was able to undertake a number of projects. These are as follows:

TOWER STREET ADULT CORRECTIONAL CENTRE

PROJECT	COST
Zoning of the Institution with chain link fencing	\$ 3,900,000.00
Grilling Remand System, installing security gate (Brickyard), refurbishing Dumb Cells	\$ 150,000.00
Installing Intercom and Alert System (Visitors' booth)	\$ 52,800.00

Conversion of two containers for classrooms	\$ 1,600,000.00
Refurbishing washing area	\$ 3,000,000.00
Replacing concertina wire atop perimeter wall	\$ 3,000,000.00
Repairs to Sentry Boxes	\$ 2,000,000.00

ST. CATHERINE ADULT CORRECTIONAL CENTRE

PROJECT	COST
Installation of CCTV cameras	\$ 3,200,000.00
Repairs to one hundred cells	\$ 2,000,000.00
Repairs to Steam Boilers	\$ 201,159.00
Modification of chain link fencing, repairs to staircase	\$ 480,000.00
Repairs to flooring of cells, installation of intercom and Alert Systems (Visitors' booth)	\$ 52,800.00

SOUTH CAMP ADULT CORRECTIONAL CENTRE

PROJECT	COST
Plumbing System repairs	\$ 300,000.00
Sub-total	\$19,935,759.00

RICHMOND FARM ADULT CORRECTIONAL CENTRE

PROJECT	COST
Roof repairs to Administrative Block	\$ 140,000.00
Repairs to Officers' changing room	\$ 225,000.00

TAMARIND FARM ADULT CORRECTIONAL CENTRE

PROJECT	COST
Repairs to cold room	\$ 88,069.00

NEW BROUGHTON ADULT CORRECTIONAL CENTRE

PROJECT	COST
Installation of fixed Mobile Cellular Phone	

FORT AUGUSTA ADULT CORRECTIONAL CENTRE

PROJECT	COST
Repairs to roof of three dorms	
Repairs to Officers' Rest Room	\$ 500,000.00

Repairs to Administrative Office	

HOWARD HOSTEL

PROJECT	COST
Repairs to roof	\$ 32,284.73

TRANSPORT CENTRE

PROJECT	COST
Purchased: 1 Toyota Hiace Ambulance 2 Toyota Hiace Minibus 1 Toyota Hilux Pick-Up	\$ 3,900,000.00
Sub-total	\$24,862,834.73

GENERAL

PROJECT	COST
Purchased one hundred portable radios	\$ 2,600,000.00
Purchased rifles, pistols and cartridges	\$ 3,700,000.00

HILL TOP JUVENILE CORRECTIONAL CENTRE

PROJECT	COST
Repairs to Water Tank	\$ 750,000.00
Re-asphalting of roof	\$ 1,200,000.00

Refurbishing kitchen, dorms and bathroom facilities	\$ 888,750.00
Purchase of standby generator plant	\$ 54,508.00

ST. ANDREW JUVENILE CORRECTIONAL CENTRE

PROJECT	COST
Installation of louvres, windows in dorm and repairs to roof	\$ 500,000.00

RIO COBRE JUVENILE CORRECTIONAL CENTRE

PROJECT	COST
Re-roofing of two modules,	
Refurbishing kitchen and dining area	
Refurbishing stores and classrooms	

ARMADALE JUVENILE CORRECTIONAL CENTRE

PROJECT	COST
Installation of perimeter chain link fence Installation of water heater	\$ 1,800,000.00
Sub-total	\$36,356,092.73

HEAD OFFICE

PROJECT	COST
Partitioning of offices, installation of electrical fixtures	\$ 53,328.73

STAFF COLLEGE

With an emphasis on training, conditions at this facility had to be improved to accommodate staff in various training programmes; some of which included residential components.

PROJECT	COST
Refurbishing Lecture Hall Installation of air conditioners	\$ 600,000.00
Refurbishing Office complex and library Installation of twenty air conditioning window units (Staff Quarters)	\$ 363,000.00

Repairs to windows	\$ 95,900.00
Refurbishing kitchen	\$ 1,800,000.00
Purchase of Standby Generator	\$ 1,500,000.00

PROBATION OFFICES

At respective offices, refurbishing work was carried out in addition to installation of air condition units to improve working conditions.

PROJECT	COST
The amalgamation of the Eureka Road and Eureka Crescent Offices came into being in April. With the occupancy of 7,402 sq.ft. of office space, partitioning was required to organize staff	\$ 370,362.00
Sub-total	\$41,138,683.46

In October, the staff of the Montego Bay Family Court moved to more comfortable accommodations, within the said complex, in a continuing effort to upgrade our offices and telephone services, respectively.

PBX systems were installed at:-

a. Spanish Town Office	\$ 297,769.00
b. Portmore Office	<u>\$ 148,866.00</u>

Grand total: \$41,585,318.46

In order to enhance my Secretary's performance, a computer was secured along with a new typewriter. Presently, she is pursuing a Diploma Secretarial course to further upgrade her skills.

Future Plans

At the end of the year, tenders were invited for the submission of bids to design, develop, finance, construct and maintain a New Adult Correctional Centre at Tamarind Farm. This comes against the background to replace the Tower Street Adult Correctional Centre with a modern Institution which, ultimately, will improve the living conditions attributed to overcrowding.

Also pending for the upcoming year, is the resuscitation of the former THINGS JAMAICA building, which is to be utilized as a Remand Centre by the Department.

The Carl Rattray Staff College is to undergo extensive refurbishing in the kitchen area, administrative block and halls of residence. This is with a view to enhancing the economic prospect (rental of facilities and services) of the College.

CHAPTER TWENTY-FIVE

ANALYSIS AND RECOMMENDATIONS

Overall, as outlined, much was achieved during the year, despite having access to only limited funds and so achieving only a small percentage of the projected tasks to be accomplished. The most important achievement was the maintenance of the Adult and Juvenile Centres which, if neglected, would have implications for public safety. However, a significant expenditure remains to be disbursed. This situation needs to be seriously addressed to assure that more funds are channelled into the capital budget. The volume of work pending, leads to frustration of managers and also those incarcerated.

The mechanism for the annual technical inspection conducted by Administrative Staff should have in place a representative - possibly the Director of Projects - to observe the magnitude of work required in the Institutions. Existing forms in the Department were upgraded for better undertaking and recording results.

On-the-job training in Transitional Management, Corporate Planning and Programme Budgeting has been provided, via short courses, in conjunction with senior management training, which has helped me to achieve greater effectiveness in my job. This however, could be maximized, if given the opportunity to become computer literate, in programmes that facilitate speedy and accurate monitoring and analysis of the funding of institutions/ buildings and other facilities, as well as services offered and received by the Unit.

The Carl Rattray College

The Carl Rattray College for Human Resource Development is located in Runaway Bay, St. Ann. Principally, the College caters to the training needs of the Department. Persons who are recruited to serve in the Adult and Juvenile Institutions are required to successfully complete sixteen weeks of instructions in academics, as well as para-military training, to qualify for employment within the Correctional Institutions. Persons who are already a part of the work force must attend upgrading courses to prepare and qualify for upward mobility. Individuals who are recruited to join the Community Arm of the Department must complete a period of no less than eight weeks training to prepare them for the position.

Training of Correctional Officers

On September 9, 2000, one hundred and two Correctional Officers had their Passing Out exercise at the College. The exercise was a culmination of training, which began on April 25, 2000. The training of another eighty-three Officers commenced on July 10, 2000, with their Passing Out exercise being held on November 24, 2000.

Training of Probation Officers

The training of new entrant Probation Officers began on July 17, 2000, concluding on October 6, 2000. Eighteen persons (13 males and 5 females) received training, which lasted for twelve weeks. During the period of training, the course was co-ordinated by the Principal of the College and aided by senior persons from the Community Service Arm.

Lecturers were drawn from the College, Head Office, Regional Divisions, the Judiciary and the Community. Training included classroom instructions, field and Court visits with Senior Probation Officers.

Transition Seminar

A seminar was held for Transitional Managers from March 28 to March 30, 2000. The seminar focused on the Management of Organization Transition. On Friday, March 31, an evaluation of the Transition Management was done.

Probation Officer Follow-Up Seminars

Follow-up seminars were held on June 21, 22, 28 and 29. Primarily, these seminars took a critical look at the performances of the twenty-four Probation Officers, who graduated from the College during November 1999, and made recommendations for actions, where necessary.

Mid-Year Retreat

Officers of the Department attended a retreat on August 3 and 4, 2000. The theme was Standards and Procedures in Effective Change Management.

Seminars for Secretaries

Two seminars were held on October 17 and October 24. Over the two days, a total of fifty-four secretaries received instructions, which should assist them in becoming more customer-friendly and efficient.

They all expressed appreciation for the training they received and requested that other sessions be planned for the near future.

Senior Management Retreat

This was held on December 7 and 8. As usual, this was the occasion when the year's activities were put under scrutiny and an approach taken to pave the way forward. It was reported that the retreat was a productive one.

Improvement to Physical Structure

The kitchen was refurbished and equipped with modern appliances. The dining hall was also partially renovated and equipped with state-of-the-art serving facilities. New air conditioning units were installed in all the rooms at the reserved block, as well as the following offices: Principal's General Office, Training Officer and HRD Consultant. As a special project, members of the 59th and 6th Intakes of Correctional Officers painted the following areas:

- Dining hall
- Lobby area
- Class room No. 1
- Class room No. 2
- Outer walls – reserved block
- Outer walls - blocks A & B

The 2000 period must be regarded as a successful one for the College. The Institution of Arm Department was strengthened with the additional one hundred and eighty five Correctional Officers who joined the staff after the completion of their training.

The Community Arm also benefited from the addition of eighteen Probation Aftercare Officers. Through seminars, a large number of persons of varying categories received training, which prepared them to be more effective in the services they delivered.

The HRD Unit has been strengthened, due to the employment of a Human Resource Development Consultant. New and innovative programmes hopefully, will be implemented, to thus bring about the diversity of services provided by the College.

Throughout the period, the College received the highest level of support from the Office of the Commissioner. The Principal and Staff wish to express their sincere appreciation to the Commissioner's relentless efforts to equip his staff to function effectively through Transition Workshops, Seminars and other training.

Thanks and appreciation must also be extended to the staff of the College for their hard work and dedication during the Year 2000.

Rehabilitation Unit

The new Rehabilitation Unit began functioning in February 2000. The Unit manages all educational programmes, special rehabilitation projects, Risk Assessment, Inmates' Welfare and Farming projects. Since its establishment, the special rehabilitation project, Reverence for Life, has expanded into the Reception Institutions (Tower Street and St. Catherine Adult Correctional Centres). As a part of this programme, a computer has been placed in the library to be used by inmates.

During the Year 2000, the Department received fifty applications for rehabilitation grants. The highest amount requested was \$26,300 and the lowest was \$4,050. Twenty-eight grants were approved and paid, totalling \$389,323.27. In addition, thirty grants were disbursed prior to the close of the budget year, making a total of fifty-eight grants approved and paid, moving the monetary sum to \$533,150.09. Grants were awarded for projects such as poultry rearing, snack vending and also for tools for welding, electrical works, plumbing and cosmetology.

For the Year 2001, the Unit will develop and implement a National Rehabilitation Strategy. In addition, a special project, Information Technology in the Rehabilitation of Inmates (INTEC), will also be established.

This is a partnership with the Ministry of Industry, Commerce and Technology, Reverence for Life and other agencies, to support the rehabilitation of inmates. Under the project, inmates will be trained in IT skills and will also receive distance teaching in basic literacy skills. The Reverence for Life Programme will be expanded into all institutions by March 2002.

Hostel (Pre-Release Programme)

Inmates sent to the Hostel go out to work and adopt a daily lifestyle that enables re-integration on release. In 2000, twenty-four inmates were admitted, twenty released, three paroled and one transferred.

Parole

Seventy-three persons were paroled in 2000. There were no recalls. The Parole Programme continues to have a 98% success rate.

However, of one hundred and eighteen cases heard, forty-four were refused and one was deferred.

Risk Assessment

By careful risk assessments, the Rehabilitation Unit has been able to ensure proper assessment for all special releases. Probation Officers conduct the assessment in Institutions, assisted by Correctional Officers.

Education

The Department acquired the service of one additional male teacher. Tower Street now has two teachers and one travels to both St. Catherine and Tamarind Farm Adult Correctional Centres. The Department has recruited three additional teachers, and Correctional Officers also function as teachers.

Several inmates assist with teaching and training. Inmates are eager to develop literacy skills, and they share together in classes using blackboards placed on selected blocks.

To facilitate understanding of teaching and training methodology, a six-week Training of Trainers Programme was held. Nineteen inmates from St. Catherine and South Camp participated in this training programme. They were trained to teach remedial reading and also at the CXC level.

Eight inmates from the St. Catherine Adult Correctional Centre will be sitting GCE O-Level exams in subjects such as English Language, Mathematics and Biology.

Three inmates from the South Camp Adult Correctional Centre are engaged in Computer Studies at Corner Stone Ministries and Extra Mural Studies. One inmate at South Camp is receiving private training as a singer from the University of the West Indies.

Projections

- Three additional teachers of adult education should be on staff by May 2001.
- The Unit will develop an Educational/Vocational Programme to increase the number of inmates receiving basic literacy skills and vocational skills.

- The Unit will also endeavour to re-open all libraries and train personnel to operate library hours.
- Standard curricula for Juvenile and Adult Centres will be developed by September 2001.
- A committee will be established to examine a proposal for Juvenile Institutions to be accorded National Educational Status as with Primary and Secondary Schools.
- Tower Street's Training of Trainers will be completed with twenty inmates to streamline subjects based in CXC and GCE syllabus.
- Quarterly seminars/workshops for Teachers and Instructors in Adult and Juvenile Institutions are to be held in 2001.
- With more teachers, at least 40% of the inmate population should participate in educational programmes by December 2001. We will be implementing regular panel discussions and debates to sharpen inmates' intellectual awareness.

CHAPTER TWENTY-SIX

SECURITY

Electronic Surveillance

The Department has embarked upon a programme of modernization aimed at improving the infrastructure and security of its Institutions and Offices islandwide. In 1999, cameras were installed at the main gates of the St. Catherine and Tower Street Adult Correctional Centres, and also on four cellblocks and bathrooms at St. Catherine. In 2000, an alert system was added, extending from the main gate to the camera room. Ten hand-held radios were acquired. Phones for communication with inmates were installed in the visiting room, thus reducing the extent of contact with visitors. These improvements and security efforts continued with great success in the Year 2000 with the installation of surveillance cameras. For the Year 2001, efforts will be made to grill cameras and monitor surveillance equipment.

Security Role of Soldiers

The Department has been greatly assisted by the batches of soldiers who now provide security for the maximum-security Institutions. Since the interdiction, they assumed the role in order to detail Correctional Officers for the custodial responsibilities. A section of Tower Street was renovated to accommodate a maximum-security block to house ten high-risk violent inmates. Another block was totally fenced to prevent inmates roaming into other areas.

At Tower Street Adult Correctional Centre, two tunnels were blocked. Where bricks were removed, the walls have been repaired. On the perimeter fence and at Brickyard, concertina wire was installed. Likewise, sentry boxes were repaired.

Patrols

Patrolling of inner perimeter walls was regularized and has led to the retrieving of contraband thrown over the walls. Military personnel support Correctional Officers with regular searches. Continued efforts will be made in 2001 to detect contraband. The Department will be purchasing walk-through metal detectors, hand-held detectors and 'jammers' for cell phones. Patrolling of inner perimeter walls and the patrolling of the outside perimeter walls, with assistance from the police, will continue into the Year 2001.

