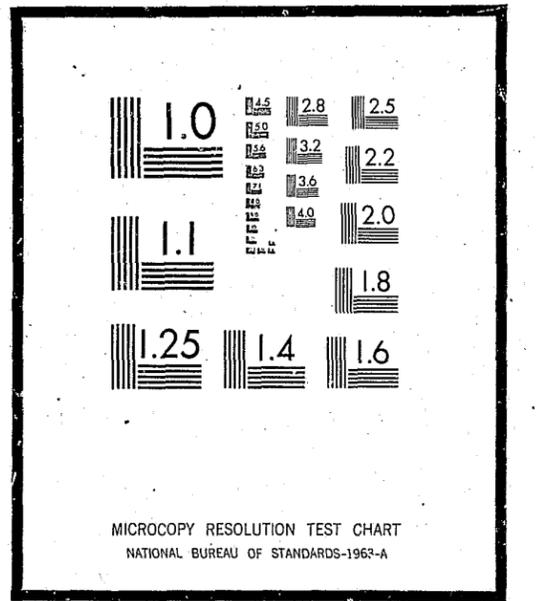


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South Carolina -
PROJECT VIEW & DO -
Final Narrative Report

South Carolina
Department of Corrections
William D. Leeke, Director

South Carolina -
PROJECT VIEW & DO
FINAL NARRATIVE REPORT

Ralph M. Odom
Project Director

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PROJECT VIEW & DO
FINAL NARRATIVE REPORT

The purpose of this project was designed to bring professional training material to 250 correctional officers via the South Carolina Education Television Center.

While the basic objective of this project is to train correctional officers at the State level, it is anticipated that this new approach, involving educational television, will produce a product that can be used throughout the nation.

The South Carolina Educational Television Network is an agency of the State of South Carolina and is governed by a Commission. Its function is to bring to South Carolinians a full range of learning resources and direct instruction which will serve all levels of educational needs no matter where these needs lie. The project includes five different correctional training films to be reviewed through fifteen different transmissions. In addition to the Correctional officers in the South Carolina Department of Corrections, the transmissions will be open to City and County Jail personnel throughout the State.

We will present a series of top quality television tapes that will result in a greater appreciation for Corrections as a career, an increase in job efficiency and a fresh challenge to advance in job knowledge.

The objectives of this project are: Each tape to be educationally sound. Will it teach? Each tape to be acceptable to American Correctional Association standards. Each tape to meet the highest possible standards of the media. Is it good viewing? Each tape to be psychologically and sociologically sound. Is it professionally acceptable?

It is felt that one tape will be viewed every two to three months. The target schedule is one tape every two months, but allowing for unforeseen production difficulties, an additional month for several tapes is included. Total project not to exceed one year, unless special extension of several months duration is felt necessary.

In order to determine effectiveness of this method of teaching as opposed to conventional methods, a test or control group will be selected. Such group will consist of not more than 50. A similar number of the Educational Television group will be selected. Both groups to be pre-tested on the subject material and post-tested. Test groups will be taught subject material using conventional methods. Results will be evaluated as to interest, test scores, retention and effectiveness of method employed.

The training officers will meet prior to the project date for overall indoctrination and instruction. Prior to the viewing of each tape they will meet for the purposes of viewing the tape, review of tape objectives, instruction in classroom procedure, work book instruction and follow-up on classroom work.

This project concerns the relationship between correctional officers and inmates, which is such a significant part of an inmate's prison experience that it can contribute to the effectiveness of rehabilitative programs or it can greatly reduce their effectiveness. The role of guard has always been a major consideration in prison reform.

There can be little doubt that in any correctional system the influence of the correctional officer, as the man in the most contact with the inmates, is potentially great. Without training, these influences are too random to be relied on or even meaningful.

In researching material for Project View & Do we have tried to relate a series of independent measures of socio-economic background factors to the role perceptions and attitudes of correctional officers; to relate both of the above classes of variables to job stability; and to evaluate the effects and consequences of a training film series on possible changes in perceptions and attitudes of the correctional officers.

During this project we employed the services of Dr. Charles W. Dean, Dr. Hubert M. Clements and Mr. Roger C. DuMars of the University of South Carolina; Mr. Richard Chappell of the University of Georgia; and Mr. Vernon Fox of Florida State University. They assisted in writing the scripts and researching material for this project.

In this report each film will be discussed separately as we study inmate personality, officer-inmate relationships, the officer

as a source of change, security, custody and control, and finally a general review of all the scripts.

Also attached to this report are the five correctional training scripts that were prepared by the South Carolina Educational Television Network.

TAPE I - INMATE PERSONALITY

The main objective of this film is to teach the student to be able to recognize and identify the various sociological/psychological types of inmates and when personally confronted with either type, be able to deal effectively with him as to request, reprimands and orders so that the encounter meets rehabilitative purposes.

There is considerable disagreement concerning the extent to which criminality can be said to be the product of personality problems. While it is often said that certain personality traits are etiologically involved in certain types of criminality, there are many forms of criminality in which deviant personality patterns are not at all implicated, and many criminals are essentially "normal" in terms of personality structure.

The purpose of Tape I is to stress that no two people are just alike. You have to take the physical characteristics, the environment, the mental abilities and the education of each person and add them up to come up with the individual. To treat all criminals alike would be like treating all sick people alike for there seems to be as many types of crimes and criminals as there are types of people and illnesses. Tape I studies the different characteristics of an

individual that make him what he is today; his physical abilities or limitations, environment, financial position, mental abilities and his educational background.

Everyone was born, grew up, and lives somewhere. The places a person lives and the people with whom he comes into contact have an influence on him. They combine to form his environment. A person is influenced by the type of community in which he lives, his family, and his financial position. Also many persons do not have the same ability to think, to judge between right and wrong or to make reasonable decisions based on logical thinking. At every level of knowledge, we find individuals who, despite their intelligence, cannot control their lives within the limits of society. These individuals are deficient in the mental ability to control some part of their lives.

Another influence which affects the total human being is his education. Whether he attended a strict or easygoing institution or was he just taught a trade or did he also receive help in learning to handle the problems of life.

The officer's daily contact with inmates is the most important part of his rehabilitation. His actions and reactions will have an important effect on his ability to adjust to prison life and to prepare himself for the day he will once again be free to make his own choices.

The duty of the correctional officer is to look beyond the facts of a man's criminal action, his arrest and conviction, and his sentencing to a penal institution, and to accept him as an individual.

This is the first step in helping him to return to society better prepared to face his problems of living.

TAPE II - OFFICER-INMATE RELATIONSHIPS

After studying this film the student is to be able to write out or verbalize the dangers the officer must guard against in inmate relationships that would cause the officer to be ineffective; and to be able to give orders, supervise work, administer reprimands and give counsel without incurring the threat of any of these dangers.

Not only are guards no longer as cruel as they once were and are still considered to be, but within the last few years they have been recognized as having more influence on inmates than social workers or psychologists. However, it has been shown that guards who spend many hours a day with an inmate are far more influential than a psychologist who spends a few minutes with him each week. Now guards are called correctional officers and in some of the more progressive systems serve on treatment teams with social workers and psychologists. It is generally considered that the success of any correctional program is largely a product of officer-inmate relationships. The effectiveness of these relationships depends, to a large extent, on the correctional officer's perception of the inmates.

It is important that the correctional officer be well informed of the reason for the significance of this relationship to the rehabilitative process. This film first focuses upon the historical traditions which still influence current perceptions and methods of dealing with criminals. Then, the historical process by which modern prisons evolved from other ways of dealing with criminals is described. The changing role of the correctional officer and the reason for the

importance of his role is discussed and, finally, illustrations of typical problems in officer-inmate relationships and some of the more important considerations in dealing with these problems are presented.

