

APPENDIX

(The Result of the IP Review Session)

After the IP (Individual Presentation) sessions, we reviewed all of the IPs. We asked the participants to complete a survey addressing three questions based on the IP presentations: “Things you learned”, “Common problems among the participants’ countries” and “Best practices among the participants’ countries”. We also asked the participants to rank the importance of the issues they faced at work. Because the theme of this training course was directed at mid-level staff, we had to concentrate on the problems which could be solved by mid-level staff. The outcomes of the IP review session are included in the following pages.

Aggregate Common Problems

Mid Level-Staff

No.	Content
1	The working environment has to be improved.
2	The need to manage time in the office
3	The need to manage stress in the office
4	The need to improve human relations in the office
5	The need to enhance one's professional skills, competences through relevant trainings
6	The need to care for one's health, like going on paid leave.
7	Stressful relationships with coworkers.
8	Sandwiched between boss and subordinate
9	Nature of work
10	Lack of staff's skill to deal with inmates
11	Lack of communication within organizations.
12	Inefficient staff training
13	Increased workload

Senior-Level Staff and Other

No.	Content	Counts
1	Lack of budget	10
2	Shortage of staff	10
3	Lack of security/inmate violence	7
4	Overcrowding	7
5	Infrastructure/facility	6
6	Overburdening/workload	6
7	Communication barriers (Two way communication, upward, down ward)	1
8	Difficultiy obtaining and developing human resources for the future	1
9	Exposure to threats	1
10	Lack of leadership and management techniques of supervisors	1
11	Many probationers and parolees	1
12	Nature of prison work: dirty, difficult, dangerous	1
13	Training	1
14	Miscommunication among different staff within an organization	1
15	Overburdening of workload for mid-level staff.	1
16	The national interest in criminal justice is low	1
17	Prison staff receives low salary, social welfare	1

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Things You learned

	Senior-Level	Mid-Level	Other
Staff	<p>Carry out the social activities for staff by using good leadership, management and control concepts</p> <p>Cope with stress by using professional approach including psychologists</p> <p>Exchanging ideas and experiences, how to execute jobs in times of stress</p> <p>How to present in front of audiences, learning from different correctional systems</p> <p>In Hong Kong, many kinds of brochures are available for prison officers' easy access to psychological services</p> <p>Systematically administrative types and experiences from the developing and developed countries</p> <p>Increase in crime is a major concern for many countries</p> <p>Some countries are facing labour shortages, such as Japan</p> <p>In many countries we have the same problems</p> <p>There are no universal standards in dealing with offenders</p> <p>When dealing with offenders we should uphold their human dignity always in line with the Tokyo Rules</p>	<p>Consulting with someone is good for stress management.</p> <p>Exercise is good for stress management.</p> <p>Factors influencing the work stress of the correctional personnel.</p> <p>I understand how stressful prison officers were when they treated prisoners.</p> <p>Importance of relationships among coworkers.</p> <p>In Thailand, the meditation programme has been carried out by the department for reducing the stress of prison staff, and it has been preferred compared to counselling.</p> <p>Learn from each and every performance during the presentation sessions and individual stress lectures</p> <p>Staff who work in corrections settings and probation have stress in all countries.</p> <p>Staff wellness programmes in Thailand</p> <p>Stress management techniques.</p>	<p>Different countries but similar problems.</p> <p>The operation of institutions is affected by the culture of each country.</p> <p>Religion has great effect to cope with stress in other countries.</p>
Admin	<p>Importance of culture and religion</p> <p>International criminal justice system</p> <p>Many countries have similar systems concerning administration of justice</p> <p>Work-related stress is commonly experienced. There is a growing trend to adopt countermeasures against work-related stress.</p>	<p>Effective two-way communication is very important</p> <p>Finding the real cause of stress is very important in order to find best solutions for each staff</p> <p>Prison goals: 1 security and 2 rehabilitation</p> <p>Stress management is important to ensure the benefits of correctional management.</p> <p>The sources of stress among correctional personnel are similar despite differences in organizational structure and work environment</p> <p>There are various levels of stress and various kinds of stress</p> <p>Understaffing, underfunding and over population are common problems among all countries.</p> <p>We all have the same problems</p>	
Offender	<p>Community engagement, community support are needed for rehabilitation</p> <p>I realized the necessity to conduct special programmes, such as anger management, for staff</p> <p>I think we need feedback after conducting stress management a few years later innovation is necessary to make the systems more effective</p> <p>Most countries have similar stress factors</p> <p>Stress factors are increasing commonly</p> <p>The criminal justice systems are generally similar.</p> <p>We are in need of systematic and professional stress management</p>	<p>I learned about rehabilitation and probation activities and essential concepts.</p> <p>Possible solutions to reduce the stress of correctional personnel.</p>	<p>Overcrowding in Prison</p>