CHAPTER TWENTY-SEVEN

THE SOCIAL AND HEALTH SERVICES

A section of the George Davis Centre has been renovated, at the Tower Street Adult Correctional Centre, for the treatment of substance abusers and chemical dependents. Peer counselling continued at St. Catherine and Tower Street Correctional Centres. Furnishing of the Centre will begin in 2001.

Under psychiatric care, approximately sixty-six unfit to plea inmates were declared fit to stand by the Psychiatrist and received dates to return to Court. Some of these inmates received Court dates for 2000 while others received dates for 2001. A psychodrama group was established to use dance and drama therapy for the treatment of the mentally ill. A psycho-educational programme was also started to develop the literacy level of the mentally ill at the St. Catherine Adult Correctional Centre, and approximately six of these inmates will be sitting CXC examinations in June 2001. Efforts will be continued in 2001 to expand this programme.

Pharmaco-therapy was also introduced to inmates using A-typical medication and highlighting change in lifestyle. In 2001, a report on the number of mentally ill inmates at the nation's prisons will be submitted to the Ministry of National Security and Justice, in an effort to identify those who are fit to stand, or those who may be considered for conditional release.

Inmates received prompt medical services throughout the year. At the Tower Street Centre an average of 1,325 inmates were attended to by Medical Doctors, Dentists and Medical Orderlies. The Department has strengthened its network with the Ministry of Health. A series of meetings have been held with officials in the Ministry to determine guidelines for the referral of inmates to hospitals; to forge linkages with specialists; to determine security arrangements for holding inmates at hospitals; and to assess the medical personnel's capacity to manage minor cases in the Institutions' hospital areas.

A team visited and assessed conditions in the major Institutions. Recommendations were made, and these are to be implemented with the assistance of the Ministry of Health:

- Nurses to be employed to the Department
- Forensic Psychiatry needs to be addressed
- Holding area to be created at KPH
- Medical Orderlies to begin training

In addition, two Psychiatrists, Medical Doctors, Occupational Therapist, Dentists, Psychologists, two Mental Health Officers and six Psychiatric Social Workers will be added to staff. Three Correctional Officers will be trained as Medical Record Clerks.

Health Policy on HIV

The Department, Ministry of National Security and Justice, and PAHO/WHO have been meeting to examine issues re HIV/AIDS patients in the Adult Correctional Centres. HIV tests, with the consent of inmates, were conducted. The medical staff undertook the task to sensitize the Institutional staff on the care and prevention of contagious disease. The staff was also vaccinated against Hepatitis B.

Social workers will assist in the Institutions for six months, under the auspices of PAHO. A task force will meet to examine recommendations and a national policy on HIV/AIDS in the Institutions is to be developed.

Interdiction

Early 2000, after the Correctional Officers' dispute, over 700 Officers were interdicted. Hearings will continue into 2001 at the Services Commission. The JDF soldiers, Police personnel and private security ably assisted administrators and the remainder of Officers at the Institutions. Retired officers were also called in to assist with special areas.

CHAPTER TWENTY-EIGHT

CUSTODIAL SERVICES - ADULT INSTITUTIONS

Population and Admissions

The adult population on December 31, 2000 was 3, 397 (26% more than the ideal population capacity). At the end of December 2000, the Tower Street Adult Correctional Centre had a population of 1,355; St. Catherine Adult Correctional Centre - 1,119; Fort Augusta - 217; Tamarind Farm - 226; Richmond Farm - 217; South Camp - 239; and New Broughton - 24.

The Adult Institutions (with the exception of Tower Street and St. Catherine Adult Correctional Centres) have remained within their ideal population capacity for the Year 2000. The Tower Street Adult Correctional Centre exceeded its population capacity by more than one hundred per cent, while St. Catherine exceeded its capacity by thirty-two per cent.

Figure 4

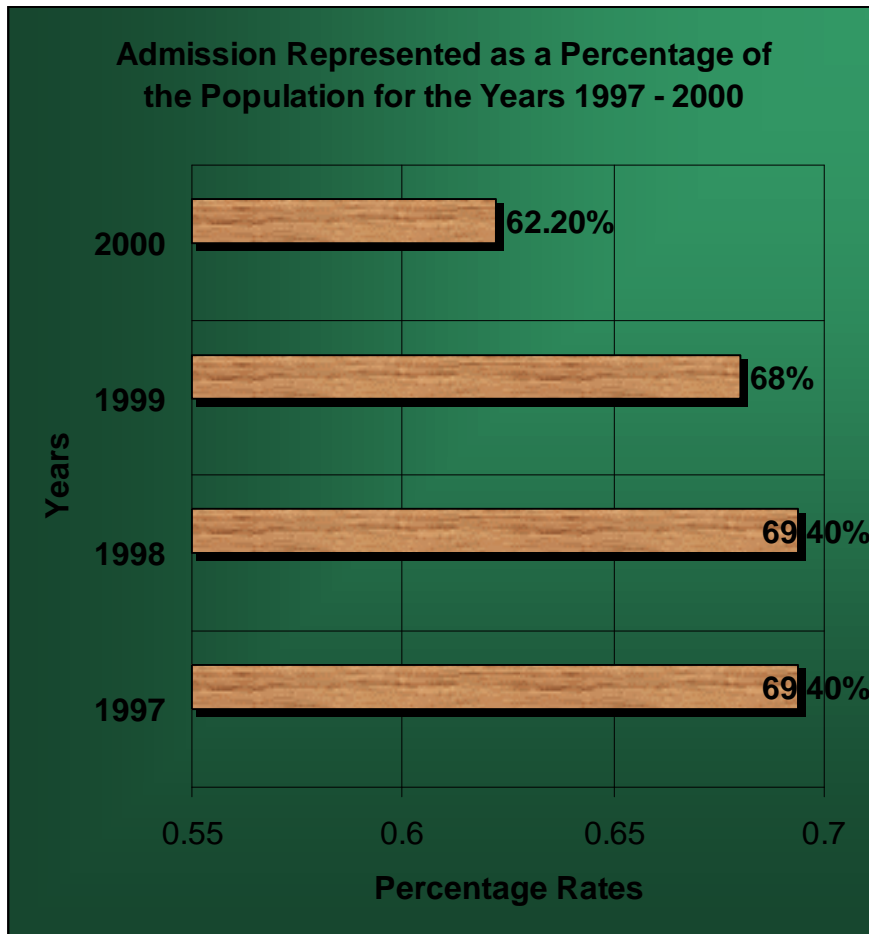
Ideal Capacity and Population Figures for Adult Institutions as at December 31, 2000

Institution	Ideal Capacity	Population Figures
Tower Street ACC	650	1355
St. Catherine ACC	850	1119
Fort Augusta ACC	250	217
Tamarind Farm ACC	350	226
Richmond Farm ACC	300	217
South Camp ACC	250	239
New Broughton ACC	50	24
Total	2700	3397

Total admissions for 2000 were 2,171, a decrease of 8% from the previous year. Despite the slight fluctuations in admissions between the years 1997 and 2000, total admissions to Adult Institutions have, nonetheless remained within 2,000 admissions.

Further analysis of the 1997–2000 figures also indicates that between these years, admission, as a percentage of the population, has remained relatively stable (see Figure 6), with a percentage reduction of 7.2% in 2000, when compared to 1997.

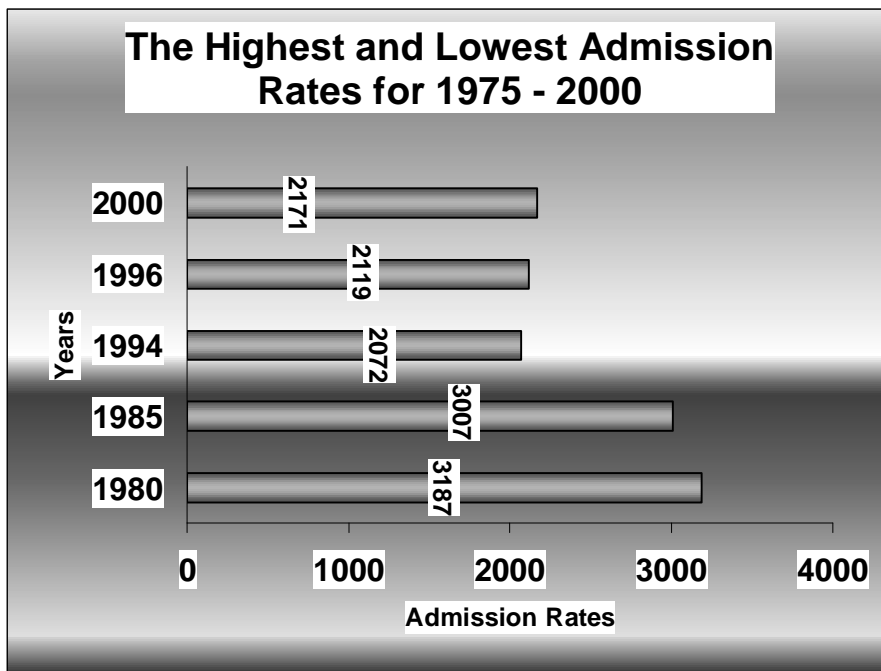
Figure 6



The highest admission rates for the last twenty-five years (1975-2000) were recorded in the years 1980 and 1985, with 3,187 and 3,007 admissions, respectively. The lowest admission rates for the same period were recorded in 1994 and 1996, with 2,072 and 2,119 admissions, respectively (see Figure 7).

In addition, the figure also provides a comparison of these admission rates with the Year 2000. For the twenty-five year period, the Year 2000 registered the third lowest admission rate, and when compared with 1980 and 1985, admission rates are lower by approximately 30%.

Figure 7



Overall, for the last twenty-five years, admission rates have been inconsistent, despite periods of rise and decline. However, when admission rates for the 1975-2000 periods are analyzed, as a percentage of the population, 1975 recorded the highest percentage, 93%, when compared to 72% in 1980, the year with the highest total admissions.

In addition to 1975, 1976 and 1977 also recorded high percentage rates with 90% and 92%, respectively. These percentages draw attention to the composition of the prison population. Although 1980 registered the highest total admission rates, the proportion of the population that was admitted was considerably lower than that of 1975 (see Figure 8a).

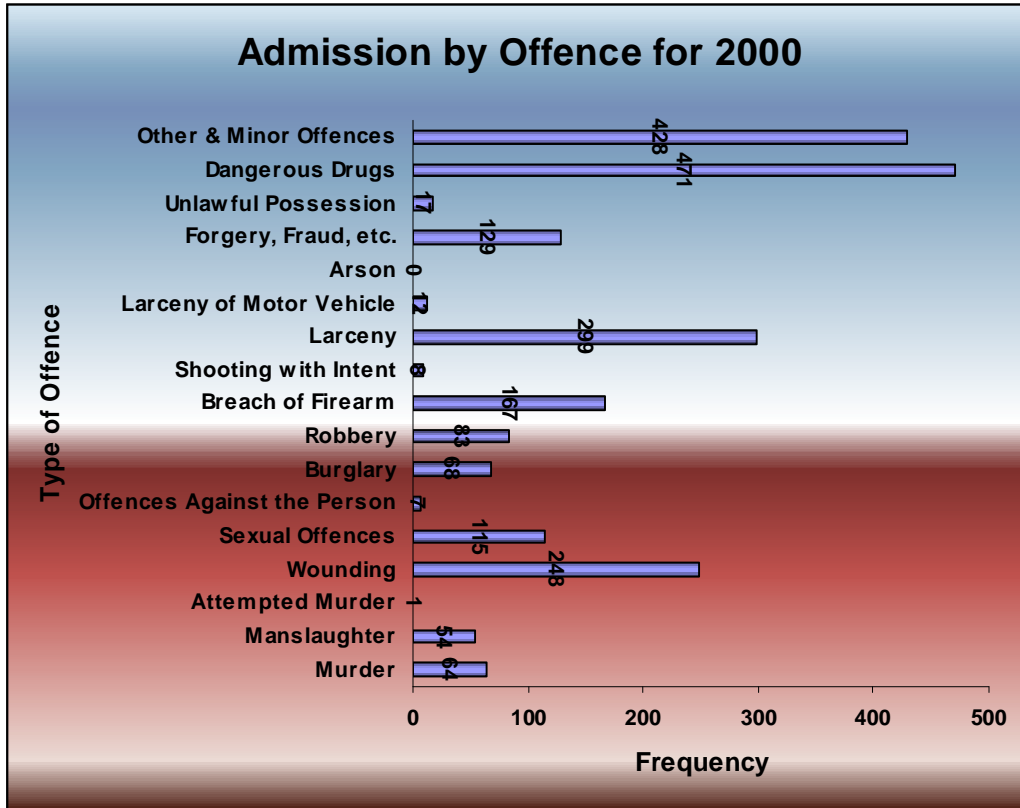
Figure 8a

Admission as a Percentage of the Population for 1975 – 2000

Years	Total Admissions	Percentages
1975	2563	93%
1976	2710	90%
1977	2654	92%
1978	2712	89%
1979	2889	87%
1980	3187	72%
1981	2666	68.2%
1982	2383	71%
1983	2468	74%
1984	2688	77%
1985	3007	84%
1986	2499	71%
1987	2873	83%
1988	2695	71.3%
1989	2255	63%
1990	2587	74%
1991	2825	76%
1992	2895	83%
1993	2206	67%
1994	2072	61%
1995	2284	67.3%
1996	2119	66%
1997	2345	69.4%
1998	2271	69.4%
1999	2361	68%
2000	2171	62.2%

For the Year 2000, the three main offences committed by the inmates admitted for the year were Dangerous Drugs, Other & Minor Offences and Larceny with a total of 471, 428 and 299, respectively (see Figure 8b).

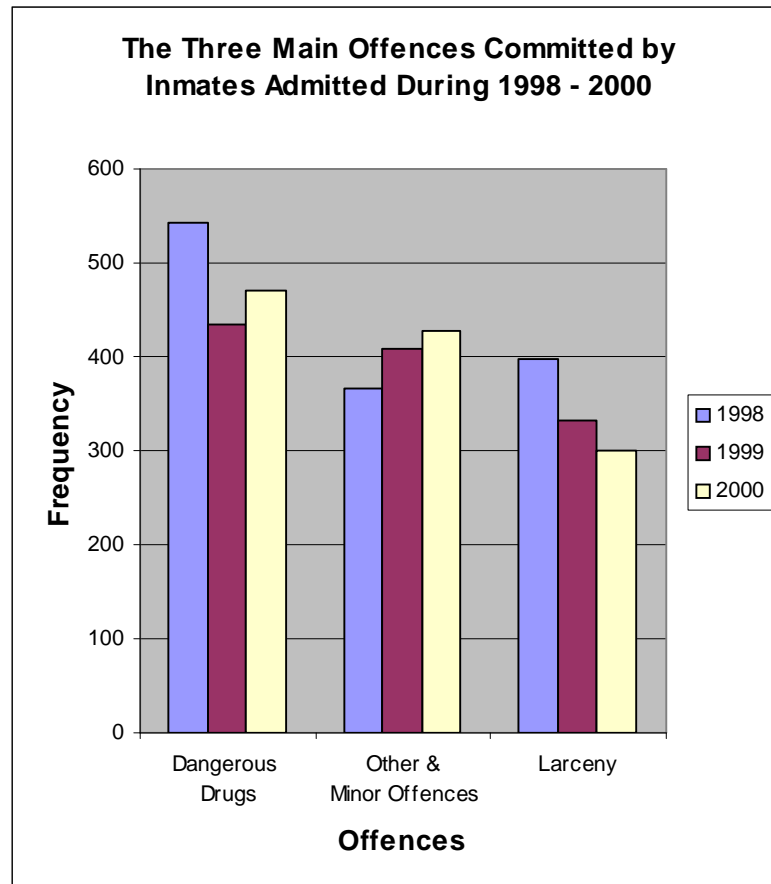
Figure 8b



For the period 1998–2000, Dangerous Drugs has been the leading offence committed by inmates admitted during this period. In 1998, the number of inmates admitted for Dangerous Drugs was 543, representing approximately 24% of total admissions for the year. Despite a decrease in admissions to 434 and 471, respectively, for this offence in 1999 and 2000, Dangerous Drugs still remains the highest offence for the three-year period. Other & Minor Offences, however, has been on a steady increase. In 1998 there were 366 inmates admitted for this offence and by 2000 the figure had risen to 428.

