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THE MORALE OF PRISON OFFICERS

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NEW SOUTH WALES



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IN

NEW SOUTH WALES

Report on a Research Project

Kevin R. Smith

1988



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THE MORALE OF PRISON OFFICERS
IN NEW SOUTH WALES

A B S T R A C T

This research project on the Morale of Prison Officers in New South Wales was conducted by Dr. Kevin R. Smith, a Senior Lecturer in Administration at the Armidale College of Advanced Education, and Principal Consultant, Executive Development International. Funded by the Australian Criminology Research Council, the project was completed during 1988 with the support of the Corrective Services Commission of New South Wales.

The three purposes of the project were fully accomplished, these being:

- a) To develop a Prison Officer Morale Questionnaire based on the researcher's structured theory of morale.
- b) To identify by P.O.M.Q. and informal group interviews the salient features of the morale of prison officers in a sample of New South Wales Corrective Services institutions.
- c) To make pertinent recommendations based on the findings.

Data were gathered using the 72-item Prison Officer Morale Questionnaire and through brief semi-structured, informal group interviews. Face-to-face involvement of the researcher was at all times an essential feature of the research design. This resulted in a rate of return of completed questionnaires of 99.25%. Of the 399 completed questionnaires the percentage of completed items was 99.85%. Participants in this survey were a representative sampling of approximately 20% of the State's prison officers.

Throughout the research the morale phenomenon was defined as a nine-dimensional construct, those dimensions or aspects of morale being:

- Attraction to the Group
- Unity of Purpose
- Quality of Teamwork
- Task Competence of Leadership
- Relationships Aspects of Leadership
- Inspirational Leadership
- Tenacious Striving
- Enthusiastic Striving
- Sense of Personal Reward

This research is the first-ever investigation of morale among prison officers in Australia. It seems appropriate that this project has been conducted during the Bicentennial year, two hundred years after the arrival of the first prison officers on our shores.

The Report seeks to consider the operation and functioning of prisons through the perceptions of custodial and industrial prison officers. This permits the reader to begin to understand something of their morale, for it is perceptions that create morale.

It is clearly time that more public recognition was given to the fact that prison officers fulfil an essential task for the safety and well-being of the law-abiding public. These officers accept a responsibility as the surrogate of society. That society may not wish to know too much of the daily realities of the custodial vocation, but it surely owes considerable respect to the preponderant majority of prison officers who sincerely seek to do well their thankless task. Without evidence of that respect prison officers' morale in New South Wales will continue to decline.

Unless the level of morale is lifted there will soon be an inadequate number of prison officers in New South Wales, and many of these will be alienated from the Department and its management.

The major finding noted in the Report is that the morale of prison officers in New South Wales is low. However, there certainly is a notable tenacity and committed enthusiasm among officers in pursuing their duties. They believe firmly in the importance of the work they do, despite a grievous lack of recognition by the general public and the government. Attrition rates indicate a low level of Attraction to the Organisation on the part of a significant number of officers. For some it is an occupation of the last resort and they are seeking other jobs with somewhat less associated stigma. For others the salary levels are such that they are seeking similar positions in other States. Three quarters of participants in this survey indicate that they have a strong belief in the importance of their work. Yet, there is not a high level of pride in their vocation. There are those who earnestly wish they could be proud, but there is deeply-felt doubt about the good reputation of their institutions. There is no certainty displayed by officers on the question of respect for their fellow officers. Some few are perceived by their concerned colleagues as quite unsuitable persons to be prison officers. Nevertheless, the majority of participants in this survey impress one as decent average citizens trying to do a difficult job in a responsible manner.

Unity of Purpose is particularly lacking. There is no awareness or recognition of a well-defined set of corporate objectives. A sense of mission is no triviality. It is the very basis upon which to build morale.

Inadequate unity of purpose is evident also in that while many officers believe in their own reliability in fulfilling routine duties, mutually they have some doubt whether their colleagues have this same strong sense of duty. This does not augur well for Quality of Teamwork, and indeed there is evidence of perceived lack of mutual support among colleagues.

Leadership synergy, or group energy generated by leadership, is not high. Task Aspects of Leadership fail to generate high levels of group energy in that many officers believe their prisons could be run better than they are at present. In their assertion that they are too rarely shown appreciation for their best efforts, prison officers participating in this survey draw attention to a serious shortcoming in the Relationships Aspects of Leadership. It is a short-coming typical of very many organisations, but it emerges as a serious shortcoming in the prison organisations. Inspirational Leadership, at all levels, setting an example and articulating some ideal of prisons service could do much for morale among prison officers.

In the dimensions of Tenacious Striving and Enthusiastic Striving relatively high levels are to be noted when compared with other selected organisations. Prison officers indicate that they can be relied upon to work with steady determination to do a good job, even despite the many difficulties and problems of working in prisons that are documented in this Report. While the frequent verbal abuse by prisoners is undoubtedly hard to take, it is probably an unavoidable characteristic of the job, even if all the rules were successfully enforced. The morale of prison officers - their moral code - must ensure that they maintain always a civil manner of addressing prisoners despite obvious and extreme provocation. {

Sense of Personal Reward among prison officers is lower than that discerned in any other organisation in which this researcher has conducted surveys. There is an immensely strong perception that neither government nor the general public recognise the importance of their work and in many locations that they are not very much appreciated by their local communities. While pay increases rarely boost morale other than temporarily and superficially, they do have a powerful effect in abruptly stopping a downward spiral in morale, enabling other actions then to be implemented that might strengthen morale on a firm basis. Sick leave policy is one area where such action might be appropriate. The present policy promulgated in 1986, possibly as an administrative reaction to excessive "sickies", has the effect of creating injustice to those prison officers whose extended or multiple sick leave requests are bona fide.

Recommendations include the urgent necessity for concisely-stated, unambiguous corporate objectives. It is further recommended that participatory procedures be developed for officers to contribute to the formulation of appropriate custodial policies in each institution, consistent with the objectives and including a code of conduct. Several recommendations relate to the management of prisons and to the training of officers. There are recommendations also relating to further research into the training and morale of prison officers throughout Australia. It is recommended that sick leave policies for prison officers be reviewed, that welfare services for officers be marginally improved, that there be improved public relations and recruiting programmes, and that rewards and remuneration of New South Wales prison officers be urgently considered by Government before the close of this Bicentennial year.

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INTRODUCTION

Chapter I

This survey of Morale among Prison Officers in New South Wales was commissioned and funded by the Australian Criminology Research Council.¹ It was conducted with the further support and encouragement of the Council and Principal of the Armidale College of Advanced Education, the New South Wales Corrective Services Commission, and the Executive of the Prison Officers' Vocational Branch. The survey could not have been completed without the willing co-operation of the Superintendents of each of the participating institutions.

Personal appreciation is extended to the following persons for their special assistance in furthering the work of this project:

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The objectives of the research project have been:

1. To develop a Prison Officer Morale Questionnaire based on the researcher's structured theory of morale.
2. To identify by P.O.M.Q. and informal group interviews the salient features of the morale of prison officers in a sample of New South Wales Corrective Services Institutions.
3. To make pertinent recommendations based on the findings.

There have been no previous investigations in Australia of morale among prison officers.

Two hundred years after Australia's oldest profession was established on our shores it seems appropriate that prison officers should be the focus of some special investigatory attention in this, Australia's bicentennial year.

Search of the bibliographic Computerised Information from National Criminological Holdings (CINCH) yielded little evidence of pertinent literature:

Entries under "Morale" -----	10
Entries under "Morale", "Prison" and "Officers" --	Nil
Entries under "Stress", "Prison" and "Officers" --	6

The very fact that there are no holdings under the key words "Prison Officer Morale" would indicate that there is some likelihood of the project making an original contribution to knowledge in this field.

There is some small array of literature on stress among prison officers. Both constructs "stress" and "morale" are related. Morale, however, is a relatively more positive term relating to attitudes.

Emery's book has proved a useful introduction and guide for a researcher with no previous experience of prison systems, and gave some reassurance regarding proposed procedures.

In writing of "Police Employee Morale", Swanton concedes his own looseness of approach, "... until a more rigorously derived device is produced". It is intended by this researcher that for prison officers the P.O.M.Q should become such a device.

Further, Swanton suggests that

"Effective personnel branches do not wait for members with problems to approach them, they go out and ... identify broad spectrum complaints and operate to resolve them."

"Organisations willing to surface low morale and respond to it, ultimately improve their morale, organisational climate, and hopefully effectiveness."

This states well the basic rationale for the research reported here.

With regard to the wider Australian and International literature on morale in various organisations and the development of morale theory, this researcher produces biennially a bibliography available to others interested in this field.

The sample of participating institutions was designed to include about 20% of the State's prison officers in a representative cross-section of institutions country and city, and of three security classifications. Although, originally it had not been proposed to the Criminology Research Council that Executive Officers be surveyed, the very first preliminary visit to an institution demonstrated that they should be included. Likewise, a preliminary visit to a modular course brought forth the appropriateness of including a prison farm and some of the special units that support the work of the prisons. For logistic reasons, for a researcher located in Armidale, the sample did not include institutions south or west of Sydney.

The eventual sampling, therefore, has been:

Maitland	44
C.I.P.	38
M.R.P.	39
M.R.C.	50
Parramatta	32
Parklea	24
Cessnock	53
Grafton	18
Mulawa	21
Norma Parker	7
M.T.C.	33
Glen Innes	11
Emu Plains	10
Officer Training School	5
Malabar Emergency Unit	14

This sampling yields the following pattern:

Maximum Security:	183	City	44	Country	=	227
Medium Security:	21	City	71	Country	=	92
Minimum Security:	40	City	21	Country	=	61
Special Units:	19	City	--	Country	=	19
	—		—			—
	263	City	136	Country		399

Within institutions, more detailed representative sampling in terms of rank and experience was sought through preliminary liaison with Superintendents and Roster Clerks. Availability of staff was facilitated in some instances by the provision of relief on overtime funded through the research grant. The final sample of participating prison officers was comprised as follows:

(i)	Probationary Prison Officers	-	34
	Prison Officers		154
	First Class Prison Officers	-	76
	Senior Prison Officers	-	49
	Executive Officers	-	50
	Overseers	-	21
	Senior Overseers	-	15
	Less than one year experience	-	36
	One to three years experience	-	114
	Three to six years experience	-	61
	Six to fifteen years experience	-	132
	Over fifteen years experience	-	56

The entire project comprised several distinct, but sometimes overlapping, phases:

- a) Development of a Prison Officers' Morale Questionnaire, based upon preliminary visits to several institutions, review of pertinent literature in the field of criminology, parallel items where appropriate derived from previous work by the researcher in other organisations, and consultation with several prison officers for final advice on credibility of wording.
- b) Preliminary visits to each participating institution so that the researcher might gain some familiarity with prison organisation, and to explain the project to the Superintendent. In most instances this visit also included discussions with other custodial staff of various ranks.

- c) Survey visit to the participating institution for completion of the P.O.M.Q. by officers in a face-to-face setting with the researcher, and for informal group interviews. Often because of the exigencies and patterns of the prison organisation it was possible to interview only one prison officer at a time.
- d) Computer analyses of data from the P.O.M.Q., with the assistance of the University of New England Computer Centre, and classification of all interview comments according to the structured theory of morale.
- e) Compilation of draft report.
- f) Consultation with a panel of Superintendents and Senior Prison Officers to discuss appropriate recommendations arising from the findings of the survey.
- g) Confidential brief feedback to Superintendents regarding response patterns from their prison, and some feedback to the Chairman, New South Wales Corrective Services Commission.
- h) Presentation of final Report to the Criminology Research Council.

Just as with Webster's study of prison officers, this present study involved prison officers in the development of the questionnaire and the interview protocol. That protocol comprises a simple array of leading questions, only several of which were used at any one interview, for in the brief duration available for informal conversations just one or two such questions were sufficient to lead into and stimulate many and varied responses as well as concomitant questions. In addition to the guidance of several prison officers, a major

source for the questions lay in the literature review and in comment by the public media of press, radio and television. These interview guidelines as eventually determined were:

What else should I know?

What is it that most seriously lowers your enthusiasm and commitment to the job?

"The system is run by the prisoners"?

Are you proud of being a prison officer?

Have you ever seen a prison officer bashed, spat on, etc.?

How often have you seen prisoners hit by prison officers?

Have you ever seen prison officers exercising great restraint and patience?

Much more time could have been spent on the informal interview component of the research - but complete release from duty for thirty minutes or more does make considerable demands upon the manning of a prison. Also the researcher's 28 days spent on the actual visiting of prisons plus considerable travelling time was probably the maximum he could commit during the year.

The participating prison officers revealed a deep cynicism regarding surveys. There was very frequent comment along such lines as:

"We're very cynical about these surveys. We've seen them again and again and they have no effects at all".

"So many surveys - yet we never see an end result - we never see a report - hopes are raised and then nothing comes of it - and this lowers morale".

Nevertheless there was evident again and again a thoughtfulness of approach to the questionnaire and a patent honesty of intent in answering. Most participants made obviously sincere efforts to respond validly. It was the researcher's face-to-face style that seemed to gain this distinct co-operation. There was an evident contempt for questionnaire surveys that involved distribution by prison staff, casual collection and haphazard return to a never-seen researcher.

Of course, personal administration of the P.O.M.Q. is time-consuming for the researcher, but its advantages are vital:

- a) Maximum item completion per questionnaire. Of 28,728 possible item responses, only 43 were omitted during this survey, i.e. 28,685 item responses were given, which is a 99.85% completion rate.
- b) Absolute confidentiality and security of questionnaires when they are taken into each prison and out again by the researcher.
- c) The complete absence of pertinent or impertinent comments on the questionnaires, for all such thoughts can be discussed directly with the researcher.
- d) Participants can ask questions direct to the researcher when they need clarification of an item.
- e) Near enough to a 100% return of distributed questionnaires. In this research project only one selected officer declined to participate (two declined to hand in their questionnaires). The participation rate or rate of return was therefore 99.25%

The P.O.M.Q. is a 72-item questionnaire, structured according to a nine-dimensional construct of morale. In this regard the P.O.M.Q. parallels a range of instruments previously developed for use in such organisations as the military, nursing services, schools, naval units, business and industry. For each of the 72 items there are four possible responses, one to be selected each time by the participant in the survey.

The advantages of the questionnaire method are its economy and its objectivity. It is really a standardised interview on paper, in many ways. It can be given to large numbers of people in a short time, and the results are usually able to be compared to those obtained from other groups.

The disadvantages of the questionnaire are that it constrains the participant within a fixed range of responses.

The advantages of the interview are that it provides face-to-face credibility (and challenge) for the interviewer, and enables the interviewer to follow leads thoroughly.

The disadvantages of the interview are that it is time consuming for large organisations, and it is dependent on the interviewer's ability to classify and interpret the data. Further, the hearing of a particular comment ten or twenty times can convey an immensely strong impression, when perhaps a hundred or more persons do not share the opinion expressed.

With regard to the questionnaire, we need to acknowledge that in some instances there may be one or two particular items which refer to matters of such great impact upon the perceptions of officers that those items have a relevance to morale out of all proportion to that indicated by any mere statistical treatment of the data. Indeed there may be some vital morale-related matters that are not tapped in a questionnaire of even one thousand items. The informal group interviews are therefore important supplements to the questionnaire, because they provide opportunities for the respondents to give particular

emphasis, to ask questions and to introduce aspects not otherwise covered. Informal group interviews, only slightly structured beforehand, recognise that new issues and attitudes, previously not acknowledged, may emerge and be further explored.

When comments from interviews are cited, it is important to realise that such comments are not the rare or exceptional comment. Quoted comments are those that are typical of many similar comments. However, the validity of such comments is not assessed by the researcher. It is assumed that, as with questionnaire responses, the interview comments reflect the perceptions of prison officers, and as such are directly pertinent to morale. Perceptions create morale.

Your morale is a state of mind how you feel about things. If your morale is 'high' you feel good about the organisation. You are optimistic and work with enthusiasm and energy. You feel that you are making progress. Low morale is the opposite. You feel 'down' and have a negative attitude towards your work. The focus of this entire Report is thus upon the perceptions of prison officers.

In addition to showing management how employees feel, surveys give the employee the opportunity to say what is on his mind. They enable him to communicate up the line. This can be important because it tells management what the employee is thinking, and it makes the employee feel better because he is provided with the opportunity to get some things off his chest. Morale surveys are also important because they indicate to an employee that the employer is interested in him and his opinions. Morale surveys have another advantage; they focus management's attention on morale and its importance to the organisation, making supervisors 'morale conscious'.

P.O.M.Q. provides an "exploratory operation", identifying matters that seem to be significant and which warrant further investigation.

The findings of the P.O.M.Q survey are to be interpreted in terms of comparison and percentage of distribution of responses. Patterns of response to the Questionnaire are summarised in statistical terms, but there is no particular "morale score" that indicates an absolute high or low.

Scores on one item are not to be compared with scores on another item for the same group of officers. Rather are meaning and perspective to be gained when the score on one item is compared with the score on that same item for other groups of officers or even for other organisations.

Emery in Freedom and Justice Within Walls has put it this way:

"... the investigator who studies only one organisation is apt to interpret phenomena as pathological when a comparative study would have shown him that they are endemic among all organizations of the kind."

In the absence of data from prisons organisations in other States or from overseas, and while there can be comparison between and among the fifteen participating New South Wales institutions, this study makes some comparisons with data from nursing services and a naval submarine squadron. Both are 24-hour a day organisations. Nursing services have a responsibility for other persons usually confined to wards, while a submarine is the ultimate in enclosed and confined environments.

There are numerous graphs and statistical summaries provided in this Report. The graphs provide a basic visual impression of the questionnaire response patterns and should be studied carefully. At times, letters (e.g. CA, LR) are used on these graphs. Their meaning becomes apparent by studying the chapter of this Report covering "Conceptual Understanding of Morale".

The graphs show indices of morale for each of nine dimensions of morale. The morale indices range from 1.0 (lowest) to 4.0 (highest).

The "Valid Percentages" tabulations show the distribution of responses across the four possible responses on each of the 72 items, from Response 1 (lowest) to Response 4 (highest) in their relevance for morale. These tabulations present the data in a very useful way.

It is important to note that the three Leadership dimensions relate to leadership at all levels, not just to the leadership of the Superintendent.

Data was constantly and incidentally cross-checked by virtue of the fact that just on 400 prison officers were consulted in a wide variety of time and place. Again and again the central themes of their main concerns and attitudes emerged. This Report provides a complete statement of data arising from the research project, together with a brief array of recommendations.

The length of the Report is due mainly to the inclusion of interviewee comments - not every one of them, but a numerous array such as to cover every variation of morale-relevant comment that was offered. That so many comments are negative is in the nature of a project that has a cathartic, letting-off steam function for participants. When considered along with P.O.M.Q. responses this provides thought-provoking feedback to management.

CONCEPTUAL UNDERSTANDING OF MORALE

Chapter II

Collins' Concise English Dictionary tells us that morale is the degree of mental or moral confidence of a person or group. The more thorough definition given by Webster's Dictionary has found ready acceptance by several investigators of the morale phenomenon:

"A confident, resolute, willing, often self-sacrificing and courageous attitude of an individual to the function or tasks demanded or expected of him by a group of which he is part, that is based upon such factors as pride in the achievements and aims of the group, faith in its leadership and ultimate success, a sense of fruitful participation in its work, and a devotion and loyalty to other members of the group".

Society has created Corrective Services or prisons to fulfil certain purposes. Morale ties organisational dynamics to goal achievement. Morale is a reflection of how one feels about things. It is sometimes more a matter of subjective perception than of objective fact. Thus, in the same actual situation, one person may perceive that situation favourably and another not so favourably. The same leadership may generate in one person an enthusiastic striving while in another it generates nothing. Morale is to some extent a product of the personalities of group members and their mutual compatibility in goal striving.

High morale in industry, in sporting teams and in the military is characterised by faith and pride in the group and its leadership, commitment to the job in hand, enthusiasm and persistence, confidence and cohesiveness.

Morale is something more than complacent job satisfaction.

Low morale is indicated by apathy, indecision or insecurity in the majority of group members. Objectives are neither perceived as being of vital importance, nor felt to be shared by members of the group. There may be little faith or pride in the group, the individual may feel to be of little significance in the total situation, and leadership is ineffective. Low morale can easily be a feature of large bureaucracies, both public and private, where output is difficult to measure and contribution to overall result is not readily seen, where top management is remote, where rules and regulations governing behaviour are abundant, where there is little, if any, scope for initiative, and where every employee is made to know his place by a system of classification which creates status without necessarily requiring accompanying skills.

Sometimes we can fall into the all too easy error of confusing satisfaction with morale. Satisfaction is important in organisations. It probably has potential for contributing to morale, but our semantics (if not also our logic) are vague or confused when we equate satisfaction with morale. Indeed, it is salutary to note in the Appendices to this Report the distinct lack of statistical significance in the correlation between Mean Morale and Personal Reward, PR being near enough in this context to job satisfaction.

Satisfaction, per se, indicates that an individual likes a given situation and to some extent is content to stay in that situation. Concern by individuals for too much of their own satisfaction could limit their effectiveness in achieving organisational purpose. Morale, on the other hand, is a predisposition to make extra effort in striving to achieve organisational goals. Satisfaction derives from past events, whereas morale looks to the future.

Morale has been mentioned sometimes as a "construct". A concept is generally understood as being an idea or category embracing objects or abstractions that can be readily classified together. A construct on the other hand, is more

complex in that it is a synthesis of some simpler ideas put together systematically. Morale is such a synthesis. Morale is a structured aggregate of attitudes and behaviours rather than a homogeneous psycho-social concept. Therefore it is possible that one single item may be validly judged as relevant and important to the assessment of morale and to a dimension of morale without it necessarily having a response pattern consistent with response patterns on other items.

The project reported here is based upon a view of morale as a construct comprising nine dimensions. These dimensional categories can be seen to reflect group, leadership and individual aspects of organisational morale. This theoretical approach developed in Australia is consistent with recent work reported overseas.

Morale is so directly pertinent to a sense of purpose and commitment to the job that morale cannot be high when organisational objectives are either unknown or ignored. Further, for there to be a cohesive unity of purpose, those objectives must be seen to be based on commonsense and reality, yet at the same time they should lift the aspirations of organisational members. Such objectives are usually developed by a combination of consultation and indoctrination through training. They must be concise and vivid.

The nine dimensional model reminds us that high morale in respect of one aspect of morale is no necessary guarantee of high morale in respect of another aspect. The nine dimensions may be understood as follows:

MORALE OF COHESIVE PRIDE IS A REFLECTION OF THAT SENSE OF CO-OPERATION AND UNITY WHEN MEMBERS OF A GROUP FEEL THAT THEY ARE WORKING TOGETHER TOWARDS ACHIEVING WORTHWHILE OBJECTIVES.

Attraction to the group and the organisation (CA)

Pride in group's achievements
Worthy objectives and purposes
Friendship and mutual respect among members
Experiences shared together
Prestige and reputation of the organisation

Unity of purpose (CU)

Commitment to shared sense of purpose
Clarity of goals and procedures
Confidence in group's future
Resistance to disruption of the organisation
Willingness to place personal interests aside for the good of the organisation

Quality of teamwork (CQ)

Co-operation and mutual support
Well developed team skills and co-ordination
Confidence in reliability of fellow members
Contributions mutually valued

MORALE OF LEADERSHIP SYNERGY IS THE BASIS FOR GROUP ENERGY GENERATED AND RELEASED AMONG MEMBERS BY THE ORGANISATIONS LEADERS.

Task aspects of leadership (LT)

Confidence in leaders' knowledge and skills
Excellence of leadership decisions
Leaders clarify goals, policies and procedures

Relationships aspects of leadership (LR)

Leaders share information with members
Consideration and supportive concern for members
Encouragement of effort and initiative
Leaders give credit for jobs well done
Compatibility of attitudes shared by leaders and members

Inspirational aspects of leadership (LI)

Leaders' ability to express the ideals and appeal
to the hearts of members
Committed, confident, enthusiastic leadership
Exemplary beliefs and behaviour of leaders
Leaders vigorous in seeking to achieve organisation's goals
Leaders' optimism for the group's future
Leaders' ability to create a sense of order in situations
of uncertainty.

MORALE OF PERSONAL CHALLENGE IS A REFLECTION OF
ENTHUSIASM AND PERSISTENCE, AND THE POSSIBILITY OF
PERSONAL REWARD OR SATISFACTION TO BE GAINED, IN
PURSUING THE ORGANISATION'S OBJECTIVES.

Tenacious striving (PT)

Steadfast in seeking to achieve group goals
Persistence in enduring stress and difficulty
Resolute determination and sense of duty
Obedience to the goals and ethics of the organisation
Belief in the importance of one's own role

Enthusiastic striving (PE)

Optimistic and confident
Adventurous, zestful, energetic involvement
Enjoyment of challenge
High levels of aspiration
Shows initiative

Sense of personal reward (PR)

Recognition and appreciation of efforts is shown by others
Pride in skills and sense of progress
Status obtained through membership
Personal benefit is gained from membership
Personal satisfaction and pride in a job well done

Morale can be significantly lowered or heightened by any one or more of these considerations, according to the group membership, its task, or the particular working environment, in ways that cannot always be predicted. As always when dealing with people, the permutations and combinations of possibly relevant factors are imponderable. Nevertheless, there are some rule-of-thumb generalisations that seem to emerge frequently in morale studies and some of these are worth noting here. Loss of morale can be

slowed down by recognition and reward (PR), by evidence of competent leadership (LT) or good relationships established by leaders (LR). Morale can be consolidated by indoctrination and the internalisation of ideals (CU, PT). Morale can be engendered through the shared attitudes and comradeship of group members (CA), by their training in working together (CQ), by visionary or exemplary leadership (LI) and by the personality of persons selected as members (PE).

It is the understanding of the morale construct outlined in this Chapter that has guided the research project here reported.

SUMMARY OF FINDINGS

Chapter III

The morale of prison officers in New South Wales is low. However, there certainly is a notable tenacity and committed enthusiasm among officers in pursuing their duties. They believe firmly in the importance of the work they do, despite a grievous lack of recognition by the general public and the government.

Those in the basic rank of Prison Officer exhibit the lowest overall morale of all ranks of officers working in the prisons of New South Wales. Among those officers working in minimum security prisons and in special units of the Corrective Services Department the levels of morale are noticeably higher than is the case among those working in medium and maximum security institutions.

This Report on morale presents the world of the prison officer through the perceptions of the prison officer.

Cohesive Pride is not high among prison officers in New South Wales. Attrition rates indicate a low level of Attraction to the Organisation on the part of a significant number of officers. For some it is an occupation of last resort and they are seeking other jobs with somewhat less associated stigma. For others the salary levels are such that they are seeking similar positions in other States.

Three quarters of participants in this survey indicate that they have a strong belief in the importance of their work. Yet, there is not a high level of pride in their vocation. There are those who earnestly wish they could be proud, but there is deeply-felt doubt about the good reputation of their institutions. There is no certainty displayed by officers on the question of respect for their fellow officers. Some few are perceived by their concerned colleagues as quite

unsuitable persons to be prison officers. Nevertheless, the majority of participants in this survey impress one as decent average citizens trying to do a difficult job in a responsible manner.

Attraction to an organisation is, in part, a product of the organisation's perceived success. It has become apparent throughout this survey that success in prisons must be measured on a scale that highlights small gains, rather than total reform. Only thus can pride begin to grow as prison officers contemplate their role and achievements.

Unity of Purpose is particularly lacking. Officers experience a considerable sense of role conflict, due to seemingly contradictory expectations of how they should behave in carrying out their duties. Role senders who lack custodial experience appear to carry undue influence at times.

The primary goal of prisons is to hold in custody those sent there by the courts. This goal as it is achieved by the prison officer may be summarised in terms well expressed by Thomas:

"In the real world of prisons, the burden of carrying out this task rests on the basic-grade uniformed officer. This is his role, and it cannot be combined with a reformatory role. The perennial reality is that the officer has to spend most, if not all, of his time in custodial tasks - checking bars, counting knives, locking, unlocking and supervising prisoners. Although this is a repressive role it need not be performed in a cruel or vicious way. Officers who are aware of the complexities of criminal behaviour and conscious of the effects of institutionalisation, can treat prisoners with courtesy and kindness without custody being undermined. But this does not mean that he has a reformatory role in any sense."

(p.220)

"The extent of a uniformed officer's involvement in reform is that he should be sensitive to the complicated fabric of the prisoner's situation: conscious of the complexity of a background which propelled him into crime, aware of the effects of the experience of imprisonment during and after sentence, and knowledgeable about such organisational resources as can be called upon to aid the process of reformation." (p.210)

Among prison officers participating in the survey there was a basic sense of responsibility to the community-at-large, a recognition of their responsibility towards the inmates, some considerable dismay at laxness in the prisons system and an understanding that their custodial role is also a protective, helping and controlling role. There lies one basis for a corporate unity of purpose.

However, there is no awareness or recognition of a well-defined set of corporate objectives. The Commission's strategic statement of purpose is dysfunctionally unwieldy.

Objectives must be succinct, vivid and constantly high-lighted. At the same time as they are realistic, they must also lift the aspirations of officers in the fulfilling of their duties. A sense of mission is no triviality. It is the very basis upon which to build morale.

Policies, indicating how objectives will be achieved, may be developed out of a concise statement such as:

"To confine persons sentenced to imprisonment in a humane and disciplined manner, at an appropriate level of security.

To maintain prisoners' health and well-being.

To assist prisoners to become more responsible members of the community upon their release - usually through personal development and education."

Training will then foster commitment to such objectives, not only initial training but also during induction in the prisons, during on-the-job training and during modular courses. Training and an internal public relations campaign are needed to develop awareness, understanding, loyalty and commitment in regard to such objectives.

Inadequate unity of purpose is evident also in that while many officers believe in their own reliability in fulfilling routine duties, mutually they have some doubt whether their colleagues have this same strong sense of duty. This does not augur well for Quality of Teamwork, and indeed there is evidence of perceived lack of mutual support among colleagues. Although teamwork in any setting demands an adherence to basic rules, there are reports of less than firm discipline and some disregard of rules and regulations that tends to be destructive of good teamwork. The one source of evidence of the potential for consistently good teamwork is the strong belief by virtually all prison officers that they respond well when called upon for a special effort or during emergencies.

The lack of consistency in rulings by various superior officers creates problems. In a 24-hour organisation with varying rostering patterns, consistent standard operating procedures are especially important. Greater consistency is surely possible without denying a threshold of discretion in particular situations. There is a deep resentment at an alleged lack of back-up support by Executive Officers, and sometimes Senior Prison Officers, on routine decisions that are made by base grade prison officers. There is a crying need for mutual awareness and appreciation among all officers for the importance of each job and each level of responsibility in fostering effective teamwork.

Leadership synergy, or group energy generated by leadership, is not high. Task Aspects of Leadership fail to generate high levels of group energy in that many officers believe their prisons could be run better than they are at present. Rules are said to be bent or waived, and there is a perception that, to the highest levels, prison administration in this State is cowed by an implicit threat of prisoner confrontations or worse if rules are enforced. If such subjective perceptions are objectively inaccurate there is a pressing need, as possibly with other aspects of management, for an internal public relations and information programme to redress the misconceptions.

Good conduct for the purpose of remission is seen to be not something distinctly recognisable as good conduct, but rather the absence of officially recorded bad conduct. The implications of this state of affairs are considerable in a situation where officers' reports are reputedly at times ignored, and when officers are thus implicitly (or even explicitly) discouraged from submitting reports.

The summary powers of Superintendents to deal wisely and effectively with a range of minor offences, such as infringements of prison rules, have been brought into question on legal grounds. This has brought about an understandable hesitance or reluctance to deal forthrightly with some reports by prison officers. There is need at times for those reports to be more carefully compiled consistent with required rules of evidence, and there is need for reform that would unambiguously identify and bolster the powers of the Superintendents' jurisdiction on certain matters.

Concurrent sentences to do time for offences committed in prison do nothing to encourage good behaviour or to maintain respect for the prison system.

As justifiable privileges have been introduced for prisoners, the supervisory tasks of prison officers have become more

difficult (e.g. in stopping the transfer of drugs during contact visits). As privileges have come to be unjustifiably claimed as rights the difficulty of the prison officers' work has increased. Not only has their work thus become more difficult, but officers have come to question even the propriety of some basic privileges. Privileges that become accepted as rights lose their value as a stimulus to **good behaviour**.

The inability of the Commission to recruit sufficient suitable staff contributes considerably to the difficulties of Superintendents in manning their prisons and running them optimally as they would wish.

Existing systems of communication for a 24-hour a day organisation seem to be not particularly efficient. Staff indicate they are not kept well informed about what is going on in their institutions, and that Commission policies are not well explained to them. Rostering over-all is considered to be equitable and competent, but there is some suggestion that it may occasionally be used as a device for favouring or disadvantaging particular officers.

The experience and expertise of officers, they believe, could be used more effectively for the good of their organisation. Probably 90% desire to participate in some aspects of prison management, but not often are experienced officers encouraged to participate in the formulating of institutional policies. There are perceptions of staff and line ambiguity at upper echelons, with more credence given the opinions of staff experts who share no custodial experience than is given the opinions of experienced custodial line officers. There are associated perceptions of a Head Office lack of empathy with the working day realities of prison officers. Leadership at every level is perceived too often by prison officers of every rank as not being as competent as it might be. Confidence in leadership is essential for high morale.

In their assertion that they are too rarely shown appreciation for their best efforts, prison officers participating in this survey draw attention to a serious shortcoming in the Relationships Aspects of Leadership. It is a short-coming typical of very many organisations, but it emerges as a serious shortcoming in the prison organisations.

Over-ruling by more senior officers, if sometimes a necessity in any organisation would probably be accepted with greater understanding if the reasons could be explained to the more junior officers. For their part, these base-grade officers must accept more readily that one of those reasons is linked inextricably to the responsibility of persons carrying a higher rank and possessing a broader perspective, as well as being linked at times to shortcomings in their own on-the-spot, or even heat-of-the-moment decisions. One of these shortcomings, exacerbated by already low morale, may be an excessive literalness at times in their adherence to instructions. Even so the related lack of back-up that is perceived when something goes wrong that is not the prison officers' fault, is more noticeable than in comparable organisations. Perhaps just too often is fault attributed and support withheld when an officer on the spot has done his level best in making a decision in some difficult situation.

That communication problems do exist between non-commissioned and commissioned personnel emerges all too clearly. It is unfortunate that prison officers perceive many of their more senior personnel as not having a dedicated belief in the importance of their work, and as not possessing those exemplary qualities that might inspire enthusiasm. Inspirational Leadership, at all levels, setting an example and articulating some ideal of prisons service could do much for morale among prison officers. The man-management skills of some officers with supervisory responsibilities

appear to be in need of improvement. Given their undoubted belief in the importance of their work, training could do much to alleviate this situation. The existing modular courses, while being well-organised and obviously bringing forth sincere effort by the participants, are just not enough.

A further aspect of leadership relations, at the level of the prisons system, is that welfare services available to prisoners are considered to be in great contrast to those available to prison officers. Prisoners are perceived as being treated better and having their requests met more promptly than is the case with Prison Officers. It is likely that it is the contrast, just as much as the actual lack of services, which is upsetting to prison officers. If this is the case, a marginal increase in actual welfare services to officers but with considerable effort to make those services highly visible would go a long way towards easing this difficulty.

As noted in this Report, participants usually respond more positively about themselves than they do about colleagues or organisational leadership. This is one reason why on any one item or dimension of P.O.M.Q. the appropriate comparison is with other groups on the same item or dimension. Thus, in the dimensions of Tenacious Striving and Enthusiastic Striving relatively high levels are to be noted when compared with other selected organisations.

Prison officers indicate that they can be relied upon to work with steady determination to do a good job, even despite the many difficulties and problems of working in prisons that are documented in this Report. Qualities considered appropriate in recruiting prison officers are a calm temperament, some sense of humour, readiness to be firm when necessary, some maturity of life experience and lots of common sense - for while there are many co-operative and

stable prisoners, officers have also to interact daily with those who are quite definitely neither sincerely co-operative nor stable. After all, there can be few in a prisoner population who are happy about being locked up, and it would be unreasonable to expect their wholehearted co-operation. The staff is heavily outnumbered in prisons by persons whose record is often a record of deceit, depravity, aggression and brutality. This working environment places stressful demands upon those who serve the community as prison officers.

While the frequent verbal abuse by prisoners is undoubtedly hard to take, it is probably an unavoidable characteristic of the job, even if all the rules were successfully enforced. The morale of prison officers - their moral code - must ensure that they maintain always a civil manner of addressing prisoners despite obvious and extreme provocation.

A distinct majority of officers claim to respond well to the challenges of their work, and have not lost interest in their job (although overall morale is at such a level that many more are on the verge of losing interest). Most believe that they strive to achieve what they best understand to be the objectives of Corrective Services. They believe they are reasonably dedicated and enthusiastic. Many feel confident enough to take over the duties of their immediate superior in an emergency. Most prison officers are willing to work hard to improve their competence. However, aspiration for promotional advancement is discouraged by the prevalence of anecdotes regarding "cronyism". Some officers need to realise, of course, that such patterns of nepotism in preferment are certainly not confined to their own organisation, but this does not make the practice any more acceptable. In some instances, too, the anecdotes are simply a cover for failure to gain promotion on merit. Some concern is expressed regarding

access to modular courses, and there is also a concern that interview performance rather than on-the-job competence is a prime criterion for promotion selection.

Sense of Personal Reward among prison officers is lower than that discerned in any other organisation in which this researcher has conducted surveys. There is an immensely strong perception that neither government nor the general public recognise the importance of their work and in many locations that they are not very much appreciated by their local communities. Media commentators have tended to contribute in recent years to compounding the stigma or lack of prestige associated with the work of prison officers. Despite the lack of prestige in the job, however, most officers believe their families respect their involvement in this vocation.

70% indicate that they are not given a fair go by their Department. Head Office attention to prison officers' queries and requests is inadequate in the experience of a number of prison officers. They are the lowest paid prison officers in Australia.

While pay increases rarely boost morale other than temporarily and superficially, they do have a powerful effect in abruptly stopping a downward spiral in morale, enabling other actions then to be implemented that might strengthen morale on a firm basis. Sick leave policy is one area where such action might be appropriate. The present policy promulgated in 1986, possibly as an administrative reaction to excessive "sickies", has the effect of creating injustice to those prison officers whose extended or multiple sick leave requests are bona fide.

Morale overall is low.

COHESIVE PRIDE: Salient Findings

Chapter IV

The more salient or significant findings from P.O.M.Q. can be determined comparatively by examining response patterns, prison by prison. It can be determined arbitrarily on the basis of mean morale score or the percentage patterns of response across an available four options on each item. The salient findings can be determined also by seeking contrast with response patterns from other organisations. Each of these approaches is used here to identify the salient findings, supported extensively by the numerous pertinent comments from the informal group interviews.

A distinct majority of prison officers in this research sample from New South Wales indicate that they believe strongly in the importance of their work as prison officers (Item 3). They believe they are usually reliable in fulfilling their routine duties (Item 12), and believe that they respond well when called upon for a special effort (Item 19), or during emergencies (Item 23). There is a tendency to believe that officers in other prisons would rate the total staff of their institution as good enough (Item 17), and they perceive among themselves a good sense of humour even at difficult times (Item 22).

These positive questionnaire responses are counterbalanced by responses suggesting that there is quite some doubt among most whether their institution has a good reputation for its firm but fair discipline of prisoners (Item 4). There is a strong assertion that there are contradictory expectations of how they should behave in doing their duty (Item 16), and a pattern of perception indicating lack of support among colleagues with whom they work (Item (21)). Generally, the responses indicate disagreement with the proposition that all prison officers contribute to the achievement of the Commission's objectives (Item 9).

MORALE POSITIVE ITEMS:

ITEM	MEAN MORALE SCORE ABOVE 3.20	40% OF PARTICIPANTS INDICATE EXTREME POSITIVE RESPONSE (I.E. RESPONSE NO. 4)	65% OF PARTICIPANTS INDICATE POSITIVE RESPONSE (I.E. RESPONSES NOS. 3 & 4)
3	3.71	78%	95% *
12	-	-	74%
17	-	-	70%
19	-	-	76%
22	-	-	73%
23	3.26	46%	85%

MORALE NEGATIVE ITEMS:

ITEM	MEAN MORALE SCORE BELOW 2.00	40% OF PARTICIPANTS INDICATE EXTREME NEGATIVE RESPONSE (I.E. RESPONSE NO. 1)	65% OF PARTICIPANTS INDICATE NEGATIVE RESPONSE (I.E. RESPONSES NOS. 1 & 2)
4	-	47%	-
9	-	-	72%
16	1.69	43%	89%
21	-	-	74%

TABLE 1

Some comparison of questionnaire response patterns among submariners, nurses and prison officers reveals a picture along the following lines in the morale dimensions of Cohesive Pride:

78% of submariners and 76% of nurses indicated a lot of respect for each other, but only 39% of prison officers. (Item 1)

80% of submariners and 79% of nurses indicated that they are fairly proud or very proud of their vocation. Only 59% of prison officers have this pride. (Item 8)

81% of submariners and 86% of nurses indicated a belief that most or all of their colleagues have a strong commitment to fulfilling their duties. Only 63% of prison officers indicate this level of belief. (Item 11)

95% of submariners and 80% of nurses indicated that their colleagues get on very well together but only 60% of prison officers. (Item 24)

In the dimension of Attraction to the Group, Maitland, Glen Innes, Emu Plains and M.T.C. rank highest of the prisons.

In the dimension of Unity of Purpose, Maitland, Norma Parker, Glen Innes and M.T.C. rank highest of the prisons.

In the dimension of Quality of Teamwork, Maitland, Emu Plains, Norma Parker and Parklea rank highest of the prisons.