The problem of what to do with criminals is as old as society itself. While prisons existed long before this period, they were not used regularly as a means of dealing with criminals until the ineffectiveness of other methods was demonstrated. Until about 1800 corporal and capital punishment were the most common forms of punishment for crime. Related to urbanization and industrialization, crime was an increasingly serious problem, and as crime increased, so did the use of corporal and capital punishment. By the year 1700, there were over two hundred crimes for which one could receive the death penalty in England. Many of these were offenses which are now considered minor.

After many years it was recognized that practically everyone who was sent to prison eventually was released, and it appeared that many criminals were even more dangerous at release than when they were sentenced. This was especially significant for it demonstrated that, like capital punishment, a combination of imprisonment and punishment was not an effective means for changing criminals nor of deterring others. Gradually, it was concluded that a prison should be a place where efforts are made to change criminals into law-abiding citizens.

As prisons have evolved, so has the role of the correctional officer. The goal of capital punishment, transportation and,

initially imprisonment was to keep criminals out of sight and to punish them. Cruelty was a requisite part of his job. During the late 1700's, the guard's role developed into one which involved only custody considerations. For 150 years the guard was concerned only with keeping and controlling inmates. During the period there was some concern for rehabilitation, but it was considered to be the responsibility of specialized staff members. Not many correctional officers regret the passing of the period during which they were required to administer harsh corporal punishment. However, occasional traces of punitiveness can be observed, and this is not surprising since this is the historical tradition of the correctional officer and traditions die slowly. The change from "guard" to "correctional officer" is even more drastic than the change in the definition of the guard from one who administers punishment to one who keeps. In the modern prison, the correctional officers' role includes responsibility for treatment and custody. Adding concern for rehabilitation to the tasks of the officer drastically complicates his work. Earlier, his only concerns were for security and for keeping distance between himself and inmates. His work was routine. The work of the modern correctional officer is not so uncomplicated. On one hand, his role in the rehabilitative process requires that he communicate informally with inmates. On the other hand, even though rehabilitation may be the goal of the correctional institution, custody is still required and assumed. The officer must play this double role. He must supervise and control the inmates, and yet, he must relate to them

effectively if he is to support the goal of rehabilitation. If he does not, the goal will not be achieved. Thus, the officer is in an extremely sensitive and vital position. No aspect of his work is as important nor as problematic as his relationship with inmates.

Officer-inmate relationships can be divided into two basic types - formal and informal. In the traditional prison, these formal relationships based on assigned tasks vary from the officer who is in a distant tower to the work supervisor who spends his entire work day with one or a small group of inmates. Thus, these assignments vary widely in the degree of contact with inmates that is involved. The tower officer has little need or opportunity to interact with inmates. However, those officers who do interact with them, especially those whose work requires close contact, develop informal relationships. These can be based on prolonged physical proximity, on reciprocal favors, on inmate performance of tasks for the prison or on contact which the officer has with the inmate in the course of his duties, but which is unrelated either to the work of the staff member or of the inmate.

First, it must be recognized that informal relationships are necessary if the officer is to have more influence on inmates than other inmates.

Second, it must be recognized that friendly relations among people who work together are inevitable. If forbidden, they still occur but must be disguised. This throws the officer in a compromised position.

Third, it must be recognized that the relationships need not interfere with the officer doing his job well. There are data available to support this statement.

There are dangers in officer-inmate informal relationships. Even though formal and informal relationships are not contradictory, it is quite possible that the informal can adversely affect the formal. In every prison, there are inmates who attempt to reduce the officer's control over them by asking for special favors. Once the officer gives in, he loses some of his control, not only over this inmate but over others. Also, he has failed to be consistent and predictable, traits most liked by inmates. The inmate for whom he has broken the rule or granted the favor becomes a special case. When a situation arises that requires the officer to act on behalf of that inmate, the officer will not be given credit for his positive action, since it will be said that he was forced to take the positive action. When he has to take negative action, he has to take into account the fact that the inmate knows he broke a rule and has a measure of control over him, since he may inform the officer's supervisors. Granting special favors may be beneficial in the short run. There are numerous instances when it may seem expedient to "be flexible." Yet, the long run effect is negative. If a special favor is granted, it is absolutely certain that other inmates will know about it. How can the officer explain granting a favor for one and not another. Also, the same inmate will return and request additional favors.

It will be even more difficult to refuse him the second time.

The inmates who are most likely to attempt to place the officer in such a compromised position by requesting special privileges are those who are engaged in activities for which the officer could and should refer them for disciplinary action. This is a kind of insurance against getting caught. Often, the officer will not be aware of the reasons for the request until after he has made his decision. Even when the inmate really needs the illegal favor he is asking, he is likely to have less respect for the officer who grants his request. Consistent, fair treatment and strict adherence to the rules will make him a more effective rehabilitative agent. If the request is a reasonable one and if it seems legitimate and important, the officer should feel free to discuss it with a case worker or supervisor.

One of the central aims of modern corrections is, insofar as is possible, to have conditions in prison like the conditions inmates will fare after release. This requires that regimentation be kept at a minimum and relationships with the representatives of society (i.e. prison staff) be like relationships on the outside. The inmate is responsible to other inmates, to his work supervisor, to his quarters officer and to the administrative staff. At the same time, these are men who have demonstrated their irresponsibility by violating specific criminal laws.

Responsibility implies a degree of choice, that there are alternative solutions to problems, some of which are unacceptable. Responsible people choose acceptable solutions. If prison is to emphasize responsibility, there has to be some choice and some follow-up to see if the correct choice was made. When disciplinary measures are required, the way these are handled is an important learning situation. If the officer likes authority, he can say he took a particular action simply because he felt like it and wanted to or he could explain the necessity of rules and conformity to these rules and explain that there is nothing personal about his action but it must be taken. The latter explanation will not destroy his effectiveness in future dealings with the inmate. Also, the inmate will be treated more like he will be treated after release.

To play his role effectively, the officer must develop his individual abilities, and apply them to his association with inmates.

The primary thought behind all relationships with inmates must be first to maintain security and control, and second to assist the inmate in preparing for the day he will again be free. Society still expects that convicted criminals will be removed and detailed for their crimes. Imprisonment, in itself, is today considered sufficient punishment for most crimes. But, more than punishment the correctional officer plays a vital role in rehabilitation, for

society today also expects, and deserves to know, that convicted criminals will be returned to society better able to live as honest citizens, better trained to make proper decisions, and with some of their bitterness replaced with the feeling that someone does care.

TAPE III - THE OFFICER AS A SOURCE OF CHANGE

The purpose of this tape is to teach the student to know the fundamental purposes of counseling and be able to use basic counseling techniques in a counseling situation including rapport and empathy.

The officer is not expected to be a trained counselor, but, with basic information on human behavior and a sincere interest in the inmates as human beings, the officer can be effective in changing inmates.

The first disagreement concerns the proportion of inmates that can be changed by rehabilitative programs. It is generally accepted that it is impossible to reach every inmate. Some inmates may consider participation in rehabilitative programs to be a part of their punishment or they may appear to work enthusiastically in the hope that they will be released earlier on parole. On one hand, many inmates get out of prison and never get into trouble again for reasons completely unrelated to prison programs. On the other hand, some inmates fully intend to return to illegal activities and, for these, prison programs just help the time to pass more rapidly. It appears that some inmates do not need rehabilitative programs, others do not want them while still others both want and need such programs.

There are cases where an inmate begins a program just to impress the parole board but is genuinely influenced. Others are determined to take advantage of such programs so that they can avoid further incarceration, but sometimes these good intentions fall short. If it were possible to differentiate between these types, rehabilitation would be easier; however, it is impossible to do so. Many who fully intend to stay out of trouble do not do so. Others who are not particularly concerned about staying out of trouble never return to prison. Since this is the case, rehabilitative programs are usually made available to the largest possible number of inmates.