Figure 8c provides a summary of the three major offences committed by inmates admitted during 1998–2000. As the figure illustrates, Dangerous Drugs, Larceny and Other & Minor Offences have been the main offences committed by inmates admitted to the Institutions.

Figure 8c



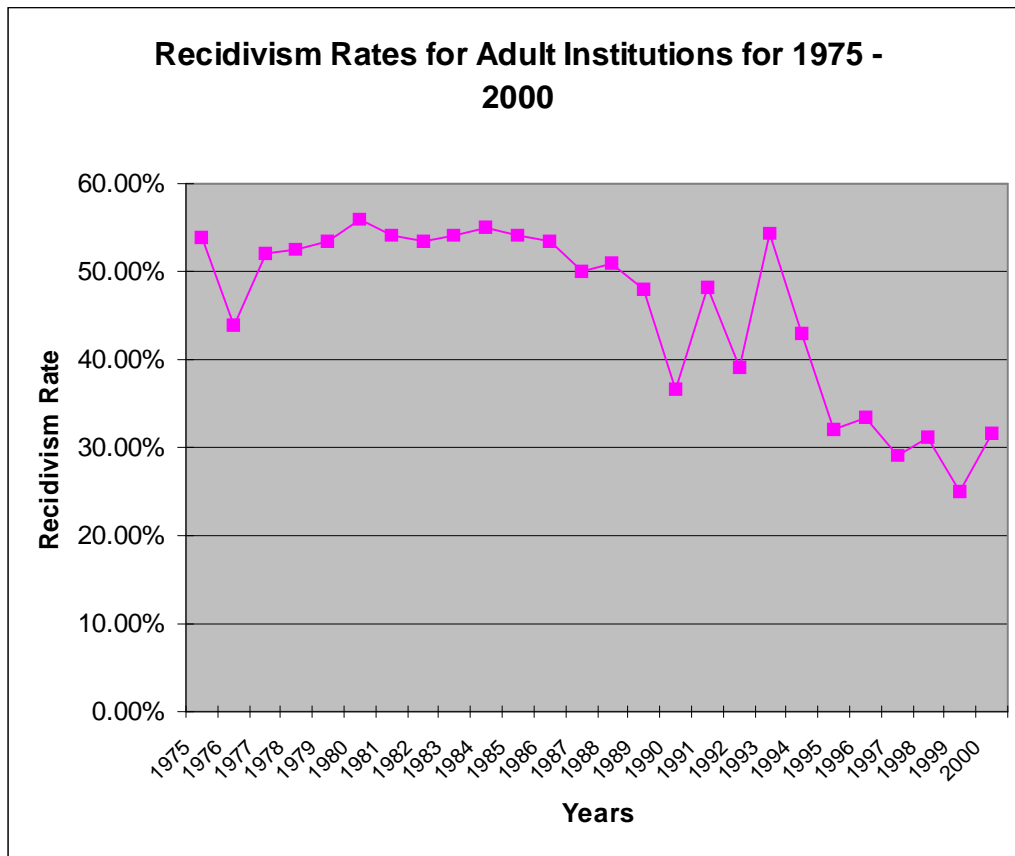
This highlights the fact that a majority of our prison population is serving short-term sentences and further justifies the Department's emphasis on our Community Services and non-custodial options for short-term offenders. By introducing non-custodial options to short term offenders the Department will be able to curtail overcrowding in the island's prisons and thus create a better environment, suitable for the rehabilitation of our offenders serving longer sentences.

Recidivism Rates

The recidivism rates between the years 1975–2000 have always represented at least 50% of the total admissions rate for each year. Between 1975 and 1993, the average recidivism rate has been approximately 51%, indicating that more than a half of the admissions population for this period was predominantly that of repeat offenders.

In 1975, 1980 and 1985, recidivism rates were 53.9%, 56% and 54%, respectively; a contrast to 2000's 31.6% (one of the lowest recidivism rates for the 25-year period). In the chart below (see Figure 9),

Figure 9



Although the figure shows that recidivism rates fluctuated throughout the period with declines in 1976 and 1990, the graph illustrates the steady rise of rates (well above 50% peaking in 1980 with 56%). However, towards the end of the twentieth century (1995–2000) recidivism rates began to decline with 1999 having the lowest recidivism rate of 25%. Despite an increase in 2000 to 31.6%, the trend depicted in the 1995–2000 period highlights a period of steady decline.

Short-Term Offenders

- Of the entire admissions for the Year 2000, a total of 1,546 were committed to serve short-term sentences (less than one month to twelve months).
- There were approximately 1,101 male short-term offenders admitted for the year.
- The St. Catherine Adult Correctional Centre received 1,262 inmates. Of this figure 913 inmates (72.3% of St. Catherine's admissions) were short-term offenders with sentences one year and under.
- The Tower Street Adult Correctional Centre received 647 inmates, of which 188 (29%) similarly, were short-term offenders.
- Fort Augusta Adult Correctional Centre received 263 inmates, 197 of which (75%) were short-term offenders.
- It must be noted that males represented approximately 85% of the total short-term admissions.
- The majority of male short-term offenders were sentenced to serve between 1–3 months; while the majority of female short-term offenders were sentenced to serve 4 –6 months (see Figure 10).

Figure 10

Less than 1 Month		1 – 3 Months		4 – 6 Months		7 – 9 Months		10 – 12 Months		TOTAL
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
14	2	393	47	343	88	127	23	224	37	1298

During the Year 2000, three hundred and eighty-six short-term offenders were transferred to open institutions and assessments were completed. In addition to weekly classifications of inmates, Superintendents now conduct reviews of short-term inmates.

For the Year 2001, inmates with 6-12 months left on their sentences will be investigated. If found fit to return to Court, they will be allowed to apply to the Court of Appeal to have the remainder of their sentence commuted to Community Service Order.

For the Year 1998, the percentage of inmates admitted to serve short-term sentences was 67% of the total admissions for the year. For the Year 1999, this percentage was 47% of the total population admitted. When compared to 1998, there was a 21% decrease in the number of inmates admitted for short-term offences in 1999. For the Year 2000, the percentage of inmates admitted to serve short-term sentences was 58% of the total admissions for the year (an 11% increase from the previous year).

ADULT CORRECTIONAL CENTRES

(1) St. Catherine Adult Correctional Centre

The Year 2000 was a period of transition for the St. Catherine Adult Correctional Centre. Between January 4 and 7, a number of Correctional Officers, across the nation's prisons, went on industrial action. The industrial action led to the interdiction of approximately two hundred and nineteen Correctional Officers from the St. Catherine Adult Correctional Centre, which severely depleted staff numbers.

In addition to this, several members of staff resigned, retired or passed away, which further affected the staff ratio at the facility. This reduction in staff had a negative effect on the Centre's administration, as it impeded the delivery of daily operations.

The reduction in the number of Correctional Officers also created a deficiency in the prison's security system, and soldiers from the Jamaica Defence Force (JDF) were called in and used as supplementary staff to primarily provide security.

Weekend Release

Weekend Release, a rehabilitative programme, was introduced to the facility during the Year 2000. This programme was quite successful and had a positive impact on the inmates who participated. It is therefore recommended that the programme be continued and supported.

Education

The Institution's school continues to function with a total of one hundred students per day with both members of staff and inmates assisting in the teaching of classes.

Food For The Poor Contributions

During the Year 2000, The Food for the Poor Foundation continued to contribute immensely to the Institution. In October, the Institution's Chapel was completed and furnished. A Tuck Shop was also built and two basketball courts were constructed at both Blocks A and B. Extensions to the Personnel Office were also completed.

Food for the Poor donated a total of two hundred and twenty gallons of paint, seventeen television sets for inmates, one thousand four hundred sneakers, blankets and plastic buckets, a refrigerator for the Personnel Office, and several footballs and volley balls.

The assistance and donations provided by Food for the Poor has been significantly beneficial to the inmates. The Administration greatly appreciates the Organization's contributions, and will continue to work with them throughout the Year 2001 to assist in creating a better environment for the inmates.

Inmates' Activities

On December 14, 2000 an inmates' concert was held. Relatives and friends of the inmates (approximately 200) attended the affair. Performances included those by the Institution's own choir, Voice for Christ, and popular artistes who volunteered their services. The concert was a successful event. During the Year 2000, there were, regrettably, a number of violent incidents committed by inmates against inmates that resulted in the injury and death of several. As a result, selected inmates were trained as Peer Counsellors in conflict resolution techniques.

Staff Training and Development

It is suggested that training be offered in the following areas:

- Leadership and Management
- Report Writing
- Computer Training
- Photography and Fingerprinting Techniques
- Linguistics Training
- Transport Operators
- Medical Orderlies
- Signallers
- Armourers

(2) Tower Street Adult Correctional Centre

At the beginning of the year, administrative programmes for the Tower Street Adult Correctional Centre were reorganized due to the strike and interdiction of approximately two hundred Correctional Officers. The staff complement at the beginning of the year was four hundred and twenty-four; this figure was subsequently reduced as a result of the interdiction. However, this delay did not completely obstruct the Institution's planning for the year and the following goals were set:

- To create a clean and healthy environment for both staff and inmates
- To develop rehabilitation programmes, such as: skills training, educational programmes and recreational programmes
- To organize training programmes for staff

A private security firm substituted for the loss of Correctional Officers at the Institution and these duties were later taken over by the 3rd Battalion Jamaica Regiment. This team worked with the Correctional Officers to perform various security services, such as the escorting of inmates and cell searches.

Problems Arising During the Year 2000

The shortage of staff at the Institution, led to a decline in discipline among the inmates. There were reports of violence that resulted in the death of eleven inmates, and injury of several inmates who had to be admitted to the Kingston Public Hospital. The reduction in staff also created a shortage of security personnel at strategic areas across the Institution. As a result, two escape tunnels were discovered at B North and D North on September 26, 2000 and September 28, 2000 respectively; five sticks of dynamite were found; and four inmates escaped.

Achievements for the Year 2000

Despite the hardships of the year, the Institution was still able to achieve various goals. These achievements are:

- The formation of the Reverence for Life Foundation
- The participation of inmates in a concert at the Ranny Williams Entertainment Centre
- The introduction of the Week-end Release Programme (over 40 inmates were successfully sent on week-end release)
- The baptism of thirteen inmates
- Repairs were made to cells
- Sections of the Institution were fenced

Food for the Poor Contributions

The Food for the Poor Foundation continued to provide valuable services and contributions to the Institution throughout the year. These contributions included:

- The completion of the shower and washing area for inmates
- The repair and refurbishing of the George Davis Centre (GDC)
- The installation of water pumps and water tanks at the E and G North Ward
- The completion of a fully equipped gym

Projections for the Year 2001

For the Year 2001, the Tower Street Adult Correctional Centre hopes to accomplish the following goals:

- The expansion of the Institution's school and an increase in inmates' attendance
- To establish an Information Technology facility to train both staff and inmates
- To expand upon the Institution's rehabilitative programmes
- To repair the chapel, kitchen, cells and hospital
- To organize concerts and a family day for inmates

(3) Tamarind Farm Adult Correctional Centre

The Tamarind Farm Adult Correctional Centre began the year with a staff complement of one hundred and twenty-six. However, the interdiction in early January-February 2000 reduced the staff by sixty-eight, leaving only a complement of fifty-eight. Despite this major setback, the Institution continued with its efforts to create a healthy and productive environment for both staff and inmates.

Problems Arising for the Year 2000

Over the years, Tamarind Farm Adult Correctional Centre has experienced difficulties with its power and water supplies. These disruptions were not only a security inconvenience, but also proved to create a sanitation hazard with the frequent loss of water supply, particularly in the month of July. To rectify these problems, in July a two thousand-gallon water tank was installed to be used by the kitchen and the administrative building. With these measures in place, the Institution became more equipped to deal with the daily tasks and challenges that would arise. In addition to this, the Institution received a second telephone line in April and some refurbishing was done on the library, medical centre and stores.

Contributions/Donations

Throughout the year, the Institution received numerous gifts: a new Xerox photocopier, a Cannon fax machine, a sixteen cubic feet refrigerator, and two standing fans.

The Institution was also fortunate that no member of staff died during the year. Unfortunately, an inmate died and many members of staff, as well as inmates, lost relatives during the year. The religious group, Faith Brothers, performed at numerous engagements and functions held at the Institution. The Institution's administration continued to assist the COSPROD Programme by providing transportation, among other services. The Administration will continue into the Year 2001 to contribute meaningfully to the development and execution of rehabilitative programmes for inmates.

(4) Fort Augusta Adult Correctional Centre

At the Fort Augusta Adult Correctional Centre, each morning is begun with devotions in the dining room. All members of staff, as well as inmates, attend. Church services are held in the Chapel every Sunday and Bible studies are held every Wednesday and Thursday.

Inmates' Activities

The inmates are involved in several sports activities, such as netball and volleyball, which are played on the weekends and during their spare time. A female Correctional Officer usually oversees and coaches these activities. Other recreational interests include dominoes and cards.

Education

Inmates attend classes from Monday to Friday under the tutorship of staff members who are trained teachers. At present, there are three inmates preparing to sit the Jamaica School Certificate (JSC) examinations. The education programme has proven to be quite successful. It has become a project embraced by all at the Institution, especially the inmates. Inmates who entered the Institution unable to read and write were able, at the end of their incarceration, to complete the simplest of tasks, such as writing their names; a task which was formerly impossible for them to accomplish.

Staff

During the Year 2000, a total of three members of staff were sent on various external courses. Sadly, one member of staff passed away, and two were transferred.

Projects for the Year 2000

The Tuck Shop at the Institution continued to be a success, earning a total of \$204,300. The pig project continued to progress throughout the year. Currently, there are four sows, one boar and twenty-eight piglets. For the period of January to December 2000, the sum of \$84,260 was earned from this project. The Year 2000 was a successful year for the Fort Augusta Adult Correctional Centre, and the Administration will continue to improve upon the rehabilitative programmes offered to inmates, and will continue to strive towards fostering a better environment.