In considering the dimension of attraction to the group, attrition rates are of considerable significance. The Prison Officers' Vocational Branch has reported an attrition rate currently at 30 per month, which is over 20% per annum. This is comparable with a 1969 attrition rate of 20% documented in the Nagle Report. It is interesting to note in that report a steady decline in attrition over the subsequent seven years:

1970:	21%
1971:	13%
1972:	14%
1973:	16%
1974:	10%
1975:	9%

Official figures provided on attrition by the New South Wales Corrective Services Commission for recent years are:

1985:	11%
1986:	16%
1987:	13%

Comparable attrition rates for the Royal Australian Navy and the New South Wales Police Department have been obtained in order to gain some perspective on prison officer attrition.

	<u>R.A.N.</u>	<u>Police</u>
1984	12%	3%
1985:	13%	3%
1986:	13%	4%
1987:	13%	5%

Commenting on morale and attrition, Michael Yabsley asserted in the New South Wales Parliament (23/11/87):

"Little wonder in a vocation where morale has been destroyed, where the best are made to feel they are the dregs, and assault is inevitable, that the attrition rate is

unprecedented. Little wonder that the present enrolment in the prison officer training school is five".

Several times the interview sessions with participants gave rise to the subsidiary question, "What are the good things about being a prison officer?" Quite typically, a common reply was "There's nothing".

The researcher was informed again and again that "Lots of officers are trying to find other jobs".

Many prison officers are in the job for the overtime money or even just so as to have a job. It is a calculative orientation - it is just a job. For a large number at present there is minimal attraction to it as a career, little notion of commitment or idealistic service, and so the likelihood is not great that morale should be high.

Several prison officers expressed concern that the Commonwealth Employment Office sends to Corrective Services those who cannot get a job elsewhere. Whether this is true, true just occasionally, or not at all true is not the point. The point is that there are perceptions that being a prison officer is a vocation of last resort.

Yet, for all of these comments, it is important never to lose sight of the perceptions of that probably less outspoken 78% who believe strongly in the importance of the work of prison officers, as documented here in Table 1.

There were comments in interview that:

"The Department will do nothing to help with problems of unsuitable staff."

"The Commission's concern is more with quantity rather than quality of staff - a realistic salary could alter this."

"Commonsense and maturity are necessary.
It really is a dangerous job."

"Many of those recruited as prison officers seem not to be suited - some are prejudiced too openly about ethnic groups - some are just too young - a few are ambitious because of the power it gives them - loud and aggressive".

The desire to have a service of which they could be proud was so sincerely evident so often. One prison officer explained, "We don't see an end result, and so it's not easy to have pride in what we achieve". If this is in any way a widespread perception, then it must be altered so that cognisance is taken of small gains in relationships with, and the rehabilitation of, prisoners. An "end result" cannot sensibly be a fully reformed character, but there are numerous steps along that path each of which can be identified as a small gain, the achievement of which can yield pride to both prisoner and prison officer.

For reasons noted later in this Report, the wearing of uniforms in public is not a preferred practice by prison officers. However, when they receive a directive "Do not wear your uniform when you visit Head Office", the subliminal message has been that their superiors have no desire to be associated with prison officers.

Unity of purpose is a central feature of morale. Cohesive pride in any organisation is built and grows around its mission and objectives. As revealed in the P.O.M.Q. responses, there is a major difficulty in this regard among New South Wales prison officers. Their typical comments are:

"We don't know the objectives of
Corrective Services".

"How can you support the objectives of
the Commission if you don't know what
they are?"

"Some of the objectives aren't too realistic - we'd like to support them, but we just slip around them".

"Most P.O's have no idea of what the Commission's objectives are or what they are intended to achieve".

"Objectives have been changed a dozen times since I've been a prison officer".

To be sure, objectives that are changed frequently can only create confusion, and a sense that they are mere surface dressing-up, perhaps even a trivial formality of organisation. Yet, sense of purpose is no triviality. Nagle, in a paragraph where he mentions the low morale of prison officers, comments on "--- a lack of purpose among them".

Objectives should be spelled out loudly and clearly - frequently. They should be concise and compact, capable of being grasped in their totality in the minds of organisational members. Usually five distinct statements are enough in this regard.

If "objectives" are inconsistent with the ingrained, experiential understanding of prison officers - objectives developed in vacuo as it were - then they will be ignored, unless a successful program of indoctrination can alter that ingrained understanding.

The Strategic Statement of 1987 quite properly asserts that, "Achievement of the objectives in this Strategic Statement will require the commitment and dedication of all staff. One person can make a difference".

That Strategic Statement happens to have sixteen separate categorised sets of objectives, missions or goals that cover at least 114 separate objectives. It is not a document that gives prison officers a sense of purpose.

However, during the researcher's visits to prisons he did come across a statement of objectives that meets the requirements of being concise and consistent with prison officers'

understanding, at the same time as it fosters a sense of mission and aspiration. This statement is a model for what is needed, out of which can be developed appropriate policies for the achievement of the objectives within particular institutions:

"To confine persons sentenced to imprisonment in a humane and disciplined manner, at an appropriate level of security.

To maintain prisoners' health and well-being.

To assist prisoners to become more responsible members of the community upon their release - usually through personal development and education."

Hemphill, at the Bicentennial Congress on Corrective Services, mentioned the need for vitalisation and commitment of staff.

Given the current minimal standards of entry and given the many negative aspects of the job, there is a need for a thorough pattern of training that also has a strong motivational component aimed at commitment to clearly defined, succinct objectives such as those outlined above.

Interview comments by prison officers often revealed commitment and potential for commitment in such remarks as:

"Training must tell trainees what they represent: the justice system of our State. It's an important responsibility. They need to appreciate their role and wear their uniform with pride - set an example of integrity and commitment. They must be taught their responsibility to the crims."

"Most blokes here are good - they want to learn - and will give it a go."

"I like being able to help other people."

"We just collect our pay and do our hours. If the Commission doesn't care, why should we? But we wish we could do a good job."

"We're doing this for the protection of the community."

"This is a responsible job. We're responsible to the public."

"You can't treat them like animals - we must be humane - they need visitors from time to time - but contact visits do create problems with drugs."

"We're concerned over laxness - drugs, weapons, money coming in from day release. You know it can be transferred to the C.I.P in a plastic bag in the porridge."

"We see the shortcomings - all we can do is hold these people - no way we can get into their rehabilitation - we live face to face eight hours a day with these people - all we do is hold them and feed them."

"We come in with high hopes - but soon learn that all we can do is unlock gates and muster prisoners and see no one escapes. We learn that the system lacks discipline."

Thus are the beginnings of commitment destroyed.

"There's insufficient respect for the rules and regulations and for the rank of senior officers."

"Some of the younger officers sometimes just don't care, and some will want to stand and argue over an instruction given to them."

"Over the years there has been a breakdown between the baggies and the executive. You can't relate to the hierarchy any more."

"Loss of respect for position is due to the influence of the union. We resent the economic effects of going on strike. Action against less extreme members of the union was scandalous - such as smashing car windows."

"Some prison officers too often drop a hint to prisoners about a search that's on."

This concern among many experienced custodial personnel regarding the less than firm discipline among prison officers was mentioned in virtually every prison. Discipline might be satisfactorily defined as the subordination of immediate impulses to the over-riding influence of a sense of purpose. Many prison officers look to the Officers' Training School to produce this unity of purpose, but there are widespread reservations about the suitability of training staff. Their alleged lack of up-front custodial experience was often mentioned. There was resentment against their gaining of promotion outside of face-to-face prison work, and the suggestion that they are persons who really do not wish to be prison officers. If the perception is accurate, there is need for changes, for training personnel are early role-models. Their depth of experience in custodial work is vitally important for their credibility. If the perceptions are inaccurate, there is urgent need for an internal public relations campaign to convey the truth of the situation.

Some comments raised the suggestion that there is a lack of on-the-job induction over a period of several months during probation. This induction is important in the consolidation of knowledge about prison routines and in the development of a clear sense of one's role as a prison officer. While the week as supernumery is when Probationary Prison Officers are supposed to learn the routines of a particular prison, there has been some evidence that this responsibility of senior custodial staff has been honoured more in the breach than in the observance. In regard to role clarity, one hears often enough an allegation that Probationary Prison Officers are told, "Forget what you learned at college".

Killion reported that, "Considerable concern was expressed

by some Staff Development personnel that desirable effect of formal training on recruits' approach to prisoners was rapidly reversed by informal (if, at times, well organised) "counter-training" once the new recruit was placed in a prison".

He and his fellow investigators reported a review overseas of seventeen correctional officer training programmes, where there emerged a pressing requirement for systematic needs-assessment as a basis for the design of training programmes. Rightly, they focused on the need to create congruence between the ideals of the training school and the daily realities of the work role. There is a continuing necessity to monitor these features in any training programme.

Nevertheless, with regard to suggestions of "counter-training" in the prisons, it is this researcher's impression that any on-the-job variation in role and behaviour, from what is taught in the school, is due rather to the prison officers' adaptations to reality - an understandable process, and a common one in such professions as nursing and teaching. In the literature of criminology is an article by an academic in the U.S.A. who became a police officer in order to gain a practical perspective on his subject. In "A Professor's Street Lessons", Kirkham has this to say on his own adaptation to reality:

"I grew weary of carefully following difficult legal restrictions, while thugs and hoodlums consistently twisted the law to their own advantage. --- As a university professor, I had always sought to convey to students the idea that it is a mistake to exercise authority, to make decisions for other people, or rely upon others and commands to accomplish something. As a police officer myself, I was forced time and time again to do just that. For the first time in my life, I encountered individuals who interpreted kindness as weakness, as an invitation to disrespect or violence."

Regarding their role, prison officers have this to say"

"There are too many grey areas in defining our role and responsibilities."

"Prison officers must discern the grey areas in rules and regulations, and look to the realities of dealing with prisoners."

"Prison officers cannot help having their own individual human reactions to the rock spiders and other types of prisoners."

"The young prison officer who fails to become firm, is the one who gives the game away and finds work elsewhere."

"We have a father-figure role to play for many very dependent prisoners who sometimes can't even put a sentence together properly."

"What is my job? I suppose it's to help prisoners sort out their problems while we keep them confined - communicate with them - do my best for them, maybe?"

"Yes, we have a good idea of our proper role as prison officers - but the Commission doesn't - and the public doesn't."

"Now we have a situation where prisoners and prison officers generally speaking have a balance of getting along together. If our new Government squeezes the prisoners, it will make our job more difficult and maybe return us to the bad old days."

"If you tried to follow every rule or regulation precisely you could make the job very stressful for yourself - you need to be flexible and relaxed - yet need to know where to draw the line."

The pendulum has swung well away from the image and reality of 1974-76, towards a corrective, rehabilitative approach to prisoners. Yet, most prison officers are custodial officers and their proper role is the keeping in custody of persons sent to prison by the courts. Most Senior Prison Officers interviewed conveyed an impression that in this context they perceived their role as requiring firm and fair interaction with prisoners, a reasonable man-to-man attitude in treating

all prisoners equally until a particular prisoner gave cause to treat him otherwise, readiness to take immediate or even progressively graded steps to prevent disorder or escape, and an insistence on adherence to the prison rules.

The swinging of the pendulum has produced some contradictory expectations of how prison officers should behave. There are numerous role-senders, too often with expectations that may be incompatible with the necessary realities of a prison system. Their varied expectations are creating confusion and role conflict for custodial officers who wish to behave in a manner that is socially and professionally appropriate.

Departmental superiors

Prisoners

Union

Prison officers' families

News media

Judiciary

Legislature

Executive officers in the prisons

Civil liberties and prisoners' action groups

Academics

Psychologists and welfare officers.

Webster commented in 1983 that:

"It appeared from our informal discussions with officers that the contact with prisoners was stressful more because of psychological and social factors (conflicts between prisoners' demands and rights, lack of appropriate responses, and ambiguity of standards) than because of any threat of physical danger."

Rehabilitation criteria are generally ill-defined and vague. Custody is quite explicit and legally defined. Custody is dominant in officers' role-perceptions - necessarily so -

while improvement of prisoner behaviour usually is merely implicitly espoused. Prison officers' comments are revealing. They reflect the reality of the workplace. Consider first a conversation between two officers during interview:

"There are very few prisoners in this gaol that can be rehabilitated."

"I disagree. I think the system goes about it the wrong way."

"No - there is very little justice in the system - sentences are reduced. What other deterrent is there? It's a joke."

"Yes. They're more scared of a heavy than they are of the system itself. There are just so many threats and bashings. You can't have rehabilitation in that situation."

"This is not a prison - with TV and comforts."

"The general arseholes are getting away with so much. So there can't be rehabilitation when we can't do a firm, disciplined custodial job."

Other pertinent and frequent comments noted have been:

"Prisoners are often very simple people - yet the Department is hell-bent on putting education courses in here - they don't care if there are 300 who don't want to learn - they just grab the two who want a course."

"Prisoners just don't want to know about rehabilitation. They use us. We should be trained more in how to handle these people who we know truly are crims."

"We're custodial officers, not welfare officers."

"We're custodians. Our training drums into us about rehabilitation - yet there's none. It looks good on paper or in theory."

"There have to be rules and discipline. People are not sent to gaol for a holiday."

"The Nagle Report emasculated us - made us feel we had been like concentration camp guards."

"We've gone from being a cruel prison system to being one that apologises for everything."

These are widespread views among prison officers, and they reflect a reality. However to speak of custody or rehabilitation is to create a false dichotomy. It is not an either/or but rather an integration. This researcher constantly observed prison officers talking helpfully to prisoners:

"Listen, boss, how do I ---?"

Killion reported Kaufmann's study which found that officers generally held favourable views such as sympathy for inmates. To be sympathetic and helpful surely are first requirements in rehabilitation. Such attitudes on the part of prison officers are not inconsistent with an expectation that prisoners toe the line, nor are such attitudes inconsistent with a very clear awareness of prisoner attitudes. The welfare/rehabilitation role of custodial officers is a matter of behavioural style - man-to-man sympathy and helpfulness within the necessary organisational controls for the proper conduct of prison life. At present the required integration, that would foster a greater unity of purpose, is not optimally evident.

Another aspect of role-conflict, contradictory expectations, and lack of unity of purpose is to be noted in the following interview comments:

"The officer operating an access gate is given distinct instructions re dress, pass, I.D. and no contraband for prisoners passing through. Three prisoners approach the gate not dressed as required. They're told to go back but they argue about it. An Executive Officer tells the officer to let them through to avoid a growing disturbance. This is a common experience."

Executive officers and other senior personnel have their discretionary judgment too but, as will be seen in further comments on Relationships Aspects of Leadership, the frequency of over-rulings and conflicting expectations is considerable. This is not to deny at all the value of the wider perspective and the more comprehensive experience of senior personnel which more junior personnel fail to acknowledge. However, there is a deep resentment of this present situation. It needs to be resolved.

These matters bear upon Quality of Teamwork also. Mutually supportive, well-disciplined relationships among officers builds teamwork and morale. There were those who suggested in interview that there was not enough respect for each other, or who implied that teamwork was lacking:

"I feel very alone in this place - not physically but in the sense of wondering are others as conscientious as I am."

"I was away six weeks sick. I come back and nobody says "How are you?"

"Too much loose talk and rumour among prison officers regarding colleagues."

"In the presence of prisoners we must back each other up."

"Not enough prison officers will back up their mates."

"When we're standing in the square with 400 crims we want to know that the officer beside us is still there. The Training School has to sort out those who are suitable."

"Some join the service and expect a lot of gung-ho action."

"Some can't accept that they're in a service that must operate on rules and regulations."

"Some officers have a lot of animosity."

"Prison officers are entitled to know if a prisoner has some medical condition that can infect them. Communication between custodial and support services is important, but at times it's just not good enough."

"Prison officers do not begrudge amenities for prisoners - but when a prisoner hits an officer in the mouth and is then allowed to buy a TV set, this is considered objectionable by prison officers."

"Inconsistency in different rulings from different officers is a big morale problem."

"Officers have different beliefs on how prisoners should be handled. This causes inconsistencies in handling prisoners."

"Prisoners locked up - for a reason - are too often let out by Executive Officers without checking with the officer who locked him up."

"Officers become apathetic when they can be over-ruled so easily, say for a prisoner's extra phone call or visit a mate in another wing. The prison officer's discretion, based on knowledge of the prisoner, is ignored."

"Six executive officers and you get six different interpretations - same with your Wing Officers."

"When a prison officer has said No we have an executive come along and say Yes - that destroys morale and kills our authority."

"When I joined the service we knew where we stood. We abided by the rules and there were consistent instructions given by the bosses. Now we get different rulings all the time, and the regulations are not as firm."

"Many of us are looking for other jobs. Guys here come to work and don't want to be here. I'm selling my house and going to Queensland. I think it was probably a good job years ago - but it's all one way now - they just walk all over us."

"Totally inconsistent - one says "no" to a crim - another says "yes". This puts us in the spot with crims."

"In a 24-hour roster organisation there is a need for standard operating procedures because staff will be working under different senior personnel from day to day."

"There are too many conflicting expectations, orders and attitudes among senior personnel."

"No bottles or nappies to be taken into the visiting area. Another ruling next day will allow these things."

"Friendships at senior level, like between Superintendent and roster clerk, can cause some sort of collaboration that disregards prison officers' requests."

More positive comments were not quite so frequent, but there was certainly common ground among many in putting forward the opinion that a good prison officer is co-operative with his colleagues. At one minimum security institution the comments yielded consensus that:

"Here you can have a laugh about the job. It's not so easy to do this at places like the Bay or Parramatta. Open institutions are better for our morale."

Another comment reflecting the consensus from several institutions was that:

"Maybe 10% of officers can be fools or vindictive. 90% of us are just average decent blokes."

The researcher has come to accept the truth of this comment, as a matter of personal judgment.

There emerges a need for staff to understand and appreciate the work of each and every prison officer in contributing to the teamwork of their institution. Of course the bonding between members of a team grows with staff stability when teamwork is being actively fostered. There is evidence in some institutions that the present inadequate staffing stability inhibits the development of good quality teamwork.

As stated earlier, discipline is an element of quality teamwork. It has been this researcher's observation that among a minority of prison officers there is probably need for some improvement in some visible aspects of this matter - the correct wearing of uniform, courtesies and mutual respect among officers.

LEADERSHIP SYNERGY: Salient Findings

Chapter V

Two-thirds of participants in the survey indicated on P.O.M.Q. that their rostered hours of duty are probably convenient to them - although 20% indicated quite the contrary (Item 29). Two-thirds indicated also a belief that their immediate supervisor would support them and back them up if something went wrong that was not their fault (Item 39). As will be seen in the Table below, these two items are the only two salient findings of a distinctly positive nature in regard to Leadership Synergy.

The salient negative items on P.O.M.Q. indicate that Commission policies and the reasons for them are perceived as not being particularly well explained (Item 27), nor are staff kept particularly well informed about what is going on in their institution (Item 31). There is some dissatisfaction with the condition of equipment and supplies (Item 32). Not very often are experienced prison officers encouraged to share and participate in formulating policies - indeed almost 50% of participants believe that this never happens (Item 34). Appreciation of their best efforts is believed to be too rarely shown (Item 36), and communication problems with more senior personnel are said to cause difficulties for prison staff (Item 37). There is distinct doubt whether the physical fitness of the more experienced officers sets a good example for other staff (Item 43). Not very many Executive Officers are admitted to be the kind that prison officers would want to work with in the future (Item 44). There is doubt expressed whether the leadership given in prisons creates enthusiasm for the job (Item 46), and there are perceptions that few Executive Officers have outstanding personal qualities of Leadership (Item 47).

MORALE POSITIVE ITEMS:

ITEM	MEAN MORALE SCORE ABOVE 3.20	40% OF PARTICIPANTS INDICATE EXTREME POSITIVE RESPONSE (I.E. RESPONSE NO. 4)	65% OF PARTICIPANTS INDICATE POSITIVE RESPONSE (I.E. RESPONSES NOS. 3 & 4)
29	-	42%	66%
39	-	-	66%

MORALE NEGATIVE ITEMS:

ITEM	MEAN MORALE SCORE BELOW 2.00	40% OF PARTICIPANTS INDICATE EXTREME NEGATIVE RESPONSE (I.E. RESPONSE NO. 1)	65% OF PARTICIPANTS INDICATE NEGATIVE RESPONSE (I.E. RESPONSES NOS. 1 & 2)
27	1.75	43%	85%
31	1.83	49%	75%
32	1.90	40%	72%
34	1.90	43%	72%
36	1.63	55%	84%
37	1.79	50%	78%
43	1.72	55%	80%
44	-	-	66%
46	1.76	48%	77%
47	1.77	41%	84%

TABLE 2

Certain questionnaire items in the three morale dimensions of Leadership Synergy permit comparison among submariners, nurses and prison officers.

33% of submariners and 59% of nurses indicated that organisational policies and the reasons for them are fairly well or thoroughly explained to them. Only 15% of prison officers give this same indication. (Item 27)

41% of submariners and 54% of nurses indicated that they are well enough or very well kept informed by superior officers about what goes on in their organisation, but only 25% of prison officers. (Item 31)

76% of submariners and 59% of nurses indicated that their experience and expertise is used effectively in their organisation. Only 46% of prison officers offer this same opinion. (Item 30)

53% of submariners and 70% of nurses indicated that their supervisors are better than most or are among the best at handling people. Only 40% of prison officers have this perception. (Item 38)

86% of submariners and 84% of nurses indicated that their immediate supervisor would usually or always back them up if something went wrong that had not been their fault. Only 66% of prison officers share such a belief. (Item 39)

Only 35% of submariners and 60% of nurses indicated that more senior personnel are competent in all that they ask their subordinates to do. 54% of prison officers have this particular level of confidence in their senior colleagues. (Item 45)

64% of submariners and 78% of nurses indicated that their more senior personnel seemed to have a dedicated belief in the importance of their work, but only 41% of prison officers give a similar response. (Item 48)

In the dimension of Task Aspects of Leadership, Norma Parker, M.T.C., Emu Plains and Maitland rank highest of the prisons.

In the dimension of Relationships Aspects of Leadership, Norma Parker, Glen Innes, Emu Plains and M.R.C. rank highest of the prisons.

In the dimensions of Inspirational Leadership, Norma Parker, Glen Innes, M.T.C. and Emu Plains rank highest of the prisons.

There is a wide array of interview comments that can be related to the question "How well do you think your present institution is run?" Those comments begin here with two from Maitland:

"Our gaol is not as well run as it could be, yet better than most."

"Discipline here is firmer - yet the prisoners tell us they at least know where they stand."

"Most prisons are not run particularly well. Many officers I looked up to have resigned because of the leniency of Commission policies. Prisoners tell us that years ago they knew where they stood. Now there are outlets and ways around the rules."

"This is one of the most disjointed Departments I've come across. We usually find out things by gossip rather than official records. We need an occurrence pad like they have in the Police Department."

"Lack of staff and too much overtime are the basis for low morale."

"Short manning is the problem - security posts are not manned when officers are off sick."

"No prison officer will be out of sight of another Prison Officer - Rule throughout the Service - but it just can't be implemented at Emu Plains."

A letter from a prison officer west of Sydney made the following observation:

"The high attrition rate will continue in particular in big maximum security institutions while we have incompetent leadership via executive officers and public service bureaucracy who seem intent on making Prison officers a housemaid and servant to the criminal.

These views I have formulated over recent years and I can say almost without exception all Custodial Prison Officers would agree with what I have written."

His opinion is consistent with some comments made during interviews:

"Keep the peace at all costs is the word. Looks good for the Superintendent to have a nice quiet gaol - without confrontation and minimal transfers back to maximum security."

"We have no respect for senior personnel right up to the Commission. We try to keep some sort of discipline here - but the Commission and the Government want them out of gaol as quick as possible. Most officers do a good job. If we have all these remissions for genuine good conduct --- but how can a prisoner who's just smashed an officer in the teeth or told an officer to get fucked or threatened his life be given a remission, but it happens. Remissions should be something that contribute to rehabilitation. Knowledge that a prison sentence is something serious will lead some to rehabilitation, but as it is now it's just a joke."

"Offences by prisoners are sometimes so lightly punished that it is not worth an officer doing the paper work and giving the evidence. Administrative judgment is made on such cases as breaking a window. For a \$100 window a fine of just \$5 is no deterrent."

"Say a prisoner assaults a prison officer - three months concurrent is no punishment - Even two years would rarely affect a non-parole period."

"Concurrent sentences are a nothing. A guy doing ten years who gets six months concurrent for assaulting a prison officer just comes back with no punishment at all, and even less respect for the system."

"A prisoner doing life who is charged and given a concurrent penalty - where is the real punishment there?"

"There is virtually no deterrent for prisoners. Remission is given to them rather than having to be earned."

"Prisoners are allowed to wear some personal clothing - and it's usually scruffy. Privileges have come to be seen as expected rights."

"We've lost control of our own gaols."

"We cannot force prisoners to work, yet this enforced idleness creates boredom day after day."

"Difficult prisoners are simply moved from one industrial section to another rather than being transferred back to maximum security."

"Prison officers are frustrated at their inability in most cases to get rid of prisoners who will not work well."

"Those who are lazy are not allowed to be punished or penalised - nor sent back to another prison."

"Yes, and we're also frustrated seeing a prisoner taken off a job he does well because he chooses to play in a sporting team or go to Tech. for some period of the week. Keen prisoners will do a five day job in four days if they have an incentive of support to attend Tech."

"People are flabbergasted when they learn from us what goes on in prison - electric blankets, TV, toasters, electric jugs. These are bought by prisoners. We don't begrudge these things as privileges, but they have become rights and we believe this is not right."

"Superintendents should not be tied to the apron strings of a Commission whose members have never served in prisons."

Pressure or advice from above is perceived as causing Superintendents to go easy on drug control:

"There should be no bongs in any gaol in this State if the controls were enforced, but the Superintendent doesn't want his gaol on fire."

Prison officers documenting offences by prisoners expect the Superintendent to place sanctions on such prisoners, for example by having them locked in their cell. This is "pound", the contemporary and humane version of "solitary". When appropriate sanctions do not occur, the prison officers gradually become apathetic about reporting offences in the future. The present Minister while in the Opposition referred to such matters in unambiguous terms in 1987:

"There exists an alarming concern among many prison officers. To speak out against the system of institutionalized corruption is to invite persecution and alienation. The system actively resents and works against, or at least does not want to know about, zealous and untainted prison officers keen to straighten out a corrupt and rotten system.

It is not unusual to observe the wearing down and ultimate breakdown of honest people of integrity who are forced to question the morality of their own purpose."

"Do not do anything about drugs or the gaols will burn, is the word from above. That is the last thing a government ---- needs."

"--- the Minister, in one of his not so confidential briefings to caucus, said:

Prison discipline has deteriorated to the extent that it is essential, unless anarchy in the gaols is to prevail, to substantially improve the existing system."

There is an impression of a lax and unresponsive system. Perhaps in some few cases prison officers fail to realise the value of an accumulation of reports on a particular prisoner, progressively gathering a pattern of information, leading eventually to appropriate sanctions. More often there is a failure of more junior officers to realise a major difficulty of the Superintendent: that his powers of summary jurisdiction are so delicate and uncertain, too open to challenge and to judicial over-ruling on legalistic grounds. As a result Superintendents have become reluctant in some cases to press home charges and impose legitimate penalties. The present Minister, in fact, has indicated at a Superintendents' Conference in June 1988 that he has received many criticisms that Superintendents are not prepared to exercise their full authority. While it is understood the Government is to clarify and boost the Superintendents' powers in this regard, the effect of the current situation is disheartening right down through the ranks, destroying morale.

Another quite different aspect of how the prisons are run: throughout the entire twenty-eight days of meeting with prison officers there seemed to be a thread of staff and line ambiguity or conflict running through their comments. It appears that staff Directors, and their subordinates, have a de facto line function in respect of gaols, or perhaps are allowed to assume a line function or perhaps their staff advice is being accepted at higher line levels without due regard for opinions arising from the experience and expertise of custodial personnel. This thread was constant, but never entirely clear.

The ambiguity arose also in regard to routine administration matters. An Education Officer's leave application goes to Head Office without the Superintendent necessarily being aware of leave sought. A Psychologist attached to a gaol is answerable to the Director of Psychological Services. Superintendents are left to wonder about direct lines of accountability in the institution for which they are responsible.

Several comments drew attention to the wide gulf between Head Office perceptions and the facts of life in the prisons:

"Too sociologically minded at Head Office and this does not fit in with the reality of our custodial duties."

"Decisions at Head Office are made by persons working normal office hours. They're not familiar with details of the prisons - yet they make decisions that affect officers who are working in all weathers, and in situations that are dangerous."

"New policies are introduced periodically by new brooms planning and organising at Head Office. Before these new policies are effectively in place - a new series of new brooms is appointed."

These difficulties were seen to flow quite explicitly into the prisons:

"There's no communication of Departmental policies."

"You get a piece of paper in your pigeonhole on policies or procedures but nobody explains it to you - and we all make our own different interpretations."

"Often not communicated with - paper from Head Office comes to the Wing without comment by senior staff of the prison and so A B C D Wings make their own interpretations."

The linkage to earlier comment on contradictory expectations is quite evident here.

Regarding rostering there seemed to be too many alleged instances of the roster clerk favouring his mates - contrasted with reports of situations where every effort has been made to be fair across the board. Suggestions of even using the roster to upset some other officers were made on several occasions. In one or two prisons the researcher's attention was drawn to the need for probationary prison officers to have some rotation of experience instead of having to sit out on the fence for ten months. While a reasonable case was made by several married officers that weekend rostering seems at times unduly heavy for those with family responsibilities, there is nevertheless the matter to be considered of equity for single officers doing just the same job.

Attrition is not only among the younger prison officers confronting in their first year the reality of gaols. It occurs among the experienced officers also, and such loss of valuable, mature experience is a blow to any organisation. Experience must be valued and respected - and used to the hilt.

"In this gaol there is a lot of experience and man-management is probably better than in metropolitan gaols where there is less experience. Discipline of the prisoners becomes looser when there is that lack of experience."

"The number of personnel with over five years service who are taking other jobs is very considerable - and many others are just waiting to leave."

"The responsibility of senior personnel is to teach and guide more junior officers - pass on their knowledge and experience. This often does not happen."

"Years of service can give us broader perspectives on the job - understanding of the many factors to be considered by senior personnel in handling situations."

"Too many good experienced officers are taken away from custodial duties - yet the whole purpose of the Department is concerned with prisoners."

"Success as a prison officer gets you out of having to deal with the inmates."

"The individual authority of experienced officers is diminished when the opinions and judgments they offer get ignored."

Killion reports a survey of Canadian prison officers who perceived that their superiors all the way up the line failed to listen to them. As well, "Instances were cited of failure to pass on essential information which they suspected was done deliberately."

In these New South Wales prisons that were surveyed not enough information appears to be freely given. For example, there have been a number of comments that information about particular inmates is not shared even when the information could be very useful to prison officers. Failure to communicate is a problem in many organisations, including New South Wales prisons.

"If there's a disturbance in another gaol we are rarely advised - yet that event could have a bearing on our own daily work. This sort of communication is important."

"We were not told of a leak about a planned break out (in our area of responsibility) - this is typical lack of information being passed to responsible officers."

"Junior officers should be kept better informed of what's taking place in the institution."

"Well, a greater need to know things in your own gaol. Too often it is only by casual word of mouth from another prison officer that we hear things we should hear from an Executive Officer, such as a particular prisoner having Hepatitis B."

"People are not kept well-informed on what is happening in the system."

On the matter of the provision or quality of equipment there were few comments, and then only from Cessnock and the Malabar Emergency Unit:

"Electricity in Katingal is not functioning very well. Some lights are out of action. There's no warm water to wash our hands after taking urine samples and no warm showers. You know, we train here with chemical agents. We do physical training. If this happened in a prisoner's cell it would be fixed immediately."

"We should have air-conditioning in our cars - we might be escorting a prisoner to Goulburn in summer and maybe with a high security risk we'd wear flak jackets for the trip. It gets hot. Our alertness suffers."

"There was money spent on a volleyball court we didn't need. Yet we can't get a gate camera or even a lock we badly need."

As with every type of organisation investigated by this researcher, there is a considerable feeling that appreciation for the efforts of staff is not clearly enough shown by their supervisors and superior officers.

"We're shit on by higher executives."

"A few executive staff look down on other staff and don't really acknowledge or recognise your efforts."

"There's no respect for us from higher authority and thus no respect from the inmates."

"You make an honest mistake and you hear about it. Do something good such as putting out a fire in a prison wing and nobody gives a word of recognition."

"Not enough thanks or appreciation from our seniors."

"We don't get told enough when we do a good job - but get told off when we don't."

"No recognition for what you do - no feedback."

"Nobody ever gives a pat on the back or a word of thanks."

"You've done your job - so what"

"They have to include that lowest staff member in making decisions - make him feel needed."

"Our work is not really checked. It's put in the book when we've checked cells - it's countersigned and that's that. We've put effort into ensuring cells are in order, yet it's not checked and there's no appreciation."

"No pats on the back and not enough recognition from our superiors."

"We still don't have our fifteen year service medal."

A Service Medal (15 years), a Meritorious Service Medal (20 years), an Exemplary Conduct Cross and a Bravery Medal have been approved for prison officers. However, several interview comments indicate that prison officers are wondering when such awards will be made.

The comments overall are quite consistent with findings reported by Killion in 1983:

"Officers generally feel that they are autocratically managed and do not feel that their contributions are solicited. They view themselves as being quickly condemned in the case of mistakes and that their best efforts on the job are rarely appreciated. If confirmed in New South Wales as a major problem, this has implications for training and management of executive officers within each prison."

Communication between junior and senior staff emerges distinctly as a management and morale problem. The cleavage between commissioned and non-commissioned staff was an early, and continuing, impression gained by the researcher.

"There could be better relationships between junior and senior ranks - communication could be better - discipline consistent with the rules and regulations would be always accepted by staff - Corrective Services as an organisation could learn something from the Army in regard to relationships between junior and senior ranks."

Several times there was mentioned the need for a "warrant officer" rank as in the Army to bridge the cleavage. Thus, it seems that the Minister's announcement of June 1988 will be welcomed:

"My first aim is to restore discipline in the gaols. Already re-introduction of the rank of Chief Prison Officer has been approved. This Officer will be responsible for discipline within gaols relating both to Prison Officers and prisoners in much the same way a Warrant Officer does in the Army."

Management by "walking around" as advocated by the popular management author, Tom Peters, would be considered supportive by most prison officers.

Inspection by Executive Officers of various gaol areas and of personnel is apparently not so distinctive a practice as in former times. Yet as a guarantee of institutional and personal hygiene (e.g. cockroaches, lice) and as a visible sign of management interest it is highly desirable. Prison Officers in most gaols have commented on the lack of visits to cell areas by their more senior executive officers.

"It's the lack of communication that is only fuelling the fire to the already low morale in this institution."

"Too many executive officers do not sufficiently understand that management is concerned with people."

"There's not enough consultation between our Superintendent and his experienced Senior Prison Officers."

"If they don't like you they tell you off in front of crims, not just in front of other prison officers."

"There's more control over the prison officers than over the crims. This is very hard to take."

"Lack of communication from Head Office senior personnel."

"Our major morale problems come from the executive officers - for example, a prisoner wants to come into your wing - but four wing takes only the heavy sentence prisoners - yet without reason, the Superintendent insisted we take this prisoner into "the Bronx" when he had only a few years sentence."

"When a senior executive countermands an officer's ruling on a matter, for example a cell change, and often there may be a good reason for the contradiction such as confidential information - but the prison officer should have this explained to him and not just be over-ruled."

"So often are reports ignored and we're often discouraged from submitting them - the result is we're often disinclined to go to the trouble."

"Our reports are not taken notice of."

"Many matters need not go to the union if prison officers would submit their ideas or difficulties to their Superintendent - and if they are encouraged to do so."

"We had news of a break the other day, but the executive staff seemed to ignore our reports."

The numerous anecdotes of prison officer reports being ignored were greatly varied in their detail, emanated from almost all the prisons visited, and ultimately were so common that the researcher ceased to make notes on them. Such discouragement of communication leads to disillusionment among prison officers. One prison officer even suggested a report-writing system with three copies - one to the Superintendent through channels, one to be retained by

the originating officer, and a third copy to go to the Minister - an impracticable suggestion but one symptomatic of the concern among many prison officers that the extent of problems in prisons is just not officially known beyond the four walls.

The letter to each prison officer in May from the new Minister at that time was commented upon with appreciation during several interviews.

A few comments related directly to the ability of supervisors in handling their staff. For example, a degree of management discretion might be indicated as desirable if it is true that some Senior Prison Officers provoke or upset more junior officers by passing on comments about them that allegedly have been made by other prison officers. This does not engender cohesion, and reflects inadequate management relationships skills. The need for training in appropriate skills, understanding and knowledge is apparent.

"On-the-job supervisory support and training are very much needed for officers promoted into new positions."

"They need to pull an officer aside to correct him rather than putting him down in front of other prison officers or even prisoners."

"With relatively inexperienced officers, the prisoners are expert in locating personal weaknesses, in abusing them etc."

The same tends to happen with senior colleagues in a more muted way - taking out their frustrations on junior officers, making the junior officer feel small or incompetent."

One Executive Officer wrote, among numerous comments:

"Generally officers, irrespective of rank, are considered as guilty until found innocent. There is little sensitivity or confidentiality."

The lack of supervisory back-up was cited also in the one letter from a prison officer:

"I could give you endless examples of poor leadership, but one will suffice. I have seen executives strictly instruct officers not to let inmates go to certain places in an institution unless dressed strictly in gaol clothing. Inmate approaches officer on gate who refuses to let him through due to dress of inmate. Inmate appeals to executive who instructs officer to let him through (despite his not being dressed to standard). Leaving Officer with egg on face after being abused for several minutes by recalcitrant inmate prior to his appeal to executive officer. Now that would not help morale much, would it?"

Too many anecdotes were recounted of prison officers receiving inadequate back-up, at both the interpersonal level with senior staff and at the administrative level. Lack of support from Head Office is bitterly felt at times, according to the paper given by Hemphill at the Bicentennial Congress.

Administrative back-up is important in the perceptions of prison officers. Their perceptions at present regarding Head Office, their superior officers, and their support services are rather negative. If the perceptions are not valid then there is a very great need for explanation as to the reality and the reasons.

Prison officers expect the occasional difficult behaviour by prisoners - but they also expect reasonable punishments to be imposed when abuse and assaults occur. Management back-up of officers would mean the difference between committed, on-serving officers and disgruntlement or resignation. Killion, too, has made pertinent comment:

"A prominent theme in the literature on prison officers has been their relationship with superior officers. Officers are very sensitive to the amount of support they receive from the administrators as opposed to what the prisoners receive."

The typical observations of the interviewed prison officers include such remarks as:

"A prisoner will call me a bastard and a maggot and an exec. will do nothing about it."

"We want to be able to go to an exec. and say this prisoner spat in my face and have something done about it."

"I try to do a good job - but there's no back up - so why bother?"

"There's no back up. A syringe was found in an envelope in a prisoner's cell, yet no action was taken."

"There's not enough backing for the problems of baggies on their posts. Senior Prison Officers are given more support."

"It's no use putting pen to paper when a prisoner threatens or abuses you."

"You think you're doing your job properly, and you'll be screwed by these blokes up top giving a different interpretation or just not backing us. We're dispensable."

"Prisoners are no problem providing I get back-up from the more senior officers."

"More back-up is needed for our decisions which we must make on our best judgment at the time, knowing the full circumstances."

"There's insufficient back-up for us when we handle crisis situations to the best of our ability."

"Prison rules require civil behaviour, yet our reports on misbehaviour are dismissed without penalty."

The rules and regulations are those related to the day-to-day management of prisons, of which the following are typical:

Reg. 60A(1) - A prisoner shall not refuse to attend promptly ----- (Musters etc.)

Reg. 100E - A prisoner shall not use abusive or threatening language -----
behave in a threatening manner ---

Reg. 100F(2) - A prisoner shall not refuse or fail to comply with any reasonable direction

While support by the Superintendent, other Executive Officers and Senior Prison Officers is undeniably important, again a sense of balance is required. Prison officers must appreciate that in a few instances the comments of one Superintendent are entirely valid:

"You lock a prisoner up for abuse or assault on an officer at a post - sometimes it's dealt with by the Superintendent - the young officer sometimes doesn't understand why a charge is dismissed - yet the Superintendent is shrewd and cunning - he has his reasons often - his experience tells him sometimes that dismissal of a charge will bring information from the prisoner for example."

Consideration of supervisory support is probably closely related to the concern of Executive Officers for the welfare of members of the prison staff. The following comments deserve thoughtful consideration:

"Executive officers here do not encourage us to serve on in our job. They do not help us with our organisational problems - leave or rostering - when we happen to have particular personal requests."

"I came here after twenty years in the Army and was amazed to find individuals have to take up their case on pay or sick leave direct with Head Office. There's no support at the level of gaol administration."

"Pay and leave matters sometimes require phone calls from a prison officer direct to Head Office. They are too inconsiderate and too often there are delays in getting action or the right person."

"Head Office is too far away from reality. Sick leave policy for example. You can have a nasty experience with a prisoner one day - you worry overnight - it's best for all concerned to take a day to get over it. Yet we'll get a please explain or it's held against us. Those situations with prisoners can happen often with some prisoners."

"A prison officer on compensation was unable to handle the job any longer - no interest by the Department - no visit by a welfare officer - but welfare visits are readily available to prisoners."

"We don't really like the way the Department handles cases of assault. No one from the Department came and enquired about his health - he was still black and blue and not able to converse easily - and no one was worried about his wife or family or told them his compensation entitlements."

"Nobody cares about our safety."

"If you have a problem there's no one here to talk to about it - in a job like this we cannot afford to have people with personal problems bottled up."

"Nobody from the Department enquired how we were during a period of suspension."

"Probationary officers generally do duty on the perimeter fence in all weathers. We don't get to learn the whole working of the prison. The more senior, experienced officers are just not supportive of younger, female officers."