The second disagreement about the possible effectiveness of correctional programs concerns the kind and degree of change which is necessary. Some people are in prison for patterns of behavior which indicate that crime for them may be a way of life. For example, the professional criminal is one who derives his livelihood from criminal activities. He considers prison sentences to be an occupational hazard. Generally, the professional is skilled both in committing his crime and in avoiding prosecution and conviction. While this type of criminal commits a significant proportion of all crimes, they seldom are found as inmates of correctional institutions.

Such inmates are most likely to be situational or occasional offenders who lacked the skill to commit their crimes in such a way as to avoid arrest and prosecution. These offenders are not deeply committed to criminal values. The extent of change need

not be so great. Since there is little difference between this type of inmate and many who are never arrested, a slight increase in occupational skill, a successful work experience, an increase in level of education, a friendly teacher or supervisor, a job opportunity or an expression of interest by some representative of the legal world may be all that is needed to deflect such inmates from further criminality. Thus, it appears that some inmates will return to crime no matter what, others will not do so even if nothing is done, but there is evidence that a large but unknown proportion of inmates can be influenced while incarcerated.

There are many problems in the officer-inmate relation. The first problem that the officer will encounter in his attempts to relate significantly with the inmates is that since he has been appointed by society to make sure that the inmates stay in prison, he symbolizes the legitimate world. The inmate is one who has been judged unfit to live in that world and has been rejected by it. Under these conditions, a common defense mechanism of inmates is to reject the rejectors and the only available means of doing this is to reject the correctional officer who is a symbol of the legal world. This results in built in hostility between the officer and inmate due to the positions they have in the larger society.

A second source of hostility between the officer and the inmate is in the structure of the correctional institution. Under conditions which require almost absolute control of the

inmate, the officer has complete authority. Whenever he and the inmate disagree concerning the inmate's behavior, the officer's word is generally taken. Related to the first problem, the prison continues this hostility by depriving the inmate of many of the rights which he has learned to expect on the outside and given the officer a measure of power which is quite unlike anything anyone experiences on the outside.

The third source of strain between officers and inmates is related to the first in that since the officer represents the correctional institution, his loyalty is with this institution. Any time the inmate confides in the officer, he risks having the officer break confidentiality. If the inmate plans to do something which would threaten the stability of the institution or the welfare of another inmate or staff member, the officer is obligated to report this behavior. It is difficult for the officer to use adequate discretion on teaching inmates the limits of communication.

The fourth source of strain between the officer and the inmate is that the officer must institute procedures for punishment of the inmate occasionally. If the reason for this was a clear-cut violation of a rule, the officer could avoid resentment by the inmate by saying he was simply doing his job. However, many times the issues are not clear-cut or there may be underlying reasons for the behavior which the inmate expects the officer to

understand. It should be remembered that the characteristic most liked by inmates was fairness. Fairness implies punishing those who are wrong but not those who are right.

The fifth source of strain between the officer and the inmate is the stereotype each group has of itself and of the other. In the public eye, the correctional officer is most frequently thought to be a cruel person who has an unfortunate job. Inmates are supposed to be sneaky, dishonest, cruel, sub-human types who should be avoided if at all possible. While exceptions are made, when people say, "Some of my best friends are correctional officers," the general stereotype is maintained. Such stereotypes usually interfere with interaction and communication between groups since individual members of the group are judged by the stereotyped category rather than as individuals.

As well as disadvantages of the officer-inmate relationship, there are many advantages. When these advantages are listed, the findings of the studies described above are easily understood. The officer is in an extremely strategic position to have a significant effect on the inmate since, first of all, he is not paid to care. The roles of the social worker and psychologist requires that they show a certain amount of concern for the welfare of the inmate. Since the correctional employee who demonstrates concern above and beyond the call of duty is

the one most likely to be an effective change agent, this places the correctional officer in the most strategic position.

The second advantage of the officer-inmate relationship is that the officer is in a position to observe the inmate first hand under normal living conditions. He does not have to interpret a report written by someone else to be able to evaluate an inmate. This kind of observation provides him with insight which would be impossible if the person were dependant upon a written report.

The third advantage is that the officer can react to situations directly and immediately, not some time in the future. As he observes the inmate living with other inmates and going about his regular daily activities, he can react to the behavior of the inmate or to words the inmate speaks to him or to others.

The fourth advantage of the officer is that he can know what the other inmates think of the inmate. One of the big problems of inmates in correctional institutions is that it is difficult for them to maintain an accurate view of themselves. Since there are so many advantages in doing so, inmates often try to present a particularly distorted view of themselves to the staff. Having access to the reactions of other inmates enables the officer to assist the inmate in maintaining a view of himself which is in line with the perceptions others have of him. Also, these perceptions may be a factor in the problems and, therefore, have to be accounted for.

These problems described above appear to be extremely serious.

There is little doubt that they seriously affect the success of efforts to alter the values and behavior of incarcerated felony offenders. However, the correctional setting offers advantages which may offset some of the disadvantages. The correctional institution has complete control of the offender for a considerable length of time. The inmates have been legally declared to be unacceptable as they are and in need of change when they arrive at the institution. In many cases, evidence of positive change can affect the length of time the inmate will have to stay in the institution.

While there has been a paucity of research in this area, some sources of change have been isolated. The most effective source appears to be the officer-inmate relationship. The correctional officer was cited as the source of change by a large proportion of inmates who had been successful after release. Other types of personnel traditionally thought to be the source of change were given credit by a relatively small proportion of inmates. While the officer was by far the most effective change agent he also was mentioned frequently in a negative sense. There seem to be positive and negative officer-inmate relationships. Without doubt, there is much variation among officers, and probably any given officer will be far more effective in some situations and under some circumstances than he will under others. Several qualities of a positive, effective relationship can be stated.

First, the officer-inmate relationship is effective when the officer's interest and concern goes beyond his assigned task. If a social worker or psychologist inquires about an institution or personal problem, the inmate seems to feel that this is expected of him since he is defined as a member of a "helping profession." If an officer, whose duty it is to supervise a job or an area or a group, expresses such an interest, it is considered a friendly interest, not a part of his job. Most officers take an interest in some inmates but it is important that they understand that this quality is a vital part of the rehabilitative process.

Second, the officer-inmate relationship is effective when the officer provides immediate and direct attention in problematic situations. If an inmate demonstrates some questionable behavior, frequently immediate discussion with an officer who is willing to listen and who is concerned for his welfare is far more effective than a referral for a visit three days later with a trained psychologist. It may well be that what is needed is a chance to express feelings, to be "heard out" by an understanding staff member. In correctional settings, small matters assume great importance and many times what seems incidental and insignificant to an employee is a matter of urgent concern to an inmate. The officer can assist the inmate to maintain a proper perspective and to realize that there will be other days which must be faced and perhaps the problem will appear less important another day. Since the inmate is deprived of all of the stable family and

friendship relationships which helped him maintain his balance on the outside, it is not surprising that these circumstances develop inside a correctional institution. Handling the problem does not require a lot of training but does require concern, understanding and patience on the officer's part. If the inmate is taken by the officer who observes his behavior to someone else, much is lost. There is little chance that the officer can completely and accurately convey to the person to whom the inmate is taken the facial expression, the posture and the events he observed. The social worker might be more limited by the lack of knowledge that the officers will be by lack of technical training. Many situations require simply and often obvious solutions which can be offered on the spot by the officer.