New Adult Institutions

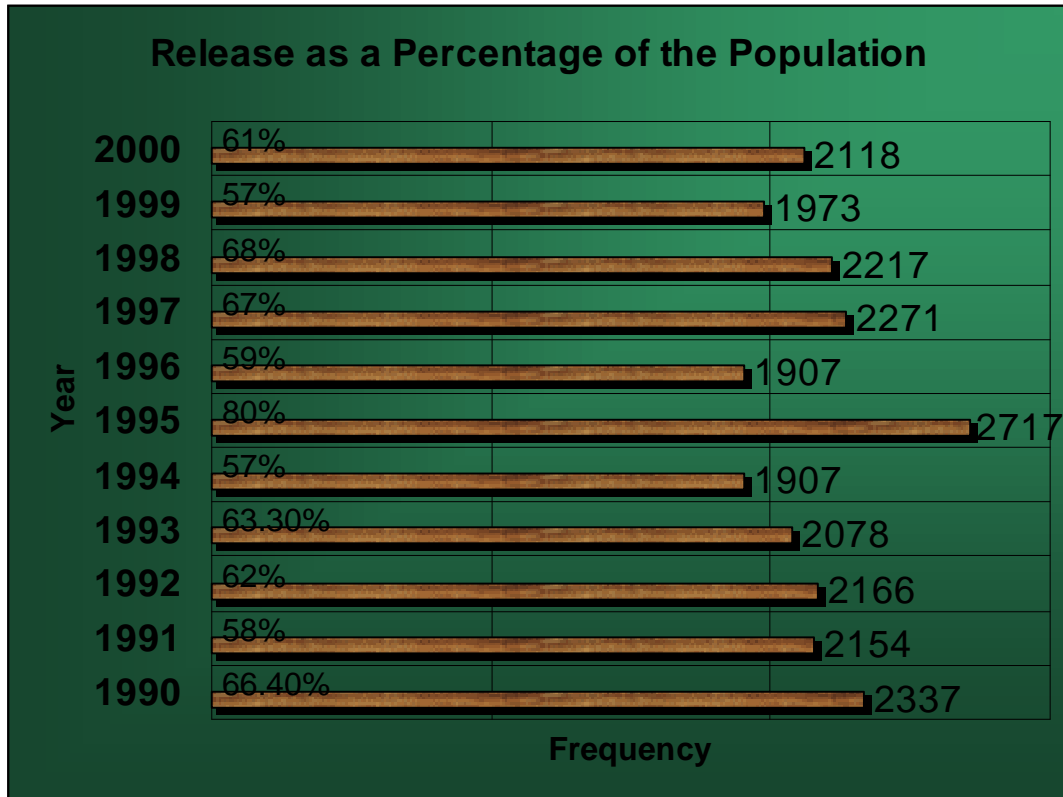
The Urban Development Corporation (UDC) and the Department continued to discuss plans for the new Adult Correctional Centre. The transition team implemented plans for the new Remand Institution dealing with the following:

- Staffing and Infrastructure
- Administrative Needs
- Programmes
- Movement
- Operating Cost
- Building Progress

The team continually monitored the refurbishing and construction of the building at Bumper Hall. They worked collaboratively with military personnel and other service agents to ensure that the planned outlay and design were followed and will adequately meet custodial and rehabilitative needs. Approximately seventy per cent of the work is completed on the building. The Correctional Officers to serve the Remand Centre will complete the latter part of their training in the Institution. The facility is designed to house a maximum of 1,030 remandees (1,000 males and 30 females).

In September 2001, the Adult Remand Centre will open. This new Centre will assist in reducing the population at both Tower Street and St. Catherine.

Figure 11



The figure above illustrates the total number of releases and the corresponding percentage rate from the Adult Institutions for the period 1990 – 2000.

CHAPTER TWENTY-NINE

CUSTODIAL SERVICES - JUVENILE INSTITUTIONS

Population and Admissions

During the Year 2000, there was a total of 122 juveniles admitted to the juvenile institutions, an increase of 22%, as compared to 1999.

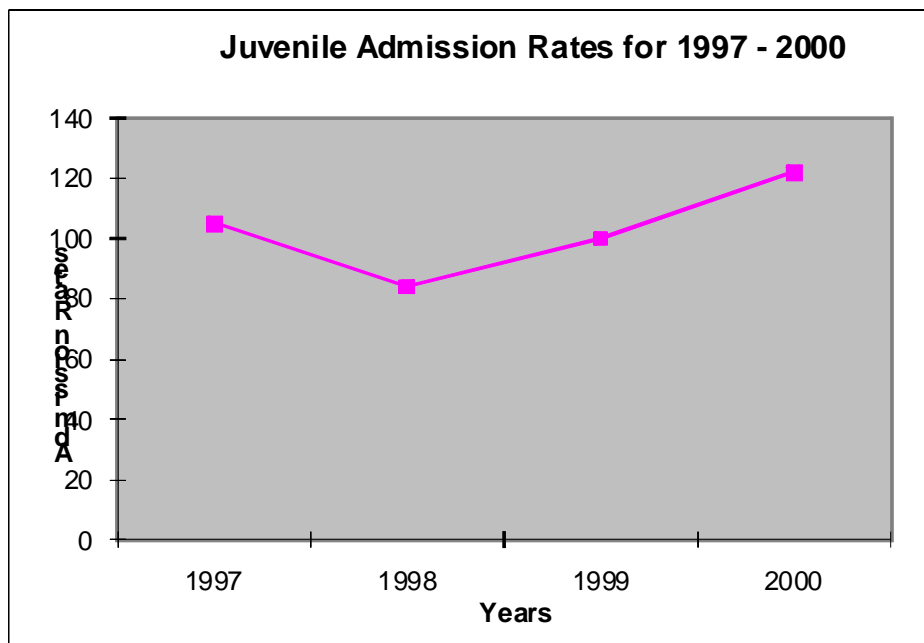
Armadale received twenty admissions, an increase of 100% compared to 1999.

Hill Top received 65 admissions, an increase of 8.3% compared to 1999.

Rio Cobre received 37 admissions, a 2.3% increase as compared to 1999.

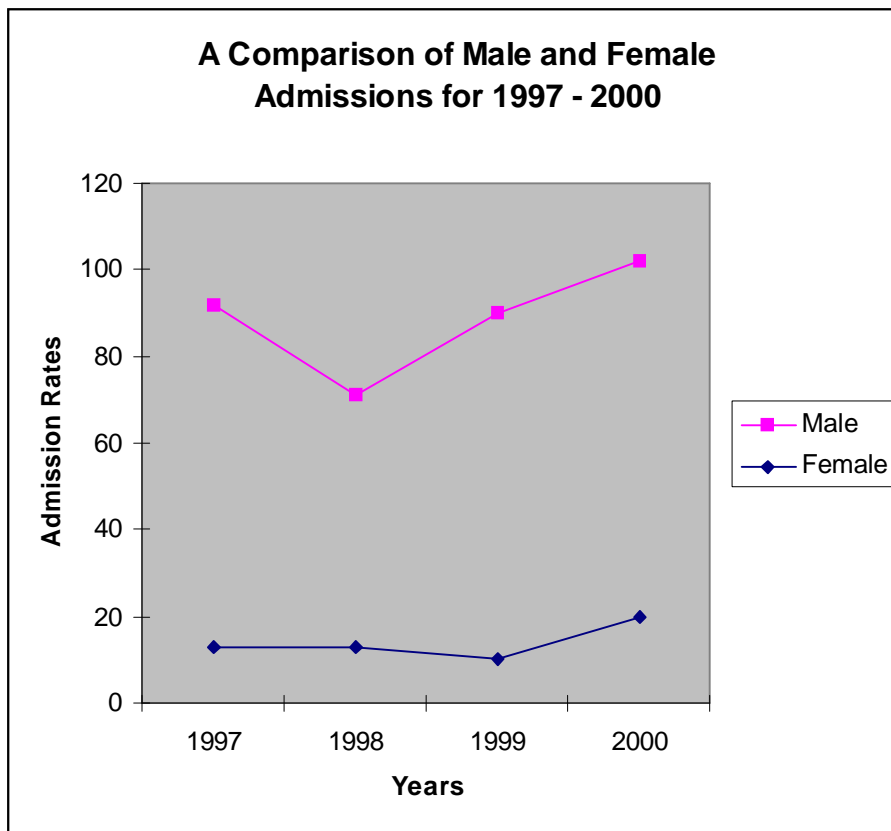
Between 1997-2000 juvenile admissions has been on a steady increase, with the exception of a 20% decrease in 1998. Of the four years, the Year 2000 exhibited the highest admission rate representing a 16.2% increase since 1997 (see Figure 12).

Figure12



Overall, male admissions within the last four years have been 72% higher than that of female admissions. As the figure below demonstrates, male admissions have been on a steady increase, while female admissions have been fairly consistent throughout the four-year period. In addition, it must be noted that the Year 2000 did not only have the highest juvenile admission rates for the four-year period, it was also in this year that both male and female admissions were simultaneously higher, when compared to the other years.

Figure 13



At the beginning of January 2000, the St. Andrew Juvenile Remand Centre had a total of fifty-six cases brought forward from the previous year. During the year, 207 new wards were admitted to the Remand Centre and 514 were returned from the Courts. The Remand Centre had a total of eight escapes and an outflow of 740. At the end of December 2000, there were thirty-seven wards held at the Remand Centre, representing a reduction of 34% in caseload as compared to the end of 1999.

Health and Social Services

All wards received weekly health care. The Department's three Medical Doctors and eight Medical Orderlies provided health services. Health services were also accessed from five hospitals, six health centres and two dental clinics. Juveniles received a total of 233 dental treatments and 383 medical treatments; and over 84 psychiatric referrals were made to the Department's Psychiatrist.

Four Chaplains and Probation Officers provided ongoing counselling services. For 2001, the Department will be instituting a Juvenile Peer Counselling Programme.

Education

All wards participated in academic and vocational programmes between the hours of 9:00a.m. and 4:00p.m. The wards are regularly assessed and graded as in the formal educational system. During 2000, seven wards attended classes in the formal system and sixty-seven wards received Home Leave.

In the Institutions, eighty-one wards were tutored at the primary level and ninety-six at the secondary level. Wards sat examinations in SSC subjects, HEART Cosmetology Level I, and nine sat CXC examinations.

For 2001, the Department will increase the Vocational Certificate Programme under the HEART Trust in Juvenile Institutions.

Other Activities

Wards continued to participate in Festival Events, Religious Performances, Career Day, Children's Expo and other projects.

Armada and Hill Top Juvenile Correctional Centres continued poultry, beef and pork production. Hill Top also produced yams, bananas and vegetables. Hill Top realized farm production totalling \$1,000,932, and between January and September, Armadale had a \$40,000 profit on egg sales. Expansion of the broiler farm and egg production will continue into the Year 2001.

JUVENILE CORRECTIONAL CENTRES

(1) Hill Top Juvenile Correctional Centre

The close of the twentieth century at Hill Top Juvenile Centre has fostered memories that will live a far way into the twenty-first century. The Institution experienced many successes. The milieu in the Institution was one touched with congeniality, as staff and wards alike enjoyed amicable relationships.

It can be said fairly, that the Institution experienced a relative degree of tranquility through 2000. The following indicators will show this:

- No abscondence from the Institution
- Drastic reduction of violent incidents
- Improvement in staff/ward relationship

Our Institution participated in numerous events during the year, of which we are proud. We participated competently in events such as exhibitions and various competitions. It can be safely said, that success was achieved in greatly reducing the absconding of wards, and the abating of physical violence between wards.

Goals for the Year 2000

- To provide accommodation, security and training for juveniles adjudicated by the Courts to be in need of residential care
- To provide an array of rehabilitative services to all wards in the residential setting. This is with a view to effecting positive changes that will assist in the development of individual responsibility for lawful behavior
- To provide a range of educational and pre-vocational training programmes to enhance the wards' marketable skills
- To provide medical/dental services and health needs for wards

The achievement of some of the goals set was encumbered by the fact that some of our outstanding problems remain unsolved.

The absence of the security cell, the urgent need to expand the wards' dining area and the lack of adequate training programmes for staff members, were just a few of the problems faced by the Institution. The prolonged bad weather conditions also placed a damper on some aspects of the Institution's activities, especially in the area of agricultural production.

However, despite our predicaments, we were able to culminate the Year 2000 with some outstanding accomplishments, of which we are truly proud. The past year was tarnished with mourning, in that, a number of staff members and wards grieved over the loss of loved ones.

A new year traditionally offers us the vision of hope and new possibilities, as well as the opportunity to approach our goals and aspirations with vigor and optimism. Therefore, we are cognizant of the fact that we must continue to work assiduously, as a unit, so as to transform our weaknesses into strengths; to maintain these strengths, and where possible, enhance our success.

Consequently, we have resolved to make even greater efforts to work in accordance with the Mission Statement of the Department of Correctional Services.

Training of Staff

A few training courses were made accessible to members of staff over the past year. They were as follows:

- A course in Criminal Justice
- Investigative Interviewing and Guidance Counselling courses at MIND
- Seminars on Document and Computer Security and Bomb Threats

Wards

The behaviour of the wards over the past year was applaudable. The majority of the wards made good use of the opportunities available to them. Positive work attitudes have been carried over by those wards who have left the Institution. This is shown by the favourable reports we have received regarding those who have gained employment or have returned to formal educational institutions. Those wards who have been discharged, constantly keep in touch, via telephone or visits, as they find it difficult to cut themselves off from the Institution.

Events and Activities for the Year 2000

In order to foster the rehabilitation and total development of the wards, they were motivated to participate in the following events throughout the year:

- Sports' Day Inter-House Competition
- Inter-House Cricket Competition
- Inter-House Football Competition
- Inter-House Domino Competition
- Annual Christmas Dinner
- Gospel Concert
- Evangelical Crusade

On Dental Awareness Day in May 2000, a group of dental nurses visited the Institution and spent a day cleaning and filling wards' teeth.

Religion

Special emphasis was placed on the spiritual development of the wards. Wards were allowed to attend churches in the community. Different religious groups visited the Institution and had services with the wards.

Book Mobile Project

The St. Ann's Bay Library transported books to the Institution on a fortnightly basis. Books were loaned to the wards. The project was a success and the wards responded positively to the book project.

Farm Production for the Year 2000

Despite the prolonged drought, as well as other problems, the following sales were made in yams, banana, cucumber, cabbage, pork and fatteners to the tune of \$100,932.

Recommendations

- The Institution needs additional staff as Correctional Officer 1
- Relevant training courses needed for instructors

- Adding electrical installation, refrigeration and air conditioning to the Institution's curriculum, thereby improving the vocational options of the wards
- More computers needed as teaching aids for classrooms

Projections For the Year 2001

- Establishment of Peer Counselling Programmes
- Introduction of computer training
- Establishment of 4H Movement
- Preparation of wards for CXC and JSC examinations
- Diversification of the crops
- Re-establishment of Friends Group in the Institution
- Greater emphasis will be placed on the spiritual development of staff and wards

The Year 2000 was undoubtedly a successful year for the Hill Top Juvenile Centre. Both staff and wards remained dedicated to the cause of rehabilitation. It is, therefore, with a sense of elation that the Hill Top family can be proud of the fact that much achievement was made for the year.

(2) Armadale Juvenile Correctional Centre

Events and Activities for the Year 2000

In order to enhance the rehabilitative process of each ward, they were motivated to participate in the following activities throughout the year:

- Girl Guide Week was observed during February 20-25 worldwide. The Guides at Armadale participated in various activities for the week; such as conducting morning and evening devotions, flag raising ceremony, march pass and campus cook-out.
- Peace Day was observed on Tuesday, March 7, 2000. Members of staff were encouraged to wear blue for the day.

- A function was held where wards participated in skits, poems and a discussion on conflict.
- **Dental Awareness Week:** To mark Dental Awareness Week, which was observed March 11-17, a team of dental nurses from the St. Ann's Dental Clinic visited the Centre on Monday, March 11, 2000. All wards were treated to free dental examinations as well as cleaning. Each ward was issued with a small gift package that contained a toothbrush and toothpaste. A video presentation was done and Nurse Christie challenged the wards in a very interesting discussion on oral hygiene.
- **Sports Day:** The inter-house athletic meet, was held on Wednesday, March 22, 2000. This was well supported by parents and relatives of the wards, community members and personnel within the Department.
- **Kite Festival:** For the second year, wards at the Centre were invited, by the St. Ann Cultural Development Commission, to participate in the Drax Hall Annual Kite Festival.
- **Labour Day Project:** On Labour Day, wards and staff participated in a massive beautification drive at the Centre. This was done on a competitive basis, as each House was assigned specific areas.