"Here we've had officers go to executive staff to ask for help on personal problems - job related - they are told piss off, see me tomorrow when tomorrow's too late - these officers have sometimes resigned."

"Welfare of the base grade prison officers should be taught as the basis of man-management and as an essential for developing a committed prison work force."

On the matter of promotion there is widespread concern regarding two aspects. One aspect will be dealt with in the chapter on Personal Challenge, the other here. Prison officers at every level of rank are looking for senior officers who are a career example and who possess a depth of custodial experience. Their pertinent comments reflect that syndrome of the front-line soldier's attitudes vis-a-vis those whose experience has been largely at a rear headquarters. It reflects that reality where commissioned officers must demonstrate practical competence as well as personal identification with their troops and their daily difficulties.

Thus, to bring in persons from outside the Service and to give them rank as Executive Officers would be seen as denying the primacy of experience, as well as lowering the promotion prospects of those who come up through the ranks.

Prison officers also tend to resent the appointment of colleagues to Head Office or other staff positions, where they might gain some promotion during the years they are away from custodial duties. However, these appointments are really the only way to ensure that some sense of the realities prevailing in the corridors of power is brought back into the prisons. It is also one way to ensure that the point of view of custodial experience does actually penetrate those corridors of power. Two-year secondments out of prisons can do much to broaden the experience of selected custodial officers, but perhaps this should not be tied to promotions. The prison officers' attitudes and perceptions are quite clear.

"A Senior Prison Officer going to Head Office should not be there six years and come back as a Superintendent."

"There are numerous instances of Superintendents gaining promotion in responsibilities that do not involve contact with prison officers. These officers are too easy on prisoner requests and complaints, and too liable to ignore prison officers' charges, reports or complaints about prisoners."

"Our promotion system is a cause for low morale - promotions stacked - they're gained outside of the gaol environment - then they come back into gaols, lacking appropriate senior developmental experience - such positions that are stacked for promotions are in Custodial Services at Head Office and the training school."

"Uniformed officers in Head Office appointments should generally have to return to the gaols to gain promotion."

"People who gain rank in minimum security camps are not really capable to carry the responsibility of that rank in a maximum security prison."

"Our executives sometimes have limited experience in maximum security gaols. They have gained their promotion away from custodial duties, in stores or Head Office. They lose touch with the realities of dealing with prisoners."

"Too many attain their rank outside of the institutions."

"The importance of face-to-face custodial service in determining promotion is something that's too often neglected. It's importance in crises is vital."

"Common sense is a vital consideration only gained and assessed on the job."

"A good Senior Prison Officer knows what she's doing, is consistent and is ready to communicate. A good Executive Officer is fair, firm and has lots of common sense. You can have a joke with her, and she cares about the importance of her work."

"People go out of prisons into special appointments - then come back with higher rank. They then undermine our decisions and authority."

PERSONAL CHALLENGE - Salient Findings

Chapter VI

On P.O.M.Q. there are many strongly positive findings in regard to the Personal Challenge dimensions - a not uncommon response from most organisations. Here the responses relate to self-perceptions, usually more positive than perceptions of colleagues or of leadership, but equally valid. Where the responses are strongly positive they provide a logical and powerful building block for enhancing organisational morale.

Virtually every participant agrees that he can probably be relied upon to work with steady determination to do a good job (Item 49) and will not give up easily when confronting the challenge of difficult prisoners (Item 50). A majority believe that they put all their energy into doing a good job even when they are not feeling well (Item 51). Over half of the participants indicate that they have never considered resigning despite prisoner hostility and defiance (Item 52). They generally are determined to carry on with their duties despite boredom and frustration - and despite the prospect of assault (Item 53). Three-quarters of the participants are undeterred by prisoner drug use or homosexuality (Item 54). All but about 10% appear to be prepared to work hard to become more competent as prison officers (Item 56). There is a notable tenacity and determination among them.

Just on 300 of those participants in the survey tend to enjoy the challenging work of being a prison officer (Item 57), and they tend to look forward confidently to doing a good job (Item 58). Most of the time a majority willingly strive to achieve the objectives of Corrective Services (Item 60), and just on 90% probably wish to have opportunities where they could participate in some aspects of prison management (Item 61). These officers believe that they are probably

reasonably dedicated and enthusiastic (Item 62). A remarkably high 65% are confident that they could take over the duties of their immediate superior in an emergency, while a further 28% probably share this confidence (Item 63). While 30% appear to have lost interest in their job, there are 70% to whom this does not apply (Item 64). These officers appear to feel successful in their job (Item 66), proud of their competence, and an important part of their present institution (Item 67). Almost three-quarters of those surveyed believe it is probable that their families respect their involvement in Corrective Services (Item 69). 80% of these prison officers believe they are getting along well enough in their jobs (Item 72).

The salient negative findings on P.O.M.Q. indicate that problems in prisons make it rather difficult to do a good job (Item 55). Most have no perception that their local community appreciates their work (Item 65). 70% of the participants indicate they are not given a fair deal by their Department (Item 68). Half of those participating in the survey quite definitely do not find the prestige they desire in being a prison officer (Item 70). In brief, there is a very strong perception that neither public nor government recognise the importance of their work (Item 71).

MORALE POSITIVE ITEMS:

ITEM	MEAN MORALE SCORE ABOVE 3.20	40% OF PARTICIPANTS INDICATE EXTREME POSITIVE RESPONSE (I.E. RESPONSE NO. 4)	65% OF PARTICIPANTS INDICATE POSITIVE RESPONSE (I.E. RESPONSES NOS. 3 & 4)
49	3.75	78%	98%
50	3.45	52%	94%
51	3.20	-	85%
52	3.28	58%	78%
53	-	-	74%
54	-	-	72%
56	3.43	57%	90%
57	-	-	73%
58	3.21	43%	82%
60	-	-	72%
61	3.35	56%	89%
62	3.27	-	90%
63	3.55	65%	92%
64	-	47%	70%
66	-	46%	80%
67	-	-	72%
69	-	-	72%
72	-	-	79%

MORALE NEGATIVE ITEMS:

ITEM	MEAN MORALE SCORE BELOW 2.00	40% OF PARTICIPANTS INDICATE EXTREME NEGATIVE RESPONSE (I.E. RESPONSE NO. 1)	65% OF PARTICIPANTS INDICATE NEGATIVE RESPONSE (I.E. RESPONSES NOS. 1 & 2)
55	-	-	69%
65	-	42%	65%
68	-	-	69%
70	1.81	50%	76%
71	1.53	67%	84%

TABLE 3

Comparison among submariners, nurses and prison officers reveals that:

89% of submariners and 94% of nurses indicated willingness to work hard to become more competent, while 90% of prison officers also indicate such willingness. (Item 56)

69% of submariners indicated enjoyment of the challenging work of their vocation. 73% of prison officers made similar indications. (Item 57)

80% of nurses indicated a desire to participate in some aspects of organisational management, while 87% of prison officers also indicated this attitude. (Item 61)

65% of submariners indicated a belief that they could confidently take over the duties of their immediate superior in an emergency. 93% of prison officers had this level of confidence. (Item 63)

83% of nurses denied that they had lost interest in their jobs. 70% of prison officers made this same denial. (Item 64)

79% of nurses indicated a belief that their local community appreciated their work, while only 35% of prison officers sensed community appreciation. (Item 65)

40% of submariners indicated that, in general, they are given a fair deal by their organisation. Only 31% of prison officers have this belief. (Item 68)

95% of nurses indicated that their job gave them the prestige they desire, but only 24% of prison officers. (Item 70)

25% of submariners indicated a belief that the general public and government recognise the importance of their work, while 16% of prison officers indicated this same belief. (Item 71)

In the dimensions of Tenacious Striving, Emu Plains, Norma Parker, M.R.C. and Parramatta rank highest of the prisons.

In the dimension of Enthusiastic Striving, M.T.C., Norma Parker, Glen Innes and M.R.C. rank highest of the prisons.

In the dimension of Sense of Personal Reward, Emu Plains, Glen Innes, M.T.C. and Grafton rank highest of the prisons.

Some interview evidence evokes a picture of the prison officer who is most likely to be able to work with steady determination in doing his job well. A placid, possibly stolid, temperament with some sense of humour and a readiness to react with firmness when necessary is indicated. Prison officers at their best might be "father figures", and there is a widespread belief that those recruited should be mature persons. The attrition rate among probationary officers is, to some extent, a result of the disillusionment of reality shock. Thus, to recruit prison officers under the age of say 23 might be unwise unless the applicant can show evidence of previous successful man-management experience.

"Men with depth of life experience, maturity, able to keep cool under stress are needed."

"Older, hardened prisoners just take no notice at times of the younger prison officers with no experience of life."

"Confronted by big, muscular, tattooed prisoners some young prison officers just about wet themselves."

"There is a problem with officers who are recruited too young."

"I don't think a prison officer should be under thirty."

"Slightly built young personnel with very little life experience are inappropriate. At least age 25 with work force experience is essential, and preferably with man-management experience."

"Prison officers need to be patient and flexible - know right from wrong - lots of common sense."

That commonsense and that determination to do a good job come to the fore when confronting the challenge of difficult prisoners. The consensus among prison officers indicated that 30% of prisoners are difficult - troublemakers. Possibly 40% can be led or influenced relatively easily, while another 30% will do their time avoiding trouble if at all possible. The actual prevalence of abuse and assault upon prison officers is probably not quite so great as the impression given during interviews, for in interviewing so many officers in so many prisons some of their numerous comments would tend to derive from the same actual incidents. Nevertheless, the risk is ever-present as the following comments reveal, and the reality of assault when it does occur is severe, traumatic and often potentially lethal.

The frequency of abuse by prisoners, the common stories of being spat upon, and the risk of severe physical injury are well to the fore in the minds of prison officers as they reflect upon their jobs.

Samuel Johnson's description of prison as a place where the lewd inflame the lewd and the audacious harden the audacious gives some timeless insight into the daily working environment of the prison officer. Equally pertinent is the comment in the New South Wales Parliament by Mr. Mulock on 23/11/87:

"Corrective Services is not like any other government administration. It poses very particular and intractable problems because it deals wholly and solely with matters related to the dark side of human nature."

To place an official statistical picture alongside the opinions to be recorded below, reference is made to the work of the Special Response Unit. This unit's task is to control and end prisoner unrest. The annual report of the Minister reveals the following details for the year 1986/87. This unit was involved in 296 follow-up interventions on prisoner assaulting a prisoner and 89 cases of prisoners assaulting

prison officers, 37 escapes or attempted escapes and 54 riots or demonstrations. Such is the working environment of those employed in prisons on behalf of our society.

The interviewer was sometimes led to ask, "When was the last time you were personally bruised or bloodied by a prisoner?" Sometimes the answer was in terms of a particular personal experience. Just as often the answer was along the lines of:

"That's not the point. The risk is clearly there all the time."

So, let us examine their working environment in terms of their own perceptions, beginning with some examples of restraint on the part of prison officers.

"At Parramatta there was an attempted escape early in May. The tower guard held on to the prisoner who attempted to get his keys and weapon. He showed restraint in not killing that prisoner who was grappling for his pistol."

"An officer was being abused in a cell block. He took it without reaction, despite the prisoners' aggression. He was a newly-arrived prison officer."

"One of our officers was attacked in the kitchen - hit in the face with a full can of tinned fruit - his face was cut open and his ear badly injured. This officer then held on to the prisoner. This prisoner was one who had just recently been locked up to cool off, for fighting with another prisoner. This prison officer was more concerned with quietening the situation in the kitchen than with his own personal injury."

"You stand on a post and get abused and spat at. You've got to be a wimp to take this and not get angry, and we show tremendous restraint."

"When breaking up a fight between prisoners one or more will turn on the prison officer and assault him. This happened to me."

There were quite a few explicit details given and discussions were held with several officers who had been severely injured. For example there was quoted the case of prison officer "C" who was assaulted by being thrown by "W". The prison officer charged "W", who pleaded guilty and was given seven days concurrent. Later, prison officer "H" was assaulted and his nose broken by this same prisoner "W".

"A prisoner threatened to kill me. He was not locked up that day despite my report. He was transferred to Long Bay a few days later. When released on parole he went to ----- and killed a schoolgirl the day he arrived there."

"You don't have to put up with crims abusing your wife, throwing stones at your house, tearing your uniform off the clothes line and rubbing it in shit - crank phone calls, louts just hanging around the house. I can tell you about stress and low morale."

"Prisoners can sometimes tell prison officers their addresses to back up their threats of violence."

"Prisoners can give us anything from a swift punch to a horrific mauling, pushing or jostling, spitting, and get away with it."

"In this gaol there are very few assaults of prison officers, but at Long Bay there are probably two a day."

"Putting a prisoner in his cell, one officer was hit on the head with a weight lifting bar."

"A breathalyser test on one prisoner gave a positive result. He smashed a window in anger and cut his hand when told he was to be locked up. The next day he was let out and came face-to-face with the prison officer who reported him. This officer was alone. This was an uncalled for confrontation. The prisoner should have been kept locked up until he was transferred."

"There are plenty of men in prison who hate any sort of authority. They're vicious and tough."

"--- a big cage full of cranky men."

"Our cars in the street get scratched. They're re-sprayed - and scratched again. I've had it happen."

"Atrocious crimes are committed in prisons - intractable prisoners who will not abide by prison rules despite several warnings. One prisoner was tied up by another prisoner and tortured - cigarette burns, slashes on the body. He was raped. We need to have a place to confine the ones who are a menace to their fellow prisoners."

"Get fucked you screw bastard - again and again wears you down - yet we have no come-back to this."

Of a number of Prison Officer's Reports under the Prisons Act, 1952, brought to the attention of the researcher, the following is a telling example of working conditions in the prisons:

"I approached a group of prisoners sitting on 3 post. I said "It is 11.30 - in the yard please".---did not attempt to move. I said "Come on---in the yard."

He said "Don't fuckin pick on me you fuckin bitch."

I said "Just go in the yard ---"

He said "Don't you fuckin use my name. My name is to fuckin good for you to use. Your in a fuckin male institution now - you fuckin do as your fuckin told."

--- then went in the yard. He continued to abuse me saying "Your fuckin no-one you've only got a fuckin smelly cunt, you fuckin bitch. We'll fuckin find out when we rip that fuckin skirt off you. Your only a fuckin tart - no fuckin guy would want to fuck you and your fuckin smelly cunt."

--- continued with this abuse constantly."

"Prisoner abuse is very hard to take."

"There is constant overt and covert threat when you're dealing with prisoners."

"We're sworn at constantly but must not swear back."

"You need a good sense of humour and need to be stubborn in handling prisoner provocation and aggression."

"We cannot afford to lose face with the dangerous prisoners and we must not back away from them."

"Man-to-man handling of problems at a fairly base level is really necessary at times."

"Verbal abuse of the ordinary ranks of prison officers is happening every day - but it is not an offence - it's just part of gaol talk - but it does add to our stress on the job,"

"We have to live face to face with prisoners eight hours a day and more. There is enormous stress with this. Constant stress."

"Prison officers are on duty among AIDS prisoners - subject to being assaulted - there's no danger allowances despite the additional hazard of their assaults."

"A certain percentage of prisoners are absolutely uncontrollable, creating problems in ordinary maximum security gaols, and we need a special facility to house and control them."

"No one can be in the square surrounded by crims and not be scared - and we have to live with that pressure and stress day by day."

"The life of a female officer was threatened when she had seen a violent altercation between prisoners and could report exactly what had happened. The officer reported the threat as well, but no action was taken on the threat. That female has now left the job due to stress."

"Prison officers who are physically assaulted or who have uncontrollable prisoners look for something of firmer discipline for those who will not otherwise conform."

"At present it's futile because there's no discipline. A prisoner assaults a prison officer and he's sentenced to three months concurrent and he's laughing. That's no punishment at all, and laughs at the system."

A letter to the researcher included the comment that:

"Criminals are not deterred by the prison system anymore. There are no Katingals and Graftons to send the hard ones to when they play up."

"Pound is beautiful. He laughs all the way. In bed until the middle of the day - then an hour's obligatory exercise to meet his mates - and back to his cell again."

"The lack of discipline among prisoners makes our job more difficult."

"One of the heaviest crims in the State head butted me - and got away with it."

"A sudden return to tight discipline can create danger to officers' lives, even a burning of gaols - yet such a tightening is desirable now."

"A prisoner's reputation is enhanced when he strikes an officer - yet we have virtually no sanctions against such a prisoner by the authorities."

"We've lost much of the authority we had even three or four years ago - power to search and control the prisoners. Prisoners can allege assault and charge us under civil law."

"Laws covering personal assault make searches impossible - even though you know he has contraband up his arse."

"Body searches, running hands through long hair, inspecting smelly socks or well-worn underwear bring prison officers into a contact that has implications for their own health and hygiene."

"If I had known how difficult this job would be - with hindsight I would never have taken it on."

"Things have swung too far the prisoners' way. It is too frustrating for us to try to do our job properly."

"You can't change people who don't want to be changed."

"What gratification is there in keeping a prisoner in gaol, seeing him go out on release, and then come back in again for similar or worse offences? This is what is demoralising about our jobs."

"To have rehabilitation the persons to be rehabilitated have to be ready for it. A lot of them want the fast lane, and see our lives as boring - they don't want to be rehabilitated."

"Prisoners want firmer discipline. They are sick of being stood over by a few heavies among the crims."

"Often after a bashing between prisoners, the one assaulted is put into protection while the one who kicked his head in still has the run of the yard."

"A bloke assaulted and knocked down an officer on his post. The next week, after court, it took three officers to put him in his cell. Then he punched an officer in the head. Later that day he asked a Senior Prison Officer to open his cell because he said he had a foot injury. This officer would not get a doctor so the prisoner spat in another officer's face and started punching. They grappled with this prisoner to try to put him back in the cell and he had the prison officer round the neck, kicking and punching. He was told to let go but didn't - so he was struck three times with a baton, subdued and then locked in the cell. Both officers were suspended."

"The Nagle Report showed many things that needed improvement in prisons but it went too far the other way. Prison officers are now the victims."

With further regard to the Nagle Report the present Minister has stated in Parliament in 1987 that, "In many respects it is totally outdated, especially because the significance of drugs on the inside and on the outside, and the sinister connection between the two, was by no means as significant then as it is now." He further mentioned the frustrations of prison officers in having to deal with oral and anal homosexuality, hepatitis, tattooing and assaults upon officers. To this researcher many interviewees commented upon a growth of apathy among officers because of being unable to prevent the entry of drugs into prisons.

"Drugs are a major problem in gaols. Discipline is getting out of hand. We give those who are known drug users and dealers unlimited contact visits. These visits should be a privilege not available to known risks or to those who abuse the rules of the prison."

"There is no check on whether those going to Tech. actually attend."

"We're concerned whether prisoners are on the loose when they say they're at Tech. or attending other courses."

"Day leave is too readily available to the prisoners. It is too easily available to them."

"Unit construction whereby perhaps eight prisoners share a unit, including cooking facilities, will tend to keep prison officers out - thereby lessening the effectiveness of individual supervision."

In principle these units are a custodial pattern for minimum security prisoners. Their aim is to increase the prisoners' levels of individual responsibility and their ability to co-operate in communal living. Management must be such as to maximise these wholly worthy aims at the same time as the obvious weaknesses of the scheme are overcome. It is undoubted that many prisoners are deserving of trust in such a setting.

"Many prisoners are tremendously trustworthy.

"One officer can take fifteen prisoners out in the scrub, with brush hooks and that sort of thing."

"Prisoners in the workshop will just start working on a vehicle when it comes in, without supervision."

"In industries we have responsibility for prisoners, there's no boredom. We trust them, and overseers are probably more respected than custodial officers."

Boredom is another typical feature of the prison setting, constantly mentioned by officers. However, there were qualifying comments by several officers:

"I'm too busy in this Wing to be bored."

"There's boredom in any job, I suppose."

Not only has prison demography been altered over the past ten years by the prevalence of drug-related crime, there has also been the impact in recent years of the Richmond Report. Increasing numbers of prisoners with psychiatric problems are finding their way into the gaols, according to participants in the survey.

"There are people in gaols who should not be here. They cannot be blamed for what they do, but they're here because the Richmond Report has turned them out of psychiatric institutions."

For all of the difficulties, the overall most common pattern of prison officer attitude to the problems they confront was that:

"We don't need the biff - we can handle prisoners man to man to gain effective rapport."

This was evident as a significant example in the Special Care Unit, visited by the researcher but not included in the P.O.M.Q survey. The Unit reportedly was established upon the initiative of prison officers for those prisoners who have trouble in responding appropriately to authority.

"This unit is not about psychology or sociology - it is about management and personal skills."

"Officers here are seen as friendly and helpful by the prisoners."

"The Unit always gives something to prisoners who have participated, even those whose stay is terminated early."

"Expulsion from the Unit is virtually automatic - for fighting among the prisoners, touching up a visiting woman, etc."

"Sometimes a front is put up by a prisoner - but the majority are really sincere about getting benefit from the Special Care Unit."

"Changes in the inmates might sometimes be very subtle."

"Many prisoners in the Care Unit seem to be there basically manipulating the system."

"Staff leave the Unit able to observe the prisoner moods more sharply, to listen carefully, to respect the prisoners as people, to write better reports, to be more professional."

Taking up again the question of career advancement by prison officers within the Corrective Services Department, it is good to observe how many officers are undertaking courses in such fields as social welfare, supervision certificate or management diploma. Some, of course, may see these qualifications as stepping stones to other careers, but most refer to the relevance of their studies for their work as prison officers. The Corrective Services Commission uses the incentive of promotion when it asserts that the attainment of such qualifications is an extremely

important career asset.

Yet, too many anecdotes of alleged nepotism and of the artificiality of promotion interviews were brought to the attention of the researcher.

"Cronyism is rampant in relation to promotion. Very inexperienced officers are going to high rank. Clubs, pubs, golf can get you into the right clique, but an ordinary family man is not socialising in this way."

"I can tell you who will get promotion - by watching who hobnobs with the bosses."

"There are networks of senior men. If you offend one of them you offend the lot, and you just don't get on. If you're their protege you're right."

"Jobs for the boys is far too prevalent."

"Time spent at the local club with the bosses is often seen to be pertinent to promotions."

"There is too much nepotism."

"Those who want to stand on their own merits as prison officers seem to be disadvantaged."

Those who are disadvantaged again and again eventually lose their enthusiasm".

"Quiet achievers can't get anywhere in this Department."

"Seniority points represented an aspect of fairness for promotion."

Now it's if you fit in with the bosses or if you impress an interview panel."

"Thirty-minute interviews gives an advantage to the more articulate, confident or presentable - regardless of their work in a prison."

"Overall work performance over a period of time should count more than the luck of getting the right questions in interview."

"Promotion gained through their performance at interview --- what is the point?"

"Objective judgment is not evident in promotion selection committees. You enter the room and feel the negative atmosphere immediately. The jobs go to the friends of those cronies who are sitting together on the committees."

"Nepotism. It creates appeals - and these cost money - as in the immense cost of appeals reported to the Minister - not counting the trauma and stress for personnel involved in the appeals."

"Career development - nurturing staff through particular appointments and experiences - is badly needed."

Michael Yabsley had comment to make on an implicit side to this matter when he spoke in Parliament 23/11/87:

"Promotion on the grounds of merit has never been a strong point of the Corrective Services. There are factors that over-ride seniority, too. Your ability to know when to shut your mouth is an important prerequisite for promotion under many circumstances."

Finally there is comment forthcoming on the matter of Modular Courses for officers at various stages of their careers, conducted within the Department's own training school. The comments focus on three issues, reflecting prison officer perceptions, and are deserving of some review:

"We get the rank in promotion and only then do we go and do the subject-course. We should do the courses first."

"Younger officers too often are not nominated for courses, and places are given to those waiting to retire in a few years."

"In smaller institutions staff due to do Modular Courses can often find it difficult to be released for a course."

In response to being asked in interview a concomitant question on what makes them enthusiastic about their job, prison officers responded basically in one of two ways, one reflecting a solely calculative orientation while the other

displayed a moral orientation.

(a) "I'm simply in the job for the money. With overtime and penalties it's worthwhile - but I am looking for another job. I have no wish to make a career of it."

(b) "I want to pride myself on being a good prison officer."

"A prisoner asks advice and you are able to help him and he expresses appreciation."

"Thanks from an officer when you might see him surrounded in a corner by prisoners and you go over to join him."

Similar patterns on a calculative - moral continuum are evident when officers discuss what it is that might cause them pride in their jobs. One particular matter that gives no encouragement for pride is the infamous advertisement - "You don't have to smell like a rose." Whoever approved this advertising campaign reflected an abysmal attitude by Head Office towards its custodial staff - lowering their public image, and, in turn, marginally decreasing their pride. The calculative orientation is reflected in the comments:

"I joined Department because as a farmer I went broke. Not really interested, but it gives me an income. For most prison officers I would suggest it is just a job."

"When I walk out at the end of the day it's like a great load lifted off my mind."

"Just a job - no pride."

On the other hand, there are those officers who do experience pride and who respond positively:

"Pride increases over the years - as you do a good job and you know your job."

"A reasonable conversation with a prisoner, or helping a new prisoner who is a little disoriented - even surviving a day without unpleasant incident - are plus factors in a prison officer's life."

Prison officers must carefully consider the scale by which they measure success and the resultant pride in their achievement. They should be encouraged to base their personal assessments of success on a shorter, possibly more finely-tuned scale. That scale must highlight small gains - not total harmony nor total reform.

In general there is no strong feeling among officers that they are given a fair deal by their Department. 70% disagree with the suggestion that they are given a fair deal. Relevant comment is extensive.

"Earning good money is a good aspect of being a prison officer - also the job security."

"Security, regular income are positive features of the job, and often the job is close to where we live, and this is rewarding."

"We are the lowest paid prison officers in Australia."

"The Northern Territory is looking for police officers, Queensland is looking for prison officers starting at \$23,000 and many of us will be looking for those jobs."

"The Department's not doing enough to keep officers in the service. A pay rise is first."

"An environment allowance for those face-to-face with the prisoners would be a start."

"Special allowances should be considered for officers who work in institutions - but not for those in Head Office, Training Schools and so on, just for those who actually work in daily contact with prisoners."

"The difficulties of being a prison officer are the more deeply felt because of these concessions and privileges increasingly extended to prisoners."

"Conditions have improved for prisoners over the past ten years - but not so much for prison officers, e.g. Legal aid for prisoners is readily available, while we wait endlessly."

"You try to do your best but prisoners have more rights than you do."

"You see crims getting things. Money is found for them educationwise etc. - they are not really interested but they can improve their remissions that way - just by attending. By contrast, money is not easily found to improve officers' facilities."

"Inequalities between what prisoners can get and what is available for prison officers."

"Prison officers have rudimentary facilities compared with the prisoners."

Sarcastic and cynical comments were not infrequent:

"This is a good place to be - family barbecues each week, balanced diets and meals prepared for you, work release to collect their drugs, shoot up or screw the missus."

Prison officers feel deeply a sense that they are not given a fair deal in comparison with prisoners and with civilian staff.

"The so-called professionals who work in gaols - the non-uniform staff - earn a lot more than us - yet we are the ones who have to control the prisoners."

"It's disgraceful the way some of us are treated by Head Office."

"Too often we have to phone Head Office like on a transfer or pay matter, and we get told to phone back again next day - and then again the next day."

"No facilities for report writing and often do it in our own time."

"If (M.E.U.) moves without notice to a place where they have to stay in a hotel they must pay their own bills and get later reimbursement - the Department should arrange to pick up this expense."

"Sick leave conditions for a public servant working in an office of reasonably civil colleagues, sometimes on flexi-time, with quite pleasant amenities are not appropriate to apply to prison officers working with some of the least civil persons of the entire community, on fixed hours of rostered duty that often include overtime, working in all weathers, and often with relatively primitive amenities. For example, wheeling breakfasts through rain and wind from M.R.C. to M.R.P. at dawn in mid-winter to bring warm breakfasts to all the inmates."

There is considerable and widespread dismay over sick leave policies. Certainly, at times prison officers may be considered to be rather self-centred in their expectations, sometimes naive about the procedures that are typical of any big organisation, but theirs is a distinctively unique type of organisation. Perhaps there have been instances of excessive sick leave taken with minimal or no justifiable reason, but there are also instances to be considered of repetitively valid cause. Sick leave policy as enunciated to be effective from May 1st 1986 is:

"Any officer who has five or more separate absences or ten or more days sick leave in any period of twelve months is regarded, prima facie, as having an unsatisfactory attendance record. This is irrespective of whether medical certificates have been supplied."

Typical prison officer concern is expressed in comments such as:

"Over six days sick leave in any twelve month period you get a letter or verbal warning that you will not be rostered for overtime. Compo. is classified as sick leave in this regard."

"Doctors will give a certificate for stress, flu etc. but beyond that six days we are virtually punished for it."

"Because of suspension I've lost about \$3,500 in wages. We lost overtime and penalty rates. I've missed out applying for eight promotions while suspended, and I've used up my long service. I'm reinstated - but what about a fair go?"

"Loss of our sick leave entitlement - 30 days down to 15 is probably O.K. for desk workers - but filled with unfairness for prison officers. We have germs in the prisons - stress - infections among the prisoners - overtime puts us up front with the prisoners for long periods - all of this affects our family relationships."

"If we exceed the rules it can have several results -

- deferred increment
- refuse transfers
- prejudice of our promotion"

"Stress of the job and altercations with prisoners led to me being snappy with the children and to parting from my wife."

"There are so many stress producers here but no outlet for it at the end of the day. We don't want to take this stress home with us to our families."

Being a prison officer yields little sense of prestige. Officers feel that the Government and the general public do not recognise the importance of the work done by prison officers. The media have a seeming predisposition to take the side of prisoners, giving credence to such groups as Prisoner Action and being implicitly critical of prison officers.

There is a case for a little more acknowledgment and recognition by the media and somehow the community at large that prison officers have a difficult job to do and that a predominant majority are trying to do a good job - being fair and reasonable, acting according to rules and regulations - sometimes enduring quite extreme provocation. The majority of reasonable prison officers are giving a fair go to the majority of reasonable prisoners, yet the vivid image of pre-Nagle days persists. Nagle himself cited Lord Mountbatten on the question of prison officer morale.

"Unless prison officers are recognised as men and women fulfilling an essential task for the safety and well-being of the law-abiding public, no amount of leadership can give them that sense of pride and responsibility without which a really high morale cannot be built up."

In "Congress News" at the Australian Bicentennial International Congress on Corrective Services in January, 1988 the following remarks were written, reflecting the widespread lack of public awareness and appreciation:

"For too long the public has been ill informed about correctional policies and practices and it rests upon us to work towards improving public understanding and support for our function."

When the Bauer Enquiry was suspended, morale plummeted, in that prison officers saw this as yet again an indication of Government disinterest and lack of appreciation.

The community might well ask, of course, what is noble or humane or worthy of respect among those who would accept responsibility for the restraint and incarceration of their fellow citizens behind iron bars and razor wire.

That same community should ponder well upon the question of what is commendable about a person who accepts a social responsibility that the community wishes to see implemented - even though that community wants to know nothing about the difficulties of the task. That task involves the keeping in custody of those who have killed violently, who have assaulted aggressively, and are likely to do so again. The community would do well to think a little more about those who act as patient, level-headed guardians for those susceptible to aggression by their fellow inmates. The community needs to learn something of the role of the prison officer as daily casual counsellor to those prisoners who seek a word of advice.

The prison officer is the surrogate of society who must act as his brother's keeper. That society has an obligation to its prison officers.

"There's very little respect in this society for prison officers."

"There's no gratitude from the bosses, certainly none from the crims, and none from the public."

"Pride comes from our work being of benefit to society, even though that society may not realise it."

"There's very little thanks in this job - even at the end of many years' service".

"We're subject to verbal and physical abuse by prisoners - held in low esteem by the community - harrassed by the Department - and because of our shiftwork rosters become isolated from our families and the community in general.."

"We can't wear our uniform away from work, except maybe in small country places like Glen - because people call us screw dogs in public. It is very frustrating to say the least."

"There's stigma associated with being a prison officer."

"At parties and in the community people seem not to regard prison officers highly and early in our careers this affects our pride. Yet after this initial reaction people are very interested in the realities of prisons."

"A little bit of respect is all we need."

"I have never seen a prisoner deliberately bashed. I have seen prisoners beaten in reaction to their attack on a prison officer. Restraint has been used even though such an attack is usually the culmination of a period of verbal abuse. Often the trouble has been brewing and even predicted."

"Except in a riot situation I have never seen prisoners hit by prison officers."

A very frequent comment acknowledged the situation in the eighties that:

"Your job's on the line if you touch a prisoner."

"Media comments about bashings by prison officers are simply repeating over and over what sometimes used to happen twenty years ago."

"If I knew the Government would have the guts to institute some discipline in prisons - they buckle under when the rabblers go on TV. It is time the Government had the balls to stand up and give its prison officers the backing they deserve. If the Government had that sort of guts, we would feel that we were getting support. Instead it's the Prisoners' Action Group that gets the support."

In Britain the Butler Trust was set up to recognise and reward work that goes on behind prison walls. Princess Anne is patron. Peter Buxton, Governor of Birmingham Prison, has said this of the Trust: "This prison won three awards, and you could almost see them with their chests puffed out with pride. It was wonderful."

Rev. Peter Timms, a former Governor of Maidstone Prison, initiated the idea of the Trust. He insists: "We all need recognition for our achievements, and that goes for prison officers as much as anyone else. It's about time we began to appreciate the quality of the work they do."

According to Buxton, quoted in the Telegraph Sunday Magazine 14/9/86: "The real value of the Butler Trust is what it has done to staff morale."

PERSPECTIVE: SOME COMPARISONS

Chapter VII

In making a number of comparative analyses of data from P.O.M.Q. the first significant fact to emerge is that the fifteen participating institutions cluster into three groups on the basis of level of morale (Table 4). The two specialist units, the Malabar Emergency Unit and the Officer Training School, reflect in their P.O.M.Q. scores the highest level of morale. This might well have been anticipated, for it is not uncommon for numerically small organisations to have higher morale than larger organisations, all other things being equal. Further, organisations comprising selected personnel performing duties of quite explicit responsibility may also be quite usually expected to have relatively high levels of morale.

The second clustering includes all four minimum security institutions that participated in the survey. However, there is not a great deal of common and shared response from these four, although each is above the average of participating prisons in the three Leadership Synergy dimensions. Many reasons relating to less stressful pressures in minimum may occur to the reader, but such hypotheses would require confirmation in a separate investigation. This finding is certainly of undoubted potential significance.

The third and lowest cluster comprises the medium and maximum security prisons.

Each Superintendent has received notification of the Code Number of his or her institution, as well as brief confidential feedback, and will receive a copy of this Report.

Comparison of Morale Levels.

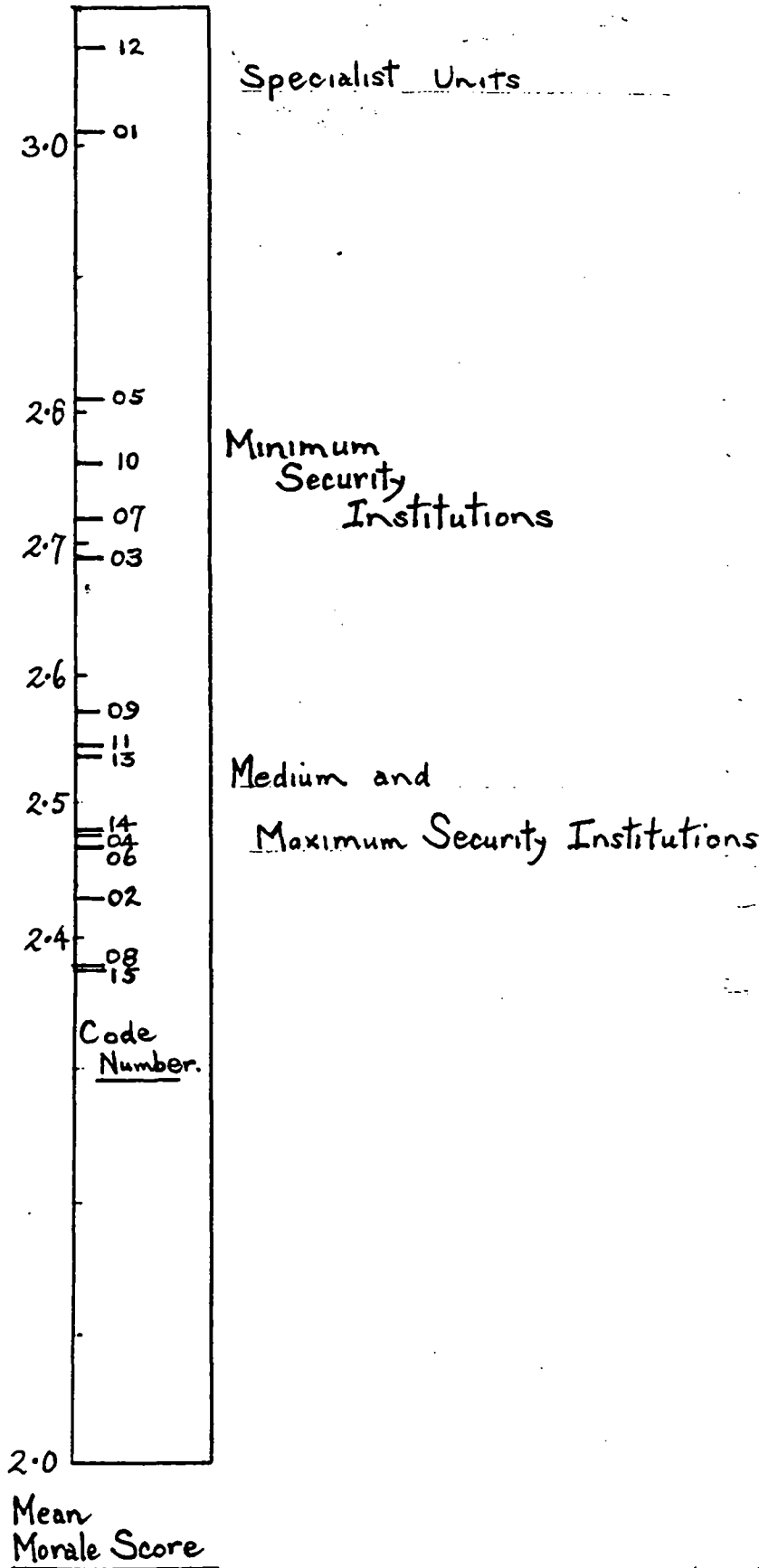


Table 4

Despite the comment made above regarding the size of O.T.S. and M.E.U., there is within the thirteen prisons no significant correlation between staff establishment size and level of morale, nor is there any significant difference between country and city institutions, or between male and female prisons.

It is interesting to note that the two newly-constructed institutions, Parklea and Cessnock, one identified as maximum security and the other as medium security, are among the lowest of the institutions on mean morale score. In both prisons there is some common basis of response patterns in the lower than average indices for Unity of Purpose, Task Aspects of Leadership and Tenacious Striving. Both have some commonality of item response patterns in revealing relatively low indices in regard to such features as perceptions that colleagues are apathetic or complacent and admissions by about one-third of officers that they tend to have lost interest in their jobs. The link between these findings and the new prison structure is not evident. Both, however, happen to be institutions of quite large staff establishments.

Relative morale strengths and weakness in each institution may be identified by comparison of respective P.O.M.Q. indices. These relative strengths should be highlighted by prison administration as firm bases for the broader improvement of morale. The relative weaknesses will require thoughtful, purposeful, sensitive, developmental attention. Some of the strengths as they emerge in comparison with the other participating institutions are identified first:

- 01: Many strengths, including pride in being a prison officer. There is generally a feeling of being encouraged by supervisors and confidence in supervisory back-up. They have not lost interest in their job, and believe that colleagues consider them to be reasonably dedicated and enthusiastic officers.
- 02: There is relative cohesive loyalty apparent, and a confidence in their ability to react effectively during emergencies. These officers indicate a firm belief in the importance of their work, and a determination to do their jobs well.
- 03: These officers more than most indicate a belief that their local community appreciates the work they do. The staff get along quite well together. They do not give up easily when confronting the challenge of difficult prisoners, and tend to refute the suggestion that they have lost interest in their jobs. They tend to believe that their families respect their involvement in Corrective Services.
- 04: Officers in this prison believe that in difficult situations they are conscious of their responsibilities. They will put their energy into doing a good job, even when not feeling well, and are prepared to work hard to become more competent as prison officers. More than 50% indicate they are doing all they can to advance to higher rank.
- 05: Many strengths, and this is one prison that rejects any suggestion of communication problems with more senior personnel. Officers believe their prison has a good reputation for firm but fair discipline of prisoners. There is a sense of humour evident even at difficult times. Experienced officers are sometimes encouraged to share in formulating institutional policies. Senior Prison Officers and Executive Officers are perceived as setting a good example. Officers generally proud of their professional competence and feel successful in their jobs.

- 06: Officers believe that most of the time - and in many cases all of the time - they strive willingly to achieve the objectives of Corrective Services. They indicate that at times of emergency the leadership they are given tends to inspire their confidence in carrying out their duties, and most officers believe they are getting along quite well enough in their jobs.
- 07: More than is the case at other prisons, the officers here indicate strong belief in the importance of their work. They tend to feel that they really have an important role to play in their institution. They are prepared to work hard to become more competent prison officers, even though they express pride in their present competence and level of success.
- 08: These officers generally believe they can be relied upon to work with steady determination to do a good job, for they believe in the importance of their work. They are not likely to give up easily when confronting the challenge of difficult prisoners. A majority believe that in an emergency situation they could confidently take over the duties of their immediate superior officer.
- 09: These officers indicate that their colleagues are reliable and united most of the time in fulfilling their routine duties. There tends to be good teamwork, and effective reaction during emergencies.
- 10: More so than is the case in other prisons these officers believe that they are given a reasonably fair deal by their Department. They believe that their prison has a good reputation. Most officers have a clear understanding of their roles and tend to feel that they are really an important part of their institution. They indicate a willingness to put all their energy into doing a good job, even when not feeling well. More than half indicate that they are doing all they can to advance to higher rank.
- 11: Officers in this prison are notably not likely to give up easily when confronting the challenge of difficult prisoners. They are prepared to work hard to become more competent, and believe that even when not feeling well they would put all their energy into doing a good job.
- 12: Many strengths pertinent to morale, such as a belief that in most cases their delegated duties are clearly and explicitly defined. The physical fitness of their more experienced officers is perceived as setting a good example. These officers respect each other, and many of them are good friends. Most have a strong commitment to their duties, a clear understanding of their role, and they act as a rather well unified staff.