Third, the officer-inmate relationship is effective when the inmate is not humiliated. Rules must be enforced and violations must be called to official attention. This does not mean that the officer administers punishment by humiliating the inmate before his peers. Generally, inmates have experienced severe degradation in the arrest-trial process. Then, by necessity, the process of being initiated into a correctional institution further invades privacy and lumps large numbers of individuals into a mass. The relationships among inmates are complicated. The officer can do his job without humiliating him. In a situation where the officer has almost complete control, his only merits are his fairness and concern for other people who

happen to be inmates "in their place," and this creates much distance and hostility between officers and inmates, a condition that destroys the potential effectiveness of the officer-inmate relationship.

Fourth, the officer-inmate relationship is effective when it is fair. This means that it is within the set of institutional rules and the officer treats all inmates equally within the limits set by institutional rules. The range of difference among inmates is not nearly so great as the difference in the outside population. Under these conditions small advantages, or favors, develop exaggerated importance. Thus, small favors or extra privileges are worth working for. This can be utilized to benefit the inmate if the officer is sensitive to what is happening around him or it can destroy his effectiveness if he doesn't understand. There are no conditions under which an officer should break a rule or do anything which he cannot explain to his supervisor. The minute he lets this happen, whether it is a special favor or a rule violation overlooked or any other rule violation, he knows about but doesn't handle officially, he becomes unfair and ineffective. While the officer must use great discretion, arbitrary and inconsistent rule enforcement cannot be left to his discretion. Thus, if an inmate tells an officer something that places the officer in the position where he must choose between inmate and institution rules, there can be no question that he will support the rule. This is imperative, not only for the operation of the institution but for main-

taining the effectiveness of the officer's relationship with the inmates.

Fifth, the officer-inmate relationship is effective when it is confidential. Only when inmates learn that they can confide in an officer and know that the information will not find its way back to other inmates can the officer be effective. If the inmate can tell the officer only what he doesn't mind other inmates knowing, there is no advantage to talking to the officer at all. He may as well talk to another inmate in the first place. The inmate must trust the officer to hold in confidence any information he gives while talking with the officer.

Sixth, the officer-inmate relationship is effective when it is genuine. Insincere interest is considered to be a trap and is a fundamental weakness. Inmates seem to assume that all officers are not genuinely interested in them and the burden of proof is on the officer. Sincerity is a basic part of all human relationships and is especially important when there are as many barriers as there are between officers and inmates.

From the above, it seems that if the officer is to be effective his concern must go above and beyond the call of duty, he must immediately and directly deal with many problems which arise, he must avoid unnecessarily humiliating the inmates, he must be fair and consistent in his treatment of inmates, he must be a trusted confidant, and he must be genuine. None of these qualities require a great amount of education or training. They do require certain qualities without which a person could not be an effective correctional officer, friend or family member.

The qualities of an effective officer are that he is friendly, but not obligated; concerned, but not worried, firm, but fair. This tape will study problems that the officer is faced with in dealing with inmates. It will show how the officer can relate to the inmate without either becoming obligated and will show how the officer can give orders, supervise work, administer reprimands, and offer guidance without antagonizing or causing resentments, and retain his authority.

TAPE IV - SECURITY, CUSTODY, AND CONTROL

This tape will teach the officer the importance of proper custodial procedures and how custody is in itself a rehabilitation factor. The tape will include shakedown and search, precautionary procedures, work supervision and transporting of inmates.

By proper handling of inmates officers can prevent security problems. The knowledge of inmate behavior, plus good officer-inmate relationships, plus efforts to change inmates during the imprisonment must be fitted into the security, custody and control of correction institutions.

As they apply to correctional institutions the definition of these terms are as follows:

Security: The outside perimeter of correctional institutions which is designed to prevent the escape of inmates.

Custody: The maintaining of discipline within correctional institutions.

Control: The day-by-day handling of inmates, movements to and from different locations, etc.

There are three different types of security which are maximum, medium, and minimum.

Inmates in maximum security are closely guarded at all times. There is a large number of escape risks and these inmates are the most troublesome. This area is surrounded by physical barriers to escape, tight regulations, armed tower guards and fences. These inmates are allowed minimum amount of freedom of movement. They are highly disciplined and regulated programs are enforced. Officers are limited in close contact with inmates.

In medium security inmates are less closely guarded within outer security perimeter. There is a lesser degree of escape risks, although the risk is still present. Inmates are less likely to be troublesome if they are properly handled. The area is usually still surrounded by physical barriers to escape, but entrance and exit to trusted inmates is provided under fairly tight regulations. Most inmates are allowed more freedom of movement and are usually confined only at night. During the day they are allowed more visitors and freedom of action. The activities are less disciplined and regulated. Trusted inmates may be allowed outside the institution for work programs but their comings and goings are still closely regulated. The correctional officers are more closely related to the activities of inmates and are able to establish good officer-inmate relationships.

Inmates in minimum security must have displayed a high degree of trust as they are usually closely guarded. There is a minimum degree of escape risks and very little trouble is to be expected if inmates are properly handled by officers. Normally little or no physical barriers to escape are provided within the boundaries of the institution. Activities are conducted with a minimum amount of regulation and discipline. A very few officers are usually in control of many inmates. Officers must be able to establish very close officer-inmate relationships as this is essential for the success of minimum security institutions.

An inmate's reaction to maximum security is that it is a tough institution and the inmates tend to be tough. They have few activities to relieve the routines of prison. Tension builds up rapidly and may explode frequently. Inmates may be highly resentful of being in a maximum security institution and often take this hostility out on the officers. Inmates do not react well to efforts to change them.

In medium security inmates are given more freedom, they tend to relax their tough attitudes and are less likely to explode into violence. The additional activities provided help to relieve the routine of prison life and make the inmates' lives easier for them to take. Inmates will often resent officers at first, but as the officers are able to establish close officer-inmate relationships, this resentment can be reduced or totally removed. Inmates will usually react favorably to efforts

at changing them when they are convinced the efforts are sincerely offered.

The inmates' reactions to minimum security is that at first they may be unsure of their place in minimum security institutions, but as they become accustomed to the freedom of movement, they become quite relaxed in most of their feelings. The additional freedoms given them become very important and the inmates will usually be careful to guard their actions so as not to risk losing it. Inmates will put pressures on the other inmates to keep them in line. Disciplinary problems will be minimum and will usually result from personal conflicts between inmates, not inmate reactions to the institution or the officers. Inmates will accept officers as being interested in them and will come to depend on the officers to a great extent. Very close officer-inmate relationships will develop. This is the best climate for changing the inmates' attitudes toward life. Very good success can be expected in rehabilitation and in work training.

Despite the types of security required by institutions, there will still be problems in the custody of inmates. The problems will differ with the type of security.

In maximum security inmates must be closely guarded at all times and in all movements. Officers must be constantly alert to escape risks and to violent reactions by inmates. Only a limited number of activities can be provided and these must be highly restricted. Continuous searches of inmates and cells are necessary. Homosexuality is a serious problem as the inmates have

little contact with the opposite sex. Officers must closely guard against inmates having weapons. Attempts to smuggle contraband in and out of the institution are to be expected and rules must be carefully followed to prevent it.

In medium security there is less need to guard closely the movements of inmates within the institution. There is still a high degree of escape risks and the movement of inmates into and out of the institution must be closely supervised. Searches of inmates and others entering and leaving the institution are necessary. While the activities in which the inmates may participate are greater, they must be closely supervised to prevent trouble. Homosexuality may still be a serious problem, because the inmates have greater access to each other. As the inmates are given more freedom of movement, officers must be awake to any attempts to move contraband within the institution. Other problems such as glue sniffing, loan sharks, forgeries, mail theft, and smuggling become a more serious problem in medium security, as the inmates have more access to materials and people.