An outdoor cooking that took place on the same day added flavour to the day's activities as everyone (staff and wards) was treated to cultural foods. A gospel concert in the evening climaxed the day's proceedings. Wards and staff presented items and were later treated to ice cream and cake.

- **Children's Expo 2000:** Wards and staff participated in the annual Children's Expo, which was held at the National Arena on May 26-28. A number of items, such as children and adult clothing, tablecloths, crochet sets, needlecraft and bedroom sets were made for display.
- **Parents' Day:** This was held on May 31, 2000 at the Centre. Although the turn out of the parents could have been better, the day was successful. The communities, members of the Department including Probation Officers, were well represented.

Wards displayed their talents in skits, folk songs, poems and dance. Items that were produced in the vocational areas were on display. A very exciting panel discussion was conducted on parenting.

- **Trips/Outings:** wards were treated to a trip to the Hope Botanical Garden and Zoo during the summer holidays. The tour ended at Devon House, where wards went on to view areas within and around the Great House. They were later treated to ice cream, while they played games on the lawns. This event was educational, as well as entertaining, for both staff and wards.
- **Church Service:** a church service was held at the Bethany Baptist Church in Alexandria on Tuesday, September 5, 2000 to commemorate the new school year. In attendance from the Department were the Director of Juvenile Institutions, Director of Personnel and representatives from the other juvenile centres.
- **Career Day:** was held on September 6, 2000. This was organized by the instructors and teacher to guide wards in selecting appropriate subjects to equip them for the career they wish to pursue. This was most beneficial to wards, especially at that time when they were faced with the challenge of selecting subjects for both SSC and CXC examinations.
- **Heritage Week:** during Heritage Week, a function was held at the Centre on October 18, 2000. Wards presented various cultural items and were taught some cultural forms by Miss Walters. At the end of the function the Inter-House Heritage Quiz competition was held.
- **Crusade:** the annual Gospel Crusade for Institutions was another success at the Centre. The Chaplain of the Department, in conjunction with Youth for Christ, spearheaded this. The Crusade was held from November 12-17. This was well received by wards of the Centre, as a number of them indicated that they would make a change and take on a more spiritual approach to their lives. The churches in the community that were instrumental in the success of the Crusade were: Alexandria New Testament Church of God, Gospel Light House Pentecostal and Bethany Baptist Church.

- **Christmas Dinner:** the year's activities came to a close with the annual Christmas Dinner, which was held on Tuesday, December 19, 2000. The turn out from relatives of the wards was commendable. There were several other groups representing the community. The Richmond Adult Correctional Centre band and cultural group provided special entertainment. The crowd was moved by the quality of the performances. All other Juvenile Institutions were represented at the dinner including the Director.

Projects for the Year 2000

- **Religious:** throughout the year, wards participated in various religious activities. They were invited to a number of churches in the community, where they performed. They were also invited to the Bethany Baptist Church, where they performed with the Suns of God Group from the South Camp Adult Correctional Centre. The wards also performed at the Department's gospel concert at the Ranny Williams Entertainment Centre.
- The following church groups continue to make significant contribution to the spiritual well-being of the wards: Brown's Town New Testament Church of God, Gospel Light House Pentecostal, Alexandria New Testament Church of God, Bethany Baptist Church and Brown's Town Baptist Church.
- **Operation Classroom:** every year, a team (part of the Methodist Movement) from the Minnesota University in the United States of America, visits the Centre to donate books and other classroom supplies. Three sets of encyclopedia, along with four boxes of novels, were donated to the library. Some of the books and school supplies were shared with the other Juvenile Institutions.

Achievements

- **Poultry Production:** for the most part of the year, this started off on a very good note. However, there was a decrease in production due to the age of the layers. These were culled with the intention of replacing them with younger and more productive hens. The Institution continues to serve the community with eggs, especially during the peak periods (Christmas and Easter). Up until September, when the layers were culled, the Institution was able to make a profit of \$40,025 from egg sales.

- **Beef Production:** although there was a fall in the price of local beef, the Institution was able to butcher one of the cattle earlier in the year, to earn some profit. A young calf was added to increase the number of cattle to four.
- **Festival Competition:** a number of wards entered the JCDC Festival Competition for the Year 2000.
- **Academic/Vocational:** wards at the Centre continue to benefit from a well-organized academic and vocational training programme. The vocational areas include: Clothing and Textile, Cosmetology, Art, Needle Craft and Home Economics.

The academic programme ranges from the remedial to more advanced learning. At the SSC examinations, wards are able to sit the following subjects: Language and Communication (continued and functional levels), Mathematics (continued and functional levels), Social Studies, Science, Child Care, Clothing and Textile, Food and Nutrition, and Art. The Institution was officially declared as a SCC Examination Centre since June 2000.

At CXC exams, wards are able to sit English Language, Mathematics, Social Studies and Principles of Business.

Another outstanding achievement at the Centre is that wards are now able to sit their Cosmetology examination through the HEART Trust NTA. The first examination will be done in July 2001. Preparations for this examination started in September 2000 with ten wards. Wards will be awarded with the NTCVET Level One certificate, if they are successful.

Two wards went to Club Caribbean Resort to do a three-week work experience programme. Reports from the Manager of the Food and Beverage Division indicated that wards performed satisfactorily. The Resort's General Manager was also pleased to announce that the wards will be accommodated, once more, for April 2001; this time with four wards selected for the programme.

- **Rock Bun Project:** a viable rock bun project at the Centre continues to do well. This is operated through the Food and Nutrition Department, and it is able to finance itself. Wards also receive an incentive from this project. We supplied schools in the community and our brother Institution, Hill Top.

- **Fencing of the Centre:** a major achievement for the Year 2000 was the perimeter fence that was erected around the centre in May. We are now at ease in terms of security. The compound is now secured from stray animals that usually destroy the plants which add to the beautiful scenery. Brighton Engineers did the entire work on this venture.

Projections for the Year 2001

The following projections would certainly help to enhance the development of the Centre:

- To increase our certification programme in Catering Services and Clothing and Textile - projected to begin a course by September 2001 in order for wards to do examinations by July 2002
- To add to the farm (Broilers) – projected to begin by October 2001
- To increase egg production by obtaining more layers – projected to begin by October 2001
- To repair fencing on farm in order to increase production for domestic consumption. Hopefully, to sell farm products to other Institutions - projected to begin in June 2001

Problems

The Centre continues to face the following problems:

- Repair work needs to be done on the kitchen, Home Economics Centre, dining room ceiling and laundry
- The front section of the Centre is very unattractive. Since this area is the first place of entry, and also can be seen from the road, some painting needs to be done
- For some time now, the imprest for the Centre is by far inadequate. With the high cost of food and other items, we are finding it difficult to survive on what we are now getting
- Since July 2000, the Centre has been without a Clothing and Textile Instructor. Five applications were sent to the Personnel section, but to no avail.

- This area is critical to the wards' development, especially if one should look at the recent SSC results in this area.

Recommendations

In order to improve the overall operations at the Centre, the following recommendations are made:

- Have the National Water Commission (St. Ann's Bay Division) supply water to the Centre at least once per month. This would certainly decrease the frequent water crisis at the Centre and reduce the high cost that private contractors charge to truck water to the Centre
- Assign a Medical Practitioner to the Centre to visit at least twice a month
- Increase the allotment on the imprest for minor repairs. Put on additional allotment for the wards' medication

Conclusion

Despite the many obstacles that faced us throughout the Year 2000, we are indeed grateful to God for His strength, protection and guidance. We are only able to achieve all that through His help.

There is no doubt that staff members will continue to be united in their efforts to increase the level of productivity at the Centre. We will continue to be faithful in our tasks so that God will add even more insight to us that we may think and plan constructively for the wards entrusted in our care.

(3) Rio Cobre Juvenile Correctional Centre

The Year 2000 could best be described as a year in which more could have been achieved, if it were not for several circumstances, which acted adversely to our goals and objectives. Nevertheless, the Centre was able to achieve some degree of success, which allowed for the emotional, social and spiritual development of the wards. The continued participation of the various civic, churches, business and community groups was significant in helping to achieve many of the set goals as they relate to the rehabilitation of the wards.

Staff Training

Correctional Officer II, was selected to do a four- month Social Work Course at the University of the West Indies. Acting Overseer, went on a three-day seminar on Supervisory Techniques at MIND

Projects/Programmes

The Centre was able to continue, to some extent, with some projects and programmes. These included:

- **Scout Programme:** The Scout Troop at the Centre, participated in several civic functions during the year. They were involved in both the National Heroes' Day and National Remembrance Day Celebrations in October and November, respectively. The Troop also participated in the Department's Week celebration during the latter part of the year
- **Behaviour Modification:** A programme was instituted to help in modifying the behaviour of the wards through rewards and privileges. However, the programme had some setbacks; the main one was that the monetary incentives, which should have been coming from the Department, were not being paid.

Monthly requests have been submitted, since July of last year; and, to date, the Centre has not received any payment for the wards. This is most frustrating to members of the Committee, which meets to assess the wards.

- **4H Club:** The wards participated in several national and local 4H programmes throughout the parish of St. Catherine. They participated in the National Achievement Day Competition and were successful in the following categories: Agriculture, Clothing and Textile, Public Speaking and Culinary Arts
- **JSC Examinations:** The Year 2000 is the second year that the wards have been sent to sit this examination. This year, the Centre experienced a 50% pass in the areas of Civics and Biology, with 25% receiving credit in one subject
- **Scholarships:** For the first time in the history of the Centre, six wards were awarded scholarships to attend Hydel Group of Schools. The boys are doing well

- **Football Programme:** The Centre has a good football programme. Last year, the team participated in the St. Catherine Insport All Age and Junior High Football Competitions. Out of an entry of twenty-five schools, the Centre placed third, at the end of the competition
- **Chicken Project:** The chicken project is still on stream, and meat is sold to the other Juvenile Institutions, as well as to members of staff. Funds generated from the project are used to assist with the rehabilitation programmes
- **Baptism:** Sixteen wards were baptized during the year through the Crusades held at the Centre
- **Education:** The boys were sent on educational trips to Western Jamaica. They toured places like: the Jamaica Grand Hotel in Ocho Rios, the Ocho Rios Pier, Sangster's International Airport and the Rose Hall Great House and Estate.
- **Agriculture:** There was a slight improvement in the output of produce from the farms: namely, cabbage, string beans, cucumber, calaloo and pak choi. Peanuts and sorrel were planted. The football team benefited from peanut punch drink during training for competition. The sorrel reaped was used to prepare drinks at our Christmas Dinner
- **Cattle Rearing:** Eight cows were reared at the Centre. One bull was slaughtered for meat, which was sold to other Institutions
- **Annual Christmas Dinner:** The Centre's annual Christmas Dinner was held on Thursday, December 21, 2000. Wards received certificates and gifts for various achievements in academics and vocational excellence
- **Sponsorship:** The Institution benefited from several sponsorships by various organizations. The St. Catherine Co-op Credit Union was instrumental in sponsoring the gears for our football team.
- **Donations:** The Victoria Mutual Building Society donated shirts and ties which the wards wore at the Christmas Dinner

- **Treats:** The wards were treated by several of our visiting church groups such as: Swallowfield Chapel, Christ Temple, Emmanuel Apostolic, and Prayer Line Church. The Kiwanis Club also treated the wards.
- **Sports' Day:** Sports' Day was held in March. Wards in the three houses (Bogle, Sharpe and Garvey) competed against each other in various athletic competitions
- **Parents' Day:** This was held in May, and parents and relatives of the wards were invited to the Centre. The day's activities included panel discussions, motivational talks, tours of the facility and a performance by the Scout Troop.

Security

The Centre is in dire need of a standby generator, which is crucial, especially at nights when there is a power outage. The perimeter fence is another issue that needs to be addressed. The chronic shortage of Security Officers at the Centre is of great concern. There is no rest room for the Officers for several years now.

Recreational Room

A recreational room is presently under construction. Attempts are also being made to equip the room with exercise equipment for both staff and wards. The project is being funded by USAID

Recommendations

The Centre is presently in need of sixteen Correctional Officers to ensure proper security of the wards. The Administration of the Institution is therefore requesting that at least two Officers be assigned.

There is presently no teacher at the Centre; this has seriously impeded the educational programme. The Centre therefore needs at least three teachers to work along with our cadre of instructors.

CHAPTER THIRTY

OFFENCES COMMITTED BY JUVENILES

Male Juveniles

For the year two thousand, 1,152 male juveniles appeared before the Courts for both major (606) and minor (546) offences, with major offences representing 53% of these total and minor offences representing 47%. For the years 1997-2000, the number of male juveniles appearing before the Courts for both major and minor offences has been fluctuating; with 1999 recording the highest rate and 1998 recording the lowest .

Fig 14

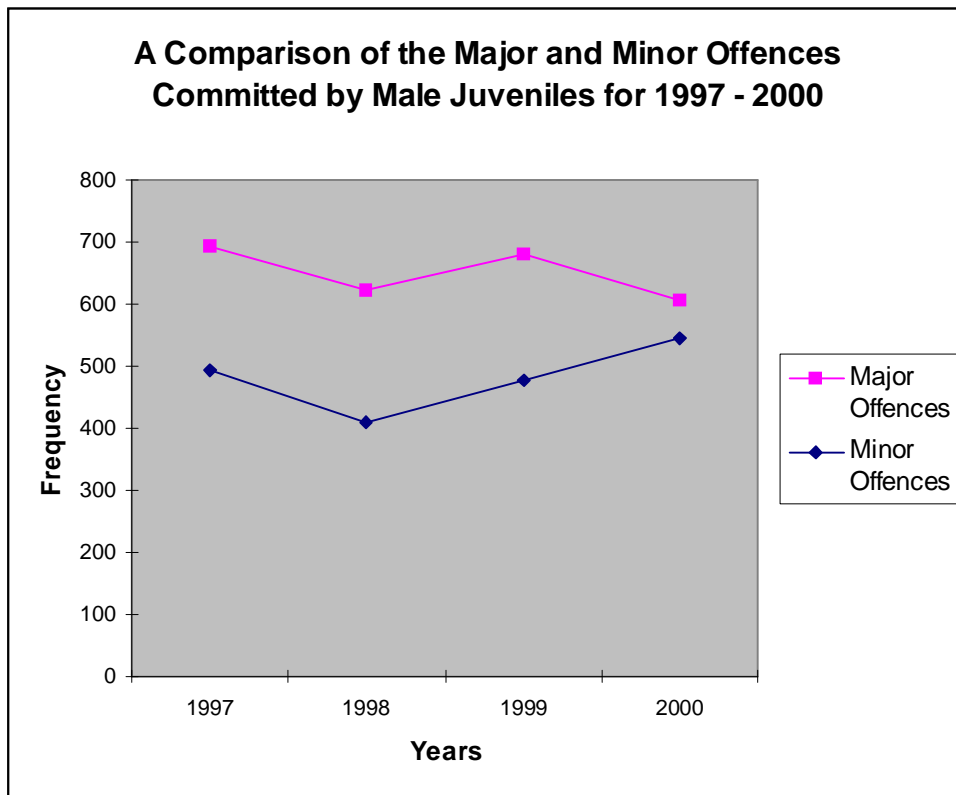


When compared to 1997, the Year 2000 recorded a 3% decrease in juvenile rates; and when compared to 1999, the Year 2000 recorded a 43% decrease in juvenile rates.