They believe their supervisors are better than most at handling people. They will not give up easily when confronting the challenge of difficult prisoners.

- 13: In this prison virtually every officer indicates that he puts all of his energy into doing a good job even when not feeling well. These officers generally believe strongly in the importance of the work they do and assert that most of the time, or even all of the time, they strive willingly to achieve the objectives of Corrective Services.
- 14: A preponderant majority of these prison officers are prepared to work hard to become more competent, for they believe in the importance of the work of prison officers. Most would probably appreciate the opportunity to participate in some aspects of management.
- 15: The officers at this prison express the belief that theirs is probably the best Corrective Services institution in the State. Like prison officers in most of the institutions they display a firm belief in the importance of their work, and most would never consider resigning, despite prisoner hostility or defiance.

The relative weaknesses pertinent to morale, as indicated by P.O.M.Q. are as follow for each prison in comparison with the other participating institutions:

- 01: These officers sense that their families do not really respect their involvement in Corrective Services, and they feel deeply the failure of the general public and government to recognise the importance of the work of prison officers. They possibly make less effort than most for advancement to higher rank.
- 02: Officers in this prison assert that far too rarely are their delegated duties clearly and explicitly defined. They certainly do not see the lack of physical fitness of the more experienced officers to be setting a good example. They experience contradictory expectations of how they should behave in doing their duty, and indicate that Commission policies are poorly explained to them. They believe they are not kept well informed about what is going on in their institution, nor are their best efforts on the job given due appreciation.
- 03: These officers are generally not quite so prepared to work hard to develop their competence as are officers in other prisons. They do not particularly enjoy the challenge of their work, nor do they have much of a self-perception of dedication and enthusiasm. They tend to disagree with the suggestion that their executive officers have a dedicated belief in the importance of their work.
- 04: In this prison there is a very strong dissatisfaction with the condition of equipment and facilities. Officers experience contradictory expectations of how they should behave in doing their duty, and they find that Commission policies are inadequately explained to them. Appreciation of their best efforts is too rarely shown by their superior officers.
- 05: More noticeably than most, the officers in this prison do not indicate respect for each other, nor friendships among their colleagues. They feel deeply a lack of appreciation by their local community, and a lack of personal prestige in their vocation.
- 06: Staff members believe that their institution does not have a good reputation. They do not have a clear understanding of their roles as prison officers, and experience contradictory expectations of how they should do their duty. There is dissatisfaction with their equipment and facilities, and there is a strong feeling that appreciation of their best efforts is too rarely shown by their superior officers.

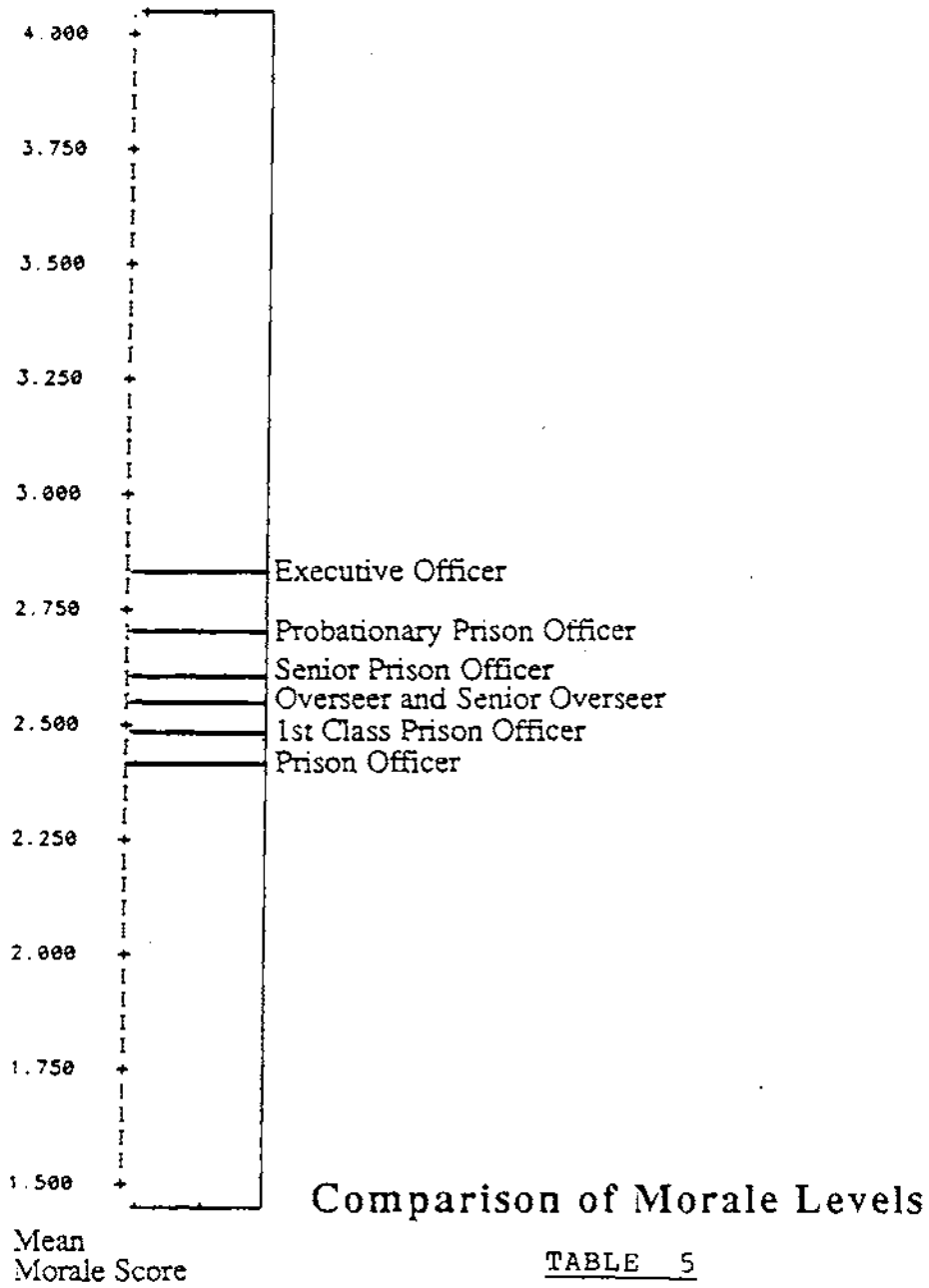
- 07: There is a strong perception of lack of support from colleagues, and that both government and general public just do not appreciate the importance of their work. Problems of drug use and homosexuality are of concern to a slightly greater proportion of officers in this prison than is the case in most other prisons.
- 08: Officers find their colleagues not quite so reliable as is the case in other prisons, and many have no particular desire to work with their present colleagues in the future. They indicate that when the going gets tough too many officers seem to forget their responsibilities. Experienced officers are said rarely to have the opportunity to contribute to formulating major institutional policies. Appreciation of officers' best efforts is not frequently shown by their superior officers.
- 09: A preponderant majority of officers indicate that they are not at all kept well informed by their superior officers about what is going on in their institutions. Experienced prison officers are not often encouraged to participate in the formulation of major institutional policies, nor is appreciation of officers' best effort often enough shown by their superior officers. Executive Officers are perceived as not taking interest in the welfare of prison staff.
- 10: There is some perception here that when the going gets tough some officers would seem to forget their responsibilities, and that generally officers do not get along together as well as they might. There is a notably strong perception that problems in prisons make it just too difficult for officers to do a good job.
- 11: There is more concern in this prison than in most about the competence of colleagues (many of whom are Probationary Prison Officers), and there is a strong perception that some officers do not contribute towards the achievement of the Commission's objectives. Appreciation of officers' best efforts is claimed by over half of the participants as being rarely shown by their superior officers. Administration of the prison not very often encourages experienced officers to share in the formulating of major institutional policies.
- 12: They do not find their rostered hours of duty very convenient. They feel quite strongly the lack of community appreciation and the failure of the general public and government to recognise the importance of their work.

- 13: There is not a strong sense of unity among staff in this prison, and they find that there are contradictory expectations of how they should do their duty.
- 14: Among these officers there is a clear indication of belief that not all of their colleagues contribute towards the achievement of the Commission's objectives - a lack of strong commitment to their duties - some distinct indication of apathy or complacency. Commission policies are considered to be not very well explained, and there is a feeling of not being given a fair deal by their Department. There is a strongly-held belief that problems in prisons make it just too difficult for officers to do a good job, and that insufficient appreciation for their efforts is shown by their superior officers.
- 15: Officers in this prison feel fairly badly after their supervisor has talked to them about a mistake or weakness in their work. Communication problems with more senior personnel cause difficulties for staff, and there is some perception that Senior Prison Officers do not set a good example in discipline.

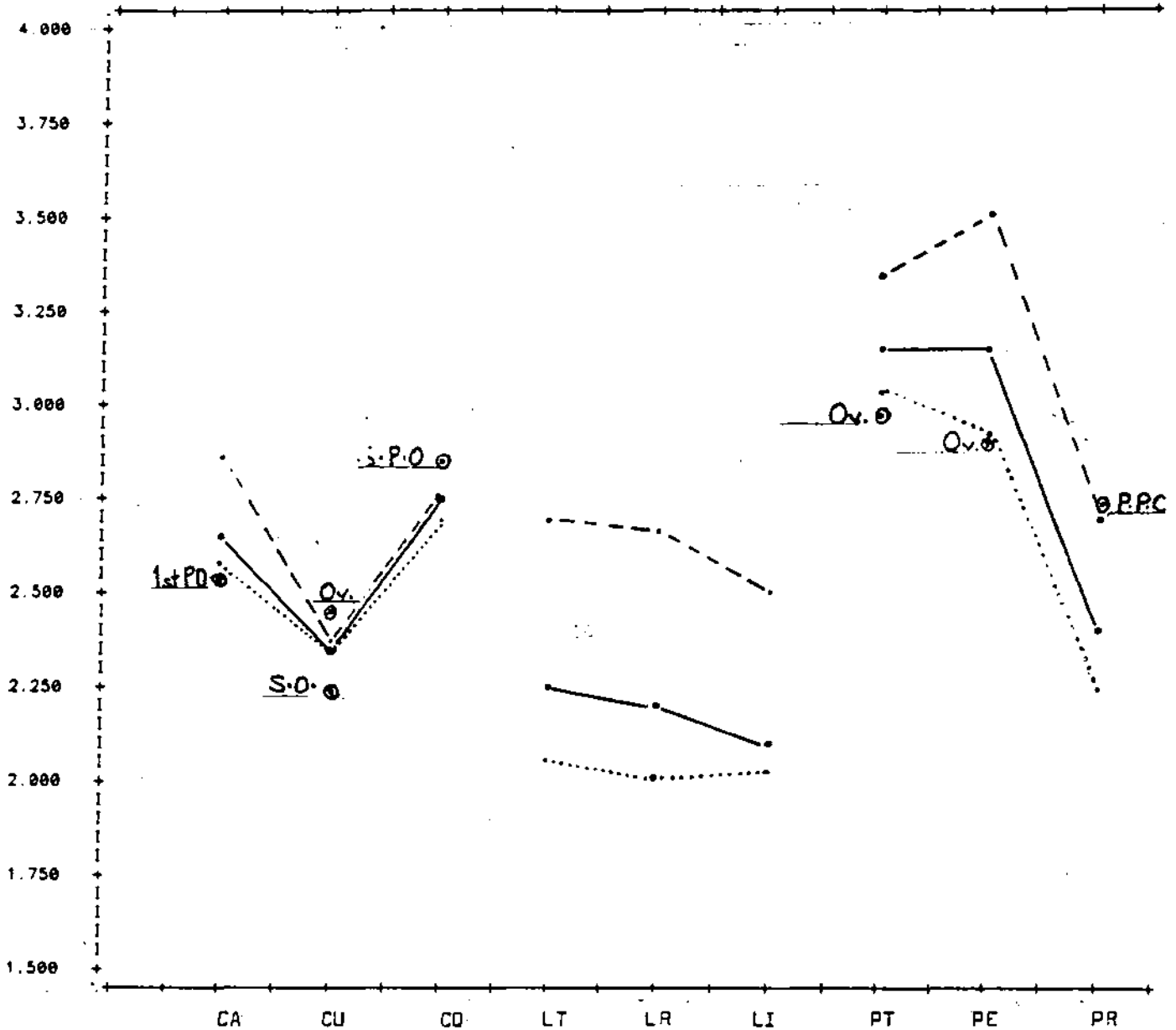
Analysis according to rank (Table 5) shows a pattern that is quite typical of most organisations: in general, the higher the rank, the higher the level of morale. However, we see in this tabulation a slight variation that is typical of naval and military organisations: during the first year of service morale is relatively high and thereafter plummets. Thus, the rank of Prison Officer has the lowest overall morale level of all ranks.

When the analysis according to rank is broken down, dimension by dimension, there are variations to be noted. For example, Senior Prison Officers display the highest level in the dimension Quality of Teamwork, while Overseers display the lowest level on the dimension of Tenacious Striving. In the three leadership dimensions the pattern is distinctly the same as for the mean morale score. Table 6 demonstrates which ranks have the highest and lowest levels of morale on each dimension.

Another comparative analysis, already covered in Chapters 4-6, is a comparison with data from a submarine squadron and from nursing services. That comparison is presented here in Table 7 to show the relative morale levels in each of the nine dimensions. The graphs speak for themselves, but attention is drawn especially to the comparative levels on Tenacious Striving and Enthusiastic Striving.



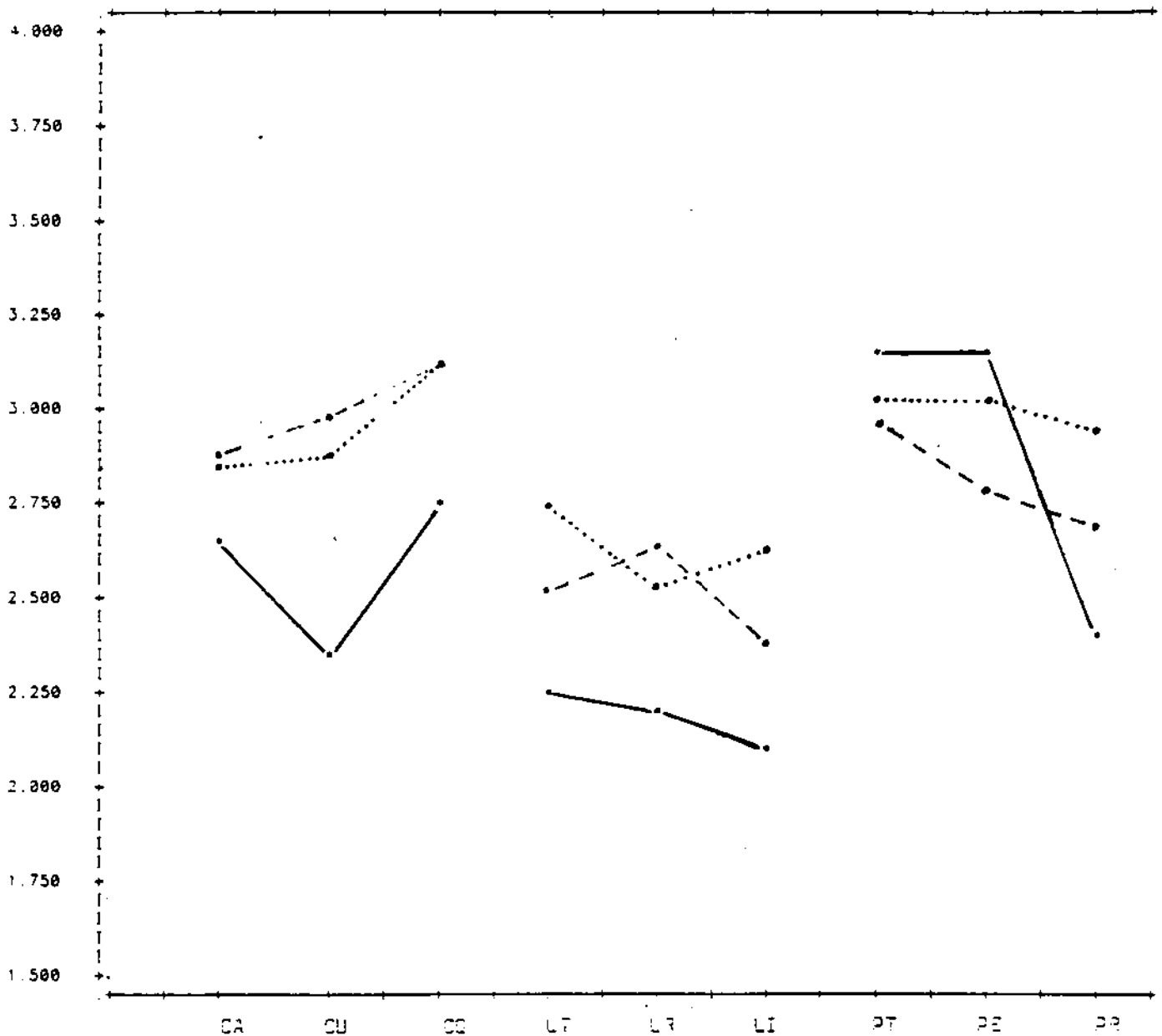
DOWN: P1/5



- 399 Total Participants
- Executive Officer
- Prison Officer
- P.P.O.: Probationary Prison Officer
- 1st P.O.: 1st Class Prison Officer
- S.P.O.: Senior Prison Officer
- Ov.: Overseer
- S.O.: Senior Overseer

Table 6

DOWN: P/S



———— N.S.W. Prison Officers 1988
- - - - R.A.N. Submarine Squadron 1986
..... Australian Nursing Services 1986/87

Table 7

RECOMMENDATIONS

Chapter VIII

It is the managers of organisations who know the ebb and flow and the subtleties of the life of their own organisation, know the purposes, priorities, policies, procedures and practices of their organisation, and who know the personnel. It is managers who make the management decisions. Managers deal with issues in the context of daily activities, integrating various aspects of ever-changing situations. Managers often use intuitive judgments based on a mass of past experience and accumulated knowledge.

Managers, however, also need good analytic data input from researchers and consultants who have the time and resources to focus on particular aspects of organisation. These researchers and consultants should quite properly approach the formulation of recommendations with some caution and restraint, for they can never know or understand the life of the total organisation in the way that a manager knows it. On the other hand they can come to know and understand well a particular component of organisation in a way that is of great potential benefit to management. Managers then can integrate analytic research data with the numerous other variables of organisation that they know through personal experience.

It is with these thoughts in mind that draft recommendations were discussed with a selected small panel of prison officers prior to the final writing of this chapter. Further, it is to be expected that alert prison management personnel will find in this Report the seeds of ideas that have not been covered in these recommendations.

Recommendations

1. That, as a matter of urgency, a concise and thoroughly appropriate statement of corporate objectives be formulated or otherwise identified quite explicitly, that this statement be immediately disseminated by letter to every officer, that it be emphasised at all levels of training and that six months after its dissemination by letter it be prominently displayed in the gatehouse of each prison.

This statement of objectives is basic to the development of a healthy level of morale. It must provide a level of aspiration that is consistent with ideals of human service and integrity at the same time as it is consistent with the realities of custodial responsibility. It will become the focus of commitment through explanation and indoctrination during training.

2. That officers in each prison be encouraged to participate in formulating appropriate policies for achieving in their institution these corporate objectives:

Policies thus developed in each institution consistent with the corporate objectives of Corrective Services, and compatible with the management plan of the institution, will be expected to reveal a commitment to the rule of law being applied equally to all throughout the prison system. This is a participatory opportunity and challenge which officers will respond to responsibly as individuals - not through union representatives. With Vinson, this researcher believes that there are certain rugged features of life for those whose responsibility it is to work in prisons where reside some of the more malevolent, quarrelsome and vindictive persons of our society. In working in prisons, officers of the Corrective Services Commission have an obligation to carry out their duties with helpfulness, firmness and civility towards the inmates. In handling violent incidents there must be not only restraint in the use of appropriate force, but an obvious avoidance of using excessive force. This is no easy task. It calls for adherence to a sincerely accepted code of conduct - a moral code of ethics - giving rise to a high level of morale.

Among institutional policies there might be appropriately developed by officers a concise code of conduct, as happens commonly with Quality Circles in industry.

3. a) That policies and directives of the Corrective Services Department, and the reasons for them, be henceforth more thoroughly explained to officers.
- b) That steps be taken in each prison to improve channels of communication and the flow of information.

This might best be achieved through a successive series of orders groups, commencing when the Superintendent meets with Executive Officers and the Chief Prison Officer. Staff meetings have a necessary function in regard to the flow of information and explanation. Particular attention would be required to ensure that officers rostered for every watch, and those on leave or otherwise absent, are fully covered in receiving this briefing.

4. That the morale strengths identified by the responses of prison officers be commended, celebrated and become the firm basis for developing an esprit de corps or proud team spirit among prison officers throughout the Department and within each institution.

e.g. Belief in importance of their work - 95%.
Reliability in working with steady determination to do a good job - 98%.
Persistence when confronted by the challenge of difficult prisoners - 94%.

5. That appropriate methods be determined to enable officers to gain some open and mutual appreciation of each other's sense of commitment, and that such methods be implemented as soon as possible.

Custodial and industrial officers serving in each prison should be given the opportunity to participate in the determination of these methods.

6. That the Government proceeds without delay to implement its intentions to clarify and legislatively bolster the summary powers of jurisdiction of Superintendents.
7. That prison regulations and rules be observed, obeyed, and enforced in all prisons.

An alert vigilance and compliance of officers is to be expected. In regard to matters raised during the survey of morale this would give particular regard to: Rules 5a, 7, 8, 9, 31, 32, 128, and to regulations under the Prisons Act of 1952: 60A(1), 100E, 100F(2), 100H, 100K(3).

8. That disciplined respect and courtesies between ranks be reinforced, with the understanding that this involves two-way support and co-operation along the chain of command of all officers.
9. That some modular courses for Senior Prison Officers and Executive Officers and a Superintendents' Conference in 1989 include a one-day session on morale.

This session would include the topics:

- a) What is morale?
- b) Findings from this research project - with emphasis on the positive features.
- c) Discussion: What does this mean for you at your level of responsibility?
- d) Force-field analysis to identify facilitating and constraining forces in developing personal and corporate plans of action to improve morale.

10. That leadership training, training in an appropriate understanding of group dynamics, and an upgraded training in man-management be further developed in modular training for all officers destined for rank of Senior Prison Officer and above.

This training might at times utilise role play, assessment situations (cf P.S.B. Assessment Centre), case studies and simulations. It should be based on needs analyses commissioned within New South Wales or even Australia-wide. As officers of relatively limited experience, compared with the situation in the past, move into senior rank there is added need for this intensive, advanced training.

11. a) That officers due to attend a modular course be released to attend that course, regardless of any other consideration within a prison short of riot.

b) That younger officers of considerable potential have some priority in nomination to attend modular courses appropriate to their rank and reasonable aspirations.
12. That modular courses identify clearly to participants those small gains which might indicate to officers the signs of daily or periodic success in the accomplishment of their duties and the desirable progress of prisoners.
13. That all newly-appointed, non-uniformed professional officers be required to attend the basic course for prison officers at the Training School.

14. That there be continuing tangible encouragement for line officers to gain qualifications in welfare, personnel management, supervision, social psychology, and justice administration.

This will increasingly enhance the standing and understanding of custodial officers. It is not envisaged that degrees and diplomas will necessarily be the outcome of all the studies suggested above. Some appropriate studies might be developed within the framework of additional modular courses. An important aspect of tangible encouragement lies in the provision of explicit study leave for an established number of officers each year.

15. a) That a relatively permanent nucleus of staff for the Officers' Training School be recruited from among capable and experienced Senior Prison Officers and Executive Officers who display potential for instructional duties.
 - b) That several appointments for just one year as staff members of the Officers' Training School be open to First Class Prison Officers and those of higher rank who display an interest in instructional duties.
 - c) That the Chief Prison Officer, or an Executive Officer, preferably with instructional experience at the Training School, be designated as Staff Development Officer in each prison.
16. That permanent staff of the Officers' Training School be required to spend three consecutive months every two years serving as custodial officers at their rank level in a maximum security prison, and that an additional two consecutive weeks every two years be spent on attachment to an

afforestation camp, prison farm, other minimum security institution, special care unit or in special response unit training for familiarisation and continual broadening of experience.

17. That uniformed officers appointed to positions outside of the prisons be normally appointed for two-year secondments at the rank held prior to such appointment and that they return to custodial work in that same rank.

This recommendation certainly would not preclude subsequent additional secondments. One exception to this pattern might desirably be permanent Head Office appointments for those considerably experienced officers who have served a number of years as Superintendent or Deputy Superintendent.

18. That satisfactory completion of appropriate modular courses be a pre-requisite for promotion, rather than a consequence of promotion.
19. That an investigation be conducted into the efficiency, fairness, suitability and effectiveness of promotion selection procedures, with special attention to allegations of nepotism.
20. That sick leave policies for prison officers be reviewed with the intent of re-formulating a policy that is both firm and fair.

While there must be a firm discouragement of unjustified sick leave that inordinately drains the Department's budget for overtime, the unique nature of duty in prisons demands every fair and reasonable consideration be given those officers whose need for sick leave is genuine.

21. That the availability of welfare services for Prison Officers be made more visible to officers, and that marginal increase in those services be provided through an explicit addition to the duty statements of commissioned officers below the rank of Superintendent.
22. That problems associated with Head Office handling of prison officers' queries, leave and pay problems etc. be recognised by senior management of the Department and be resolved through negotiation with the P.O.V.B. and the Commissioned Officers' Association.
23. That steps be taken by appropriate authorities to identify fair and just alternatives to concurrent sentences for those inmates who are found guilty of committing offences while in prison.
24. That officers' reports on breaches of rules or regulations and on other pertinent incidents be made on accountable, numbered forms.

Thoughtfulness in ensuring the accuracy of reports and some continued training in understanding the rules of evidence are most essential. This applies to both the commissioned and non-commissioned ranks. It might reasonably be expected that, except in the case of salaried officers, time be made available to officers who have such a report to complete and submit.

25. That, where administration believes the perceptions of officers identified in this Report are misconceptions, an internal public relations and information campaign be developed to convey and explain the truth.

26. That a volunteer, official public relations speaking team comprising perhaps two Senior Prison Officers and two Executive Officers be nominated annually who will respond to invitations to individually address community groups (e.g. Apex, Quota, Rotary, Lions) on the work of Corrective Services, and that such organisations be informed of the availability of speakers.

27. That recruiting campaigns include some attention to the following features:
 - . Identification of appropriate personal qualities.
 - . School Certificate unless over age 30.
 - . Ability to write descriptive reports.
 - . No recruitment under age 23.
 - . Recruitment on a quite restricted basis of suitable personnel with executive or management experience in other organisations who will be identified for possible rapid promotion through the ranks following a probationary six months, to achieve commissioned rank in perhaps two or three further years.
 - . Recruitment on a quite restricted basis of former well-experienced non-commissioned officers from the Defence Forces who similarly might be identified for possible rapid promotion to achieve Senior Prison Officer rank in perhaps two or three years after a probationary six months.
 - . Human face for the Department through Recommendations 26 and 29, and through the public visibility of the Director General and Superintendent of Training, with some articulation of ideals of service appropriate to the corporate objectives for custodial responsibility.
 - . Stories of officers' careers, without identifying such officers, with comment on the simple realities of the vocation.
 - . Remuneration increases for New South Wales prison officers.

28. That discreet enquiries be initiated by the Australian Institute of Criminology with a view to establishing an Australian equivalent of the Butler Trust.
29. That before the close of this Bicentennial Year a generous series of awards be made to officers who have earned Service Medals, Meritorious Service Medals, the Exemplary Conduct Cross and the Bravery Medal.
30. That immediate steps be taken by the Department and Minister, to initiate a review of the remuneration of prison officers with a view to increases that will bring New South Wales into line with other states.
31. That before the close of this Bicentennial year the Government announce, in recognition of the importance of the prison officers' contemporary role in serving the community in New South Wales, a determination of an immediate 10% pay increase to all uniformed officers.

This determination should be initiated as an interim measure quite independently of any union representation, in order to show the Government's recognition of the work of its prison officers.

Morale can be subject to complex cumulative downward spiralling effects, such as when quite distinct lack of appreciation is felt, thus tending to lower morale. In turn, those of lowered morale become more sensitive to lack of appreciation, exacerbating the morale problem. This pattern is evident among prison officers also in regard to such matters as lack of back-up support by superior officers or promotion prospects coming to a standstill.

With multiple downward spiralling aspects of morale so evident among prison officers, there is needed some very positive ameliorative action, initially just to stop the downward spiral. Remuneration is an appropriate area for this action.

32. That P.O.M.Q. and the current data base be adopted for use in the future as a means of periodic monitoring of levels of morale among prison officers, both in New South Wales and beyond.

Effective personnel practices involve the pro-active identification of problems and the formulation of responses to alleviate or cope with those problems. Replication of this present research survey in institutions not yet visited would prove useful to the New South Wales Department of Corrective Services, as would an even more detailed analysis of the present data base.

33. That further enquiry be initiated, seeking to identify any factors contributing to the relatively higher morale of officers in minimum security prisons that may be applicable in seeking to improve morale in the prisons.

One avenue for hypotheses may be in Bullard's findings that maximum security institutions have a higher incidence of sick leave by officers than do minimum security institutions.

34. That a parallel survey of morale be conducted among prison officers in another State, e.g. Queensland, or Western Australia, or perhaps in another country, in order to gain more enlightening perspective upon the New South Wales findings, and so that the New South Wales findings may provide an appropriate comparative data base for consideration of the findings elsewhere.

APPENDIX I

Prison Officer Morale Questionnaire

PRISON OFFICERS' MORALE QUESTIONNAIRE

1-2. INSTITUTION: _____ (1-2) _____

3-5. Identification: (3-5) _____

PERSONAL DATA: Tick the box which applies to you.

6. Present Wing or Area of Responsibility: _____ (6) _____

7. Rank:

Probationary Prison Officer	<input type="checkbox"/>			
Prison Officer	<input type="checkbox"/>			
First Class Prison Officer	<input type="checkbox"/>	Overseer	<input type="checkbox"/>	
Senior Prison Officer	<input type="checkbox"/>	Snr. Overseer	<input type="checkbox"/>	
Executive Officer	<input type="checkbox"/>			(7) _____

8. Experience:

Less than one year	<input type="checkbox"/>			
One to three years	<input type="checkbox"/>			
Three to six years	<input type="checkbox"/>			
Six to fifteen years	<input type="checkbox"/>			
Over fifteen years	<input type="checkbox"/>			(8) _____

9. Married/De facto	<input type="checkbox"/>	Never married	<input type="checkbox"/>	
Separated/Divorced	<input type="checkbox"/>	Widowed	<input type="checkbox"/>	(9) _____

10. Age:

20-25 years	<input type="checkbox"/>	36-50 years	<input type="checkbox"/>	
25-36 years	<input type="checkbox"/>	Over 50 years	<input type="checkbox"/>	(10) _____

=====

INSTRUCTIONS

- 1) You are now invited to answer 72 short, but important questions. The questionnaire is confidential. Please do not discuss your responses with other prison officers prior to completion of the questionnaire.
 - 2) Read carefully each questionnaire item.
 - 3) * Following each item are four responses. Each response is numbered, either 1, 2, 3, or 4.
- * You are asked to select your own responses and then circle the number for that response. Do not omit any.

THANK YOU FOR YOUR THOUGHTFUL AND FRANK CO-OPERATION

POMQ CA

1. The prison officers I work with have a lot of respect for each other.
Strongly disagree 1
Disagree 2
Agree 3
Strongly agree 4

2. I would rather work with my present colleagues than with any other group of prison officers in N.S.W.
Strongly disagree 1
Disagree 2
Agree 3
Strongly agree 4

3. I believe strongly in the importance of the work of prison officers.
Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

4. This institution has a good reputation for its firm but fair discipline of prisoners.
Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

5. I work with very competent prison officers.
This is not really true 1
This is true sometimes 2
This is true most of the time 3
This is true 4

6. Ours is the best Corrective Services Institution in the State.
Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

7. I have some good friends and mates among the prison officers in this institution.
Hardly any 1
Just a few 2
Some 3
Quite a number 4

8. I am proud to be a prison officer.
Not proud at all 1
Maybe just a little 2
Fairly proud 3
Very proud 4

POMO CU

9. Every prison officer here contributes towards the achievement of the Commission's objectives.
- Strongly disagree 1
Disagree 2
Agree 3
Strongly agree 4
10. When the going gets tough too many prison officers seem to forget their responsibilities.
- Agree 1
Probably agree 2
Disagree 3
Strongly disagree 4
11. We have a strong commitment to fulfilling our duties as prison officers in this institution.
- This is not true 1
This is true of only a few 2
This is true of most officers 3
This is true of all officers 4
12. How reliable are prison officers in your institution in fulfilling their routine duties?
- Generally unreliable 1
Reliable only sometimes 2
Reliable most of the time 3
Completely reliable 4
13. How well do you think your present group of colleagues act as a unified staff rather than pulling in several different directions?
- There is no unity 1
Very little unity 2
Some unity 3
Definitely a unified staff 4
14. The prison officers I work with are apathetic or complacent about their duties.
- Strongly agree 1
Agree 2
Disagree 3
Strongly disagree 4
15. In this prison we have a clear understanding of our roles as prison officers.
- Disagree 1
Probably disagree 2
Probably agree 3
Agree 4
16. I find in this job that there are contradictory expectations of how I should behave in doing my duty.
- Strongly agree 1
Agree 2
Disagree 3
Strongly disagree 4

POMQ CQ

17. How do you think officers in other prisons would rate the total staff of your institution?

- Just about the worst 1
- Not very good 2
- Good enough 3
- Just about the best 4

18. Do you feel that you are really an important part of your institution?

- I have never really felt that I belong 1
- I belong in a few ways 2
- I belong in most ways 3
- I really belong 4

19. Prison officers in this institution respond confidently and co-operatively when called upon for a special effort.

- Disagree 1
- Probably disagree 2
- Probably agree 3
- Agree 4

20. There is good teamwork among prison officers in this institution.

- Disagree 1
- Probably disagree 2
- Probably agree 3
- Agree 4

21. Do you experience lack of support from colleagues who work with you?

- Often 1
- Sometimes 2
- Rarely 3
- Never 4

22. A good sense of humour is evident among prison officers here even at difficult times.

- Disagree 1
- Probably disagree 2
- Agree 3
- Strongly agree 4

23. Prison officers in this institution react effectively during emergencies.

- Disagree 1
- Probably disagree 2
- Probably agree 3
- Agree 4

24. Prison officers do not get on very well together in this institution.

- Agree 1
- Probably agree 2
- Probably disagree 3
- Disagree 4

POMQ LI

25. How well do you think your present institution is run?

- Very poorly 1
- Not as well as most 2
- About as well as most 3
- Very well 4

26. My superior officers' orders and instructions are based on sound professional judgement.

- Rarely 1
- Occasionally 2
- Fairly often 3
- Almost all the time 4

27. How well are Commission policies and the reasons for them explained to you?

- No one explains the policies or the reasons for them 1
- They explain the policies a little, but not the reasons for them 2
- We get fairly complete explanations of policies and the reasons for them 3
- They do a thorough job of explaining both the policies and the reasons for them 4

28. Duties delegated to prison officers are clearly and explicitly defined.

- Rarely 1
- Sometimes 2
- In most cases 3
- In every possible way 4

29. My rostered hours of duty are convenient to me.

- Disagree 1
- Probably disagree 2
- Probably agree 3
- Agree 4

30. The experience and expertise of prison officers is used very effectively in this institution.

- Strongly disagree 1
- Disagree 2
- Probably agree 3
- Agree 4

31. How well are you kept informed by your superior officers about what is going on in your institution.

- Not well at all 1
- Not particularly well 2
- Well enough 3
- Very well 4

32. How do you feel about the condition of the equipment and supplies you use?

- Very dissatisfied 1
- Somewhat dissatisfied 2
- Fairly well satisfied 3
- Very satisfied 4

POMQ LR

33. How do you feel after your supervisor has talked to you about a mistake or weakness in your work?
- He makes me feel completely useless and destroys my interest 1
 - Fairly badly - he always talks as though I should have known better 2
 - Not badly - he just shows me what I did wrong 3
 - Encouraged - he is always helpful 4
34. The administration of this institution encourages experienced prison officers to share and participate in formulating major policies.
- Never 1
 - Not very often 2
 - Sometimes 3
 - Often 4
35. When Senior Prison Officers make a mistake they tend to pass the buck to those under them.
- Almost every time 1
 - Fairly often 2
 - Occasionally 3
 - Never 4
36. Appreciation of our best efforts on the job is clearly shown by our superior officers.
- Rarely 1
 - Some of the time 2
 - Most of the time 3
 - Always 4
37. Communication problems with more senior personnel cause difficulties for us in this prison.
- Agree 1
 - Probably agree 2
 - Probably disagree 3
 - Disagree 4
38. How good are your supervisors at handling people?
- Among the worst 1
 - Not as good as most 2
 - Better than most 3
 - Among the best 4
39. Would your immediate supervisor support you and back you up if something went wrong which was not your fault?
- Never 1
 - Rarely 2
 - Usually 3
 - Always 4
40. Our Executive Officers take an interest in the welfare of members of the prison staff.
- Disagree 1
 - Probably disagree 2
 - Probably agree 3
 - Agree 4

POMO LI

41. Senior Prison Officers set a good example in discipline for other staff to follow.
- This is not true 1
 - This is true in a few cases 2
 - This is true in most cases 3
 - This is completely true 4
42. At times of emergency the leadership we are given inspires our confidence in carrying out our duties.
- Disagree 1
 - Probably disagree 2
 - Probably agree 3
 - Agree 4
43. The physical fitness of the more experienced prison officers sets a good example for other staff.
- Disagree 1
 - Probably disagree 2
 - Probably agree 3
 - Agree 4
44. How many of your present Executive Officers are the kind you would want to work with in the future?
- None of them 1
 - Not very many of them 2
 - Most of them 3
 - All of them 4
45. Senior Prison Officers in this institution are very competent in all tasks that they ask other prison officers to do.
- Disagree 1
 - Probably disagree 2
 - Agree 3
 - Strongly agree 4
46. I find myself enthusiastic because of the leadership given in this institution.
- Disagree 1
 - Probably disagree 2
 - Agree 3
 - Strongly agree 4
47. Executive Officers in this prison have outstanding personal qualities of leadership.
- This is not true 1
 - There is some truth in this 2
 - There is quite a lot of truth in this 3
 - This is completely true 4
48. Executive Officers in this prison seem to have a dedicated belief in the importance of our work.
- Disagree 1
 - Probably disagree 2
 - Probably agree 3
 - Agree 4

POMQ PI

49. I believe I can be relied upon to work with steady determination to do a good job.
- Disagree 1
Probably disagree 2
Probably agree 3
Agree 4
50. I seem to give up easily when confronting the challenge of difficult prisoners.
- Agree 1
Probably agree 2
Disagree 3
Strongly disagree 4
51. I put all my energy into doing a good job even when I am not feeling well.
- Definitely not 1
Probably not 2
I think so 3
Definitely yes 4
52. I have considered resigning because of prisoner hostility and defiance.
- Quite often 1
Sometimes 2
Occasionally 3
Never 4
53. I am determined to carry on with my duties despite boredom, frustration and assaults on my fellow prison officers.
- Disagree 1
Probably disagree 2
Agree 3
Strongly agree 4
54. I have almost given up trying to do my job properly when dealing with homosexuality and drug use by prisoners.
- Agree 1
Probably agree 2
Disagree 3
Strongly disagree 4
55. Problems in prisons make it just too difficult for us to do a good job.
- Agree 1
Probably agree 2
Disagree 3
Strongly disagree 4
56. I am prepared to work hard to become a more competent prison officer.
- Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

- POMQ PE
57. I enjoy the challenging work of being a prison officer.
- | | |
|-------------------|---|
| Strongly disagree | 1 |
| Disagree | 2 |
| Probably agree | 3 |
| Agree | 4 |
58. I look forward confidently to continue doing a good job as a prison officer.
- | | |
|----------------|---|
| Not me | 1 |
| I doubt it | 2 |
| Probably | 3 |
| Definitely yes | 4 |
59. How much effort are you now making to advance to a higher rank?
- | | |
|---------------------------------------|---|
| I am not trying at all | 1 |
| I make only a slight effort | 2 |
| I try as hard as most prison officers | 3 |
| I am doing everything I can | 4 |
60. I willingly strive to achieve the objectives of Corrective Services.
- | | |
|------------------|---|
| Definitely not | 1 |
| Some of the time | 2 |
| Most of the time | 3 |
| All of the time | 4 |
61. I am keen to have opportunities to participate in some aspects of prison management.
- | | |
|-------------------|---|
| Disagree | 1 |
| Probably disagree | 2 |
| Probably agree | 3 |
| Agree | 4 |
62. Other prison officers consider that I am a reasonably dedicated and enthusiastic officer.
- | | |
|-------------------|---|
| Disagree | 1 |
| Probably disagree | 2 |
| Probably agree | 3 |
| Agree | 4 |
63. In the event of casualties in an emergency situation I could take over confidently the duties of my immediate superior.
- | | |
|-------------------|---|
| Disagree | 1 |
| Probably disagree | 2 |
| Probably agree | 3 |
| Agree | 4 |
64. I have lost interest in my job.
- | | |
|-------------------|---|
| Agree | 1 |
| Probably agree | 2 |
| Probably disagree | 3 |
| Disagree | 4 |