In medium security inmates are very loosely guarded during the day, although they are usually locked up at night. A very few officers compared to the number of inmates must exercise custody over the inmates over a wide area in many different situations. There is a minimum escape risk as inmates have been screened and only those who have demonstrated that they can be trusted should be confined in minimum security. The inmates

have a wide range of activities available which helps to relieve the tensions of prison. Inmates have extensive visiting privileges and are usually trusted to go with their families unescorted by officers. This privilege is highly valued by the inmates and they are usually careful to obey all rules so as not to have the privileges removed. Although the inmates have much freedom, the officers charged with their custody must be aware of potential dangers and use all available means to prevent trouble. Inmates must be thoroughly oriented so they understand their responsibilities. The use of radios, roll calls, and immediate reaction to situations aid in maintaining custody. Officers must work together closely and report all information no matter how trivial, so that supervisors can spot trouble before it gets out of hand.

Control is most difficult in maximum security. There is very little chance for good officer-inmate relationships to develop and the officer is mainly concerned with guarding the inmates due to their high risk for escape and trouble. Officers must be constantly on guard against possible attacks on themselves and on other inmates. Officers must know how to handle the violent inmate. The officer should approach violent inmates quietly and let them run off their steam if this can be done without danger to the officer or the inmate. He should not argue with violent inmates. Agree with them and show them that you want to help them. If the inmate begins to calm down, try to get him into a secure place voluntarily, assuring him that his problems will be

handled. If the inmate remains violent, or if there is danger to people or property involved, the officer must use whatever force is necessary to subdue the inmate. The officer should first get help. Do not try to handle violent inmates alone. Try to get violent inmates away from other inmates so the violence will not spread. The officer must be firm but not unnecessarily harsh. The officer who reacts violently exposes himself unnecessarily to attack by inmates. The officer must be in control of himself at all times if he expects to keep control over the inmates. The officer must be constantly aware of possible security violations and watch the actions of inmates closely to spot trouble before it gets out of hand. Officers must be sure that all security regulations are enforced at all times. Maximum security inmates can be expected to try things at any time of the day or night and only the officer who is constantly alert can maintain control.

In medium security there is much opportunity for the establishment of good officer-inmate relationships. The majority of inmates will be in medium security. While the officer is still concerned with control, he has the additional responsibility of being a valuable part of the rehabilitation team. The risk of personal attacks on officers is minimum. The officer will often be in situations where there are many inmates and little physical protection. He must depend on his knowledge of inmates and his ability to control them verbally.

There is still the chance inmates may become violent and the officer must know how to handle violent inmates. One of the prime requirements is to get the violent inmates away from other inmates. Unnecessary use of force can make other inmates angry and start a riot. The officer must maintain control at all times. Any display of weakness or favoritism can weaken the officer's ability to control inmates. There is greater risk of security violations and officers must keep close control over inmates to prevent them. The officer must let the inmates know that he must insist on searching them, their cells, and even their visitors. This is not personal but just a part of his job. There is more of a tendency to relax control in medium security and the officer must be constantly on the alert. Many of the inmates are potential troublemakers and only through close enforcement of rules can they be controlled.

Control in minimum security is more relaxed. Only those inmates who have demonstrated that they can be trusted should be put in minimum security. The officer will be forced into a very close officer-inmate relationship and his abilities to influence the inmates is the primary means he has for maintaining control over them. The officer's concern for security is less than his concern for helping inmates change for the good. Security risks, when discovered, should be removed to more secure institutions, since the minimum security institutions usually have little or no way of physically preventing

inmates from escaping. There are very few cases of officers in minimum security being assaulted by inmates. The officer's concern is in knowing the inmates well enough to be able to spot potential trouble and stop it before it has a chance to get out of hand. Violence in minimum security is rare. When it occurs, it is usually very mild and limited to arguments between inmates. The officer must be able to handle such problems by persuasion as there is little physical control available. While the officer is closer to inmates, he must still maintain his position of being in charge. This is his only effective weapon for control. Officers for minimum security must be able to discipline themselves well and must be able to understand inmates and help them with problems. There is a relaxed atmosphere but it must not become so relaxed that the officer loses control. Security violations will usually be very minor. The inmates themselves are the officer's best source of information on security violations and the officer must establish himself as trustworthy so inmates feel free to confide in him. When security violations are discovered, they must be handled quickly and firmly to let the other inmates know that they will not be tolerated. While security regulations will not be strict, they still must be enforced. For example, the inmate may be able to go anywhere on the grounds with visitors, but definite times for him to return must be established and enforced. Other security rules must be enforced so that escapes are detected

within an hour or so. Escapes, while rare, do occur. It is well to let other inmates see that the escapee has been captured and that he has lost his minimum security privileges and is being returned to a higher security institution.

TAPE V - REVIEW

The last of the five correctional training films is a general review of all the film scripts we have studied thus far.

Few topics fascinate the average citizen as much as crime, although this interest is seldom matched with either first hand experience or accurate knowledge. This intense interest coupled with an absence of access to adequate knowledge has resulted in the average layman using grossly erroneous information to form definite opinions concerning the problems of crime and the characteristics of criminals.

The public's interest in crime includes the area of corrections although there is even less opportunity to gain first hand experience or accurate knowledge in this area. As with crime in general, the average person's image of what prisons and prisoners are like has been shaped to a large extent by newspaper or television accounts of riots or other unusual and problematic prison behavior, by descriptions of prisons presented in novels, motion pictures or television productions or by a few strongly biased books written by exconvicts. In order to provide an accurate description of a modern correctional system, it is

necessary to present a brief review of the development of the modern correctional institution to describe the process by which inmates are selected from the total population of law breakers, a profile of these inmates and a detailed account of how a modern correctional system attempts to achieve its goals.

The first prisons were the functional equivalent of the death penalty in that they completely and often permanently removed the offender from the community and often subjected him to severe punishment. About all these first prisons did was to hid the cruelty from the public eye. Conditions were so harsh that there was some question as to whether they were more humane than the death penalty which they replaced. These conditions eventually attracted the attention of a few noted citizens who swayed public opinion by painting graphic descriptions of the conditions that prevailed. This paralleled the development of other humanitarian movements such as child labor laws, women's rights and labor unions. While these early prison reform movements produced many desirable changes, it was during this period that the public formed many of its current negative impressions of what prisons are like.

After many years it was recognized that the vast majority of inmates who were sent to prison were eventually released and it appeared that many of them were even more dangerous at release than when they were sentenced. This demonstrated that a combination of imprisonment and punishment was neither an effective means for changing criminals nor for deterring others