Overall, for the years 1997–2000, more major offences (approximately 57.4% of the total offences committed for the period) were committed than minor offences by male juveniles, with the rates of major offences fluctuating throughout the four years, and the rates of minor offences increasing steadily between 1998 and 2000.

The Year 2000 recorded the highest number in minor offences, when compared to the previous three years; while the rate of major offences was lowest in 2000 (an 11% reduction from 1999) when compared to the previous three years (see figure 15).

Figure 15



For major offences, Wounding (with 150 males appearing before the Courts), Larceny (with 109 males appearing before the Courts), and Dangerous Drugs (with 95 males appearing before the Courts) recorded the highest rates for reasons male juveniles appeared before the Courts in 2000.

Combined, these figures represent 58.4% of the total of major offences, with the remaining 42% being predominantly dispersed among the following offences:

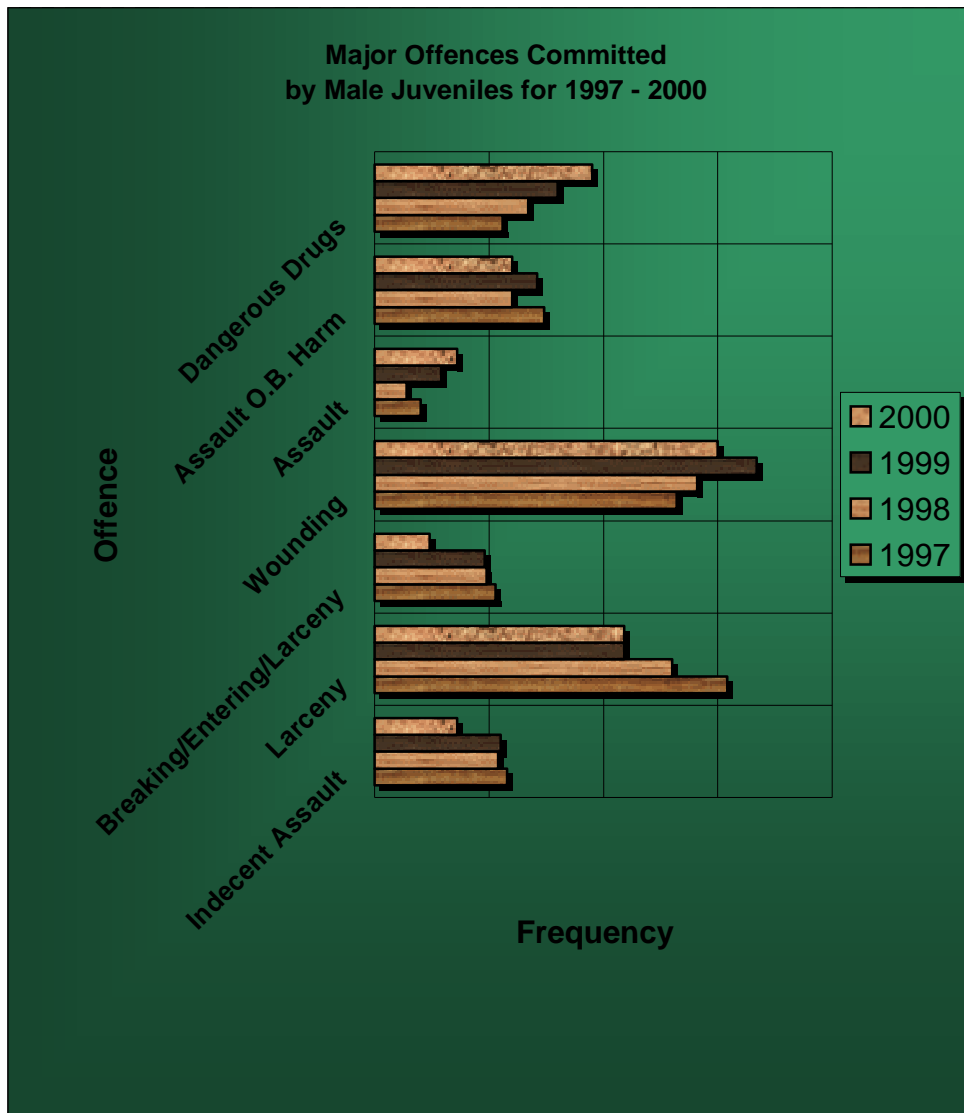
- Assault or Bodily Harm
- Indecent Assault
- Assault
- Breaking in and Entering

For the last three years (1998–2000), Wounding has recorded the highest reason for which male juveniles appeared before the Courts; with Larceny and Dangerous Drugs being ranked second and third, respectively. Since 1998, the number of male juveniles appearing before the Courts for Dangerous Drugs, has increased with the Year 2000 recording the highest rate, a 42% increase when compared to 1998. For Wounding, the rate, since 1998, has fluctuated with 1999 recording the highest; and for Larceny, the number decreased significantly between 1998 and 1999, and has remained constant throughout the Year 2000.

Figure 16 provides a summary of the types of major offences for which male juveniles appeared before the Courts during the period 1997 – 2000. For the years 1997–2000, Care and Protection was the highest-ranking minor offence for which male juveniles appeared before the Courts. Between 1998 and 2000, the number of males appearing before the Courts for Care and Protection has been increasing, with 2000 recording the highest number (a 21.4% increase from 1999).

Overall, the number of males appearing before the Courts for minor offences has been inconsistent; however, 2000 has recorded the highest number (546), an increase of 15% from 1999.

Figure 16

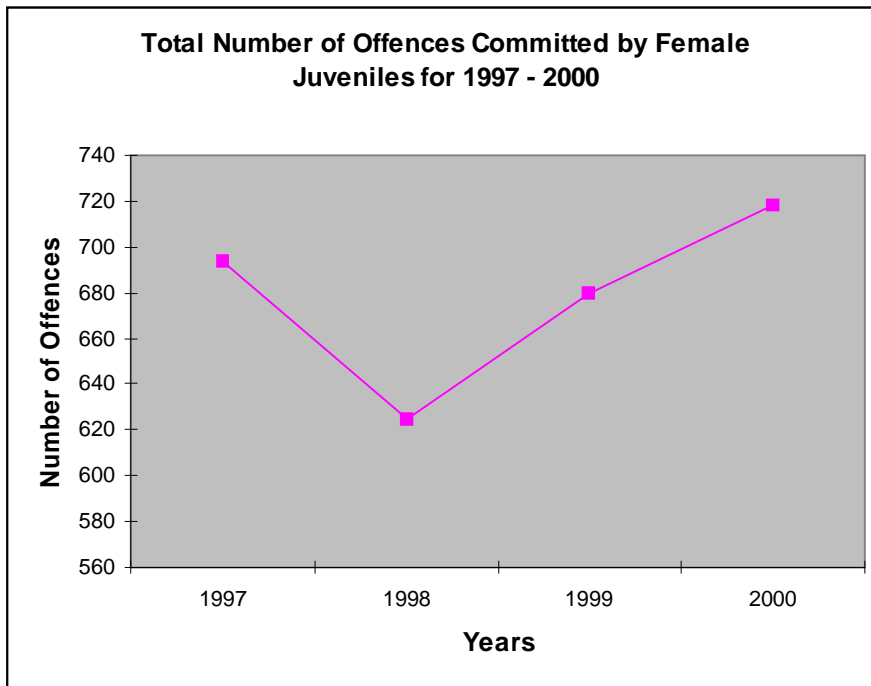


Female Juveniles

For the year two thousand, 718 female juveniles appeared before the Courts for both major (135) and minor (583) offences; with minor offences representing 81% of this total and major offences representing 19%.

For the period 1997–2000, the number of females appearing before the Courts for both major and minor offences, has been gradually increasing (with the exception of a slight decrease in 1998) with 2000 recording the highest and 1998 recording the lowest. When compared to 1999, the Year 2000 recorded a 6% increase in female juvenile rates (see Figure 17).

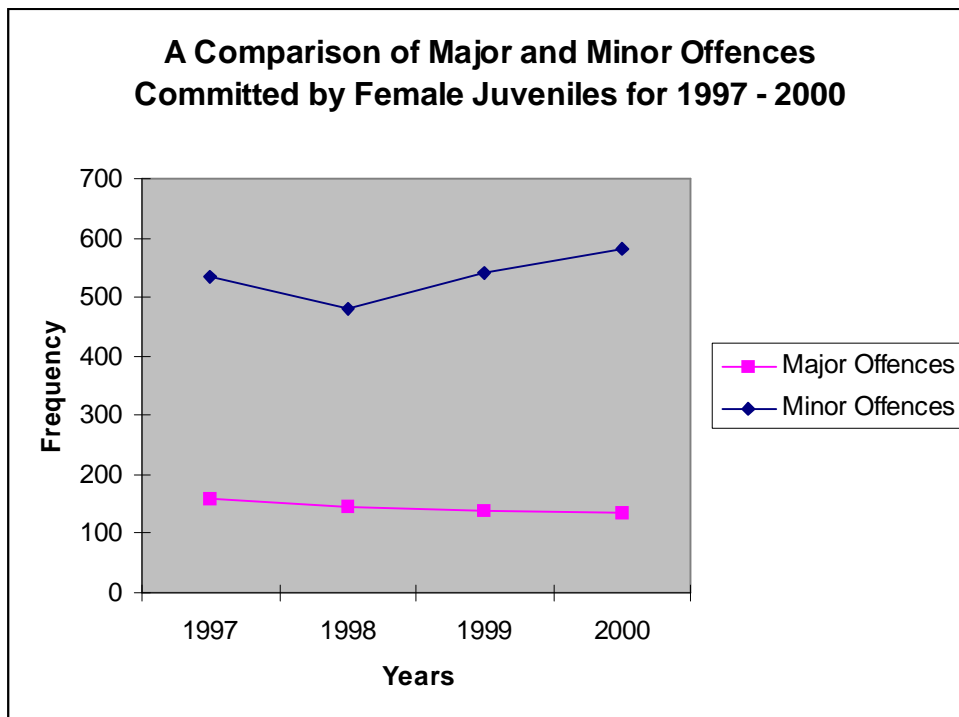
Figure 17



Overall, for the years 1997–2000, more minor offences (79% of the total offences committed for the period) were committed than major offences by female juveniles; with the rates of major offences steadily decreasing throughout the four years, and the rates of minor offences steadily increasing between 1998 and 2000.

The Year 2000 recorded the highest number in minor offences committed by female juveniles, when compared to the previous three years; while the rate of major offences was lowest in 2000 (a 3% reduction from 1999) when compared to the previous three years (see Figure 18).

Figure 18



For the period 1997–1998, Care and Protection was ranked the primary reason for which female juveniles appeared before the Courts. Wounding and Other Minor Offences were ranked second and third, respectively. When compared to male juveniles, it was found that the three major reasons for which females appeared before the Courts included both major and minor offences; while the main reasons for male juveniles only included major offences. Over the four-year period there has been a gradual increase in female juveniles appearing before the Courts for Care and Protection; however, for Wounding, the number of females appearing before the Courts has remained fairly consistent between 1997 and 1998, with a small decrease in 2000.

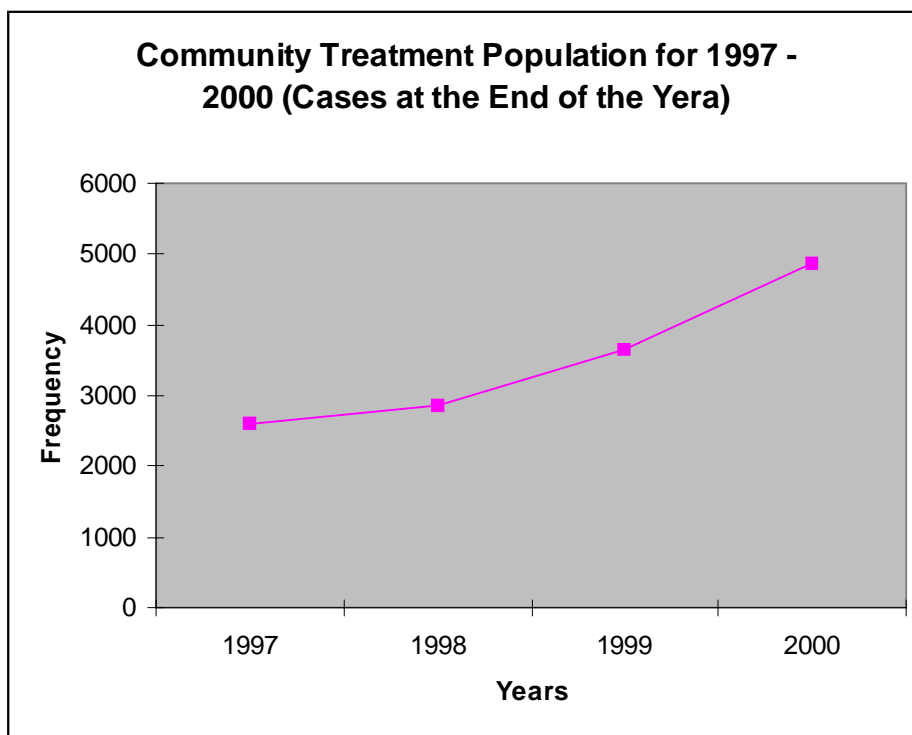
CHAPTER THIRTY-ONE

COMMUNITY SERVICES

Treatment Population

The treatment population of Community Services is now larger than our institutionalized population. During 1997–2000, the Community Treatment Population has been steadily increasing (see Figure 19).

Figure 19



The Year 1997 began with a treatment population of 2,596 and ended with a total of 2,598 cases. Throughout 1997, there were 1,398 new cases with 1,396 cases completed.

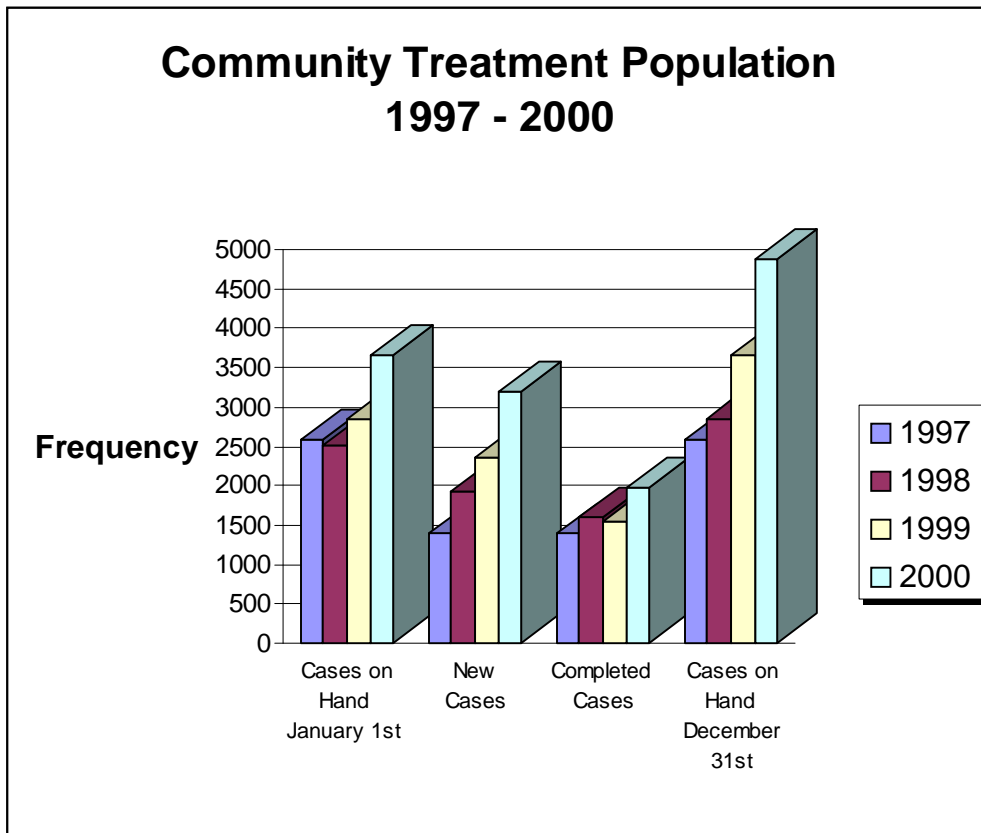
At the end of the Year 2000, the Department had a Community Treatment Population of 4,882; an increase of 88% from 1997.