POMQ PR

65. Our local community appreciates the work done by prison officers in this institution.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

66. I feel successful in my present position and proud of my competence as a prison officer.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

67. I feel that I am an important part of my present institution.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

68. In general, I think that I am given a fair deal by the Corrective Services Department.

Strongly disagree 1
Disagree 2
Agree 3
Strongly agree 4

69. My family respects my involvement in Corrective Services.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

70. Being a prison officer gives me the prestige I desire.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

71. The general public and government recognise the importance of the work done by Prison Officers.

Disagree 1
Probably disagree 2
Probably agree 3
Agree 4

72. How well are you getting along as a prison officer?

Not well at all 1
Not quite well enough 2
Well enough 3
Very well 4

APPENDIX II

Statistical Summaries

of

P.O.M.Q. Responses

SUMMARY COMBINED PRISON SAMPLE 1-15
VALID PERCENTAGES

QUESTION	1	2	3	4	MEAN	N
ITEM 1	5.53	56.03	36.68	1.76	2.35	398
ITEM 2	1.52	36.36	54.29	7.83	2.68	396
ITEM 3	1.76	2.77	17.88	77.58	3.71	397
ITEM 4	46.73	12.31	17.59	23.37	2.18	398
ITEM 5	11.59	45.59	36.02	6.80	2.38	397
ITEM 6	31.16	18.59	33.67	16.58	2.36	398
ITEM 7	9.55	29.65	34.17	26.63	2.78	398
ITEM 8	15.58	25.13	35.93	23.37	2.67	398
ITEM 9	17.79	53.88	26.82	1.50	2.12	399
ITEM10	33.58	25.81	35.59	5.01	2.12	399
ITEM11	8.77	29.07	57.64	4.51	2.58	399
ITEM12	6.77	19.55	69.67	4.01	2.71	399
ITEM13	7.27	32.33	50.63	9.77	2.63	399
ITEM14	10.33	48.11	37.78	3.78	2.35	397
ITEM15	30.58	16.29	29.82	23.31	2.46	399
ITEM16	42.96	46.23	9.55	1.26	1.69	398
ITEM17	3.52	26.63	65.08	4.77	2.71	398
ITEM18	8.27	28.07	42.36	21.30	2.77	399
ITEM19	8.52	15.79	41.10	34.59	3.02	399
ITEM20	17.29	22.81	43.86	16.04	2.59	399
ITEM21	24.56	49.62	22.31	3.51	2.05	399
ITEM22	10.53	16.29	54.39	18.80	2.81	399
ITEM23	4.77	10.55	38.19	46.48	3.26	398
ITEM24	7.77	32.33	37.09	22.81	2.75	399
ITEM25	25.06	18.05	45.36	11.53	2.43	399
ITEM26	19.05	37.59	26.57	16.79	2.41	399
ITEM27	42.61	42.36	12.78	2.26	1.75	399
ITEM28	26.52	34.34	33.33	5.81	2.18	396
ITEM29	20.85	12.31	24.87	41.96	2.88	398
ITEM30	17.29	36.34	32.08	14.29	2.43	399
ITEM31	48.62	26.32	18.05	7.02	1.83	399
ITEM32	40.45	31.91	24.37	3.27	1.90	398
ITEM33	15.70	29.87	37.72	16.71	2.55	395
ITEM34	43.11	29.07	22.06	5.76	1.90	399
ITEM35	16.58	25.13	47.74	10.55	2.52	398
ITEM36	55.39	28.32	14.29	2.01	1.63	399
ITEM37	49.87	28.07	15.54	6.52	1.79	399
ITEM38	16.79	43.36	34.59	5.26	2.28	399
ITEM39	6.27	28.07	45.86	19.80	2.79	399
ITEM40	38.10	25.81	23.31	12.78	2.11	399
ITEM41	15.29	41.35	40.35	3.01	2.31	399
ITEM42	19.55	26.07	39.60	14.79	2.50	399
ITEM43	54.77	25.63	12.56	7.04	1.72	398
ITEM44	8.02	58.15	30.33	3.51	2.29	399
ITEM45	17.04	29.32	49.12	4.51	2.41	399
ITEM46	48.12	29.07	21.30	1.50	1.76	399
ITEM47	40.85	43.61	12.78	2.76	1.77	399
ITEM48	28.89	30.65	29.90	10.55	2.22	398
ITEM49	1.01	1.01	20.35	77.64	3.75	398
ITEM50	1.01	4.77	42.21	52.01	3.45	398
ITEM51	2.26	12.31	48.49	36.93	3.20	398
ITEM52	8.06	13.85	20.15	57.93	3.28	397
ITEM53	5.28	10.80	57.79	26.13	3.05	398
ITEM54	13.10	15.11	40.81	30.98	2.90	397
ITEM55	36.43	32.16	24.12	7.29	2.02	398
ITEM56	3.77	6.03	33.17	57.04	3.43	398
ITEM57	6.77	20.05	35.34	37.84	3.04	399
ITEM58	4.01	14.29	38.85	42.86	3.21	399
ITEM59	22.36	15.33	27.64	34.67	2.75	398
ITEM60	3.77	24.12	48.24	23.87	2.92	398
ITEM61	7.27	5.76	31.33	55.64	3.35	399
ITEM62	2.76	6.78	51.51	38.94	3.27	398
ITEM63	2.51	5.01	27.82	64.66	3.55	399
ITEM64	13.78	16.54	22.56	47.12	3.03	399
ITEM65	42.11	23.06	27.07	7.77	2.01	399
ITEM66	8.52	11.28	33.83	46.37	3.18	399
ITEM67	12.53	15.54	34.59	37.34	2.97	399
ITEM68	32.66	36.43	27.64	3.27	2.02	398
ITEM69	14.32	14.07	35.68	35.93	2.93	398
ITEM70	50.38	25.56	16.79	7.27	1.81	399
ITEM71	66.67	17.79	11.03	4.51	1.53	399
ITEM72	5.76	15.04	57.39	21.80	2.95	399
MMS	MEAN	2.547	LR	MEAN	2.194	
COHPRIDE	MEAN	2.567	LI	MEAN	2.122	
CA	MEAN	2.628	PERSCHAL	MEAN	2.895	
CU	MEAN	2.330	PT	MEAN	3.125	N = 399
CO	MEAN	2.743	PE	MEAN	3.136	
LEADSYN	MEAN	2.180	PR	MEAN	2.423	
LT	MEAN	2.225				

SUMMARY PRISON 1

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	80.00	20.00	0.00	2.20	5
ITEM 2	0.00	60.00	40.00	0.00	2.40	5
ITEM 3	0.00	0.00	20.00	80.00	3.80	5
ITEM 4	0.00	20.00	40.00	40.00	3.20	5
ITEM 5	0.00	20.00	60.00	20.00	3.00	5
ITEM 6	20.00	60.00	20.00	0.00	2.00	5
ITEM 7	20.00	20.00	40.00	20.00	2.60	5
ITEM 8	0.00	40.00	0.00	60.00	3.20	5
ITEM 9	20.00	20.00	20.00	40.00	2.80	5
ITEM10	20.00	40.00	40.00	0.00	2.20	5
ITEM11	0.00	20.00	60.00	20.00	3.00	5
ITEM12	0.00	0.00	80.00	20.00	3.20	5
ITEM13	0.00	20.00	60.00	20.00	3.00	5
ITEM14	0.00	20.00	80.00	0.00	2.80	5
ITEM15	0.00	20.00	20.00	60.00	3.40	5
ITEM16	40.00	20.00	40.00	0.00	2.00	5
ITEM17	0.00	20.00	80.00	0.00	2.80	5
ITEM18	0.00	20.00	20.00	60.00	3.40	5
ITEM19	0.00	0.00	60.00	40.00	3.40	5
ITEM20	0.00	0.00	60.00	40.00	3.40	5
ITEM21	0.00	20.00	80.00	0.00	2.80	5
ITEM22	0.00	60.00	20.00	20.00	2.60	5
ITEM23	0.00	20.00	40.00	40.00	3.20	5
ITEM24	0.00	20.00	60.00	20.00	3.00	5
ITEM25	0.00	20.00	20.00	60.00	3.40	5
ITEM26	0.00	0.00	20.00	80.00	3.80	5
ITEM27	20.00	40.00	40.00	0.00	2.20	5
ITEM28	20.00	0.00	80.00	0.00	2.60	5
ITEM29	20.00	0.00	40.00	40.00	3.00	5
ITEM30	0.00	20.00	40.00	40.00	3.20	5
ITEM31	0.00	0.00	60.00	40.00	3.40	5
ITEM32	0.00	40.00	40.00	20.00	2.80	5
ITEM33	0.00	20.00	20.00	60.00	3.40	5
ITEM34	0.00	20.00	60.00	20.00	3.00	5
ITEM35	0.00	20.00	80.00	0.00	2.80	5
ITEM36	20.00	0.00	80.00	0.00	2.60	5
ITEM37	0.00	0.00	60.00	40.00	3.40	5
ITEM38	0.00	20.00	60.00	20.00	3.00	5
ITEM39	0.00	0.00	0.00	100.00	4.00	5
ITEM40	20.00	0.00	20.00	60.00	3.20	5
ITEM41	20.00	20.00	60.00	0.00	2.40	5
ITEM42	20.00	0.00	60.00	20.00	2.80	5
ITEM43	60.00	0.00	40.00	0.00	1.80	5
ITEM44	0.00	0.00	100.00	0.00	3.00	5
ITEM45	0.00	0.00	100.00	0.00	3.00	5
ITEM46	0.00	0.00	80.00	20.00	3.20	5
ITEM47	0.00	20.00	80.00	0.00	2.80	5
ITEM48	0.00	20.00	80.00	0.00	2.80	5
ITEM49	0.00	0.00	0.00	100.00	4.00	5
ITEM50	0.00	0.00	60.00	40.00	3.40	5
ITEM51	0.00	20.00	60.00	20.00	3.00	5
ITEM52	0.00	0.00	0.00	100.00	4.00	5
ITEM53	0.00	0.00	60.00	40.00	3.40	5
ITEM54	0.00	0.00	40.00	60.00	3.60	5
ITEM55	0.00	0.00	80.00	20.00	3.20	5
ITEM56	0.00	0.00	60.00	40.00	3.40	5
ITEM57	0.00	0.00	20.00	80.00	3.80	5
ITEM58	0.00	0.00	20.00	80.00	3.80	5
ITEM59	20.00	20.00	40.00	20.00	2.60	5
ITEM60	0.00	40.00	40.00	20.00	2.80	5
ITEM61	0.00	0.00	20.00	80.00	3.80	5
ITEM62	0.00	0.00	40.00	60.00	3.60	5
ITEM63	0.00	0.00	20.00	80.00	3.80	5
ITEM64	0.00	0.00	0.00	100.00	4.00	5
ITEM65	40.00	60.00	0.00	0.00	1.60	5
ITEM66	0.00	0.00	60.00	40.00	3.40	5
ITEM67	0.00	0.00	40.00	60.00	3.60	5
ITEM68	0.00	40.00	60.00	0.00	2.60	5
ITEM69	0.00	40.00	60.00	0.00	2.60	5
ITEM70	60.00	40.00	0.00	0.00	1.40	5
ITEM71	80.00	20.00	0.00	0.00	1.20	5
ITEM72	0.00	20.00	80.00	0.00	2.80	5
MMS	MEAN	3.006	LR	MEAN	3.175	
COHPRIDE	MEAN	2.892	LI	MEAN	2.725	
CA	MEAN	2.800	PERSCHAL	MEAN	3.142	
CU	MEAN	2.800	PT	MEAN	3.500	N =
CO	MEAN	3.075	PE	MEAN	3.525	5
LEADSYN	MEAN	2.983	PR	MEAN	2.400	
LT	MEAN	3.050				

SUMMARY PRISON 2

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	62.50	37.50	0.00	2.38	24
ITEM 2	0.00	20.83	66.67	12.50	2.92	24
ITEM 3	0.00	0.00	16.67	83.33	3.83	24
ITEM 4	79.17	16.67	4.17	0.00	1.25	24
ITEM 5	4.17	41.67	50.00	4.17	2.54	24
ITEM 6	54.17	8.33	20.83	16.67	2.00	24
ITEM 7	16.67	33.33	29.17	20.83	2.54	24
ITEM 8	12.50	20.83	37.50	29.17	2.83	24
ITEM 9	25.00	62.50	12.50	0.00	1.88	24
ITEM10	25.00	20.83	54.17	0.00	2.29	24
ITEM11	12.50	41.67	45.83	0.00	2.33	24
ITEM12	8.33	8.33	75.00	8.33	2.83	24
ITEM13	8.33	37.50	41.67	12.50	2.58	24
ITEM14	12.50	50.00	37.50	0.00	2.25	24
ITEM15	41.67	25.00	20.83	12.50	2.04	24
ITEM16	45.83	50.00	4.17	0.00	1.58	24
ITEM17	0.00	41.67	54.17	4.17	2.63	24
ITEM18	4.17	41.67	29.17	25.00	2.75	24
ITEM19	8.33	8.33	33.33	50.00	3.25	24
ITEM20	12.50	29.17	50.00	8.33	2.54	24
ITEM21	20.83	58.33	12.50	8.33	2.08	24
ITEM22	4.17	12.50	70.83	12.50	2.92	24
ITEM23	4.35	8.70	8.70	78.26	3.61	23
ITEM24	4.17	25.00	41.67	29.17	2.96	24
ITEM25	50.00	25.00	25.00	0.00	1.75	24
ITEM26	29.17	50.00	16.67	4.17	1.96	24
ITEM27	50.00	50.00	0.00	0.00	1.50	24
ITEM28	50.00	29.17	20.83	0.00	1.71	24
ITEM29	20.83	8.33	25.00	45.83	2.96	24
ITEM30	33.33	29.17	33.33	4.17	2.08	24
ITEM31	75.00	20.83	4.17	0.00	1.29	24
ITEM32	20.83	33.33	45.83	0.00	2.25	24
ITEM33	20.83	37.50	37.50	4.17	2.25	24
ITEM34	62.50	33.33	4.17	0.00	1.42	24
ITEM35	12.50	20.83	58.33	8.33	2.63	24
ITEM36	79.17	16.67	4.17	0.00	1.25	24
ITEM37	58.33	29.17	12.50	0.00	1.54	24
ITEM38	4.17	70.83	20.83	4.17	2.25	24
ITEM39	4.17	37.50	45.83	12.50	2.67	24
ITEM40	50.00	25.00	16.67	8.33	1.83	24
ITEM41	8.33	50.00	41.67	0.00	2.33	24
ITEM42	29.17	41.67	29.17	0.00	2.00	24
ITEM43	66.67	29.17	4.17	0.00	1.38	24
ITEM44	4.17	70.83	25.00	0.00	2.21	24
ITEM45	8.33	37.50	45.83	8.33	2.54	24
ITEM46	62.50	33.33	4.17	0.00	1.42	24
ITEM47	41.67	54.17	4.17	0.00	1.63	24
ITEM48	29.17	33.33	33.33	4.17	2.13	24
ITEM49	0.00	0.00	25.00	75.00	3.75	24
ITEM50	8.33	0.00	58.33	33.33	3.17	24
ITEM51	8.33	12.50	45.83	33.33	3.04	24
ITEM52	16.67	8.33	29.17	45.83	3.04	24
ITEM53	4.17	16.67	50.00	29.17	3.04	24
ITEM54	12.50	29.17	29.17	29.17	2.75	24
ITEM55	41.67	25.00	25.00	8.33	2.00	24
ITEM56	8.33	4.17	25.00	62.50	3.42	24
ITEM57	8.33	20.83	33.33	37.50	3.00	24
ITEM58	4.17	8.33	50.00	37.50	3.21	24
ITEM59	8.33	20.83	29.17	41.67	3.04	24
ITEM60	4.17	33.33	41.67	20.83	2.79	24
ITEM61	12.50	8.33	20.83	58.33	3.25	24
ITEM62	4.17	8.33	54.17	33.33	3.17	24
ITEM63	0.00	8.33	12.50	79.17	3.71	24
ITEM64	20.83	16.67	16.67	45.83	2.88	24
ITEM65	45.83	33.33	20.83	0.00	1.75	24
ITEM66	4.17	20.83	37.50	37.50	3.08	24
ITEM67	25.00	16.67	20.83	37.50	2.71	24
ITEM68	41.67	33.33	16.67	8.33	1.92	24
ITEM69	8.33	20.83	41.67	29.17	2.92	24
ITEM70	54.17	25.00	16.67	4.17	1.71	24
ITEM71	75.00	12.50	8.33	4.17	1.42	24
ITEM72	8.33	20.83	58.33	12.50	2.75	24
MMS	MEAN	2.432	LR	MEAN	1.979	
COHPRIDE	MEAN	2.528	LI	MEAN	1.953	
CA	MEAN	2.536	PERSCHAL	MEAN	2.812	
CU	MEAN	2.224	PT	MEAN	3.026	N = 24
CO	MEAN	2.823	PE	MEAN	3.130	
LEADSYN	MEAN	1.957	PR	MEAN	2.281	
LT	MEAN	1.938				

SUMMARY PRISON 3

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	10.00	50.00	40.00	0.00	2.30	10
ITEM 2	0.00	50.00	40.00	10.00	2.60	10
ITEM 3	0.00	20.00	10.00	70.00	3.50	10
ITEM 4	20.00	20.00	20.00	40.00	2.80	10
ITEM 5	0.00	40.00	60.00	0.00	2.60	10
ITEM 6	10.00	20.00	40.00	30.00	2.90	10
ITEM 7	10.00	20.00	50.00	20.00	2.80	10
ITEM 8	10.00	40.00	30.00	20.00	2.60	10
ITEM 9	10.00	60.00	30.00	0.00	2.20	10
ITEM10	30.00	40.00	20.00	10.00	2.10	10
ITEM11	0.00	40.00	50.00	10.00	2.70	10
ITEM12	20.00	10.00	60.00	10.00	2.60	10
ITEM13	10.00	30.00	60.00	0.00	2.50	10
ITEM14	10.00	30.00	50.00	10.00	2.60	10
ITEM15	20.00	20.00	50.00	10.00	2.50	10
ITEM16	20.00	70.00	10.00	0.00	1.90	10
ITEM17	0.00	0.00	90.00	10.00	3.10	10
ITEM18	0.00	20.00	60.00	20.00	3.00	10
ITEM19	10.00	10.00	20.00	60.00	3.30	10
ITEM20	10.00	20.00	60.00	10.00	2.70	10
ITEM21	10.00	80.00	10.00	0.00	2.00	10
ITEM22	20.00	10.00	50.00	20.00	2.70	10
ITEM23	10.00	10.00	40.00	40.00	3.10	10
ITEM24	0.00	20.00	50.00	30.00	3.10	10
ITEM25	40.00	20.00	30.00	10.00	2.10	10
ITEM26	20.00	30.00	30.00	20.00	2.50	10
ITEM27	20.00	60.00	20.00	0.00	2.00	10
ITEM28	10.00	30.00	50.00	10.00	2.60	10
ITEM29	20.00	0.00	40.00	40.00	3.00	10
ITEM30	0.00	40.00	40.00	20.00	2.80	10
ITEM31	20.00	50.00	20.00	10.00	2.20	10
ITEM32	30.00	60.00	10.00	0.00	1.80	10
ITEM33	0.00	10.00	80.00	10.00	3.00	10
ITEM34	30.00	30.00	30.00	10.00	2.20	10
ITEM35	0.00	50.00	20.00	30.00	2.80	10
ITEM36	20.00	50.00	30.00	0.00	2.10	10
ITEM37	50.00	30.00	10.00	10.00	1.80	10
ITEM38	10.00	70.00	10.00	10.00	2.20	10
ITEM39	10.00	20.00	40.00	30.00	2.90	10
ITEM40	40.00	40.00	0.00	20.00	2.00	10
ITEM41	20.00	20.00	60.00	0.00	2.40	10
ITEM42	10.00	30.00	50.00	10.00	2.60	10
ITEM43	40.00	30.00	30.00	0.00	1.90	10
ITEM44	0.00	60.00	40.00	0.00	2.40	10
ITEM45	10.00	40.00	30.00	20.00	2.60	10
ITEM46	50.00	30.00	20.00	0.00	1.70	10
ITEM47	20.00	60.00	20.00	0.00	2.00	10
ITEM48	40.00	30.00	10.00	20.00	2.10	10
ITEM49	0.00	0.00	0.00	100.00	4.00	10
ITEM50	0.00	0.00	20.00	80.00	3.80	10
ITEM51	0.00	10.00	40.00	50.00	3.40	10
ITEM52	0.00	0.00	40.00	60.00	3.60	10
ITEM53	0.00	10.00	60.00	30.00	3.20	10
ITEM54	0.00	30.00	20.00	50.00	3.20	10
ITEM55	10.00	40.00	20.00	30.00	2.70	10
ITEM56	10.00	0.00	50.00	40.00	3.20	10
ITEM57	10.00	30.00	30.00	30.00	2.80	10
ITEM58	0.00	0.00	70.00	30.00	3.30	10
ITEM59	10.00	40.00	10.00	40.00	2.80	10
ITEM60	0.00	20.00	70.00	10.00	2.90	10
ITEM61	10.00	0.00	50.00	40.00	3.20	10
ITEM62	0.00	10.00	70.00	20.00	3.10	10
ITEM63	0.00	0.00	20.00	80.00	3.80	10
ITEM64	0.00	20.00	50.00	30.00	3.10	10
ITEM65	0.00	0.00	60.00	40.00	3.40	10
ITEM66	0.00	20.00	20.00	60.00	3.40	10
ITEM67	0.00	10.00	40.00	50.00	3.40	10
ITEM68	40.00	10.00	50.00	0.00	2.10	10
ITEM69	0.00	10.00	60.00	30.00	3.20	10
ITEM70	50.00	30.00	20.00	0.00	1.70	10
ITEM71	30.00	60.00	10.00	0.00	1.80	10
ITEM72	0.00	10.00	80.00	10.00	3.00	10
MMS	MEAN	2.694	LR	MEAN	2.375	
COHPRIDE	MEAN	2.675	LJ	MEAN	2.213	
CA	MEAN	2.762	PERSCHAL	MEAN	3.088	
CU	MEAN	2.387	PT	MEAN	3.387	
CQ	MEAN	2.875	PE	MEAN	3.125	
LEADSYN	MEAN	2.321	PR	MEAN	2.750	
LT	MEAN	2.375				

N = 10

SUMMARY PRISON 4

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	6.25	46.88	40.63	6.25	2.47	32
ITEM 2	0.00	40.63	53.13	6.25	2.66	32
ITEM 3	6.25	6.25	9.38	78.13	3.59	32
ITEM 4	68.75	9.38	9.38	12.50	1.66	32
ITEM 5	12.50	40.63	37.50	9.38	2.44	32
ITEM 6	62.50	21.88	9.38	6.25	1.59	32
ITEM 7	6.25	34.38	28.13	31.25	2.84	32
ITEM 8	18.75	28.13	18.75	34.38	2.69	32
ITEM 9	15.63	46.88	37.50	0.00	2.22	32
ITEM10	25.00	15.63	40.63	18.75	2.53	32
ITEM11	9.38	15.63	65.63	9.38	2.75	32
ITEM12	3.13	25.00	62.50	9.38	2.78	32
ITEM13	12.50	15.63	59.38	12.50	2.72	32
ITEM14	16.13	32.26	45.16	6.45	2.42	31
ITEM15	50.00	15.63	18.75	15.63	2.00	32
ITEM16	59.38	28.13	9.38	3.13	1.56	32
ITEM17	12.50	40.63	40.63	6.25	2.41	32
ITEM18	9.38	37.50	31.25	21.88	2.66	32
ITEM19	15.63	15.63	34.38	34.38	2.88	32
ITEM20	18.75	12.50	50.00	18.75	2.69	32
ITEM21	15.63	56.25	21.88	6.25	2.19	32
ITEM22	15.63	15.63	40.63	28.13	2.81	32
ITEM23	9.38	3.13	37.50	50.00	3.28	32
ITEM24	9.38	15.63	37.50	37.50	3.03	32
ITEM25	53.13	28.13	12.50	6.25	1.72	32
ITEM26	25.00	43.75	18.75	12.50	2.19	32
ITEM27	53.13	37.50	9.38	0.00	1.56	32
ITEM28	40.63	28.13	25.00	6.25	1.97	32
ITEM29	28.13	12.50	18.75	40.63	2.72	32
ITEM30	18.75	50.00	21.88	9.38	2.22	32
ITEM31	68.75	18.75	6.25	6.25	1.50	32
ITEM32	84.38	9.38	6.25	0.00	1.22	32
ITEM33	31.25	15.63	40.63	12.50	2.34	32
ITEM34	59.38	15.63	18.75	6.25	1.72	32
ITEM35	25.00	28.13	31.25	15.63	2.38	32
ITEM36	59.38	28.13	9.38	3.13	1.56	32
ITEM37	43.75	37.50	6.25	12.50	1.88	32
ITEM38	31.25	46.88	12.50	9.38	2.00	32
ITEM39	15.63	34.38	37.50	12.50	2.47	32
ITEM40	56.25	28.13	12.50	3.13	1.63	32
ITEM41	21.88	37.50	37.50	3.13	2.22	32
ITEM42	37.50	21.88	28.13	12.50	2.16	32
ITEM43	53.13	25.00	15.63	6.25	1.75	32
ITEM44	6.25	59.38	25.00	9.38	2.38	32
ITEM45	31.25	18.75	40.63	9.38	2.28	32
ITEM46	53.13	21.88	18.75	6.25	1.78	32
ITEM47	59.38	28.13	6.25	6.25	1.59	32
ITEM48	46.88	21.88	25.00	6.25	1.91	32
ITEM49	0.00	0.00	18.75	81.25	3.81	32
ITEM50	0.00	3.13	37.50	59.38	3.56	32
ITEM51	0.00	15.63	34.38	50.00	3.34	32
ITEM52	0.00	15.63	21.88	62.50	3.47	32
ITEM53	3.13	9.38	56.25	31.25	3.16	32
ITEM54	25.00	15.63	31.25	28.13	2.63	32
ITEM55	50.00	25.00	15.63	9.38	1.84	32
ITEM56	0.00	3.13	28.13	68.75	3.66	32
ITEM57	3.13	21.88	28.13	46.88	3.19	32
ITEM58	0.00	15.63	37.50	46.88	3.31	32
ITEM59	16.13	12.90	16.13	54.84	3.10	31
ITEM60	0.00	18.75	53.13	28.13	3.09	32
ITEM61	3.13	6.25	34.38	56.25	3.44	32
ITEM62	3.13	6.25	50.00	40.63	3.28	32
ITEM63	0.00	6.25	40.63	53.13	3.47	32
ITEM64	21.88	3.13	25.00	50.00	3.03	32
ITEM65	62.50	15.63	18.75	3.13	1.63	32
ITEM66	6.25	15.63	21.88	56.25	3.28	32
ITEM67	18.75	15.63	25.00	40.63	2.88	32
ITEM68	34.38	40.63	21.88	3.13	1.94	32
ITEM69	15.63	18.75	21.88	43.75	2.94	32
ITEM70	46.88	31.25	9.38	12.50	1.88	32
ITEM71	65.63	18.75	9.38	6.25	1.56	32
ITEM72	6.25	15.63	46.88	31.25	3.03	32
MMS	MEAN	2.477	LR	MEAN	1.996	
COHPRIDE	MEAN	2.533	LI	MEAN	2.008	
CA	MEAN	2.492	PERSCHAL	MEAN	2.934	
CU	MEAN	2.363	PT	MEAN	3.184	N =
CO	MEAN	2.742	PE	MEAN	3.227	32
LEADSYN	MEAN	1.964	PR	MEAN	2.391	
LT	MEAN	1.867				

SUMMARY PRISON 5

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	14.29	57.14	28.57	0.00	2.14	7
ITEM 2	14.29	28.57	57.14	0.00	2.43	7
ITEM 3	0.00	0.00	14.29	85.71	3.86	7
ITEM 4	0.00	28.57	42.86	28.57	3.00	7
ITEM 5	0.00	85.71	14.29	0.00	2.14	7
ITEM 6	0.00	0.00	71.43	28.57	3.29	7
ITEM 7	14.29	71.43	14.29	0.00	2.00	7
ITEM 8	28.57	28.57	28.57	14.29	2.29	7
ITEM 9	0.00	57.14	42.86	0.00	2.43	7
ITEM10	14.29	42.86	42.86	0.00	2.29	7
ITEM11	0.00	42.86	57.14	0.00	2.57	7
ITEM12	0.00	14.29	85.71	0.00	2.86	7
ITEM13	0.00	28.57	57.14	14.29	2.86	7
ITEM14	0.00	57.14	42.86	0.00	2.43	7
ITEM15	28.57	14.29	14.29	42.86	2.71	7
ITEM16	28.57	57.14	14.29	0.00	1.86	7
ITEM17	0.00	57.14	28.57	14.29	2.57	7
ITEM18	14.29	0.00	42.86	42.86	3.14	7
ITEM19	0.00	0.00	71.43	28.57	3.29	7
ITEM20	0.00	14.29	85.71	0.00	2.86	7
ITEM21	28.57	42.86	28.57	0.00	2.00	7
ITEM22	14.29	0.00	28.57	57.14	3.29	7
ITEM23	0.00	0.00	57.14	42.86	3.43	7
ITEM24	14.29	28.57	57.14	0.00	2.43	7
ITEM25	0.00	0.00	71.43	28.57	3.29	7
ITEM26	0.00	28.57	42.86	28.57	3.00	7
ITEM27	42.86	28.57	28.57	0.00	1.86	7
ITEM28	57.14	14.29	0.00	28.57	2.00	7
ITEM29	0.00	57.14	0.00	42.86	2.86	7
ITEM30	0.00	14.29	57.14	28.57	3.14	7
ITEM31	14.29	14.29	57.14	14.29	2.71	7
ITEM32	0.00	14.29	71.43	14.29	3.00	7
ITEM33	0.00	28.57	28.57	42.86	3.14	7
ITEM34	0.00	28.57	42.86	28.57	3.00	7
ITEM35	0.00	14.29	57.14	28.57	3.14	7
ITEM36	42.86	0.00	42.86	14.29	2.29	7
ITEM37	0.00	14.29	28.57	57.14	3.43	7
ITEM38	0.00	0.00	100.00	0.00	3.00	7
ITEM39	0.00	14.29	57.14	28.57	3.14	7
ITEM40	0.00	14.29	14.29	71.43	3.57	7
ITEM41	0.00	42.86	57.14	0.00	2.57	7
ITEM42	14.29	0.00	71.43	14.29	2.86	7
ITEM43	0.00	71.43	28.57	0.00	2.29	7
ITEM44	0.00	42.86	42.86	14.29	2.71	7
ITEM45	0.00	14.29	71.43	14.29	3.00	7
ITEM46	14.29	28.57	57.14	0.00	2.43	7
ITEM47	14.29	57.14	28.57	0.00	2.14	7
ITEM48	0.00	42.86	14.29	42.86	3.00	7
ITEM49	0.00	0.00	14.29	85.71	3.86	7
ITEM50	0.00	0.00	57.14	42.86	3.43	7
ITEM51	0.00	0.00	71.43	28.57	3.29	7
ITEM52	0.00	14.29	0.00	85.71	3.71	7
ITEM53	28.57	0.00	57.14	14.29	2.57	7
ITEM54	0.00	0.00	57.14	42.86	3.43	7
ITEM55	28.57	28.57	28.57	14.29	2.29	7
ITEM56	0.00	14.29	42.86	42.86	3.29	7
ITEM57	14.29	14.29	28.57	42.86	3.00	7
ITEM58	0.00	14.29	42.86	42.86	3.29	7
ITEM59	14.29	14.29	57.14	14.29	2.71	7
ITEM60	0.00	28.57	57.14	14.29	2.86	7
ITEM61	0.00	0.00	28.57	71.43	3.71	7
ITEM62	0.00	0.00	42.86	57.14	3.57	7
ITEM63	0.00	0.00	14.29	85.71	3.86	7
ITEM64	0.00	14.29	28.57	57.14	3.43	7
ITEM65	57.14	42.86	0.00	0.00	1.43	7
ITEM66	0.00	14.29	28.57	57.14	3.43	7
ITEM67	14.29	0.00	42.86	42.86	3.14	7
ITEM68	57.14	14.29	28.57	0.00	1.71	7
ITEM69	14.29	14.29	28.57	42.86	3.00	7
ITEM70	71.43	28.57	0.00	0.00	1.29	7
ITEM71	85.71	14.29	0.00	0.00	1.14	7
ITEM72	0.00	0.00	85.71	14.29	3.14	7
MWS	MEAN	2.810	LR	MEAN	3.089	
COHPRIDE	MEAN	2.673	LI	MEAN	2.625	
CA	MEAN	2.643	PERSCHAL	MEAN	2.940	
CU	MEAN	2.500	PT	MEAN	3.232	N = 7
CO	MEAN	2.875	PE	MEAN	3.304	
LEADSYN	MEAN	2.815	PR	MEAN	2.286	
LT	MEAN	2.732				

SUMMARY PRISON 6

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	9.52	61.90	28.57	0.00	2.19	21
ITEM 2	4.76	42.86	52.38	0.00	2.48	21
ITEM 3	0.00	0.00	19.05	80.95	3.81	21
ITEM 4	61.90	9.52	14.29	14.29	1.81	21
ITEM 5	4.76	42.86	52.38	0.00	2.48	21
ITEM 6	38.10	38.10	9.52	14.29	2.00	21
ITEM 7	4.76	42.86	38.10	14.29	2.62	21
ITEM 8	19.05	19.05	42.86	19.05	2.62	21
ITEM 9	23.81	52.38	23.81	0.00	2.00	21
ITEM10	19.05	28.57	47.62	4.76	2.38	21
ITEM11	4.76	33.33	61.90	0.00	2.57	21
ITEM12	9.52	23.81	61.90	4.76	2.62	21
ITEM13	0.00	61.90	33.33	4.76	2.43	21
ITEM14	5.00	40.00	55.00	0.00	2.50	20
ITEM15	47.62	23.81	9.52	19.05	2.00	21
ITEM16	57.14	38.10	4.76	0.00	1.48	21
ITEM17	23.81	33.33	42.86	0.00	2.19	21
ITEM18	23.81	33.33	23.81	19.05	2.38	21
ITEM19	0.00	42.86	38.10	19.05	2.76	21
ITEM20	23.81	38.10	28.57	9.52	2.24	21
ITEM21	28.57	66.67	0.00	4.76	1.81	21
ITEM22	14.29	4.76	80.95	0.00	2.67	21
ITEM23	0.00	4.76	52.38	42.86	3.38	21
ITEM24	4.76	42.86	38.10	14.29	2.62	21
ITEM25	19.05	19.05	57.14	4.76	2.48	21
ITEM26	19.05	33.33	28.57	19.05	2.48	21
ITEM27	38.10	47.62	9.52	4.76	1.81	21
ITEM28	33.33	33.33	33.33	0.00	2.00	21
ITEM29	19.05	9.52	28.57	42.86	2.95	21
ITEM30	23.81	33.33	28.57	14.29	2.33	21
ITEM31	52.38	28.57	9.52	9.52	1.76	21
ITEM32	76.19	19.05	4.76	0.00	1.29	21
ITEM33	19.05	28.57	42.86	9.52	2.43	21
ITEM34	33.33	38.10	28.57	0.00	1.95	21
ITEM35	14.29	38.10	42.86	4.76	2.38	21
ITEM36	71.43	14.29	14.29	0.00	1.43	21
ITEM37	52.38	33.33	14.29	0.00	1.62	21
ITEM38	19.05	47.62	28.57	4.76	2.19	21
ITEM39	0.00	42.86	52.38	4.76	2.62	21
ITEM40	47.62	23.81	23.81	4.76	1.86	21
ITEM41	14.29	61.90	23.81	0.00	2.10	21
ITEM42	4.76	28.57	38.10	28.57	2.90	21
ITEM43	61.90	19.05	4.76	14.29	1.71	21
ITEM44	14.29	66.67	19.05	0.00	2.05	21
ITEM45	28.57	38.10	33.33	0.00	2.05	21
ITEM46	61.90	28.57	9.52	0.00	1.48	21
ITEM47	42.86	52.38	4.76	0.00	1.62	21
ITEM48	33.33	33.33	19.05	14.29	2.14	21
ITEM49	0.00	0.00	28.57	71.43	3.71	21
ITEM50	4.76	4.76	57.14	33.33	3.19	21
ITEM51	0.00	14.29	42.86	42.86	3.29	21
ITEM52	4.76	0.00	38.10	57.14	3.48	21
ITEM53	4.76	14.29	47.62	33.33	3.10	21
ITEM54	14.29	4.76	42.86	38.10	3.05	21
ITEM55	38.10	19.05	42.86	0.00	2.05	21
ITEM56	9.52	4.76	23.81	61.90	3.38	21
ITEM57	4.76	23.81	28.57	42.86	3.10	21
ITEM58	0.00	19.05	23.81	57.14	3.38	21
ITEM59	19.05	4.76	28.57	47.62	3.05	21
ITEM60	0.00	19.05	38.10	42.86	3.24	21
ITEM61	0.00	9.52	23.81	66.67	3.57	21
ITEM62	0.00	4.76	76.19	19.05	3.14	21
ITEM63	4.76	19.05	33.33	42.86	3.14	21
ITEM64	14.29	4.76	23.81	57.14	3.24	21
ITEM65	52.38	23.81	23.81	0.00	1.71	21
ITEM66	4.76	19.05	38.10	38.10	3.10	21
ITEM67	23.81	23.81	23.81	28.57	2.57	21
ITEM68	28.57	38.10	28.57	4.76	2.10	21
ITEM69	14.29	9.52	33.33	42.86	3.05	21
ITEM70	47.62	23.81	9.52	19.05	2.00	21
ITEM71	66.67	19.05	9.52	4.76	1.52	21
ITEM72	0.00	14.29	61.90	23.81	3.10	21

MMS	MEAN 2.469	LR	MEAN 2.060
COHPRIDE	MEAN 2.413	LI	MEAN 2.006
CA	MEAN 2.500	PERSCHAL	MEAN 2.927
CU	MEAN 2.232	PT	MEAN 3.155
CO	MEAN 2.506	PE	MEAN 3.232
LEADSYN	MEAN 2.067	PR	MEAN 2.393
LT	MEAN 2.137		

N = 21

SUMMARY PRISON 7

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	3.03	51.52	42.42	3.03	2.45	33
ITEM 2	0.00	37.50	62.50	0.00	2.63	32
ITEM 3	0.00	0.00	0.00	90.91	3.91	33
ITEM 4	33.33	15.15	18.18	33.33	2.52	33
ITEM 5	27.27	24.24	39.39	9.09	2.30	33
ITEM 6	18.18	21.21	39.39	21.21	2.64	33
ITEM 7	3.03	36.36	36.36	24.24	2.82	33
ITEM 8	6.06	27.27	36.36	30.30	2.91	33
ITEM 9	6.06	54.55	33.33	6.06	2.39	33
ITEM10	24.24	36.36	33.33	6.06	2.21	33
ITEM11	15.15	24.24	60.61	0.00	2.45	33
ITEM12	6.06	21.21	72.73	0.00	2.67	33
ITEM13	3.03	33.33	57.58	6.06	2.67	33
ITEM14	6.06	57.58	33.33	3.03	2.33	33
ITEM15	15.15	24.24	30.30	30.30	2.76	33
ITEM16	27.27	66.67	6.06	0.00	1.79	33
ITEM17	0.00	24.24	72.73	3.03	2.79	33
ITEM18	3.03	18.18	36.36	42.42	3.18	33
ITEM19	9.09	9.09	57.58	24.24	2.97	33
ITEM20	15.15	24.24	48.48	12.12	2.58	33
ITEM21	39.39	48.48	12.12	0.00	1.73	33
ITEM22	21.21	9.09	60.61	9.09	2.58	33
ITEM23	0.00	21.21	36.36	42.42	3.21	33
ITEM24	9.09	45.45	24.24	21.21	2.58	33
ITEM25	6.06	12.12	66.67	15.15	2.91	33
ITEM26	12.12	30.30	36.36	21.21	2.67	33
ITEM27	24.24	63.64	9.09	3.03	1.91	33
ITEM28	15.15	27.27	48.48	9.09	2.52	33
ITEM29	15.15	0.00	24.24	60.61	3.30	33
ITEM30	3.03	30.30	45.45	21.21	2.85	33
ITEM31	27.27	36.36	27.27	9.09	2.18	33
ITEM32	18.18	27.27	48.48	6.06	2.42	33
ITEM33	9.09	18.18	48.48	24.24	2.88	33
ITEM34	24.24	36.36	30.30	9.09	2.24	33
ITEM35	12.50	31.25	43.75	12.50	2.56	32
ITEM36	33.33	42.42	21.21	3.03	1.94	33
ITEM37	33.33	39.39	18.18	9.09	2.03	33
ITEM38	6.06	39.39	48.48	6.06	2.55	33
ITEM39	3.03	15.15	48.48	33.33	3.12	33
ITEM40	18.18	21.21	42.42	18.18	2.61	33
ITEM41	15.15	36.36	42.42	6.06	2.39	33
ITEM42	12.12	18.18	51.52	18.18	2.76	33
ITEM43	45.45	36.36	15.15	3.03	1.76	33
ITEM44	0.00	42.42	51.52	6.06	2.64	33
ITEM45	12.12	18.18	66.67	3.03	2.61	33
ITEM46	36.36	21.21	39.39	3.03	2.09	33
ITEM47	27.27	48.48	15.15	9.09	2.06	33
ITEM48	15.15	27.27	45.45	12.12	2.55	33
ITEM49	0.00	0.00	21.21	78.79	3.79	33
ITEM50	0.00	12.12	33.33	54.55	3.42	33
ITEM51	0.00	9.09	54.55	36.36	3.27	33
ITEM52	3.03	12.12	6.06	78.79	3.61	33
ITEM53	3.03	3.03	57.58	36.36	3.27	33
ITEM54	21.88	15.63	40.63	21.88	2.63	32
ITEM55	39.39	30.30	24.24	6.06	1.97	33
ITEM56	3.03	6.06	27.27	63.64	3.52	33
ITEM57	3.03	6.06	42.42	48.48	3.36	33
ITEM58	3.03	6.06	30.30	60.61	3.48	33
ITEM59	27.27	9.09	36.36	27.27	2.64	33
ITEM60	0.00	21.21	39.39	39.39	3.18	33
ITEM61	6.06	0.00	33.33	60.61	3.48	33
ITEM62	0.00	0.00	43.75	56.25	3.56	32
ITEM63	0.00	6.06	24.24	69.70	3.64	33
ITEM64	3.03	18.18	27.27	51.52	3.27	33
ITEM65	24.24	30.30	33.33	12.12	2.33	33
ITEM66	3.03	12.12	15.15	69.70	3.52	33
ITEM67	6.06	9.09	21.21	63.64	3.42	33
ITEM68	15.15	48.48	30.30	6.06	2.27	33
ITEM69	12.12	12.12	36.36	39.39	3.03	33
ITEM70	36.36	36.36	9.09	18.18	2.09	33
ITEM71	60.61	24.24	3.03	12.12	1.67	33
ITEM72	3.03	12.12	57.58	27.27	3.09	33
MMS	MEAN	2.719	LR	MEAN	2.481	
COHPRIDE	MEAN	2.624	LI	MEAN	2.356	
CA	MEAN	2.761	PERSCHAL	MEAN	3.056	
CU	MEAN	2.409	PT	MEAN	3.174	N = 33
CO	MEAN	2.701	PE	MEAN	3.314	
LEADSYN	MEAN	2.477	PR	MEAN	2.678	
LT	MEAN	2.595				