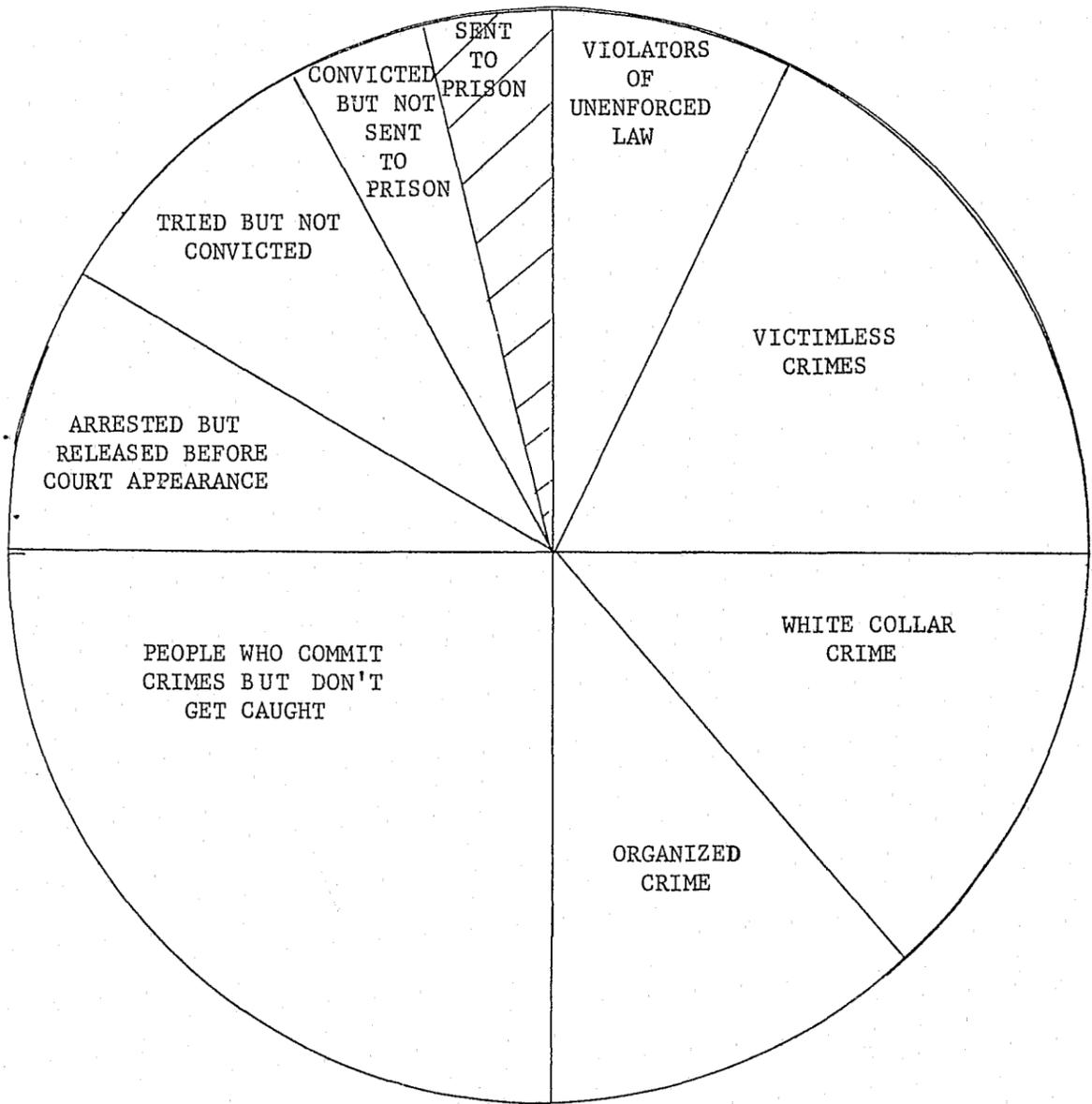
from crime. Awareness of this plus the increased need for trained manpower created by the rapid industrialization of that period led to the conclusion that prison inmates should be changed so that when they return to society they would be productive citizens.

The task of the correctional institution is to protect the citizenry from the convicted criminal. If the inmate is released, as over ninety-five percent are, the public will be protected only temporarily unless the inmate is changed. It has been discovered that the correctional officers have more influence on inmates than anyone so the entire staff of the correctional institution focuses on changing the behavior of inmates. Before a correctional program can be understood, it is necessary to know something of the characteristics of inmates and of the nature of the prison setting.

A criminal is defined as a person who commits an act which violates a criminal law. Most people assume that criminals go to prison. A closer examination indicates that while prisoners have been legally declared to be criminals, not all criminals are necessarily prisoners. In fact, the prison population contains a small and non-representative fraction of the total criminal population. There seems to be only a slight possibility that a person who violates a criminal law will be confined in a penal institution. An examination of the differences between criminals and prisoners will provide considerable insight into the task of a correctional institution and of the highly

selective process by which a person gets there. Consider the following figure.

How Inmates Are Selected From The Criminal Population



The proportions indicated above represent rough estimates only since no comparative data are available on the various categories.

According to this figure, there are several categories of criminals which are seldom observed in a correctional setting. First, many criminals do not go to prison because they do not get caught and they do not get caught because they violate laws that are not enforced by the police. We have many laws in our criminal codes that are not enforced because they were designed to regulate conditions which no longer exist. Nevertheless, those who violate these can be defined as criminals. Other laws are not enforced even though they regulate conditions that do exist in the modern community. Examples of these are common. Many states have laws prohibiting gambling and the sale of alcoholic beverages. In many of these same states it is not unusual to find night clubs and gambling casinos operating in full view of everyone.

Generally speaking, laws will not be enforced if they prohibit behavior which is socially acceptable. Legislators pass laws, policemen are supposed to enforce them but he is likely to do so only if the community accepts them. Many times, when two strong factions cannot agree on the acceptability of, for example, gambling, as is the case when some people make lots of money on gambling and other community groups believe that gambling is wrong, a law will be passed to pacify the group that thinks gambling is immoral but will not be enforced, which makes the other group happy. This keeps peace in the community but also makes it possible to violate laws with impunity.

A second category of criminals seldom appears as inmates of correctional institutions because, while they violate laws that concern behavior which is considered socially unacceptable, there are no victims in the crimes they commit. Examples of this type of crime are abortion, gambling, homosexuality and the sale of narcotics. These criminals are seldom arrested because those who are their "victims" go to them voluntarily and by their voluntary participation are somewhat guilty themselves. This rather large category of people who regularly commit crimes without victims seldom is found in a prison setting.

A third type of criminal that seldom appears in any prison population is the white collar criminal. This type of criminal is defined as a person of high socio-economic status who violates the laws designed to regulate his own occupational activities. Financial losses due to this type of crime are probably many times as great as the financial cost of all acts customarily included in the so-called "crime problem." An officer of a chain store, for instance, embezzled \$600,000 in one year, a figure six times higher than the annual losses from five hundred robberies and burglaries in the stores in that chain. This type of white collar crime include advertising fraud, anti-trust laws, income tax evasion and other illegal business practices.

A fourth type of criminal that seldom appears as an inmate of a correctional institution is the one involved in organized crime. This type of crime received a start by providing services that were prohibited by law such as alcoholic beverages, narcotics,

prostitution, etc. At present, organized crime has grown to the point where it no longer is a special field of activity but rather a technique of violence, intimidation and corruption, which, in default of effective law enforcement, can be applied to any business or industry which produces large profits. The underlying motive is always to secure and hold a monopoly on some activity which will produce large profits. Generally speaking, those involved in organized crime are well accepted by the larger population. For example, Al Capone received one thousand fan letters a day, served as a member of the Welcoming Committee for Visiting Dignitaries in Chicago. Big Jim Colosimo controlled prostitution and gambling in a large segment of Chicago. Honorary pallbearers at his funeral included three judges, the Assistant State's Attorney, a member of the United States Congress, several representatives in the Illinois State Legislature and nine city aldermen. Organized crime, deriving its support from gambling, narcotics, prostitution, labor management racketeering and infiltration of legitimate business shows elaborate interrelations among criminals, law enforcement personnel and politicians. This type of criminal is becoming an increasingly significant part of American society as politicians feel that they are forced to accept contributions from organized crime in order to wage the increasingly expensive campaigns which are necessary to hold office.

A fifth category of criminals is seldom incarcerated in spite of the fact that their behavior is in violation of laws which are supported by community mores and that there are victims in their

crimes. Certain categories of people seem to be exempt from imprisonment, if not from arrest. One study reported that a random sample of high school boys admitted to committing two-thirds as many delinquent acts as the inmates of a reform school admitted. High school girls admitted to only half as many crimes as girls in a reform school. Another study reported that of 1,020 men and 678 women who were asked whether they had ever committed any of forty-nine offenses, ninety-nine percent had committed one or more. The average number of offenses committed in adult life was eighteen for all men, with a range of 8.2 for ministers and 20.2 for laborers and 11 for all women. Of the forty-nine offenses listed, fourteen were felonies. Sixty-four percent of the men and twenty-nine percent of the women admitted having committed a felony type offense. From the above studies it appears that many respectable citizens have at one time or another been involved in behavior which is criminal in nature. This behavior has failed to bring these individuals to the attention of the law because their respectable social class position in the community usually has afforded them some insulation against the legal process as it exists today.