The Department began the Year 2000 with a treatment population of 3,661; a 41% increase from 1997.

Throughout the entire year, the Department received 3,198 new cases; an increase of 129% from 1997, and completed 1,977 cases, a 42% increase from 1997.

Figure 20 provides a graphical representation of these percentage changes in the treatment population for 1997–2000.

Figure 20



The Probation Officers are also facing increased demands for their social work and counselling skills from persons seeking assistance outside of court-related cases. Some are accepted under voluntary supervision, and investigations conducted with others under our Community Prevention Case Management and Supervision Investigations.

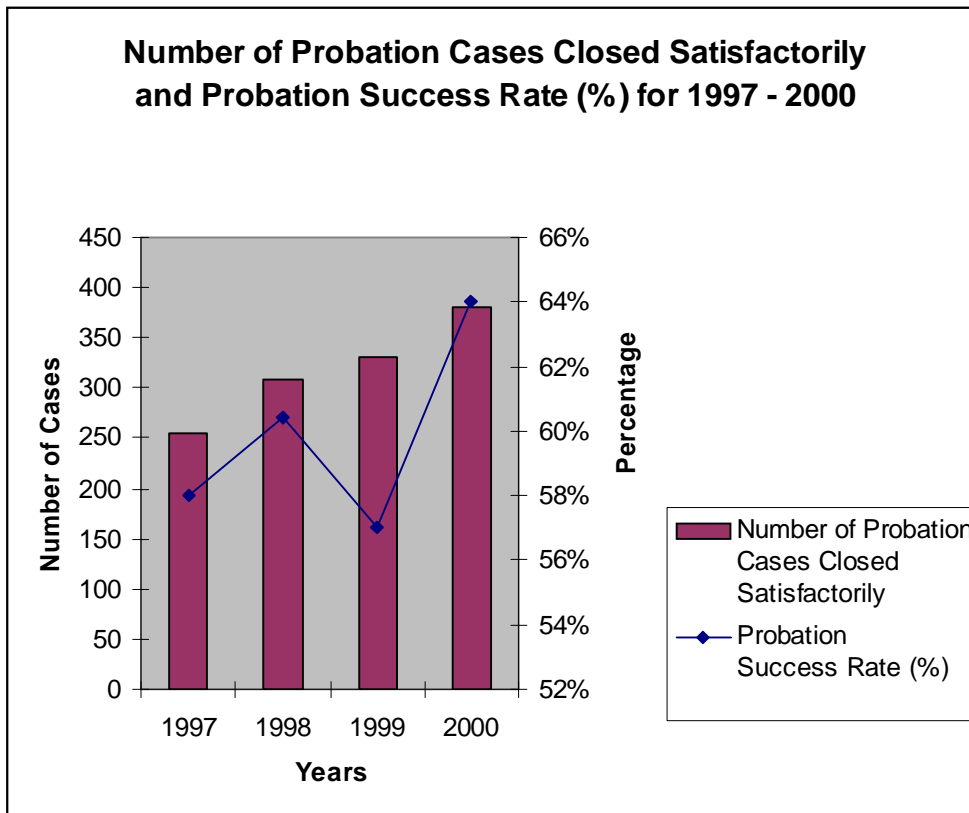
For the future, there will be increased treatment options for offenders, through establishment of treatment specialists, among Probation Officers as strategic objectives of Community Services.

The cadre of Probation Officers must be increased. This will be gradually phased in at the beginning of 2001. This increase in the number of Probation Officers will equip the Department with specialists in areas such as: substance abuse therapy, anger management therapy and juvenile services. More Officers will also be available for drug cases, night court, case management and supervision, investigations and community prevention.

Probation Cases

The Department has experienced a steady increase - approximately 49% - in the number of adult probation cases closed satisfactorily since 1997. This percentage indicates an improvement in case investigations outlining the Department's shift towards non-custodial options. Figure 21 below, illustrates the number of probation cases closed satisfactorily, as well as the percentage of total probation cases that were closed satisfactorily since 1997.

Figure 21



On December 31, 1999 there were 613 juvenile Probation Order cases, with male juveniles representing 85%. During the Year 2000, a total of 391 new Probation Orders were made, with male juveniles representing 79%. Probation Order caseloads had an 11% increase in 2000.

During the year, the age group 14-16 recorded the highest number of Probation Orders (368), representing 94% of new Probation Orders.

The Department will also be opening three new offices to serve communities with many clients who must travel far distances. These communities are Brown's Town, Westmoreland and Lionel Town.

Prevention Inter-Agency Projects

The May Pen Probation Office implemented an Inter-Agency Forum which focused on reducing sexual offences/violations to children. The religious and legal fraternity also participated. A Joint Drug Programme was implemented, in collaboration with Alcoa and Grace Baptist Church May Pen.

Zoning

The parish of St. Thomas continued community work under its geographical zoned activities. The activities included school visits and counselling sessions, mediation in communities, follow-up action under voluntary supervision, welfare, parenting counselling and intervention in truancy cases.

Other community prevention activities include:

- Juvenile Diversion in Portland
- Adopt-a-School – Corporate Area Family Court
- FAM Plan Project – St. Ann
- Inter-Agency Prevention of Domestic Violence, started by Portmore Probation Officers and the Spanish Town Office
- The Hanover Office continues to enjoy private sector involvement with integration of parolees

- The Spanish Town Office, in collaboration with Jack Cable and the Spanish Town Chamber of Commerce, produced a video which will be used at various forums to sensitize young females on the dangers of early sexual activity
- The Westmoreland Office shares in Craft Group in collaboration with the Social Development Commission (SDC)

The Department will continue to partner with NGOs and other groups in order to enhance public safety. Trelawny will be launching *TRY*, Trelawny Rehabilitation of Youth 15-25 years. This will involve skills training, job placement and other educational opportunities. The St. Elizabeth Office has proposed a feeding programme for destitute clients, in collaboration with other social work agencies.

Thru Care/Aftercare

This programme was designed to provide community investigations and contacts. Also Court welfare provided for those in police lock-ups. Pre-release group sessions are to be held in the St. Catherine Adult Correctional Centre by the Institution's Probation Officers.

Probation Officers will be conducting special pre-release programmes involving inmates serving five years and over who will be released in 2003. The programme will also be implemented in all Juvenile Institutions.

Service Enhancement Project

The Project began in June 2000, and will have a project life of three years. It offers an alternative sentencing option, with the long-term outcome being reduction in the number of persons incarcerated. Clients receiving this order from the Courts, work the stipulated hours during their leisure time.

The Project office is located at the Head Office of the Department of Correctional Services. Staff includes the Project Manager, Assistant Project Manager, Database Manager and a Secretary. There are ten Project Probation Officers located in the four parish offices: Kingston and St. Andrew, St. Catherine, St. James and Manchester. These are the focus areas in which the operations and procedures for Community Service Orders in Jamaica are being developed and piloted.

Stakeholders' meetings and sensitization programs have been held in the focus parishes and with Magistrates' island-wide. Over 350 Lay Magistrates, and 50 Police Officers and Probation Officers in the Department of Correctional Services have shared in meetings.

Two hundred and sixty-two Public Education Programs were held island-wide in schools, youth clubs, NGOs and other government organizations. Three hundred and eighty-one new Community Service Orders were made by the Courts in the focus parishes during August 2000-March 2001. The Public Education in non- focus parishes resulted in an increase from 788 orders in 1999 to 1,441 in the the Year 2000. Overall, Community Service Orders throughout the island, moved from 879 at the end of 1999 to 1,502 for the Year 2000.

The focus parishes had a high success rate, with 84% of cases closed satisfactorily. Placement areas were also increased from 152 to 266 at the end of 2000 in focus parishes. The Project assists with the review of short-term offences. As a result, 386 short-term inmates were transferred to open Institutions.

Training for Project Probation Officers was conducted, totalling forty hours, in addition to extensive computer training. The Project contributed to the development of a database and management information systems for the Department. All focus parishes are attached to database and Probation Officers conduct data entry. At the end of December 2000, four hundred and fifty persons were on the system.

Projections

Continuous Public Education Programs are to be extended to parishes and increased from sixty to seventy-five per month. An online networking of focus parishes is to be established, in collaboration with the Planning, Research and Evaluation Unit. Placement areas are to be increased to four hundred by March 2002. In addition, inmates on short-term sentences, are to be reviewed and, where appropriate, their sentences commuted to Community Service Orders.

Application of newly passed amendments to the Criminal Justice Reform Act, including Combination Orders with Community Service Orders, will be conducted. The Project will also continue to lobby for the CSO form to be a legally accepted document.

Figure 22



The figure above illustrates the number of investigations conducted for the period 1975–2000. As the figure illustrates, there was an 18.3% increase in investigations over 1999. In the last four years, investigations conducted increased from four thousand, six hundred and thirty-eight in 1997 to six thousand, two hundred and twenty-seven in 2000 (a 34% increase).

The data in Figure 22 includes persons on Suspended Sentences, Probation Orders, Supervision Orders, Parole and License. For the Year 2001, the Department will endeavour to increase the number of investigations to seven thousand, five hundred.

CHAPTER THIRTY-TWO

REGION I

Region I comprises five parishes, viz: Kingston and St. Andrew, St. Thomas, Portland and St. Mary. St. Mary and Portland, formerly from Region IV, were added to Region I during the latter half of last year. Region I now has a cadre of forty-four Probation Aftercare Officers and seven Senior Probation Aftercare Officers, who are responsible for carrying out the functions of the Community Services on behalf of the Department of Correctional Services.

Region I, because of its geographical location, has had to contend with an increasing workload, due mainly to increased crime and violence, especially in Kingston and St. Andrew. As a result, we have had to deviate from some of the traditional ways of operation.

Zoning was instituted in the parishes outside of the Corporate Area. Officers in these parishes are given geographical areas, where they take the services offered by the Organization, to the people. This bold departure has been working very well, as it prevents poor people from going long distances to access the services provided by the Department.

In addition, zoning allows the Probation Officers to have a greater presence in the communities. As a result of this initiative, the existing staff complement has come under pressure to cope with the increase in the volume of work. We are convinced that this is the way to go and therefore, efforts must be made to get more Probation Officers to make it work more effectively and efficiently.

While the Officers throughout the Region have become more 'worker-friendly', for which we are all very grateful, customer service can be improved, as there is still a lack of furniture, especially chairs for Officers as well as clients. We have also found that some of the older people (clients) are sometimes reluctant to be counselled by the young Probation Officers.

Training

Region I continues to place great emphasis on training and, as a result, each Unit was encouraged to conduct monthly training sessions that addressed their particular needs. The Region planned two training seminars. One fell through, due to lack of funds, and the other entitled, *Equipped for the Twenty-First Century*, was very successful. Some of the topics presented were:

- Planning for Retirement
- Investments
- Healthy Lifestyles

Region I also participated in training seminars conducted by Head Office. Individual Officers have attended various courses in a number of disciplines. Two Officers attended a Management Course at MIND and four are currently at the University of the West Indies pursuing a Bachelor of Science Degree in Social Work. Training throughout the year was wide-ranging; covering a variety of topics with a view to making Probation Officers better equipped to deal with the challenges of a changing society like ours. The details of each Unit will be presented separately.

St. Thomas

The St. Thomas Probation Office had the following staff complement:

- One (1) Senior Probation Aftercare Officer
- Three (3) Probation Aftercare Officers
- One (1) Secretary
- One (1) Office Attendant
- One (1) Heart Trainee (Student)

The complement of Probation Aftercare Officers experienced significant reduction with the transfers of Officers to the Corporate Area Probation Office and one Officer on study leave. These changes provided severe challenges to the existing Probation Officers, whose general duties increased significantly.

During case conference sessions, it was brought out, forcefully, that the level of routine duties is becoming unmanageable and creating severe stress on Officers' health. Staff performance, at this Office, is rated highly. All Officers are involved in community-based activities and are requested, regularly, to participate in other activities put on by other agencies. They are fully utilized even after working hours.

Zonal Activities

The main purpose for zoning is to introduce Officers to a more structured approach to community involvement. It is obvious that the volume of work involved is overwhelming, thus requiring proper planning and time management. Based on a previous report submitted, part of which highlighted the prevailing socio-economic condition of the parish, zoning is certainly a huge challenge.

Zoning is experiencing a slight disarray at this stage, owing to the absence of two Officers. However, two zones are still being manned fairly well – Duckenfield, Dalvey Area and the Yallahs Area. Officers can become more involved in zonal activities, if an additional Officer is appointed to relieve some routine office duties.

It must be noted, however, that Officers are negligent in compiling zonal reports, which would give a clearer picture of the progress of zonal activities. Determined efforts are being made to get Officers to comply with zoning activities, including statistics and other reports.

Plant

The Office is obviously spacious and attractive. However, several requests were made for additional furniture to accommodate the public. Chairs are in short supply, and those available are woefully inadequate. There are occasions when mediation, along with one-to-one counselling sessions, are held; during which time, the availability of chairs is embarrassingly short to seat everyone present.

Projections for 2001 – 2002

Probation Services in St. Thomas has taken on greater proportions, in addition to its response to the overwhelming demand made on it by the public. The resources are inadequate and extensively stretched to the point of severe stress and tiredness. However, the task to facilitate socially maladjusted persons is achievable and has remained a definite challenge.

The following goals will be attempted:

- Accommodate more intake matters with the appointment of an Intake Officer
- Establish a more effective network system in each major community

- Work closer with other stakeholders. in a more successful approach to prevention
- Collate data and document activities in a more structured manner to show results
- Establish a database system for local use among students and others who seek information on matters relating to our work

St. Mary

The year began with a staff complement of:

- One (1) Senior Probation Aftercare Officer
- Three (3) Probation Aftercare Officers
- One (1) Secretary
- One (1) Office Attendant

In September, an Officer was transferred from the Portland Probation Office, to 'beef' up this Unit as the workload had become overbearing. This was due mainly to:

- The drastic increase in the number of persons being placed on Community Service Orders
- Greater demand from the schools re Guidance, Counselling and Presentations
- Servicing of the Richmond Farm Adult Correctional Centre
- Court's day at the Port Maria Resident Magistrates Court, which had increased from two days to five days

Equipment and Accommodation

The Office received:

One (1) Cannon Fax Machine'
 One (1) Xerox Copier
 One (1) PBX Telephone System

The copier, however, has never worked and the fax machine only worked occasionally.

Projections and Recommendations

- To begin two other Outreach Centres with a view to making contributions towards decreasing the rate of crime and violence in our society
- To increase inter-agency interaction in order to derive maximum benefits for those we serve
- To institute controlled systems to enhance more efficient record-keeping; for example, Community Service Orders and Outreach Data
- To increase staff to ensure that full time is given to Richmond Farm Adult Correctional Centre, thereby fostering greater rehabilitation. Community Service to have one Officer specially assigned
- To improve working facility at Richmond Farm Adult Correctional Centre
- Systematic servicing of office equipment by someone specifically employed by the Department to carry out that function
- Additional telephone lines for the fax machine and the Senior Probation Officer

General Comments

Despite being faced with many odds, such as: a lack of water, which continues to plague the office, the deplorable road conditions, which at times prevented access to some clients, and the less than comfortable office situation, the Officers displayed dedication, commitment, hard work and tolerance. They believed in sharing and expanding their knowledge and experience, and were always open to correction.