SUMMARY PRISON 8

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	9.62	63.46	26.92	0.00	2.17	52
ITEM 2	3.92	50.98	41.18	3.92	2.45	51
ITEM 3	1.92	1.92	17.31	78.85	3.73	52
ITEM 4	50.00	13.46	13.46	23.08	2.10	52
ITEM 5	15.38	57.69	21.15	5.77	2.17	52
ITEM 6	34.62	28.85	34.62	1.92	2.04	52
ITEM 7	13.46	32.69	36.54	17.31	2.58	52
ITEM 8	25.00	23.08	34.62	17.31	2.44	52
ITEM 9	26.42	49.06	24.53	0.00	1.98	53
ITEM10	52.83	30.19	16.98	0.00	1.64	53
ITEM11	7.55	43.40	47.17	1.89	2.43	53
ITEM12	7.55	35.85	56.60	0.00	2.49	53
ITEM13	16.98	45.28	33.96	3.77	2.25	53
ITEM14	11.32	58.49	30.19	0.00	2.19	53
ITEM15	37.74	16.98	33.96	11.32	2.19	53
ITEM16	47.17	39.62	13.21	0.00	1.66	53
ITEM17	7.55	28.30	64.15	0.00	2.57	53
ITEM18	18.87	39.62	32.08	9.43	2.32	53
ITEM19	18.87	20.75	33.96	26.42	2.68	53
ITEM20	33.96	35.85	26.42	3.77	2.00	53
ITEM21	28.30	47.17	24.53	0.00	1.96	53
ITEM22	18.87	20.75	52.83	7.55	2.49	53
ITEM23	3.77	18.87	54.72	22.64	2.96	53
ITEM24	18.87	39.62	30.19	11.32	2.34	53
ITEM25	20.75	30.19	43.40	5.66	2.34	53
ITEM26	20.75	45.28	22.64	11.32	2.25	53
ITEM27	54.72	28.30	13.21	3.77	1.66	53
ITEM28	36.54	32.69	28.85	1.92	1.96	52
ITEM29	42.31	5.77	15.38	36.54	2.46	52
ITEM30	28.30	39.62	22.64	9.43	2.13	53
ITEM31	60.38	20.75	11.32	7.55	1.66	53
ITEM32	45.28	33.96	18.87	1.89	1.77	53
ITEM33	17.31	32.69	34.62	15.38	2.48	52
ITEM34	52.83	28.30	15.09	3.77	1.70	53
ITEM35	22.64	20.75	47.17	9.43	2.43	53
ITEM36	64.15	22.64	9.43	3.77	1.53	53
ITEM37	60.38	18.87	16.98	3.77	1.64	53
ITEM38	15.09	54.72	24.53	5.66	2.21	53
ITEM39	7.55	22.64	54.72	15.09	2.77	53
ITEM40	43.40	24.53	24.53	7.55	1.96	53
ITEM41	11.32	47.17	41.51	0.00	2.30	53
ITEM42	13.21	37.74	39.62	9.43	2.45	53
ITEM43	62.26	30.19	7.55	0.00	1.45	53
ITEM44	9.43	62.26	26.42	1.89	2.21	53
ITEM45	18.87	39.62	37.74	3.77	2.26	53
ITEM46	47.17	43.40	7.55	1.89	1.64	53
ITEM47	47.17	41.51	9.43	1.89	1.66	53
ITEM48	30.19	32.08	30.19	7.55	2.15	53
ITEM49	0.00	1.92	28.85	69.23	3.67	52
ITEM50	0.00	7.69	34.62	57.69	3.50	52
ITEM51	5.77	15.38	51.92	26.92	3.00	52
ITEM52	7.84	15.69	17.65	58.82	3.27	51
ITEM53	5.77	7.69	69.23	17.31	2.98	52
ITEM54	7.69	17.31	50.00	25.00	2.92	52
ITEM55	32.69	30.77	34.62	1.92	2.06	52
ITEM56	1.92	9.62	44.23	44.23	3.31	52
ITEM57	5.66	22.64	41.51	30.19	2.96	53
ITEM58	7.55	22.64	39.62	30.19	2.92	53
ITEM59	28.30	18.87	24.53	28.30	2.53	53
ITEM60	3.77	24.53	52.83	18.87	2.87	53
ITEM61	5.66	7.55	35.85	50.94	3.32	53
ITEM62	5.66	7.55	58.49	28.30	3.09	53
ITEM63	3.77	1.89	28.30	66.04	3.57	53
ITEM64	16.98	18.87	26.42	37.74	2.85	53
ITEM65	43.40	22.64	30.19	3.77	1.94	53
ITEM66	11.32	9.43	41.51	37.74	3.06	53
ITEM67	11.32	33.96	30.19	24.53	2.68	53
ITEM68	24.53	41.51	33.96	0.00	2.09	53
ITEM69	13.21	9.43	37.74	39.62	3.04	53
ITEM70	52.83	24.53	20.75	1.89	1.72	53
ITEM71	66.04	16.98	13.21	3.77	1.55	53
ITEM72	11.32	16.98	54.72	16.98	2.77	53
MMS	MEAN	2.382	LR	MEAN	2.085	
COHPRIDE	MEAN	2.309	LI	MEAN	2.017	
CA	MEAN	2.408	PERSCHAL	MEAN	2.798	
CU	MEAN	2.104	PT	MEAN	3.024	N =
CO	MEAN	2.415	PE	MEAN	3.014	53
LEADSYN	MEAN	2.040	PR	MEAN	2.356	
LT	MEAN	2.019				

SUMMARY PRISON 9

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	38.64	59.09	2.27	2.64	44
ITEM 2	0.00	25.00	56.82	18.18	2.93	44
ITEM 3	2.27	0.00	18.18	79.55	3.75	44
ITEM 4	18.18	9.09	29.55	43.18	2.98	44
ITEM 5	2.27	31.82	59.09	6.82	2.70	44
ITEM 6	9.09	11.36	47.73	31.82	3.02	44
ITEM 7	4.55	31.82	27.27	36.36	2.95	44
ITEM 8	22.73	34.09	34.09	9.09	2.30	44
ITEM 9	9.09	56.82	34.09	0.00	2.25	44
ITEM10	18.18	18.18	54.55	9.09	2.55	44
ITEM11	4.55	4.55	84.09	6.82	2.93	44
ITEM12	4.55	2.27	84.09	9.09	2.98	44
ITEM13	0.00	6.82	77.27	15.91	3.09	44
ITEM14	0.00	43.18	52.27	4.55	2.61	44
ITEM15	22.73	11.36	36.36	29.55	2.73	44
ITEM16	41.86	46.51	6.98	4.65	1.74	43
ITEM17	0.00	2.27	95.45	2.27	3.00	44
ITEM18	4.55	34.09	40.91	20.45	2.77	44
ITEM19	4.55	6.82	43.18	45.45	3.30	44
ITEM20	4.55	9.09	61.36	25.00	3.07	44
ITEM21	6.82	47.73	40.91	4.55	2.43	44
ITEM22	2.27	13.64	56.82	27.27	3.09	44
ITEM23	4.55	2.27	29.55	63.64	3.52	44
ITEM24	2.27	15.91	45.45	36.36	3.16	44
ITEM25	11.36	4.55	68.18	15.91	2.89	44
ITEM26	22.73	43.18	18.18	15.91	2.27	44
ITEM27	50.00	38.64	11.36	0.00	1.61	44
ITEM28	15.91	45.45	31.82	6.82	2.30	44
ITEM29	11.36	13.64	34.09	40.91	3.05	44
ITEM30	11.36	29.55	43.18	15.91	2.64	44
ITEM31	63.64	22.73	11.36	2.27	1.52	44
ITEM32	11.36	54.55	29.55	4.55	2.27	44
ITEM33	16.28	44.19	30.23	9.30	2.33	43
ITEM34	52.27	31.82	9.09	6.82	1.70	44
ITEM35	6.82	29.55	61.36	2.27	2.59	44
ITEM36	65.91	20.45	13.64	0.00	1.48	44
ITEM37	52.27	25.00	13.64	9.09	1.80	44
ITEM38	22.73	43.18	27.27	6.82	2.18	44
ITEM39	9.09	38.64	36.36	15.91	2.59	44
ITEM40	56.82	31.82	2.27	9.09	1.64	44
ITEM41	11.36	38.64	47.73	2.27	2.41	44
ITEM42	27.27	27.27	36.36	9.09	2.27	44
ITEM43	52.27	27.27	15.91	4.55	1.73	44
ITEM44	22.73	61.36	13.64	2.27	1.95	44
ITEM45	18.18	22.73	56.82	2.27	2.43	44
ITEM46	56.82	31.82	11.36	0.00	1.55	44
ITEM47	52.27	45.45	0.00	2.27	1.52	44
ITEM48	23.26	48.84	23.26	4.65	2.09	43
ITEM49	4.55	4.55	11.36	79.55	3.66	44
ITEM50	0.00	4.55	54.55	40.91	3.36	44
ITEM51	2.27	20.45	43.18	34.09	3.09	44
ITEM52	18.18	18.18	29.55	34.09	2.80	44
ITEM53	13.64	9.09	61.36	15.91	2.80	44
ITEM54	11.36	27.27	36.36	25.00	2.75	44
ITEM55	38.64	38.64	18.18	4.55	1.89	44
ITEM56	4.55	9.09	31.82	54.55	3.36	44
ITEM57	11.36	27.27	38.64	22.73	2.73	44
ITEM58	6.82	18.18	36.36	38.64	3.07	44
ITEM59	34.09	18.18	27.27	20.45	2.34	44
ITEM60	9.09	25.00	47.73	18.18	2.75	44
ITEM61	9.09	13.64	20.45	56.82	3.25	44
ITEM62	4.55	9.09	45.45	40.91	3.23	44
ITEM63	6.82	4.55	25.00	63.64	3.45	44
ITEM64	9.09	29.55	18.18	43.18	2.95	44
ITEM65	29.55	27.27	31.82	11.36	2.25	44
ITEM66	18.18	11.36	43.18	27.27	2.80	44
ITEM67	15.91	15.91	43.18	25.00	2.77	44
ITEM68	32.56	44.19	18.60	4.65	1.95	43
ITEM69	27.27	11.36	31.82	29.55	2.64	44
ITEM70	52.27	34.09	9.09	4.55	1.66	44
ITEM71	72.73	13.64	4.55	9.09	1.50	44
ITEM72	6.82	25.00	52.27	15.91	2.77	44

MMS	MEAN 2.568	LR	MEAN 2.031
COHPRIDE	MEAN 2.852	LI	MEAN 1.989
CA	MEAN 2.909	PERSCHAL	MEAN 2.741
CU	MEAN 2.605	PT	MEAN 2.963
CQ	MEAN 3.043	PE	MEAN 2.972
LEADSYN	MEAN 2.113	PR	MEAN 2.287
LT	MEAN 2.318		

N = 44

SUMMARY PRISON 10

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	54.55	45.45	0.00	2.45	11
ITEM 2	0.00	45.45	54.55	0.00	2.55	11
ITEM 3	0.00	0.00	27.27	72.73	3.73	11
ITEM 4	0.00	9.09	45.45	45.45	3.36	11
ITEM 5	27.27	9.09	54.55	9.09	2.45	11
ITEM 6	27.27	9.09	45.45	18.18	2.55	11
ITEM 7	0.00	45.45	9.09	45.45	3.00	11
ITEM 8	27.27	9.09	9.09	54.55	2.91	11
ITEM 9	9.09	54.55	36.36	0.00	2.27	11
ITEM10	27.27	45.45	27.27	0.00	2.00	11
ITEM11	0.00	36.36	63.64	0.00	2.64	11
ITEM12	0.00	45.45	45.45	9.09	2.64	11
ITEM13	0.00	18.18	63.64	18.18	3.00	11
ITEM14	9.09	54.55	36.36	0.00	2.27	11
ITEM15	18.18	0.00	45.45	36.36	3.00	11
ITEM16	18.18	63.64	18.18	0.00	2.00	11
ITEM17	0.00	36.36	63.64	0.00	2.64	11
ITEM18	0.00	27.27	27.27	45.45	3.18	11
ITEM19	0.00	18.18	45.45	36.36	3.18	11
ITEM20	27.27	9.09	45.45	18.18	2.55	11
ITEM21	27.27	27.27	36.36	9.09	2.27	11
ITEM22	9.09	9.09	72.73	9.09	2.82	11
ITEM23	18.18	18.18	18.18	45.45	2.91	11
ITEM24	18.18	36.36	27.27	18.18	2.45	11
ITEM25	0.00	9.09	63.64	27.27	3.18	11
ITEM26	18.18	9.09	54.55	18.18	2.73	11
ITEM27	27.27	45.45	27.27	0.00	2.00	11
ITEM28	20.00	50.00	30.00	0.00	2.10	10
ITEM29	0.00	27.27	27.27	45.45	3.18	11
ITEM30	18.18	9.09	45.45	27.27	2.82	11
ITEM31	27.27	27.27	36.36	9.09	2.27	11
ITEM32	36.36	45.45	18.18	0.00	1.82	11
ITEM33	18.18	18.18	45.45	18.18	2.64	11
ITEM34	9.09	36.36	36.36	18.18	2.64	11
ITEM35	18.18	0.00	63.64	18.18	2.82	11
ITEM36	45.45	27.27	18.18	9.09	1.91	11
ITEM37	18.18	54.55	18.18	9.09	2.18	11
ITEM38	18.18	0.00	72.73	9.09	2.73	11
ITEM39	9.09	9.09	45.45	36.36	3.09	11
ITEM40	9.09	18.18	27.27	45.45	3.09	11
ITEM41	9.09	27.27	45.45	18.18	2.73	11
ITEM42	18.18	9.09	45.45	27.27	2.82	11
ITEM43	45.45	27.27	18.18	9.09	1.91	11
ITEM44	18.18	9.09	63.64	9.09	2.64	11
ITEM45	18.18	18.18	63.64	0.00	2.45	11
ITEM46	18.18	36.36	45.45	0.00	2.27	11
ITEM47	18.18	27.27	45.45	9.09	2.45	11
ITEM48	9.09	18.18	45.45	27.27	2.91	11
ITEM49	0.00	0.00	9.09	90.91	3.91	11
ITEM50	0.00	0.00	45.45	54.55	3.55	11
ITEM51	0.00	9.09	36.36	54.55	3.45	11
ITEM52	0.00	36.36	27.27	36.36	3.00	11
ITEM53	0.00	18.18	63.64	18.18	3.00	11
ITEM54	18.18	0.00	45.45	36.36	3.00	11
ITEM55	72.73	18.18	9.09	0.00	1.36	11
ITEM56	9.09	0.00	27.27	63.64	3.45	11
ITEM57	9.09	36.36	9.09	45.45	2.91	11
ITEM58	9.09	9.09	27.27	54.55	3.27	11
ITEM59	0.00	36.36	9.09	54.55	3.18	11
ITEM60	0.00	36.36	27.27	36.36	3.00	11
ITEM61	9.09	9.09	18.18	63.64	3.36	11
ITEM62	0.00	9.09	36.36	54.55	3.45	11
ITEM63	0.00	0.00	27.27	72.73	3.73	11
ITEM64	9.09	27.27	0.00	63.64	3.18	11
ITEM65	18.18	0.00	27.27	54.55	3.18	11
ITEM66	9.09	27.27	18.18	45.45	3.00	11
ITEM67	9.09	27.27	0.00	63.64	3.18	11
ITEM68	9.09	27.27	54.55	9.09	2.64	11
ITEM69	9.09	0.00	27.27	63.64	3.45	11
ITEM70	54.55	0.00	36.36	9.09	2.00	11
ITEM71	72.73	18.18	0.00	9.09	1.45	11
ITEM72	9.09	9.09	54.55	27.27	3.00	11
MMS	MEAN	2.760	LR	MEAN	2.636	
COMPRIDE	MEAN	2.701	LI	MEAN	2.523	
CA	MEAN	2.875	PERSCHAL	MEAN	3.030	
CU	MEAN	2.477	PT	MEAN	3.091	N = 11
CO	MEAN	2.750	PE	MEAN	3.261	
LEADSYN	MEAN	2.549	PR	MEAN	2.739	
LT	MEAN	2.489				

SUMMARY PRISON 11

PREGUNTA	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	7.89	68.42	21.05	2.63	2.18	38
ITEM 2	0.00	36.84	57.89	5.26	2.68	38
ITEM 3	2.63	2.63	18.42	76.32	3.68	38
ITEM 4	55.26	5.26	21.05	18.42	2.03	38
ITEM 5	21.05	50.00	28.95	0.00	2.08	38
ITEM 6	26.32	15.79	34.21	23.68	2.55	38
ITEM 7	5.26	28.95	39.47	26.32	2.87	38
ITEM 8	23.68	18.42	36.84	21.05	2.55	38
ITEM 9	31.58	50.00	13.16	5.26	1.92	38
ITEM10	39.47	21.05	31.58	7.89	2.08	38
ITEM11	5.26	31.58	57.89	5.26	2.63	38
ITEM12	2.63	28.95	68.42	0.00	2.66	38
ITEM13	2.63	39.47	52.63	5.26	2.61	38
ITEM14	15.79	57.89	21.05	5.26	2.16	38
ITEM15	28.95	13.16	42.11	15.79	2.45	38
ITEM16	47.37	42.11	7.89	2.63	1.66	38
ITEM17	2.70	18.92	67.57	10.81	2.86	37
ITEM18	0.00	18.42	57.89	23.68	3.05	38
ITEM19	7.89	13.16	47.37	31.58	3.03	38
ITEM20	13.16	26.32	44.74	15.79	2.63	38
ITEM21	31.58	42.11	23.68	2.63	1.97	38
ITEM22	2.63	15.79	55.26	26.32	3.05	38
ITEM23	2.63	5.26	47.37	44.74	3.34	38
ITEM24	2.63	44.74	36.84	15.79	2.66	38
ITEM25	26.32	13.16	47.37	13.16	2.47	38
ITEM26	18.42	36.84	34.21	10.53	2.37	38
ITEM27	39.47	39.47	18.42	2.63	1.84	38
ITEM28	21.05	26.32	44.74	7.89	2.39	38
ITEM29	18.42	7.89	26.32	47.37	3.03	38
ITEM30	15.79	52.63	18.42	13.16	2.29	38
ITEM31	44.74	26.32	28.95	0.00	1.84	38
ITEM32	70.27	13.51	13.51	2.70	1.49	37
ITEM33	10.81	27.03	48.65	13.51	2.65	37
ITEM34	57.89	26.32	13.16	2.63	1.61	38
ITEM35	13.16	26.32	44.74	15.79	2.63	38
ITEM36	52.63	39.47	7.89	0.00	1.55	38
ITEM37	52.63	31.58	15.79	0.00	1.63	38
ITEM38	18.42	42.11	34.21	5.26	2.26	38
ITEM39	10.53	21.05	47.37	21.05	2.79	38
ITEM40	34.21	28.95	26.32	10.53	2.13	38
ITEM41	18.42	34.21	47.37	0.00	2.29	38
ITEM42	18.42	18.42	39.47	23.68	2.68	38
ITEM43	55.26	18.42	10.53	15.79	1.87	38
ITEM44	5.26	60.53	34.21	0.00	2.29	38
ITEM45	10.53	36.84	50.00	2.63	2.45	38
ITEM46	42.11	28.95	28.95	0.00	1.87	38
ITEM47	31.58	50.00	18.42	0.00	1.87	38
ITEM48	36.84	15.79	36.84	10.53	2.21	38
ITEM49	0.00	0.00	21.05	78.95	3.79	38
ITEM50	0.00	5.26	28.95	65.79	3.61	38
ITEM51	2.63	10.53	34.21	52.63	3.37	38
ITEM52	21.05	10.53	10.53	57.89	3.05	38
ITEM53	10.53	15.79	52.63	21.05	2.84	38
ITEM54	10.53	7.89	42.11	39.47	3.11	38
ITEM55	31.58	34.21	21.05	13.16	2.16	38
ITEM56	2.63	5.26	28.95	63.16	3.53	38
ITEM57	10.53	21.05	23.68	44.74	3.03	38
ITEM58	5.26	21.05	28.95	44.74	3.13	38
ITEM59	26.32	10.53	21.05	42.11	2.79	38
ITEM60	5.26	13.16	60.53	21.05	2.97	38
ITEM61	10.53	2.63	21.05	65.79	3.42	38
ITEM62	2.63	5.26	44.74	47.37	3.37	38
ITEM63	0.00	2.63	21.05	76.32	3.74	38
ITEM64	15.79	18.42	23.68	42.11	2.92	38
ITEM65	52.63	23.68	21.05	2.63	1.74	38
ITEM66	10.53	7.89	31.58	50.00	3.21	38
ITEM67	7.89	7.89	44.74	39.47	3.16	38
ITEM68	47.37	21.05	26.32	5.26	1.89	38
ITEM69	18.92	21.62	35.14	24.32	2.65	37
ITEM70	50.00	28.95	21.05	0.00	1.71	38
ITEM71	73.68	15.79	10.53	0.00	1.37	38
ITEM72	10.53	10.53	47.37	31.58	3.00	38
MMS	MEAN	2.544	LR	MEAN	2.148	
COHPRIDE	MEAN	2.555	LI	MEAN	2.191	
CA	MEAN	2.579	PERSCHAL	MEAN	2.895	
CU	MEAN	2.270	PT	MEAN	3.181	N = 38
CO	MEAN	2.816	PE	MEAN	3.171	
LEADSYN	MEAN	2.183	PR	MEAN	2.332	
LT	MEAN	2.211				

SUMMARY PRISON 12

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	21.43	71.43	7.14	2.86	14
ITEM 2	0.00	7.14	50.00	42.86	3.36	14
ITEM 3	7.14	7.14	21.43	64.29	3.43	14
ITEM 4	42.86	7.14	21.43	28.57	2.36	14
ITEM 5	0.00	21.43	28.57	50.00	3.29	14
ITEM 6	7.14	14.29	28.57	50.00	3.21	14
ITEM 7	0.00	14.29	28.57	57.14	3.43	14
ITEM 8	0.00	35.71	42.86	21.43	2.86	14
ITEM 9	0.00	21.43	78.57	0.00	2.79	14
ITEM10	28.57	35.71	28.57	7.14	2.14	14
ITEM11	0.00	0.00	78.57	21.43	3.21	14
ITEM12	0.00	7.14	85.71	7.14	3.00	14
ITEM13	0.00	0.00	35.71	64.29	3.64	14
ITEM14	0.00	14.29	71.43	14.29	3.00	14
ITEM15	0.00	7.14	28.57	64.29	3.57	14
ITEM16	7.14	64.29	28.57	0.00	2.21	14
ITEM17	0.00	14.29	50.00	35.71	3.21	14
ITEM18	0.00	0.00	64.29	35.71	3.36	14
ITEM19	0.00	0.00	0.00	100.00	4.00	14
ITEM20	0.00	0.00	14.29	85.71	3.86	14
ITEM21	7.14	14.29	50.00	28.57	3.00	14
ITEM22	0.00	0.00	64.29	35.71	3.36	14
ITEM23	7.14	0.00	0.00	92.86	3.79	14
ITEM24	0.00	7.14	35.71	57.14	3.50	14
ITEM25	7.14	0.00	42.86	50.00	3.36	14
ITEM26	0.00	14.29	0.00	85.71	3.71	14
ITEM27	14.29	50.00	28.57	7.14	2.29	14
ITEM28	7.14	35.71	42.86	14.29	2.64	14
ITEM29	14.29	35.71	28.57	21.43	2.57	14
ITEM30	7.14	0.00	21.43	71.43	3.57	14
ITEM31	7.14	0.00	50.00	42.86	3.29	14
ITEM32	7.14	50.00	35.71	7.14	2.43	14
ITEM33	0.00	14.29	57.14	28.57	3.14	14
ITEM34	7.14	7.14	71.43	14.29	2.93	14
ITEM35	0.00	14.29	71.43	14.29	3.00	14
ITEM36	7.14	28.57	57.14	7.14	2.64	14
ITEM37	0.00	35.71	50.00	14.29	2.79	14
ITEM38	7.14	7.14	64.29	21.43	3.00	14
ITEM39	0.00	7.14	21.43	71.43	3.64	14
ITEM40	7.14	7.14	57.14	28.57	3.07	14
ITEM41	7.14	21.43	50.00	21.43	2.86	14
ITEM42	7.14	0.00	14.29	78.57	3.64	14
ITEM43	7.14	14.29	14.29	64.29	3.36	14
ITEM44	7.14	7.14	57.14	28.57	3.07	14
ITEM45	7.14	7.14	71.43	14.29	2.93	14
ITEM46	7.14	7.14	78.57	7.14	2.86	14
ITEM47	7.14	0.00	71.43	21.43	3.07	14
ITEM48	0.00	14.29	21.43	64.29	3.50	14
ITEM49	0.00	0.00	21.43	78.57	3.79	14
ITEM50	0.00	0.00	35.71	64.29	3.64	14
ITEM51	0.00	7.14	64.29	28.57	3.21	14
ITEM52	7.14	7.14	28.57	57.14	3.36	14
ITEM53	0.00	14.29	57.14	28.57	3.14	14
ITEM54	14.29	7.14	42.86	35.71	3.00	14
ITEM55	7.14	50.00	42.86	0.00	2.36	14
ITEM56	7.14	7.14	35.71	50.00	3.29	14
ITEM57	0.00	7.14	64.29	28.57	3.21	14
ITEM58	0.00	7.14	57.14	35.71	3.29	14
ITEM59	21.43	14.29	28.57	35.71	2.79	14
ITEM60	0.00	28.57	50.00	21.43	2.93	14
ITEM61	7.14	0.00	57.14	35.71	3.21	14
ITEM62	0.00	7.14	71.43	21.43	3.14	14
ITEM63	7.14	0.00	50.00	42.86	3.29	14
ITEM64	0.00	21.43	21.43	57.14	3.36	14
ITEM65	64.29	14.29	14.29	7.14	1.64	14
ITEM66	0.00	7.14	35.71	57.14	3.50	14
ITEM67	0.00	0.00	42.86	57.14	3.57	14
ITEM68	21.43	50.00	28.57	0.00	2.07	14
ITEM69	14.29	7.14	50.00	28.57	2.93	14
ITEM70	42.86	35.71	7.14	14.29	1.93	14
ITEM71	71.43	14.29	14.29	0.00	1.43	14
ITEM72	0.00	0.00	92.86	7.14	3.07	14

MMS	MEAN 3.068	LR	MEAN 3.027
COHPRIDE	MEAN 3.185	LI	MEAN 3.161
CA	MEAN 3.098	PERSCHAL	MEAN 2.964
CU	MEAN 2.946	PT	MEAN 3.223
CO	MEAN 3.509	PE	MEAN 3.152
LEADSYN	MEAN 3.057	PR	MEAN 2.518
LT	MEAN 2.982		

N = 14

SUMMARY PRISON 13

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	12.00	54.00	32.00	2.00	2.24	50
ITEM 2	4.00	32.00	56.00	8.00	2.68	50
ITEM 3	0.00	4.00	22.00	74.00	3.70	50
ITEM 4	56.00	12.00	18.00	14.00	1.90	50
ITEM 5	12.24	59.18	26.53	2.04	2.18	49
ITEM 6	34.00	16.00	42.00	8.00	2.24	50
ITEM 7	18.00	16.00	40.00	26.00	2.74	50
ITEM 8	8.00	18.00	48.00	26.00	2.92	50
ITEM 9	12.00	64.00	24.00	0.00	2.12	50
ITEM10	32.00	22.00	44.00	2.00	2.16	50
ITEM11	14.00	34.00	46.00	6.00	2.44	50
ITEM12	12.00	16.00	70.00	2.00	2.62	50
ITEM13	12.00	46.00	38.00	4.00	2.34	50
ITEM14	16.00	44.00	32.00	8.00	2.32	50
ITEM15	30.00	18.00	30.00	22.00	2.44	50
ITEM16	52.00	38.00	8.00	2.00	1.60	50
ITEM17	0.00	38.00	62.00	0.00	2.62	50
ITEM18	14.00	20.00	54.00	12.00	2.64	50
ITEM19	4.00	18.00	48.00	30.00	3.04	50
ITEM20	18.00	24.00	44.00	14.00	2.54	50
ITEM21	36.00	42.00	22.00	0.00	1.86	50
ITEM22	8.00	22.00	42.00	28.00	2.90	50
ITEM23	2.00	12.00	42.00	44.00	3.28	50
ITEM24	6.00	38.00	38.00	18.00	2.68	50
ITEM25	30.00	18.00	50.00	2.00	2.24	50
ITEM26	16.00	36.00	34.00	14.00	2.46	50
ITEM27	44.00	36.00	16.00	4.00	1.80	50
ITEM28	24.00	50.00	22.00	4.00	2.06	50
ITEM29	18.00	16.00	28.00	38.00	2.86	50
ITEM30	22.00	40.00	34.00	4.00	2.20	50
ITEM31	46.00	32.00	18.00	4.00	1.80	50
ITEM32	44.00	24.00	28.00	4.00	1.92	50
ITEM33	14.00	28.00	32.00	26.00	2.70	50
ITEM34	36.00	26.00	32.00	6.00	2.08	50
ITEM35	26.00	14.00	50.00	10.00	2.44	50
ITEM36	52.00	36.00	12.00	0.00	1.60	50
ITEM37	56.00	28.00	10.00	6.00	1.66	50
ITEM38	16.00	46.00	38.00	0.00	2.22	50
ITEM39	6.00	24.00	52.00	18.00	2.82	50
ITEM40	30.00	32.00	28.00	10.00	2.18	50
ITEM41	22.00	40.00	36.00	2.00	2.18	50
ITEM42	16.00	28.00	46.00	10.00	2.50	50
ITEM43	59.18	28.57	10.20	2.04	1.55	49
ITEM44	6.00	70.00	24.00	0.00	2.18	50
ITEM45	20.00	30.00	48.00	2.00	2.32	50
ITEM46	52.00	30.00	18.00	0.00	1.66	50
ITEM47	50.00	38.00	12.00	0.00	1.62	50
ITEM48	34.00	36.00	30.00	0.00	1.96	50
ITEM49	2.00	0.00	16.00	82.00	3.78	50
ITEM50	2.00	2.00	42.00	54.00	3.48	50
ITEM51	2.00	4.00	56.00	38.00	3.30	50
ITEM52	6.00	14.00	18.00	62.00	3.36	50
ITEM53	4.00	12.00	44.00	40.00	3.20	50
ITEM54	12.00	6.00	48.00	34.00	3.04	50
ITEM55	26.00	48.00	18.00	8.00	2.08	50
ITEM56	4.00	6.00	30.00	60.00	3.46	50
ITEM57	2.00	16.00	38.00	44.00	3.24	50
ITEM58	2.00	10.00	44.00	44.00	3.30	50
ITEM59	18.00	6.00	32.00	44.00	3.02	50
ITEM60	4.00	22.00	44.00	30.00	3.00	50
ITEM61	4.00	2.00	36.00	58.00	3.48	50
ITEM62	4.00	2.00	56.00	38.00	3.28	50
ITEM63	2.00	6.00	28.00	64.00	3.54	50
ITEM64	18.00	10.00	20.00	52.00	3.06	50
ITEM65	52.00	14.00	30.00	4.00	1.86	50
ITEM66	12.00	2.00	44.00	42.00	3.16	50
ITEM67	10.00	12.00	44.00	34.00	3.02	50
ITEM68	42.00	30.00	26.00	2.00	1.88	50
ITEM69	8.00	16.00	30.00	46.00	3.14	50
ITEM70	44.00	16.00	34.00	6.00	2.02	50
ITEM71	56.00	20.00	18.00	6.00	1.74	50
ITEM72	4.00	16.00	54.00	26.00	3.02	50
MMS	MEAN	2.536	LR	MEAN	2.213	
COHPRIDE	MEAN	2.507	LI	MEAN	1.993	
CA	MEAN	2.570	PERSCHAL	MEAN	2.977	
CU	MEAN	2.255	PT	MEAN	3.213	N =
CO	MEAN	2.695	PE	MEAN	3.240	50
LEADSYN	MEAN	2.124	PR	MEAN	2.480	
LT	MEAN	2.167				

SUMMARY PRISON 14

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	2.56	64.10	33.33	0.00	2.31	39
ITEM 2	0.00	43.59	53.85	2.56	2.59	39
ITEM 3	0.00	2.63	26.32	71.05	3.68	38
ITEM 4	53.85	17.95	7.69	20.51	1.95	39
ITEM 5	5.13	66.67	17.95	10.26	2.33	39
ITEM 6	48.72	17.95	30.77	2.56	1.87	39
ITEM 7	7.69	23.08	38.46	30.77	2.92	39
ITEM 8	7.69	30.77	41.03	20.51	2.74	39
ITEM 9	30.77	56.41	12.82	0.00	1.82	39
ITEM10	51.28	23.08	23.08	2.56	1.77	39
ITEM11	15.38	35.90	48.72	0.00	2.33	39
ITEM12	7.69	15.38	74.36	2.56	2.72	39
ITEM13	5.13	33.33	53.85	7.69	2.64	39
ITEM14	17.95	53.85	25.64	2.56	2.13	39
ITEM15	30.77	15.38	25.64	28.21	2.51	39
ITEM16	43.59	48.72	7.69	0.00	1.64	39
ITEM17	0.00	30.77	64.10	5.13	2.74	39
ITEM18	5.13	35.90	48.72	10.26	2.64	39
ITEM19	7.69	25.64	46.15	20.51	2.79	39
ITEM20	15.38	25.64	43.59	15.38	2.59	39
ITEM21	12.82	79.49	5.13	2.56	1.97	39
ITEM22	2.56	23.08	58.97	15.38	2.87	39
ITEM23	2.56	20.51	30.77	46.15	3.21	39
ITEM24	2.56	30.77	41.03	25.64	2.90	39
ITEM25	28.21	25.64	38.46	7.69	2.26	39
ITEM26	15.38	43.59	30.77	10.26	2.36	39
ITEM27	48.72	43.59	7.69	0.00	1.59	39
ITEM28	18.42	34.21	36.84	10.53	2.39	38
ITEM29	20.51	15.38	20.51	43.59	2.87	39
ITEM30	12.82	43.59	35.90	7.69	2.38	39
ITEM31	38.46	43.59	10.26	7.69	1.87	39
ITEM32	33.33	46.15	15.38	5.13	1.92	39
ITEM33	5.13	48.72	28.21	17.95	2.59	39
ITEM34	38.46	38.46	23.08	0.00	1.85	39
ITEM35	20.51	30.77	38.46	10.26	2.38	39
ITEM36	58.97	33.33	7.69	0.00	1.49	39
ITEM37	58.97	25.64	15.38	0.00	1.56	39
ITEM38	15.38	41.03	43.59	0.00	2.28	39
ITEM39	2.56	38.46	48.72	10.26	2.67	39
ITEM40	30.77	28.21	28.21	12.82	2.23	39
ITEM41	10.26	58.97	28.21	2.56	2.23	39
ITEM42	12.82	35.90	43.59	7.69	2.46	39
ITEM43	64.10	20.51	12.82	2.56	1.54	39
ITEM44	2.56	66.67	28.21	2.56	2.31	39
ITEM45	10.26	33.33	51.28	5.13	2.51	39
ITEM46	51.28	33.33	15.38	0.00	1.64	39
ITEM47	33.33	64.10	2.56	0.00	1.69	39
ITEM48	28.21	28.21	33.33	10.26	2.26	39
ITEM49	0.00	0.00	25.64	74.36	3.74	39
ITEM50	0.00	10.26	35.90	53.85	3.44	39
ITEM51	2.56	15.38	58.97	23.08	3.03	39
ITEM52	5.13	20.51	17.95	56.41	3.26	39
ITEM53	0.00	10.26	66.67	23.08	3.13	39
ITEM54	15.38	25.64	30.77	28.21	2.72	39
ITEM55	56.41	25.64	12.82	5.13	1.67	39
ITEM56	2.56	0.00	38.46	58.97	3.54	39
ITEM57	7.69	23.08	35.90	33.33	2.95	39
ITEM58	5.13	10.26	43.59	41.03	3.21	39
ITEM59	17.95	17.95	41.03	23.08	2.69	39
ITEM60	2.63	34.21	47.37	15.79	2.76	38
ITEM61	7.69	5.13	41.03	46.15	3.26	39
ITEM62	2.56	7.69	43.59	46.15	3.33	39
ITEM63	5.13	7.69	28.21	58.97	3.41	39
ITEM64	15.38	17.95	20.51	46.15	2.97	39
ITEM65	46.15	28.21	25.64	0.00	1.79	39
ITEM66	5.13	10.26	33.33	51.28	3.31	39
ITEM67	12.82	12.82	48.72	25.64	2.87	39
ITEM68	38.46	43.59	17.95	0.00	1.79	39
ITEM69	12.82	15.38	38.46	33.33	2.92	39
ITEM70	64.10	20.51	12.82	2.56	1.54	39
ITEM71	74.36	7.69	17.95	0.00	1.44	39
ITEM72	2.56	17.95	61.54	17.95	2.95	39
MMS	MEAN	2.479	LR	MEAN	2.131	
COHPRIDE	MEAN	2.483	LI	MEAN	2.080	
CA	MEAN	2.538	PERSCHAL	MEAN	2.818	
CU	MEAN	2.196	PT	MEAN	3.064	N = 39
CO	MEAN	2.715	PE	MEAN	3.064	
LEADSYN	MEAN	2.137	PR	MEAN	2.327	
LT	MEAN	2.199				