In addition to those who seldom appear as inmates in correctional institutions because they are seldom arrested, there are others who come to the attention of the police but seldom are administered prison sentences. Some of these are released after being questioned by the police. If the individual is polite and contrite or if he is of a respectable social class position in

the community or if the behavior which brought him to the attention of the police is unlikely to arouse widespread indignation, there is a strong possibility that he will be released by the policeman. This decision which the policeman must make gives him an extreme amount of power and responsibility since he acts as psychiatric diagnostician and judge in each situation. Policemen are usually untrained in the law or in the dynamics of human behavior and must make their decisions according to some criteria. Thus, the immediate behavior of the person they are dealing with and the reaction of the community and their superiors to their decision seem to be the most important criteria. There are no adequate data on the proportions of adults police question and then release, but, for juveniles, research has indicated that sixty-four percent of the juveniles apprehended by the police were released without court referral. The proportion is probably lower for adults but still significantly high.

It appears that the inmates of correctional institutions are not average people who commit crimes but are selected from the lower socio-economic segments of our society and for committing particular kinds of crime. A glance at the types of crimes for which inmates are sentenced indicates that theft type crimes are by far the most common. These, along with crimes against persons such as murder, assault and sex offenses comprise the bulk of most prison populations. These types of crimes are referred to as

"traditional" crime. Some of the people who commit these crimes are habitual criminals while others depend on these crimes for a livelihood and are referred to as professional criminals. Still others are occasional offenders who resort to crime as a solution to a particular set of circumstances. It is this latter category that is most likely to get caught. Such crimes account for over ninety-five percent of the crimes reported in F.B.I. Statistics and an equally large proportion of the inmates in correctional institutions. However, even within this category a very small proportion of offenders are administered prison sentences.

Thus, it can be seen that the prison population is drawn from a highly selective proportion of traditional criminals which are but a small fraction of the total criminal population. Who are these people? What are they like?

The initial impression layment get when walking through a prison is that inmates seem to be different from the people they see on the streets of a city. Such observations led early criminologists to conclude that criminals had different skull measurements, body characteristics and were less sensitive to pain since so many had tatoos. One of the basic weaknesses of this research was considering prison inmates and criminals to be one and the same. Later research, which accounted for this factor, corrected these notions and gradually it was recognized that there was no such thing as a special inmate type. However, we do use types. The law classifies all criminals into types and treats

robbers, murders, burglars and rapists all differently. Besides the type of behavior for which the person is sentenced, prisons classify offenders according to age and length of criminal record. The youthful offender and the first offender are often separated from the older offender and the hardened criminal. However, there are no data which support the conclusion that the prison inmate is a special type of person. Rather, inmates seem to represent a cross section of the lower socio-economic segments of our society. Nevertheless, many people are convinced that inmates are very much like each other and very much unlike the people on the outside. How can the initial impression that inmates are different be accounted for? If there are differences, what are they? To answer these questions, compare a group of inmates with non-inmates. First, compare them relative to their educational and occupational characteristics.

In the State of South Carolina, over thirty percent of the State population above twenty-five have twelve or more years of education while only ten percent of the inmates have this much. Thus, a much smaller proportion of the inmates are high school graduates. Occupationally, fifteen percent of the state's male work force are professionals, businessmen, managers, or officials while only one-fourth of one percent of the inmates are in this group. On the other hand, half of the inmates are unskilled laborers whereas only twenty percent of the labor force is engaged in unskilled labor. Also only four percent of the inmates are

sales or clerical workers whereas of the general population eleven percent are in this category. From this date, it appears that inmates are drawn from the lower educational and economic levels of our society. To compare people selected from any sub-segment of a group with the total group is inappropriate. Thus, inmates cannot be compared with the general population.

It has often been maintained that inmates have inferior intelligence. This idea is an old one and not too many years ago it was accepted as fact. It seems safe to conclude that the distribution of inmate's intelligence is near normal for people of their socio-economic level. While there are some differences, these are so slight as to be insignificant when one considers that the duller ones are more likely to get caught. The success of prison education and vocational training programs and the complex and responsible jobs performed by many inmates further supports the argument that prisoners are much like outside people in regard to intelligence levels.

Another commonly held misconception about prisoners is that they are mentally deranged. This distorted conception of the criminal is often based on the belief that a person has to be mentally diseased to commit crimes. Those who hold this position usually use extreme cases to support their argument and fail to consider the large number of people who commit crimes regularly with impunity.

Such concepts as the "criminally insane," "psychopath" and "sociopath" are frightening words and are often believed to characterize most prison inmates. However, such labels are not applicable to most prisoners. The highest guesses of the proportion of sociopaths in a prison population is twenty percent. Most people believe that this is far too high a figure. While there is little agreement among experts as to what a sociopath is, it is generally agreed that most sociopaths are not in prison and most prisoners are not sociopathic.

From the above it appears that prison inmates represent a small proportion of the total criminal population and that they generally are a cross section of the lower social and economic segments of our society. Whatever difference that exist between these people and those in the segment of society from which they are selected do not seem to be significant. In spite of this, many people are convinced that inmates of correctional institutions are not ordinary people. This is to be expected. The average person has even less chance for direct contact or for gaining accurate information about inmates than about criminals in general. Even well informed citizens are often surprised when they have their first contacts with inmates. To understand the correctional institution it is necessary to understand that prisoners are people.

Life in a correctional institution is very much unlike life on the outside in several ways, each of which contributes to the uniqueness of prison life.

The first of these differences, which is fundamental to the others is the availability of physical space. To illustrate this, note the following differences in a correctional institution and a city block of approximately the same size.

One of the most striking differences between the correctional institution and the city block is the freedom of movement in and out. The residents of this block are there only part of the day. Educational, religious, recreational and occupational activities each occur in a special place away from the area of residence. For the inmate all activities take place within the institution. The inmate has no escape; he must sleep, work, play, eat, study and worship with the same people day and night, seven days a week. Under these circumstances tensions are developed more frequently, are more intense and cannot be relieved by separation in space.

The second striking difference between a city block and a correctional institution is that the people who live on the block live there because they choose to do so. In a society where freedom of choice and freedom of movement is valued so greatly, this is a source of constant pressure and irritation.

A third difference is that in the city block, there is no direct supervision. However, the inmate is constantly in a situation where he is supervised. Supervision extends around the clock every day.

A fourth difference is that the residents of a city block are able to maintain separate identities by their possessions of

goods or by other individual characteristic. Inmates have little that enables them to maintain their individual identify. All have numbers and wear the same clothes, eat the same food, see the same movies, go to the same church and live in the same type of cell in similar buildings.

The fifth striking contrast between people in a city block and inmates is the difference in the composition of the population. The inmate has to live in a crowded world where women and children are completely absent and where there are few older men. While there are visiting hours, these are infrequent and hardly as gratifying as normal outside contacts with family and friends.