Common Problems Among The Participants' Countries

	Senior-Level	Mid-Level	Other	
Staff	<p>Difficulty of obtaining and developing human resources for the future</p> <p>Lack of facilities</p> <p>Lack of financial support</p> <p>Lack of leadership and management technique of supervisors</p> <p>Lack of money</p> <p>Low budget provisions and infrastructure</p>	<p>Manpower shortage</p> <p>Poor working environment (Overcrowding, inadequate equipment and security systems, old buildings)</p> <p>The corrections facilities are overstretched across the board.</p> <p>There are training gaps of correctional staff to keep pace with contemporary crime trends.</p> <p>There is an unmatched number of corrections staff to the proportion of clients.</p> <p>Workload; due to overcrowding, understaffing, overtime, etc.</p>	<p>Increase of workload.</p> <p>Lack of communication within organizations.</p> <p>Lack of Manpower.</p> <p>Nature of work.</p> <p>Prison staff have to bear heavy workloads.</p> <p>Stressful relationships with coworkers.</p> <p>The working environment has to be improved.</p>	<p>Miscommunication among different staff within an organization</p> <p>Over-burden of workload for mid-level staff.</p> <p>The national interest in criminal justice is low.</p>
Admin	<p>Budget shortfalls</p> <p>Communication barriers (Two way communication, upward, down ward)</p> <p>Exposure to threats</p> <p>Lack of facilities/equipment</p> <p>Lack of security equipment</p> <p>Modern security equipment and systematic security standards required.</p> <p>MONEY! (budget)</p> <p>Overburden</p> <p>Overburden due to heavy workloads; Understaffed</p> <p>Overburden/ understaffed</p> <p>Overcrowding</p> <p>Overcrowding</p> <p>Overcrowding and understaffing</p>	<p>Work-related stress; dealing with crisis situations, dangerous, prison lock down etc.</p> <p>Overwork</p> <p>Poor prison facilities</p> <p>Poor working environment due to lack of financial support</p> <p>Sandwiched between boss and subordinate</p> <p>Shortage of staff</p> <p>Shortage of staff (overwork)</p> <p>The budgets for criminal justice have to be increased</p> <p>The need to care for one's health, like going on paid leave.</p> <p>The need to enhance one's professional skills, competences through relevant trainings</p> <p>The need to improve human relations in the office</p> <p>The need to manage stress in the office</p> <p>The need to manage time in the office</p>	<p>Financial problems</p> <p>Inefficient staff training</p>	<p>Prison staff get low salary, social welfare</p>
Offender	<p>Inmate violence</p> <p>Lack of staff's skill to deal with inmates</p> <p>Nature of prison work: dirty, difficult, dangerous</p> <p>Overburdening staff</p> <p>Overcrowding, inmates</p> <p>Overcrowding, too many probationers and parolees</p> <p>Pressure from maintaining security</p> <p>Threats created from inmates</p>	<p>Lack of motivation.</p> <p>Officers are always exposed to offenders' violence.</p>	<p>Few female inmates</p>	

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Best Practices Among The Participants' Countries

	Senior-Level	Mid-Level	Other
Staff	<p>Community-based rehabilitation should be enhanced across the board</p> <p>Enhancement of staff welfare</p> <p>Give training to all correctional personnel regarding stress management</p> <p>Humane treatment of offenders should not be compromised or replaced by any other form of treatment of offenders</p> <p>Improvement of correctional facilities is paramount and key</p> <p>Improving and increasing leadership or management techniques for supervisors</p> <p>In Korea, correctional officer's human rights started to be respected. (But I don't understand in what way)</p> <p>Leisure activity (exercise)</p> <p>Prison standards in Thailand</p>	<p>Clarify the purpose of work.</p> <p>Communication for improvement of working efficiency.</p> <p>Conduct stress management programmes on a regular basis.</p> <p>Introducing foreign situation of corrections.</p> <p>Peer supporters among the correctional personnel.</p> <p>Promotion of self-sufficiency philosophy.</p> <p>Thai training of correctional staff.</p> <p>Train the other staff on stress management.</p> <p>Training and supervision by advisers on a regular basis.</p> <p>Use of science in inmate rehabilitation in Japan and Korea.</p> <p>Addressing the real situation of stress among correctional personnel in terms of level of stress and collecting data on work-related stress</p> <p>Anger management training for prison staff</p> <p>Categorize and treat offenders (divide and conquer)</p>	<p>Increase improvement of community in the system. (ex., VPO Japan)</p>
Admin	<p>Cooperation with medical agencies</p> <p>Introducing "Prison robots"</p> <p>Using a cooperative approach (participative management) in order to reduce workload such as making partnerships</p> <p>We should carry out relaxation programmes for staff</p>	<p>CBT should be studied more and be fully adopted, depending on the evaluation result.</p> <p>Customize treatment to the offence</p> <p>Global approach is needed</p> <p>Improving poor environments with high-tech equipment</p> <p>Innovation: an option for problem solving of overcrowding and understaffing</p> <p>Introducing treatment programmes such as anger management</p> <p>Offender can be made to change</p> <p>Peer support</p> <p>Providing guidelines</p> <p>Recruiting Psychologists</p> <p>Robot system-Korea</p> <p>TICP is needed in my own country</p> <p>Various ways of access for staff to stress management such as using peer-to-peer hotlines</p>	<p>More education and study of international norms.</p> <p>Workplace automation → fewer human resources required → less stress</p>
Offender	<p>Early release for reformed offenders-Japan</p> <p>Plea bargaining -Philippines</p> <p>Proper inmate classification -Myanmar</p> <p>Suspects (sex offender, Pedophilia) does not have right to remain silent-Maldives</p>	<p>De-stressing activities within and outside of the office in the Philippines.</p> <p>Develop a Stress Management mechanism for the Tonga probation office.</p> <p>Training of probation officers.</p>	