SUMMARY PRISON 15

QUESTION	VALID PERCENTAGES				MEAN	N
	1	2	3	4		
ITEM 1	0.00	72.22	27.78	0.00	2.28	18
ITEM 2	0.00	27.78	61.11	11.11	2.83	18
ITEM 3	5.56	5.56	16.67	72.22	3.56	18
ITEM 4	50.00	11.11	11.11	27.78	2.17	18
ITEM 5	16.67	44.44	38.89	0.00	2.22	18
ITEM 6	16.67	5.56	38.89	38.89	3.00	18
ITEM 7	22.22	22.22	33.33	22.22	2.56	18
ITEM 8	11.11	22.22	44.44	22.22	2.78	18
ITEM 9	11.11	66.67	22.22	0.00	2.11	18
ITEM10	50.00	22.22	27.78	0.00	1.78	18
ITEM11	11.11	33.33	50.00	5.56	2.50	18
ITEM12	11.11	16.67	72.22	0.00	2.61	18
ITEM13	16.67	27.78	55.56	0.00	2.39	18
ITEM14	5.56	61.11	33.33	0.00	2.28	18
ITEM15	38.89	11.11	27.78	22.22	2.33	18
ITEM16	38.89	55.56	5.56	0.00	1.67	18
ITEM17	0.00	16.67	77.78	5.56	2.89	18
ITEM18	5.56	22.22	55.56	16.67	2.83	18
ITEM19	16.67	16.67	33.33	33.33	2.83	18
ITEM20	33.33	27.78	33.33	5.56	2.11	18
ITEM21	50.00	27.78	22.22	0.00	1.72	18
ITEM22	27.78	27.78	38.89	5.56	2.22	18
ITEM23	22.22	0.00	55.56	22.22	2.78	18
ITEM24	22.22	44.44	27.78	5.56	2.17	18
ITEM25	44.44	16.67	22.22	16.67	2.11	18
ITEM26	38.89	38.89	16.67	5.56	1.89	18
ITEM27	38.89	55.56	0.00	5.56	1.72	18
ITEM28	33.33	27.78	38.89	0.00	2.06	18
ITEM29	22.22	16.67	27.78	33.33	2.72	18
ITEM30	22.22	38.89	27.78	11.11	2.28	18
ITEM31	66.67	16.67	16.67	0.00	1.50	18
ITEM32	50.00	27.78	22.22	0.00	1.72	18
ITEM33	52.94	29.41	11.76	5.88	1.71	17
ITEM34	66.67	27.78	0.00	5.56	1.44	18
ITEM35	27.78	33.33	38.89	0.00	2.11	18
ITEM36	72.22	22.22	0.00	5.56	1.39	18
ITEM37	88.89	5.56	5.56	0.00	1.17	18
ITEM38	38.89	33.33	27.78	0.00	1.89	18
ITEM39	0.00	50.00	50.00	0.00	2.50	18
ITEM40	61.11	16.67	22.22	0.00	1.61	18
ITEM41	33.33	33.33	27.78	5.56	2.06	18
ITEM42	50.00	22.22	27.78	0.00	1.78	18
ITEM43	72.22	5.56	11.11	11.11	1.61	18
ITEM44	11.11	72.22	16.67	0.00	2.06	18
ITEM45	33.33	38.89	27.78	0.00	1.94	18
ITEM46	77.78	11.11	11.11	0.00	1.33	18
ITEM47	66.67	33.33	0.00	0.00	1.33	18
ITEM48	44.44	38.89	11.11	5.56	1.78	18
ITEM49	5.56	5.56	27.78	61.11	3.44	18
ITEM50	0.00	0.00	66.67	33.33	3.33	18
ITEM51	0.00	11.11	50.00	38.89	3.28	18
ITEM52	0.00	16.67	16.67	66.67	3.50	18
ITEM53	0.00	16.67	66.67	16.67	3.00	18
ITEM54	11.11	5.56	55.56	27.78	3.00	18
ITEM55	27.78	27.78	27.78	16.67	2.33	18
ITEM56	0.00	16.67	33.33	50.00	3.33	18
ITEM57	16.67	16.67	38.89	27.78	2.78	18
ITEM58	5.56	22.22	38.89	33.33	3.00	18
ITEM59	38.89	22.22	16.67	22.22	2.22	18
ITEM60	16.67	22.22	50.00	11.11	2.56	18
ITEM61	22.22	11.11	27.78	38.89	2.83	18
ITEM62	0.00	27.78	38.89	33.33	3.06	18
ITEM63	0.00	0.00	38.89	61.11	3.61	18
ITEM64	22.22	16.67	27.78	33.33	2.72	18
ITEM65	5.56	27.78	38.89	27.78	2.89	18
ITEM66	11.11	11.11	22.22	55.56	3.22	18
ITEM67	16.67	11.11	27.78	44.44	3.00	18
ITEM68	27.78	27.78	38.89	5.56	2.22	18
ITEM69	22.22	11.11	44.44	22.22	2.67	18
ITEM70	50.00	11.11	16.67	22.22	2.11	18
ITEM71	55.56	22.22	22.22	0.00	1.67	18
ITEM72	5.56	5.56	55.56	33.33	3.17	18
MMS	MEAN	2.377	LR	MEAN	1.715	
COHPRIDE	MEAN	2.442	LI	MEAN	1.736	
CA	MEAN	2.674	PERSCHAL	MEAN	2.873	
CU	MEAN	2.208	PT	MEAN	3.153	N =
CO	MEAN	2.444	PE	MEAN	2.847	18
LEADSYN	MEAN	1.817	PR	MEAN	2.618	
LT	MEAN	2.000				

APPENDIX III

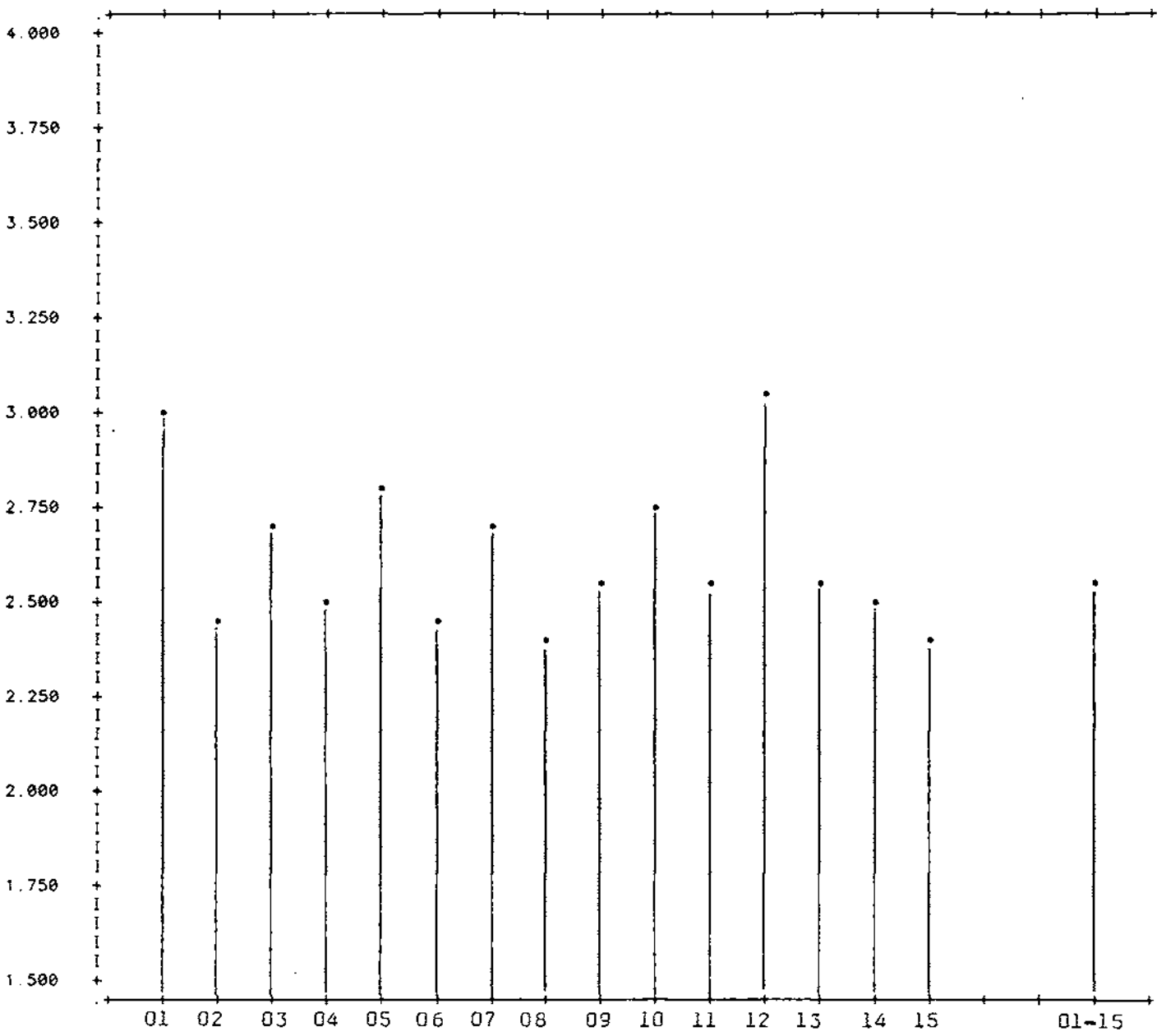
Bar Graphs

Dimensional Indices

for

Each Institution

DOWN: MMS

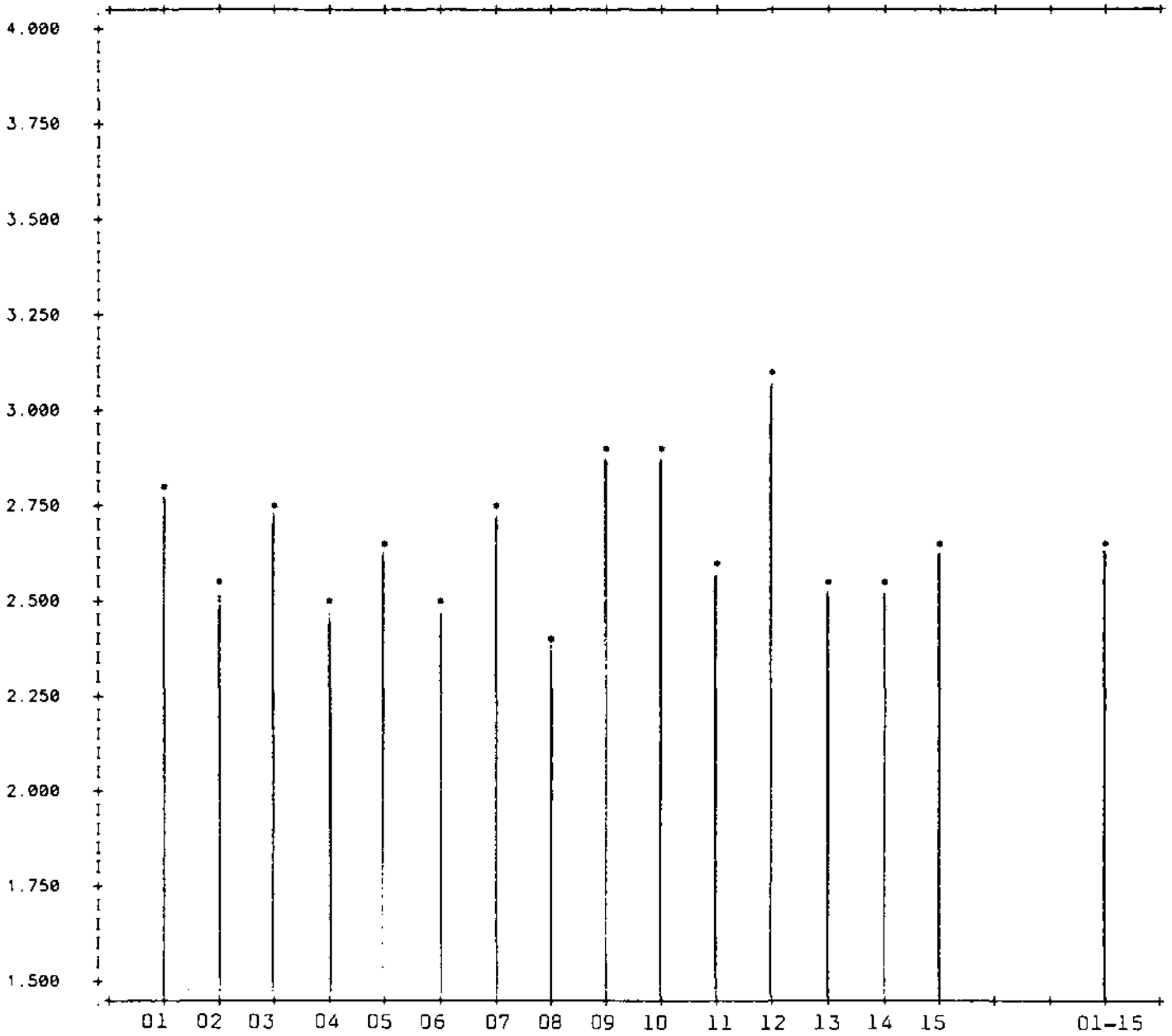


27 Jul 88
11:43:39

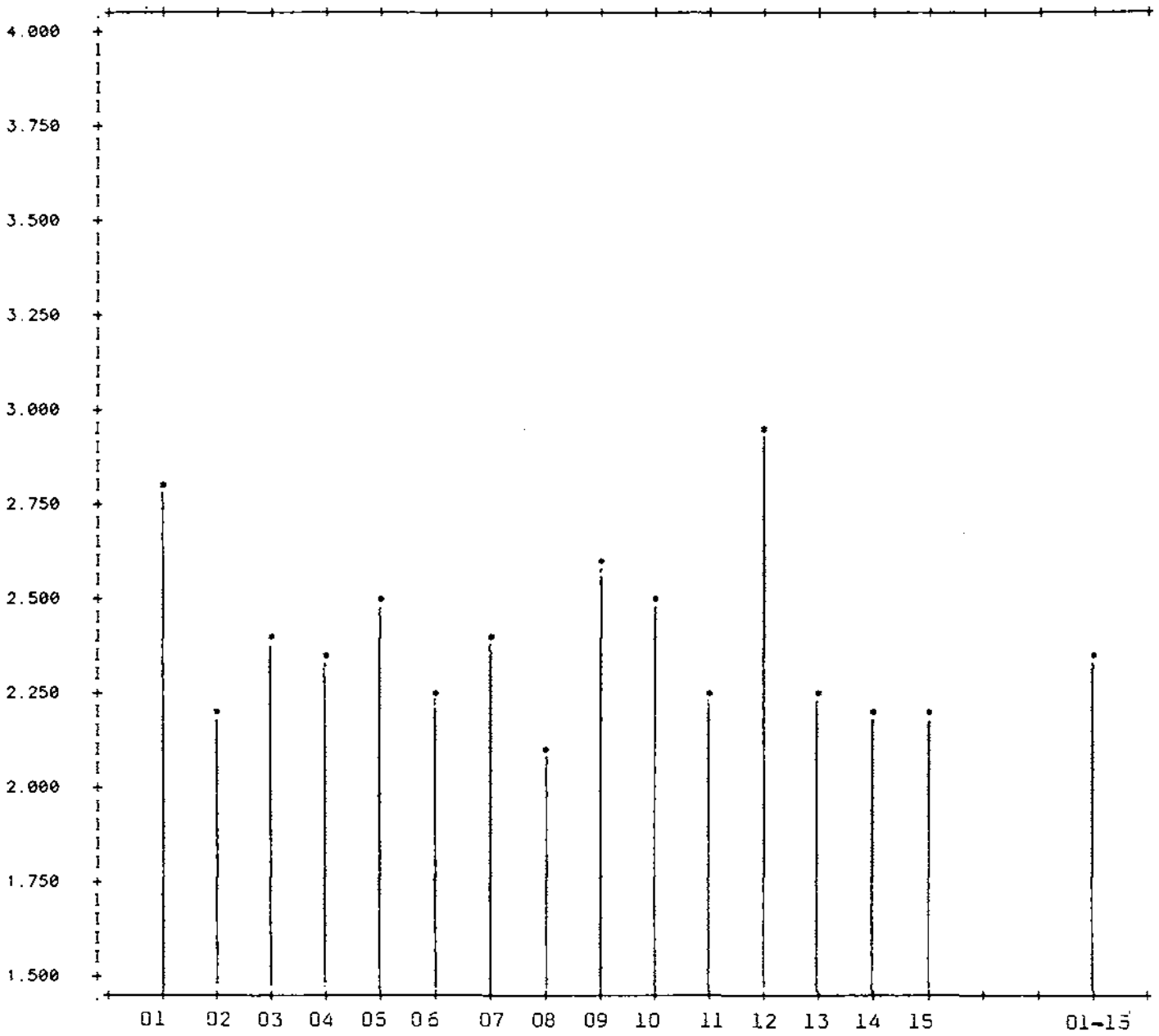
MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: CA



DOWN: CU

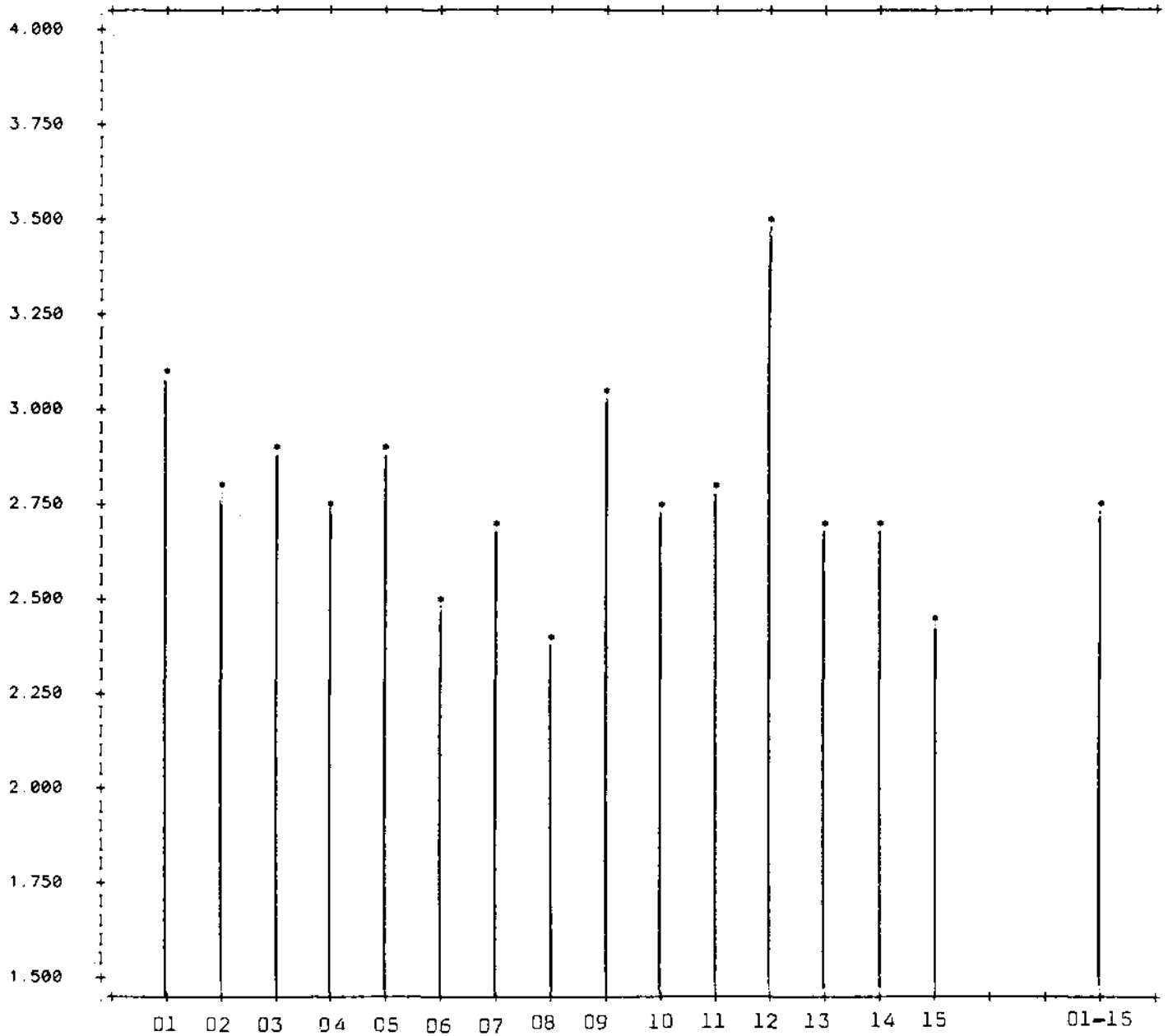


27 Jul 88
11:43:40

MORALE STUDY
University of New England

DECSys-2060 TOPS-20

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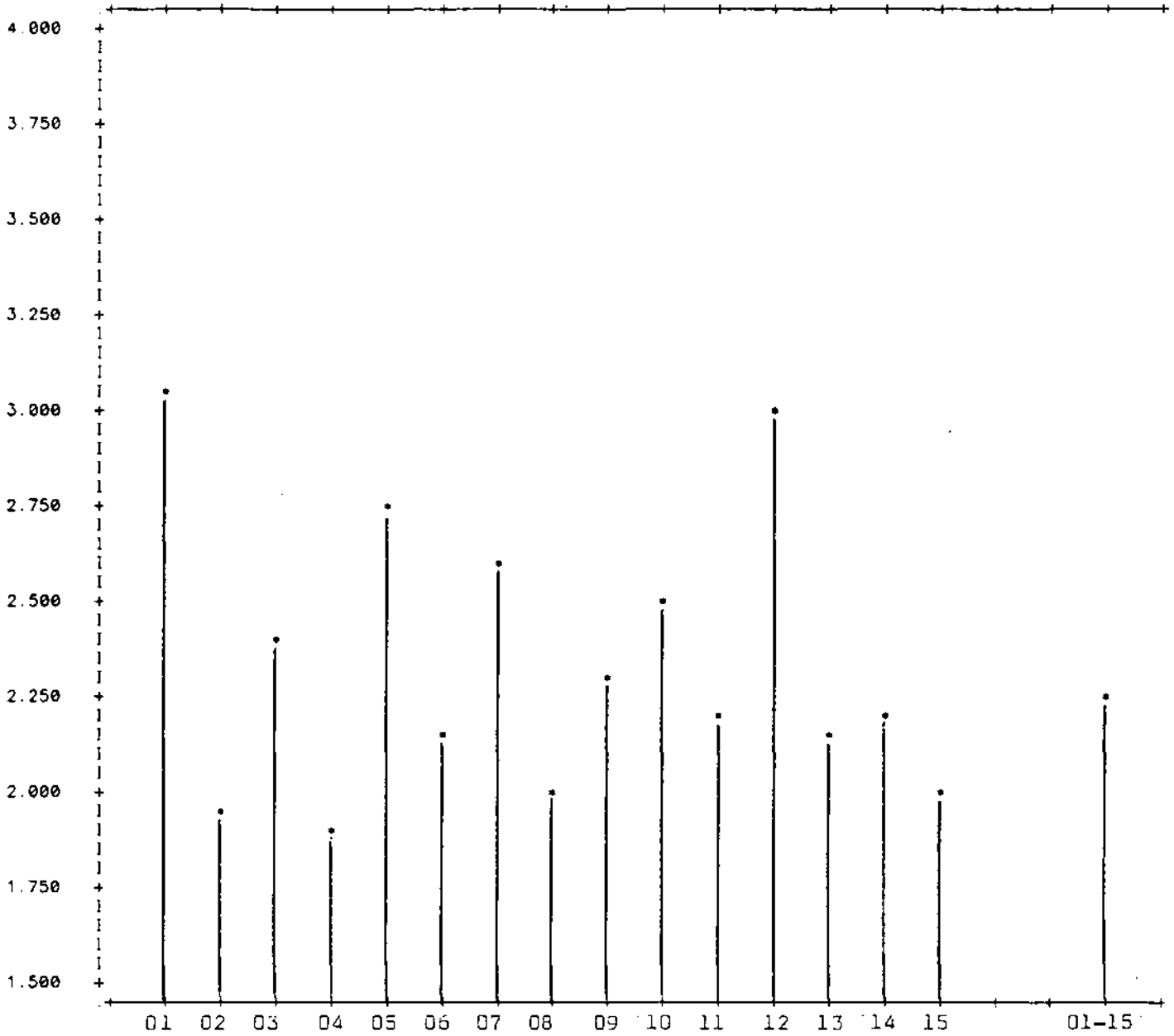