The above differences indicate that life in a correctional institution is drastically different than life on the outside. Basically, the differences are produced by the composition of the population, the shortage of space and community expectations. The above conditions have serious implication for the correctional institution in the task accomplishing its goal of rehabilitating the offender. It seems paradoxical that this chance is attempted by placing the individual against his will in close confinement with others who have similar problems. Nevertheless, this is the way that our society has selected for handling those whose behavior has been judged by the court to be unacceptable and who have been sentenced to extending periods of penal incarceration. Now inmates are sent to prison not for punishment but as punishment, and, while there, it is possible to influence them in such a way that when they return to society, they will be productive citizens. In order to

accomplish this goal, many of the practices of the traditional prison have to be drastically changed. Just a few years ago, when prisons were concerned only with keeping the inmate, the life of the inmate was characterized by severe degradation, near complete isolation, contamination, extreme regimentation and provided very little preparation for return to the community. To illustrate these problems and to demonstrate the drastic changes that have taken place during the last few decades, each problem will be described followed by a discussion of the way these problems are handled in a modern correctional system.

Most prisons have what are referred to as "rites of degradation." The inmates experience these all the way through the legal process. Being arrested, fingerprinted, placed in jail, tried, handcuffed and transported to prison is a shocking experience few people ever have. In the traditional prison, the inmate usually had his head shaved, was given used clothes that didn't fit, was assigned a number which was painted in a conspicuous place on all of his clothes, and was placed in a "fish tank" along with the other new inmates, or "fish." His social contacts were restricted to other inmates as he assumed his role as a member of the lowest caste in the prison. He was no longer a person who worked for a particular company, who lived in a particular town and was married to a certain person; he was just a prison inmate with a number.

Every effort is made in modern correctional institutions to avoid subjecting the inmate to unnecessary degrading experiences.

It is considered that going through the adjudication process is enough of a degradation rite and the correctional institution need not add to that. While avoiding the whole process is impossible the modern correctional institution attempts to avoid depriving the inmate of whatever self respect he brings with him. Every effort is made to prepare the inmate for participation in some rehabilitative program that will help to alter their behavior after they are released.

In the traditional prison the major concern was for isolating the prisoner. Every effort was directed toward keeping the inmate population inside the walls. Sometimes prisoners were locked in cells and the only person they could talk to was the chaplain. Silence rules were enforced so that prisoners could not talk to each other. There was no mail and few visiting privileges.

In the modern correctional system it is recognized that inmates of correctional institutions will eventually return to their homes in the vast majority of cases. Therefore, it is important that relationships with family and close friends be maintained. Every effort is made to assure that the inmate has the opportunity to visit and write his family. Also, his family is encouraged to write and visit him.

In addition to reducing isolation by contact with the family, other programs are available which reduce the isolation of institutional life. These programs bring in people from the free community to lead programs such as chapters of Alcoholics Anonymous, Junior Chamber of Commerce, etc. On special holidays

the inmates play outside teams in baseball or basketball and special outside entertainment is provided. The inmates can watch television and listen to the radio and read newspapers. All together, the inmate can keep up with what is going on in the outside world so that when he is released, his family ties will be more likely to be intact, he will know what to expect and be able to make the transition from institution to community life more easily.

Less than two centuries ago, women, men and children were imprisoned in dungeons, mine shafts and other such facilities. There was little supervision so the more criminal dominated the less criminal. After much public protest special institutions were provided for women and children. To reduce the possibility of the more criminal influencing the less criminal, the modern correctional system places the youthful first offender in a youth institution, the first offender in a minimum security institution and the more hardened offender in a maximum security facility. Within the institution, further separation is possible. No matter how great an effort is made, some of the minor and younger offenders will have contact with the more criminal. To counteract this, all of the staff is encouraged to show sincere concern for the inmates. This provides the inmate with significant non-criminal social relationships and prevents his contact being restricted just to other inmates.

One of the greatest dangers in the correctional institution is that the inmate will learn to live in a condition where he makes few decisions and where almost all of his needs are met automati-

cally. When an inmate adjusts to these circumstances so completely that he cannot adjust to life in the free community after release, he is called "institutionalized" or "prisonized." This condition results from extended periods of extreme regimentation. Such regimentation is necessary when large numbers of aggressive males are confined in close quarters for long periods of time. Under these circumstances, there is little room for deviation from schedules. Lights must be turned out, food served, medicine administered, showers taken and work done according to a regular schedule.

When such a large number of inmates live in such quarters, regimentation is absolutely essential. When the complex problems of inmate and staff safety and custody considerations are introduced, regimentation becomes even more important. To provide a variety of clothing would be an economic impossibility, so everyone must wear the same clothes. Also, adequate surveillance requires that they be identified easily so individualization of clothing is impossible. Correctional institutions generally operate on extremely meager budgets so there is less variety in food than the average person has on the outside. Meeting the institutional commitments to the community for the security of all inmates requires that the whereabouts of every inmate be known at all times. Thus, the freedom of movement of the inmate is greatly restricted. Releasing a person from a situation where his every move is controlled to the community where he has relatively little regimentation is believed to cause adjustment problems for

many released inmates. This has been referred to as "decompression" or "reality shock." It is necessary to minimize the negative effects of this if the modern correctional institution is to prepare inmates for life in the free community. There are several methods employed for accomplishing this.

It is possible for an inmate to work his way from a close custody classification in a maximum security institution to a minimum custody classification in a minimum security facility. With each step, he is rewarded with greater freedom of movement in the institution and additional privileges.

Another means of reducing the effect of regimentation on the inmate is the work-release program. Many inmates are not dangerous and can be allowed to leave the institution to work at a regular job during the day.

Still another means of reducing the negative effect of regimentation is the pre-release center. Most inmates move to this center for the month before they are released. While there they are given lectures on how to apply for jobs, etc. after they are released to the community. Also, they have greater freedom of movement within the institution and increased visiting privileges.

Other methods of reducing regimentation are employed within the institution. Formerly the dining room was furnished with benches placed so that the men all faced the front. No talking was permitted. Now the men eat at small tables and can talk freely while eating. There are enough "extra curricular" activities such as Junior Chamber of Commerce, church, recreational activities so that an inmate does make some decisions. Also an inmate can

"quit" a job and ask to be reassigned.

It is generally assumed that most inmates are in prison because they could not adjust satisfactorily on the outside and that they will be likely to experience further legal difficulties if they are released with the same abilities and problems plus the added burden of a criminal record. Therefore, while in prison certain programs are provided so that inmates can make a better adjustment after release than they made before they were sentenced. As indicated above, the educational level of many inmates is very low. Education is basic to living in a complex society such as ours. Even to be a mechanic in a service station requires that the individual be able to read rather complex instruction manuals. Therefore, the modern correctional institution provides inmates with the opportunity to increase their educational levels.

Many inmates have had no work experience at all. The development of responsible work habits is just as important as work skills. In the institution most inmates have jobs and are closely supervised to see that they are responsible workers. They learn to get along with a supervisor and with co-workers in a situation where they can be closely supervised.

The effective correctional program will create conditions for the inmate which closely resembles those in the outside world. While doing this in a penal setting is not easy, it can be done. The complete control of the inmate, plus training and treatment facilities, plus accounting for the special qualities and needs of inmates in general and as individuals can result in a program

that will prove effective in altering the criminal values of many inmates. The question of how effective these programs are deserves closer examination.

There are no data which provide definite indications of how effective rehabilitative programs are. There has been research which indicates that they have some effect. One study interviewed a group of 250 inmates who had been out for over a year and who had made successful postrelease adjustments. This group was asked, "When would you say you changed most permanently from being interested in committing crime?"

The results were:

4%	Before sentencing
13%	At time of sentencing or between sentencing and imprisonment
52%	During imprisonment
16%	After release
10%	Never changed - either innocent or unwitting involvement
4%	Don't know

These data indicate that a large proportion of inmates attributed their change to something that took place during the time when they were incarcerated. There are many outstanding successes involving inmates who have profitted by participation in rehabilitative programs and contact with interested staff persons.

END