As a consequence, several case conferences were held, when challenging and difficult cases faced them. Visits to Juvenile Institutions took prominence, as one visit per quarter, was made to each Institution, and in addition, the Officers attended functions put on by the Institutions in-between, for example, Sports Day and Probation Day.

Family Court

The year started with a complement of twelve members of staff.

As the year progressed, there was staff rotation; which adversely affected the smooth operations of the Unit.

In July, an experienced Officer, was transferred to the Port Antonio Probation Office. During this same month, a Secretary, was recalled to Head Office and was replaced.

In August, two experienced Officers, were transferred to the Corporate Area Office, to be part of the pioneer programme – Community Services Enhancement Programme.

In November, the trend continued, with an Officer transferred to the Corporate Area Office to join the staff of the Institution-based Probation Officers.

At the other end of the continuum were four recently trained Probation Officers, who joined the staff in November.

The period following the transfer of experienced staff members was very challenging, as they were no longer available to assist with the induction and guidance of the new Officers in the real realm of their duties and responsibilities as Probation Officers. The remaining Officers were fairly new, so the brunt of the burden had to be borne by the Senior Probation Officers.

The Unit continued to offer its services as a seat of training, to students from various tertiary institutions. Students from the Jamaica Theological Seminary, who were pursuing counselling courses, Social Work students from the University of the West Indies and the Social Welfare Training Centre were beneficiaries during the year.

Outreach Programme

Officers at the Family Court, consider themselves as ambassadors in reaching out to persons in need. As such, the Year 2000 saw us taking initiatives to provide such assistance, even with the conundrum of limited or no resources. We first saw, and recognized, the need to have our work-station more Officer/client friendly, thus a 'clean up' day was planned for March 3, 2000. This was somewhat successful.

Health Fair

A Health Fair was held on March 23, 2000. Activities for the day included:

- Vision testing by personnel from the Lions' Club Mobile Unit
- Presentation by personnel from Tropical Metabolic Unit, UWI
- Screening and Educational Expose by personnel from the Sickle Cell Unit, UWI
- Talk on parenting by members of staff
- Lecture and display by representatives of the Cancer Society
- Blood sugar screening by representatives of the Diabetic Association

Over seventy persons benefited from services provided on that day. These included parents, clients and members of staff from all areas of the Family Court.

Clients' Day

With the co-operation of the Judges, Court Coordinators and other agencies at the Family Court, Clients' Day was held on December 12, 2000. Highlights of the day included speeches given by inmates and ex-inmates. A band provided entertainment from the South Camp Adult Correctional Centre. Specifically invited guests were personnel from the Department of Correctional Services.

Parents' Day

Parents' Day was planned for October 7, 2000. Here, parents and their children were accommodated, and were made to feel special. Educational talks were given and the parents and children were entertained.

Other Activities

Officers continued to support the programmes that were in place at the Juvenile Institutions. Officers made at least one visit per quarter to each Institution, while one Officer continues to assist with the programme at the Remand Centre in Stony Hill. Probation Officers' Day was held at Rio Cobre Juvenile Correctional Centre and Officers participated in a panel discussion on The Effects of Drug Abuse.

Activities Planned for the Year 2001

- Public sensitization to help reduce the incidence of crime and violence among adults and young persons
- To increase awareness re Proper Parenting
- To enhance civil awareness and the practice of civil communication among those we serve
- To create awareness of the serious impact of domestic violence among our clientele

For 2001, we plan to continue our outreach programme by educating members of the public, through PTAs, Schools and other community organizations.

Examples of some of our activities for the year are planned, tentatively, as follows:

- Continuation of Counselling Programme at the Juvenile Remand Centre
- Adopt-A-School Programme to be enhanced
- Seminar on Parenting and Risk Assessment
- May 16 - Health Fair
- August 15 - Family Court

Portland

The staff complement was:

- One (1) Acting Senior Probation Officer,
- Two (2) Probation Officers
- One (1) Clerk Typist
- One (1) Cleaner Attendant.

The Clerk Typist was upgraded to Secretary I, during the course of the year. Most importantly, she was successful in the Department examination sat at MIND.

Child's Month

May was Child's Month and immediately, several requests came from various organizations, within the parish, for Probation Officers to come and speak on the following topics:

- Child Abuse
- Incest and Molestation
- Role of the Probation Officer
- Parenting
- Battered Women

The requests came from the College of Agriculture, Science and Education (CASE), primary schools, secondary schools and the Education Officers for Early Childhood, among others.

The Officers were able to respond positively to the calls; singularly, in some cases, and collectively in others.

Intake

As time progressed, the intake in this Unit was of an enormous level. People telephoned in, and came in person, seeking our service. They seemed to rely heavily on the opinion and advice of the Probation Officers.

Resident Magistrate Court

This parish has a Resident Magistrate Court in four major town centres.

Major Initiative - New Areas of Service

Mediation became an integral part of the Court's requirement during the latter part of the Year 2000. The Agency has had to answer positively to this call; hence, we were able to resolve amicably most of the cases referred to us for mediation.

With this new thrust on mediation, the Officers in the Unit have to sharpen their counselling skills, because at the end of each mediation exercise, there is usually the need for guidance and counselling to be extended to the parties, so that in the future, they can develop their own mechanism to deal with the resolution of problems.

Challenges and Action Taken

The demand of the Court on our human resource was extremely great for the year under review. The new Resident Magistrate, like the one before, wants to see a Probation Officer in his Court all day, for the duration of the Court sitting.

Our greatest challenge for the Year 2000 was to help the people to use their social skills in order to solve domestic problems. It was a year that networking relationships, with other helping agencies, as well as non-governmental organizations, were utilized. For example, the Probation Officers visited the Drug Abuse Meetings, the Office of Disaster Preparedness and Emergency Management (ODPEM) Meetings and the various church meetings.

Institution Aftercare

The staff complement increased from five to eight during the year.

Two Officers are pursuing the Social Work Special degree programme at the UWI.

During the year, the Unit was relocated from 9 Eureka Crescent to 8 – 10 Eureka Road.

Recommendations

- Remedial teacher to teach reading in the penal institutions as it is estimated that over 75% of the inmates are illiterate
- Broaden skills area
- Set up a shift system, in schools, to accommodate more inmates
- Installation of a computer
- Funds to help needy inmates, who have no family support
- An area to conduct group work at the Tower Street Adult Correctional Centre

Corporate Area Community

In May 2000, the Institution Office and the Community Offices were combined to form one complex at 8–10 Eureka Road. This was a strategic move, as it has proven to be more effective to operate the two offices in one complex.

The complex however, needs to be properly configured in order to protect the integrity of the casework relationship. In addition, there is a need for additional furniture, especially chairs.

There is need for additional telephone lines, as the three available lines are woefully inadequate for the large staff at this complex. Each of the three Senior Probation Officers should be provided with a straight line. If this is done, the burden will be eased significantly on the switchboard lines.

CHAPTER THIRTY-THREE

REGION II

This report will analyze/critique the performance of the Region over the calendar year 2000; and, in so doing, it will highlight the achievements, while at the same time, identify the Region's weaknesses.

Recommendations to correct these weaknesses will be made and implemented, with a view to averting a recurrence of similar errors/omissions during the ensuing year.

An analytical look will be taken at the following areas:

- Staffing
- Physical Condition of Offices/Equipment
- Institution Office(s)
- Family Court/Juvenile Court
- Night Court
- Trend - Domestic Violence / Sex Offences
- Public Education
- Achievements re Targets Set for 1999
- Obstacles/Challenges
- Projections/Recommendations

Region II of the Community Services Arm of the Department of Correctional Services, encompasses the parishes of St. Catherine, Clarendon, Manchester and St. Ann. In total, there are six Probation Offices, which fall within the realm of this Region, with each providing investigative and preventive services to the Courts, other state agencies and to the broader community in general. This is done in keeping with the Mission, Vision and Correctional Process of the Department.

Staffing

The staff complements at December 2000, stood at sixty seven employees and reflect the following when categorized:

- Six (6) SPACOs
- Forty-six (46) PACOs
- Eight (8) Secretaries
- Six (6) Office Attendants
- One (1) Regional Director

The Region was blessed with the addition of seven new Probation Officers during the year; six of whom are graduates from the last batch of intakes. The other is yet to be fully and formally trained. With the exception of the Mandeville Office, all locations were adequately staffed.

Transfers

A total of nine intra- and inter-regional transfers, took place within the year in review. This was done for the following reasons:

- To give individuals full/further exposure to other areas of the work
- To boost staff complement of particular units, based on an increase in workload
- Provision of adequate manpower to manage a pilot project being undertaken in the St. Catherine Adult Correctional Centre and all Juvenile Correctional Centres
- For the purpose of promotion.

Resignations

Two Officers from this region severed ties with the Department via the resignation route.

Supervision

There was a general weakness among the Officers, in respect to the supervision of cases. The annual technical inspection, carried out by Head Office, revealed that St. Catherine (community) featured prominently in this area. A conservative estimation puts the rate of Cases Closed Unsatisfactorily in the Region at 50%. The causative factors for such a high level are identified as follows:

- Inadequate supervision given to clients by Officers; this primarily entails the failure to make regular/periodic contacts
- Reluctance in reporting clients back to Court
- Clients migrating without the permission of the Court
- Clients changing addresses without informing Officer
- Orders made by Magistrates without the benefit of a S.E.R. As a consequence of this, particulars of clients such as name, address, direction to home, next of kin, and so on, were not captured
- Clients re-offending, hence given another Order
- Blatant refusal of clients to report to Probation Officer

Physical Condition of Offices/Equipment

The Region, for the longest while, saw all offices in a condition, which can be deemed worker-friendly. A commendable effort was also made to equip the Region with computers, fax machines, photocopiers and telephone intercom/PBX Systems.

Fifty percent of the offices have been equipped with computers, 90% supplied with photocopiers and all offices can be reached via facsimile, and have telephone intercom/PBX Systems fitted. In general, adequate resources were directed to the Region to enhance the conditions under which Officers are being asked to perform.

Institution (Probation Offices)

There are four Adult Correctional Centres and three Juvenile Institutions, which fall within the jurisdiction of Region II. These Institutions are all served by three of the six Probation Offices in the Region.

The Probation Office (Institution) at 37 Burke Road, has been fully staffed to cater to the needs of the four penal institutions it serves. This Unit boasts a total of seven Officers, inclusive of one who is assigned to the Rio Cobre Juvenile Correctional Centre on a full time basis. An Officer who operates from the St. Ann's Bay Probation Office, now serves Armadale and Hill Top Juvenile Correctional Centres on a full-time basis.

In all the Correctional Facilities, particular emphasis was placed on group work activities throughout the calendar year 2000. The target groups for all sessions were well defined and these activities covered areas such as:

- Aftercare Grants
 - Application Process
 - Beneficiaries
 - Disbursements
 - Supervision
- Sexual Offences
- Spousal Abuse
- Personal Hygiene
- Parole System
- Self Esteem
- Business Education
 - Accessing micro credit
 - Starting a small business

Family/Juvenile Court

The long promised Family Court for the Portmore community came into being during the calendar year 2000. This Court sits once per week, and it is serviced by the Portmore Probation Office. The opening of the Family Court saw an increase in the number of persons seeking assistance; the figure peaked at 112 in the Year 2000, as against 19 in the Year 1999.

The physical conditions which exist at the Spanish Town Juvenile Court, can be fittingly described as deplorable. The Region is advocating that this Court be relocated with utmost haste.

Night Court

The reluctance of Officers to service these Courts was quite noticeable throughout the year. This stemmed from the vast disparity in incentives among staff who provide service for this Court, and also from the bureaucratic process one goes through in submitting a claim for reimbursement. There are Officers who provide service without asking to be compensated.

Trend-Domestic Violence/Sex Offences

It has been observed that there is an increase in the number of captioned cases being committed in the parishes of St. Catherine and Clarendon.

As a consequence, the St. Catherine office, in collaboration with the local Chamber of Commerce, has produced an educational documentary, which will be aired on a local cable channel and will target schoolgirls, who are high-risk cases in relation to rape and carnal abuse.

Public Education

The caption was strongly emphasized but marginally practiced throughout the year. Schools, Youth Clubs, Churches and civic bodies were the entities that benefited from the limited service offered. The inability of Officers to master the art of public speaking would appear to be the hindering factor, which prevented greater involvement. Training is needed in this area.

Achievements on Targets Set

For the Year 2000, the Region stipulated five objectives on which concerted efforts would be placed to achieve. These are as follows:

- Identifying at least one prevention project in each parish
- The introduction of Juvenile Diversions in each parish
- Increasing concern for supervision of wards in Juvenile Institutions
- Attending to the Aftercare of adults
- Emphasizing Customer Care

Regrettably, only items three and five were addressed with reasonable satisfaction. The Region has started a programme in all Juvenile Correctional Centres (as aforementioned) to address item three above and a regional workshop was held to sensitize staff members on good customer service practices. The unattained objectives will be reviewed, revisited and revamped, if necessary,.

Obstacles/Challenges

Among the many obstacles faced during the year in review, the under-mentioned proved to be most challenging, but certainly not insurmountable:

- A cadre of young inexperienced officers was hired, and formed part of the staff complement in the Region.

- A considerable amount of time was spent, by the Senior Probation Officers, on staff development/training, with a view to increasing efficiency/output.
- Nonchalant attitudes, displayed by some staff members towards activities/ functions held by the Department.
- The total disregard displayed by some Officers (S.P.A.C.Os and P.A.C.Os) to deadline/time.
- The misconception that attendance at in-service training sessions is optional rather than compulsory. This feeling permeated the Region.
- The lack of a capable group of P.A.C.Os with the ability to function at a higher level within the Organization.
- Poor leadership skills demonstrated by some Senior Probation Officers.

Projections/Recommendations

The collective effort of this regional management team is to re-direct, refocus and ultimately re-shape the Region, with a view to achieving the Mission of the Department of Correctional Services.

In so doing, Officers will set desired goals and work assiduously towards achieving these with a sense of purpose.

This Region will strive to achieve the undermentioned during the ensuing year 2001:

- The establishment of a prevention project in each parish
- The smooth integration/transition of all juveniles from the Correctional Centres into the open society. There should be an uninterrupted continuation of the Thru Care activities over to the Aftercare Programme on their release from custodial care
- Greater emphasis on training (local & regional) with a view to improving output
- Educating all inmates, prior to their release from the Institutions, re accessing grants under the Aftercare Programme

- Expanding the Brothers for Change Programme - this now operates in St. Ann. The Spanish Town and Portmore Offices are targeted
- Reducing the high volume of cases closed unsatisfactorily from 50% to 20%
- Public Education via the local cable network in each parish re topical social issues.

Observations are that Region II is staffed with a cadre of enthusiastic and goal-oriented professionals. Among this group, is a management team of six Senior Probation Officers, most of who are focused, people-centered and, like their subordinates, were goal-oriented. It means, therefore, that the targets projected during the ensuing year are not far-fetched, but indeed achievable. The Region, therefore, will be working relentlessly to accomplish these objectives within the specified time frame so that the Department of Correctional Services will accomplish the mandate it sets to achieve.

The above report reflects the contribution of all areas in the Correctional Services that worked, with their staff, to produce this invaluable document. The performance of Region III was documented, but was not part of this report.