27 Jul 88
11:43:40

MORALE STUDY
University of New England

-151-
DECSystem-2060 TOPS-20

DOWN: LT

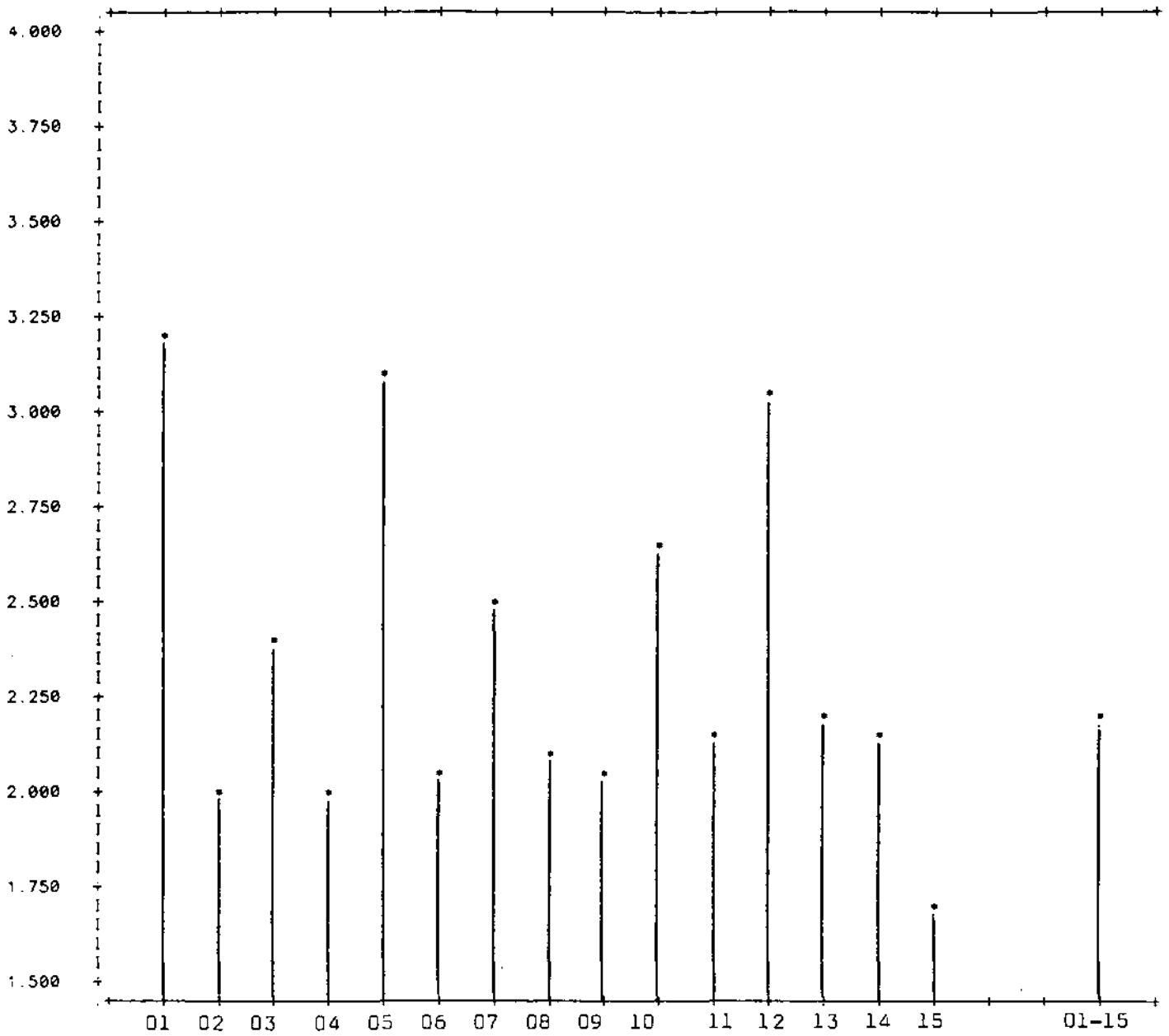


27 Jul 88
11:43:41

MORALE STUDY
University of New England

-152-
DECSystem-2060 TOPS-20

DOWN. LR

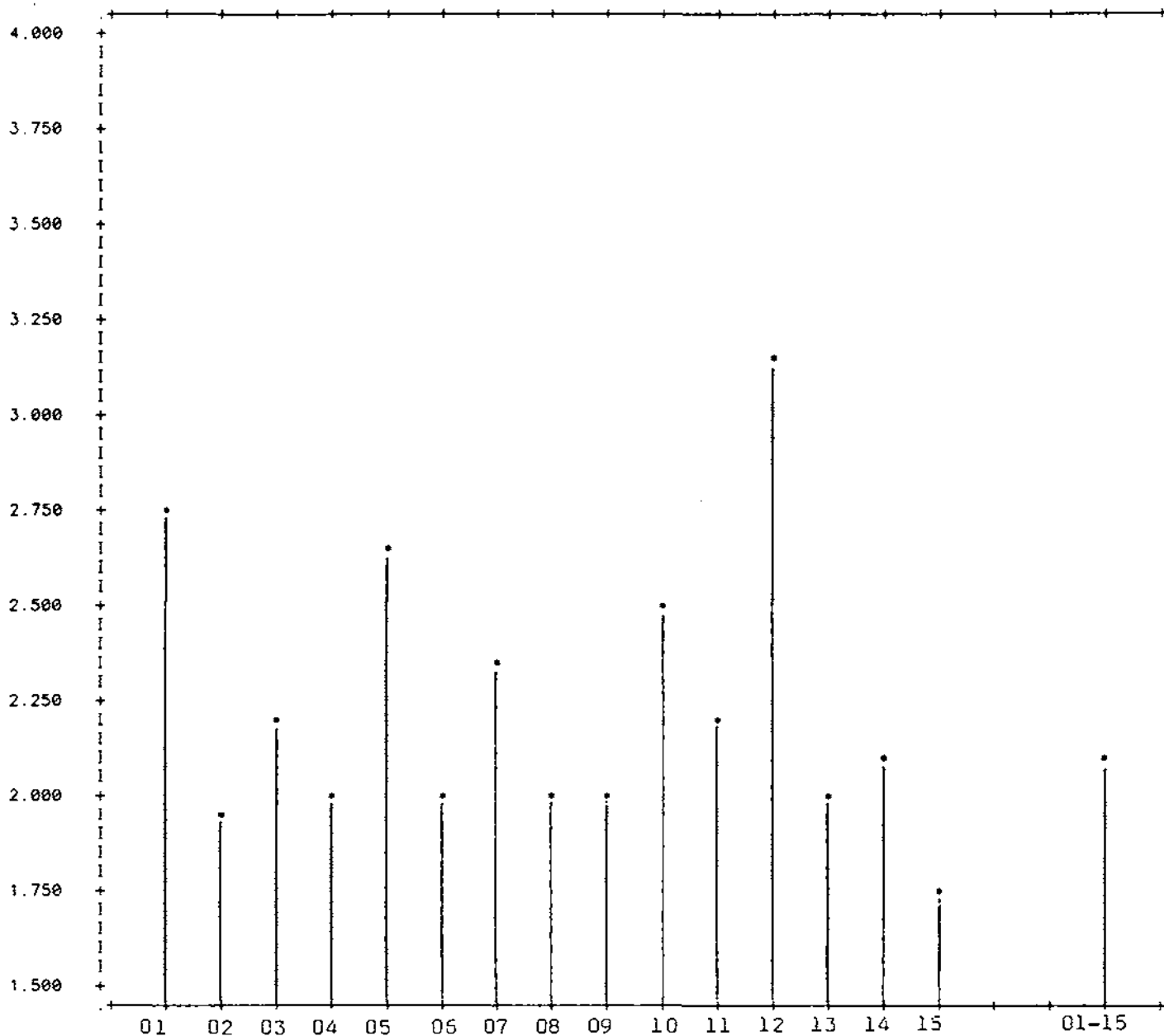


27 Jul 88
11:44:02

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: LI

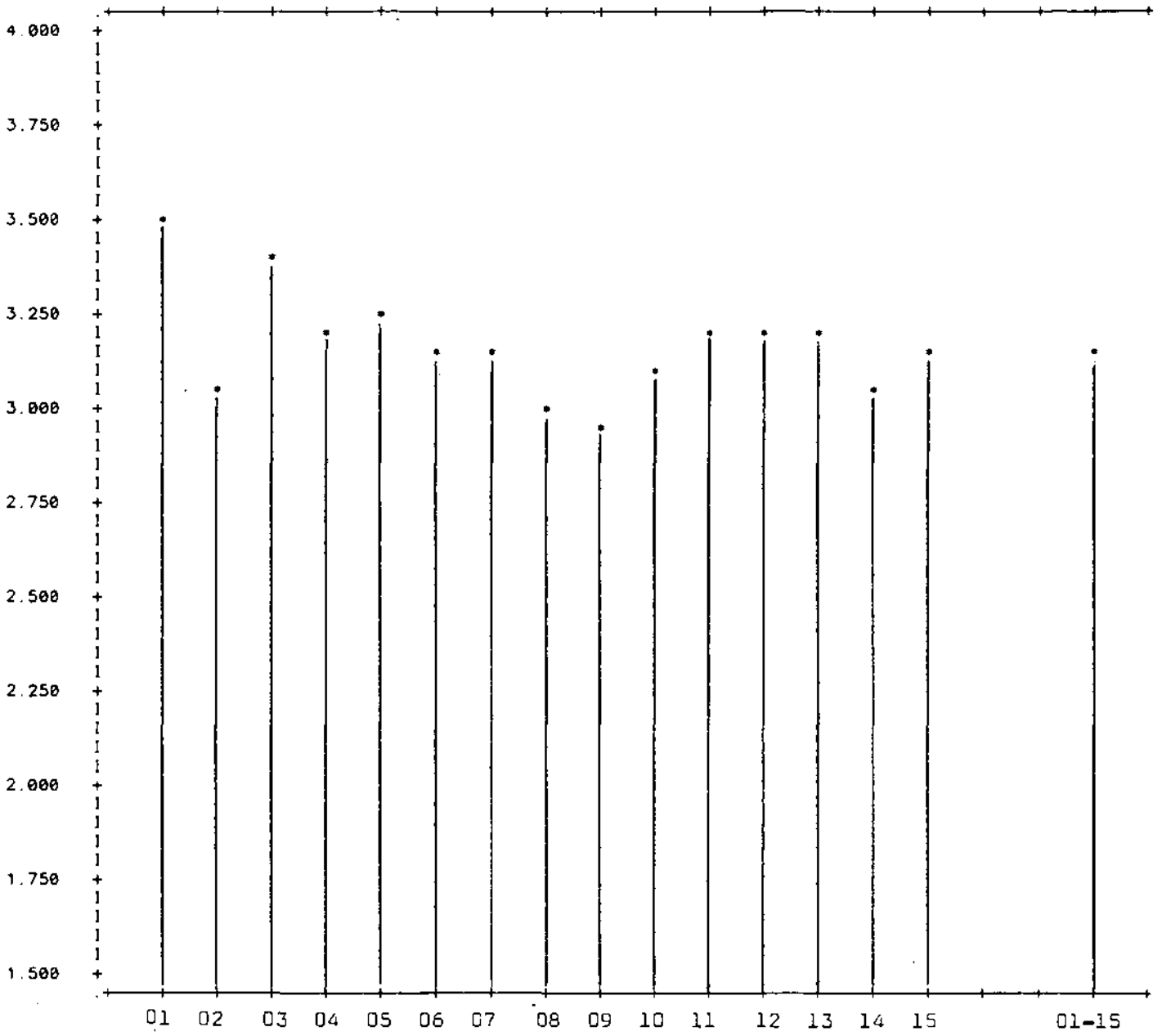


27 Jul 88
11:44:02

MORALE STUDY
University of New England

DECSYSTEM-2060 TOPS-20

DOWN: PT

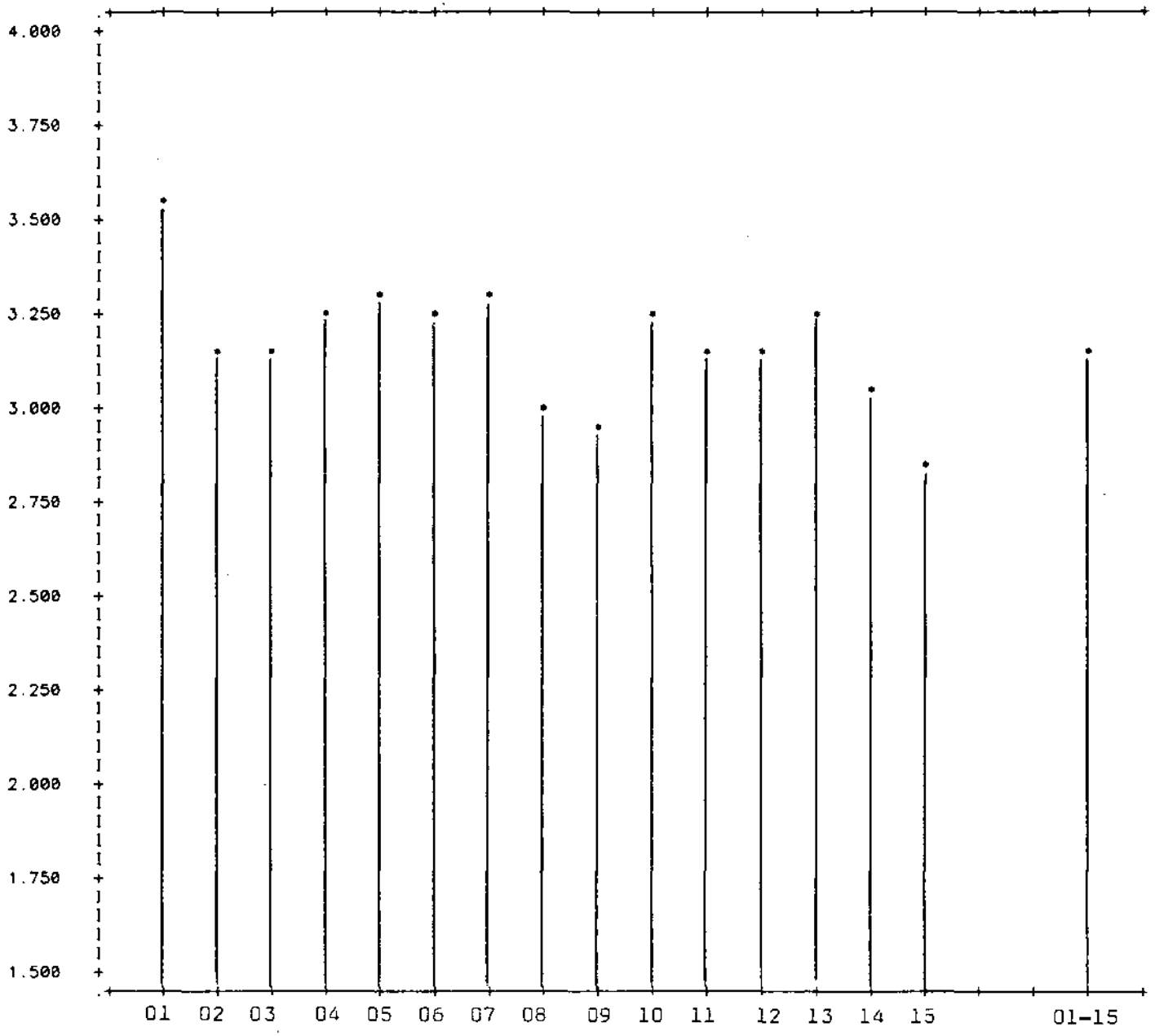


27 Jul 88
11:44:08

MORALE STUDY
University of New England

-155-
DECSystem-2060 TOPS-20

DOWN: PE

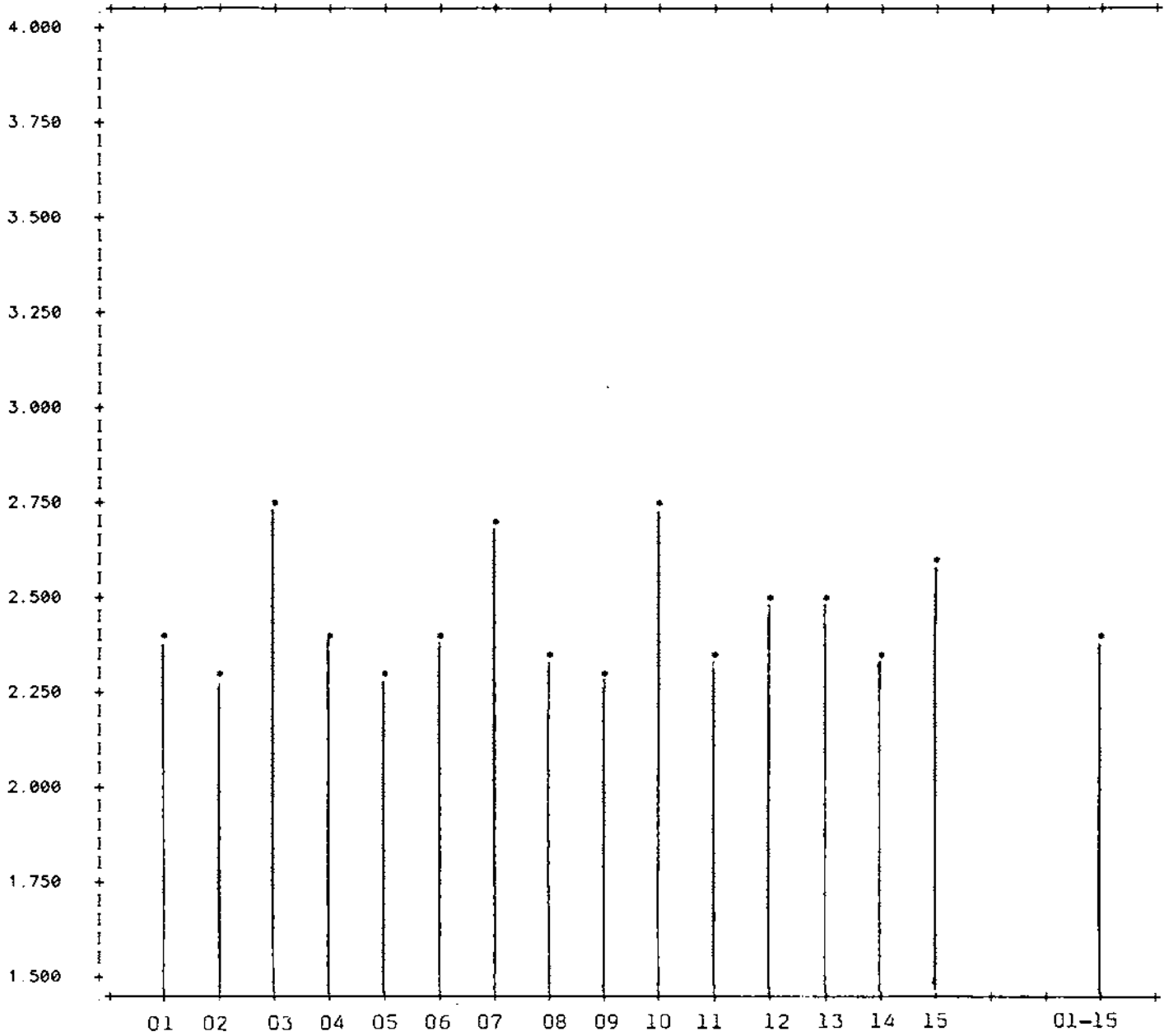


27 Jul 88
11:44:08

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: PR



APPENDIX IV

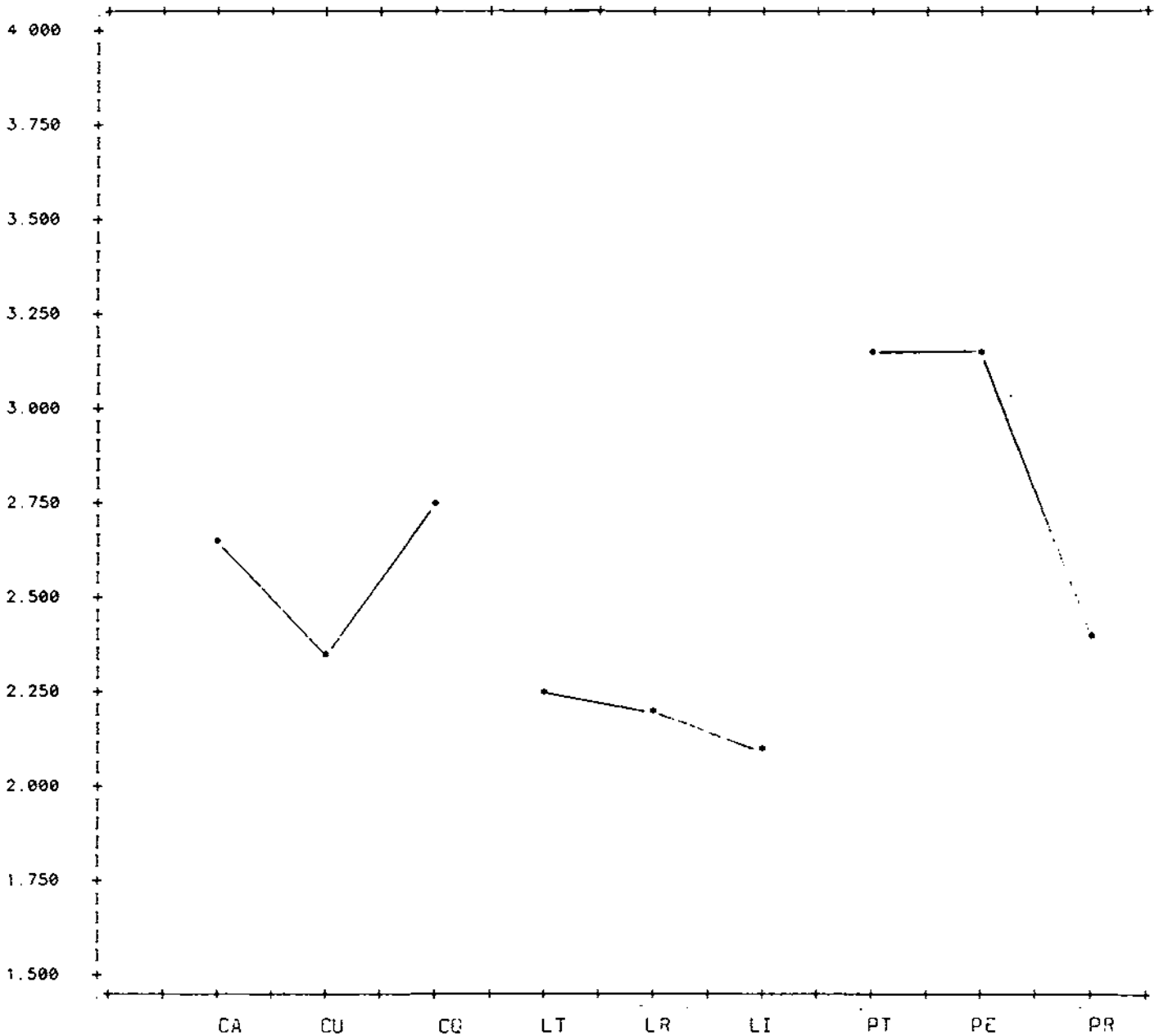
Line Graphs

Dimensional Indices

for

Each Institution

DOWN: P1/5

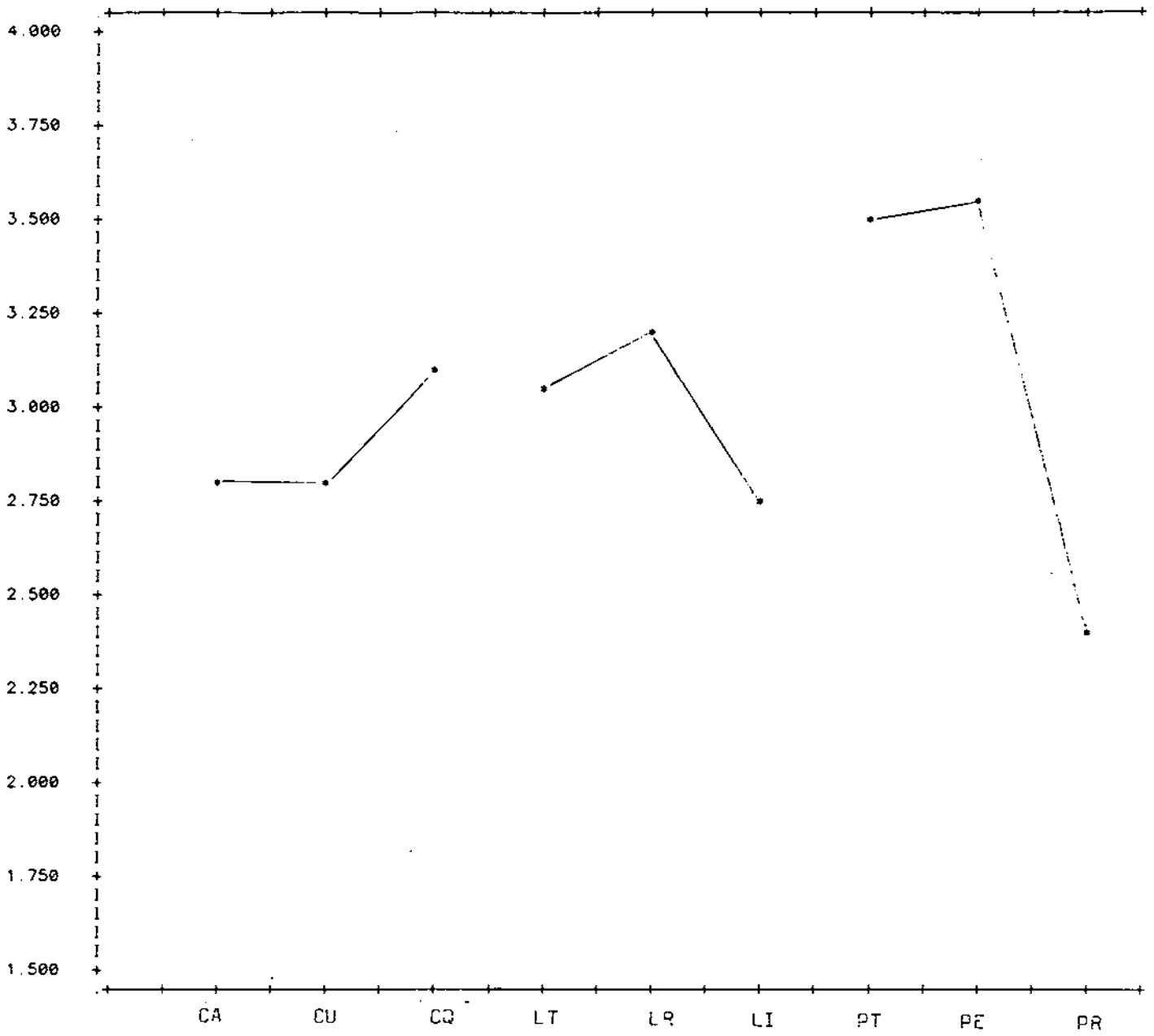


28 Jul 88
10:05:55

MORALE STUDY
University of New England

-159-
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DOWN: P1

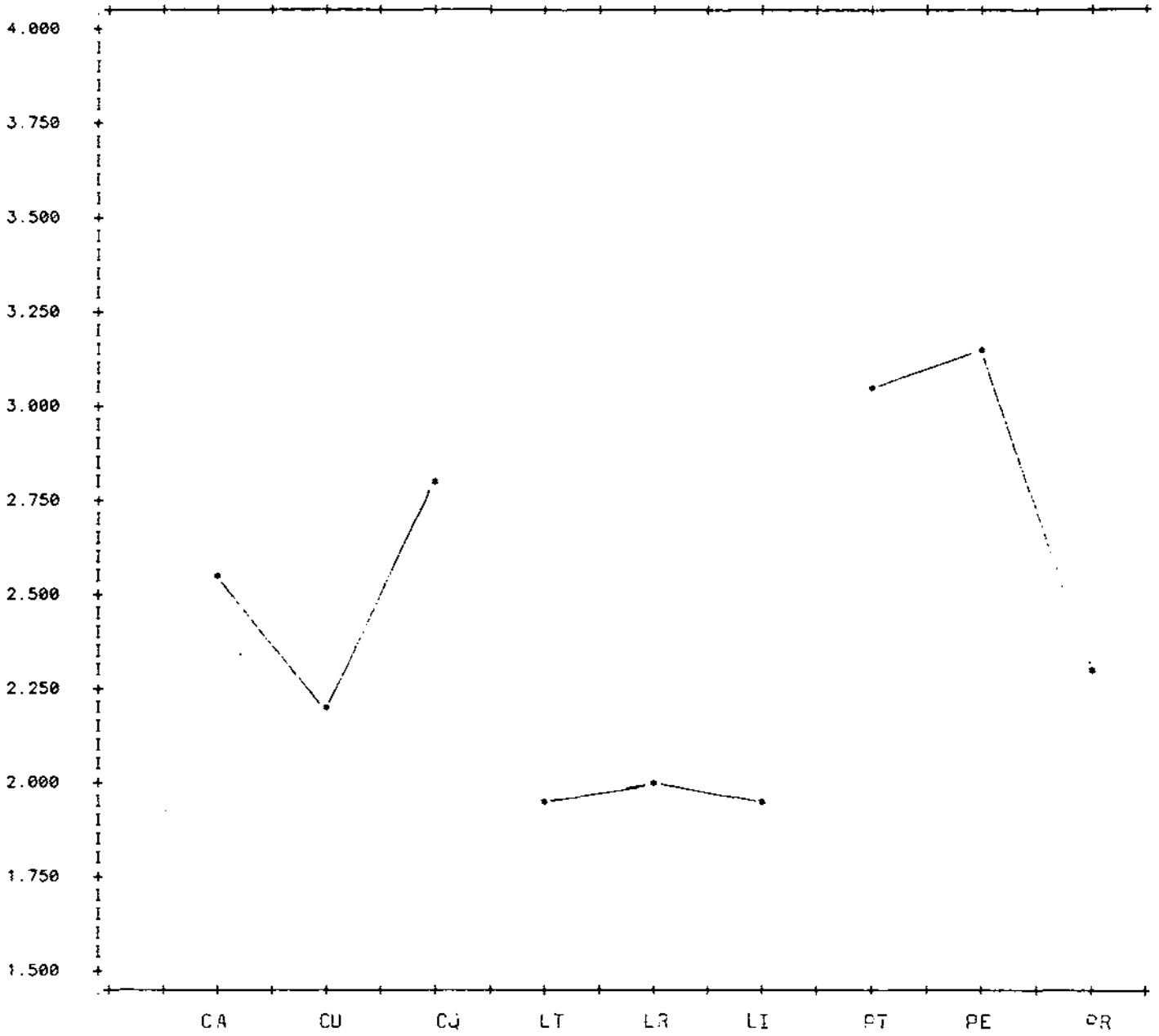


28 Jul 88
10:12:08

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: P2



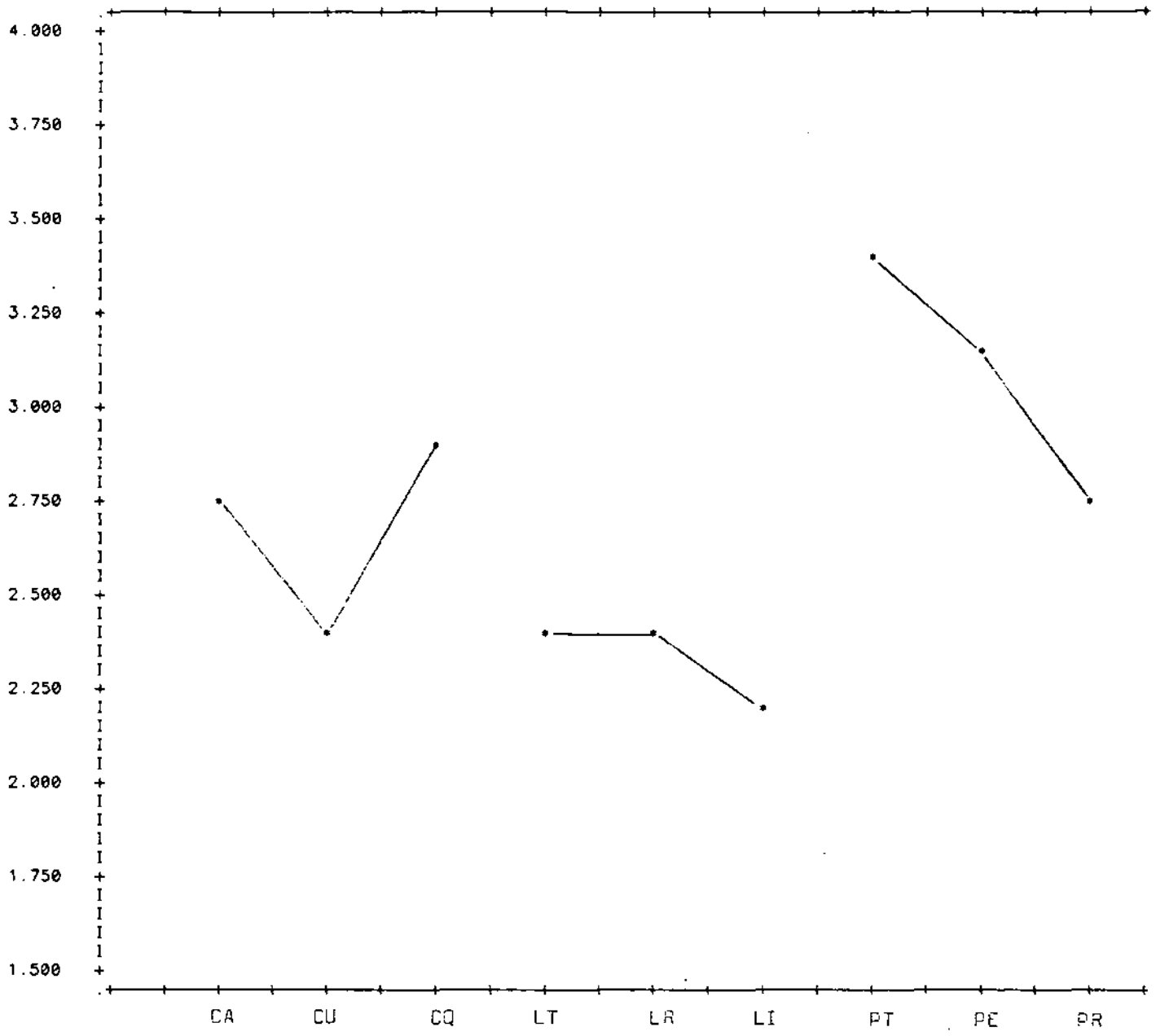
28 Jul 86
10:12:12

MORALE STUDY
University of New England

-161-

DECSystem-2060 TOPS-20

DOWN: P3

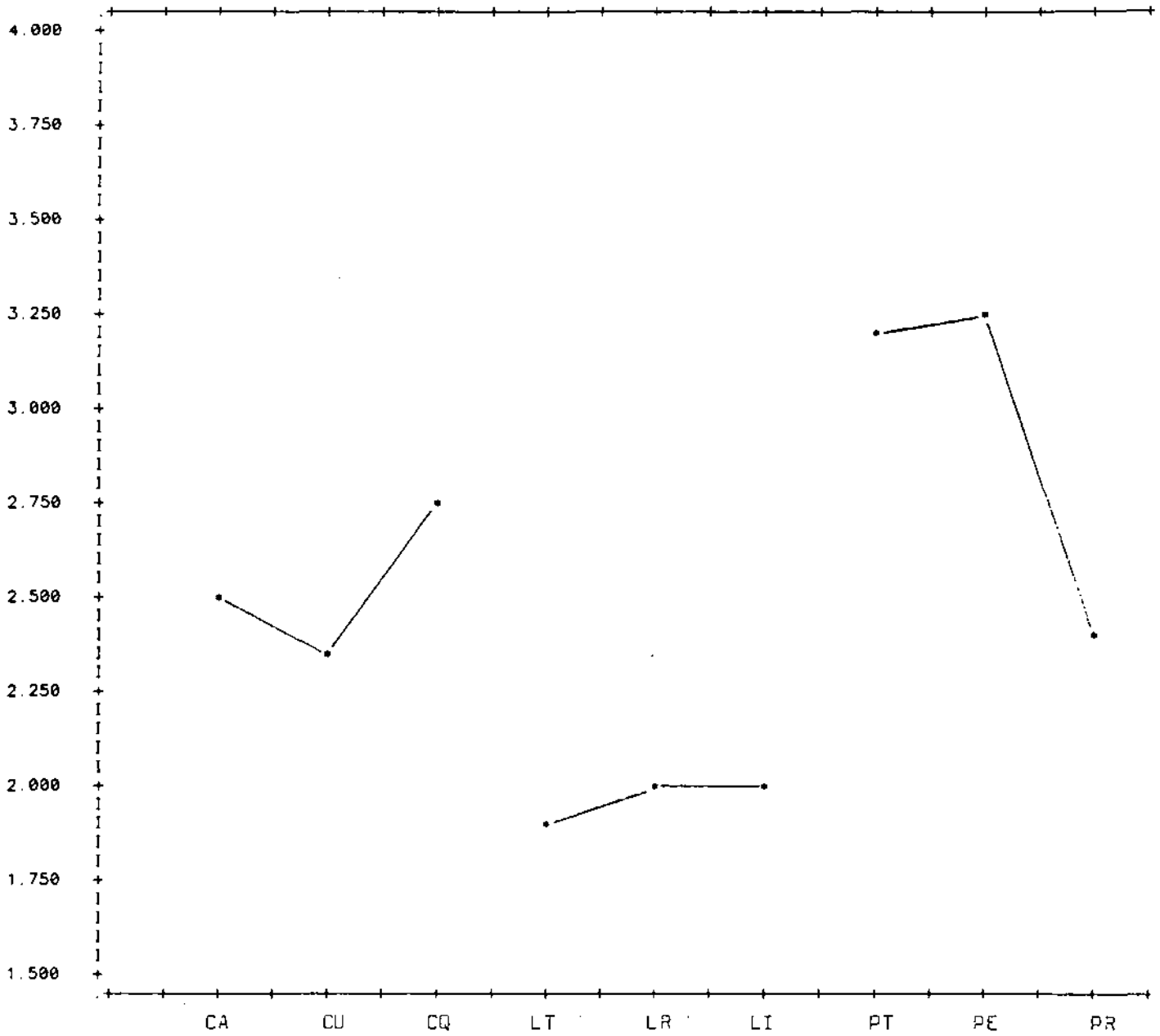


28 Jul 88
10:12:13

MORALE STUDY
University of New England

DECSys-2060 TOPS-20

DOWN: P4

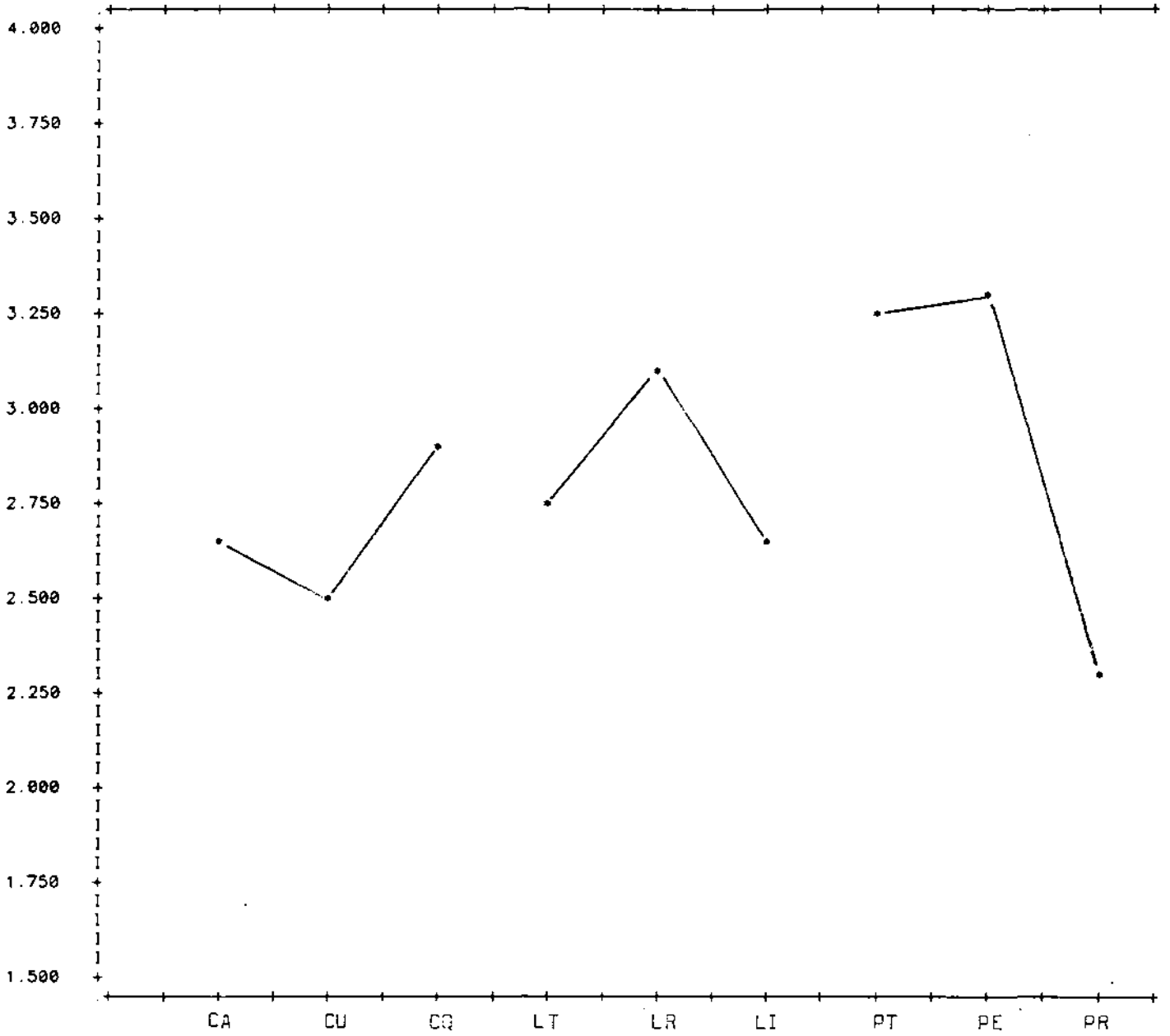


28 Jul 88
10:12:13

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: P5

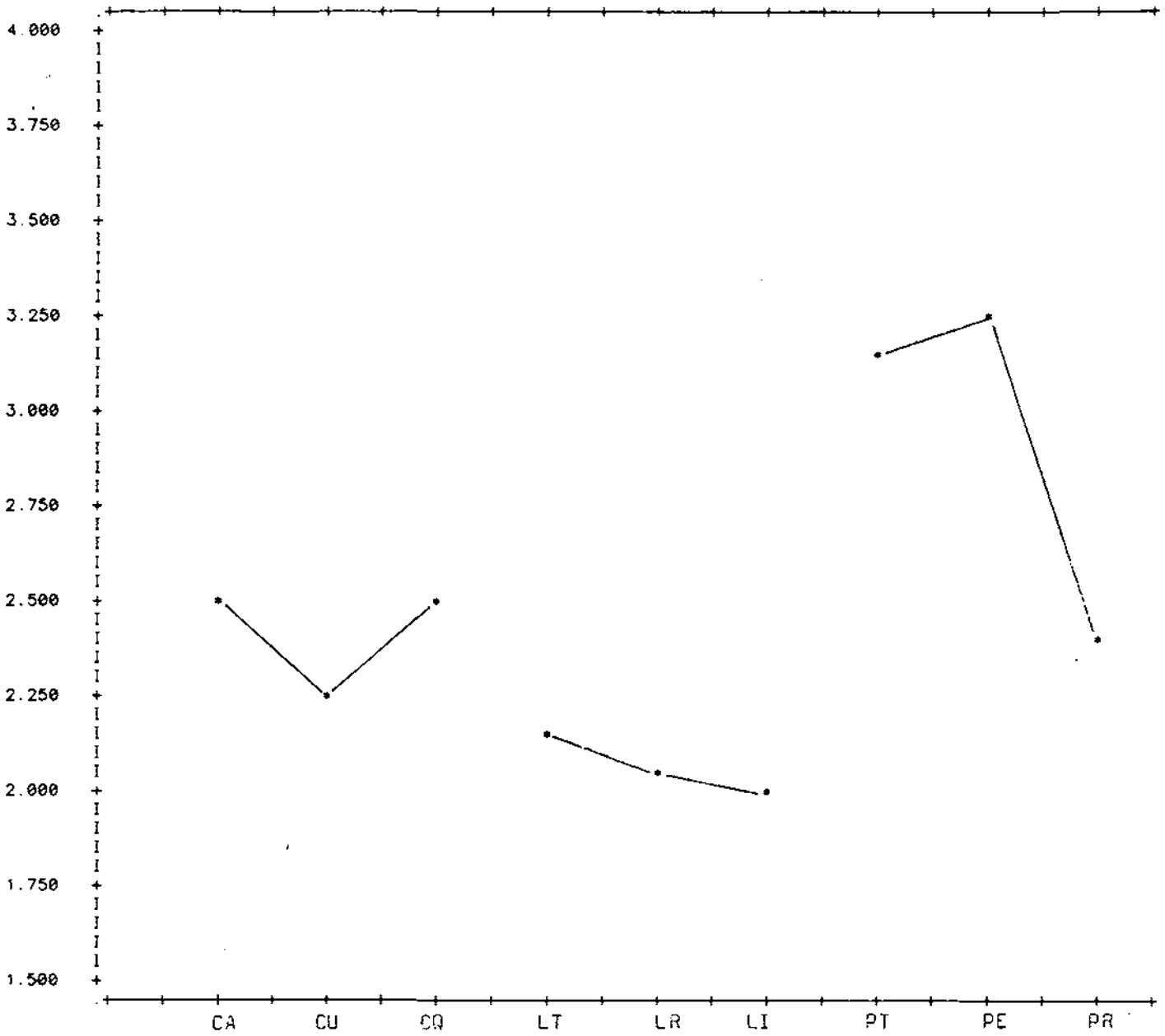


28 Jul 88
10:12:13

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: P6

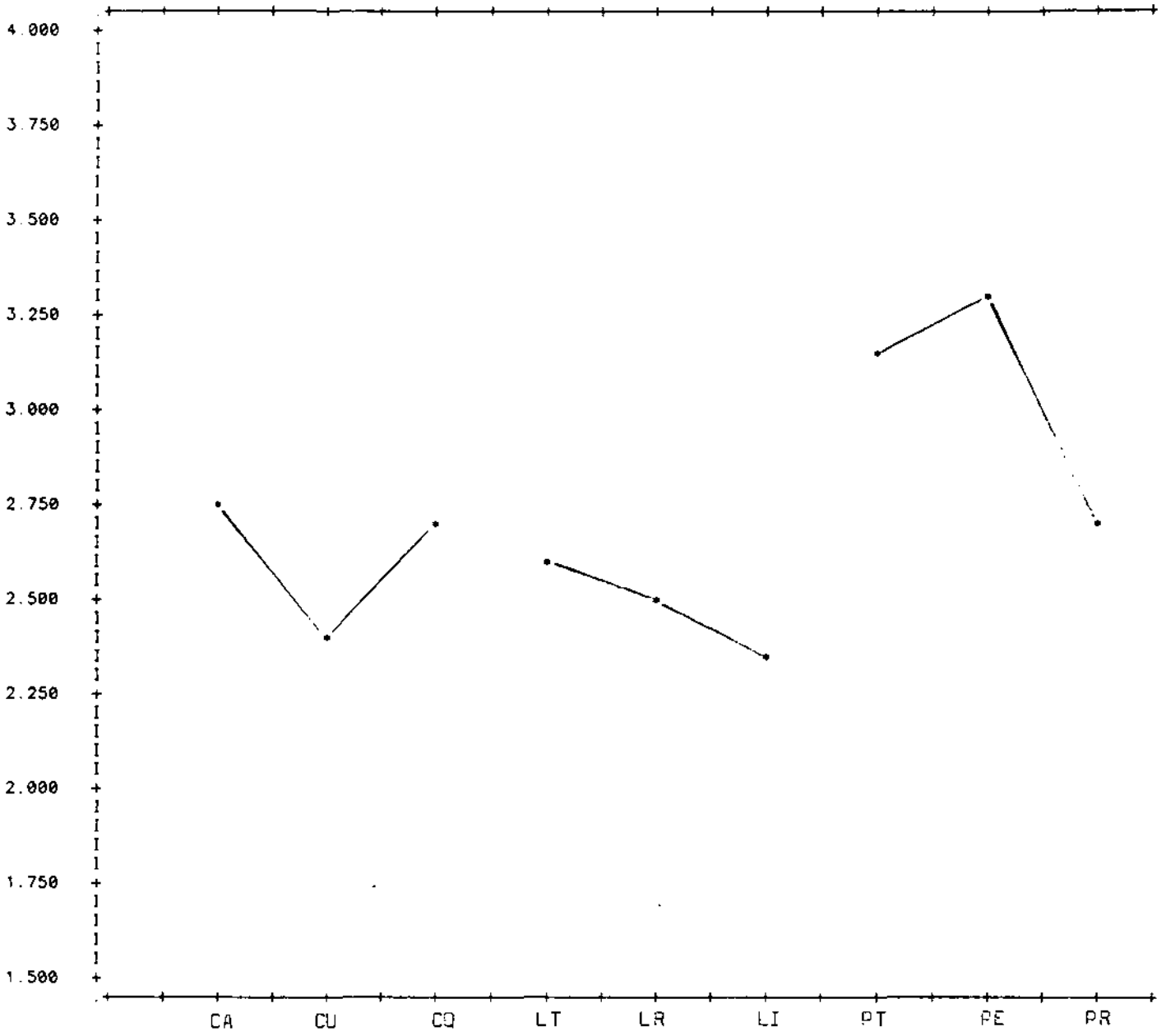


28 Jul 88
10:12:14

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN: P7

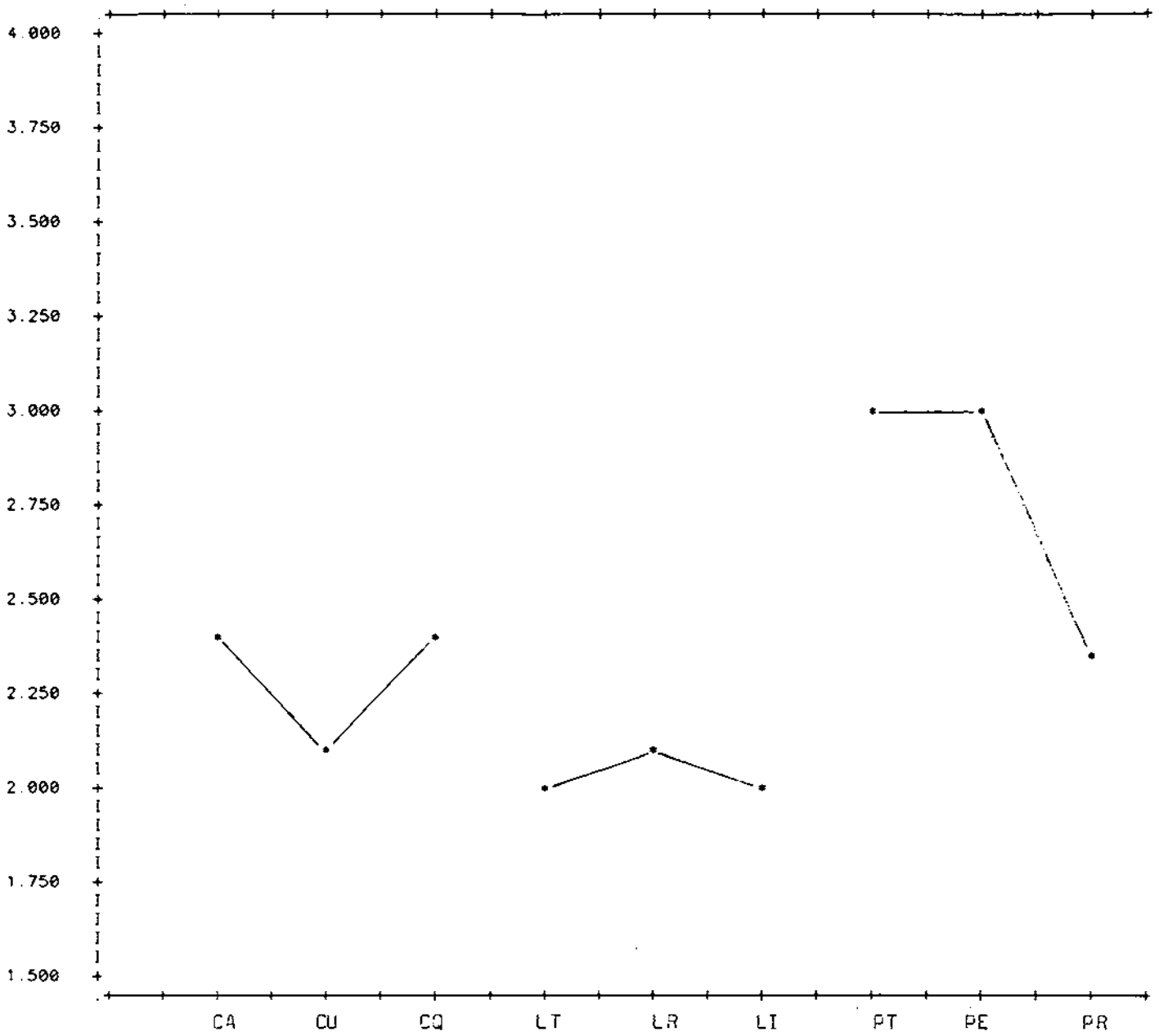


28 Jul 88
10:12:14

MORALE STUDY
University of New England

DECSystem-2060 TOPS-20

DOWN. P8

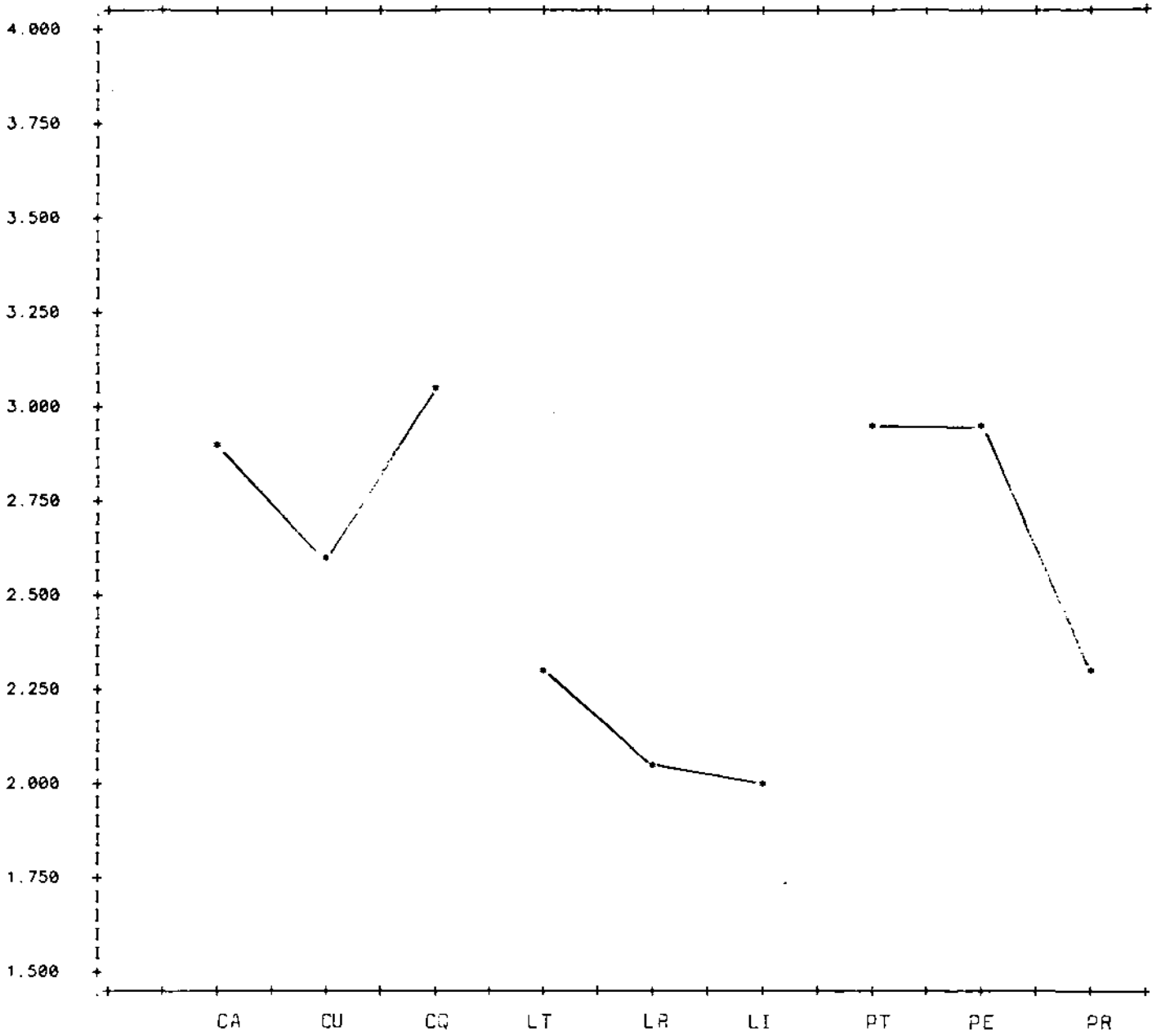


28 Jul 88
10:12:14

MORALE STUDY
University of New England

DECSys-2060 TOPS-20

DOWN: P9

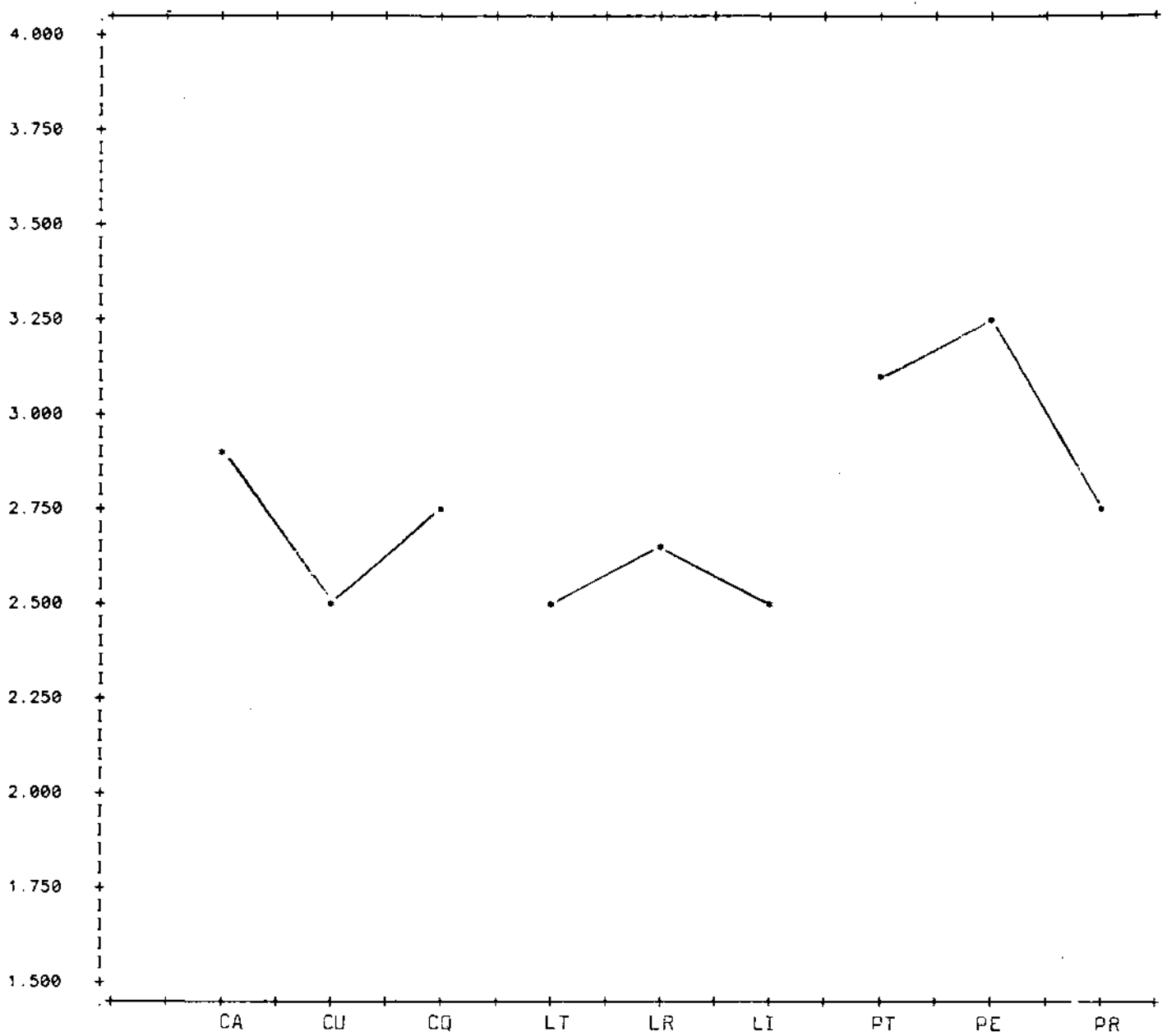


28 Jul 88
10:31:10

MORALE STUDY
University of New England

-168-
DECSystem-2050 TOPS-20

DOWN: P10

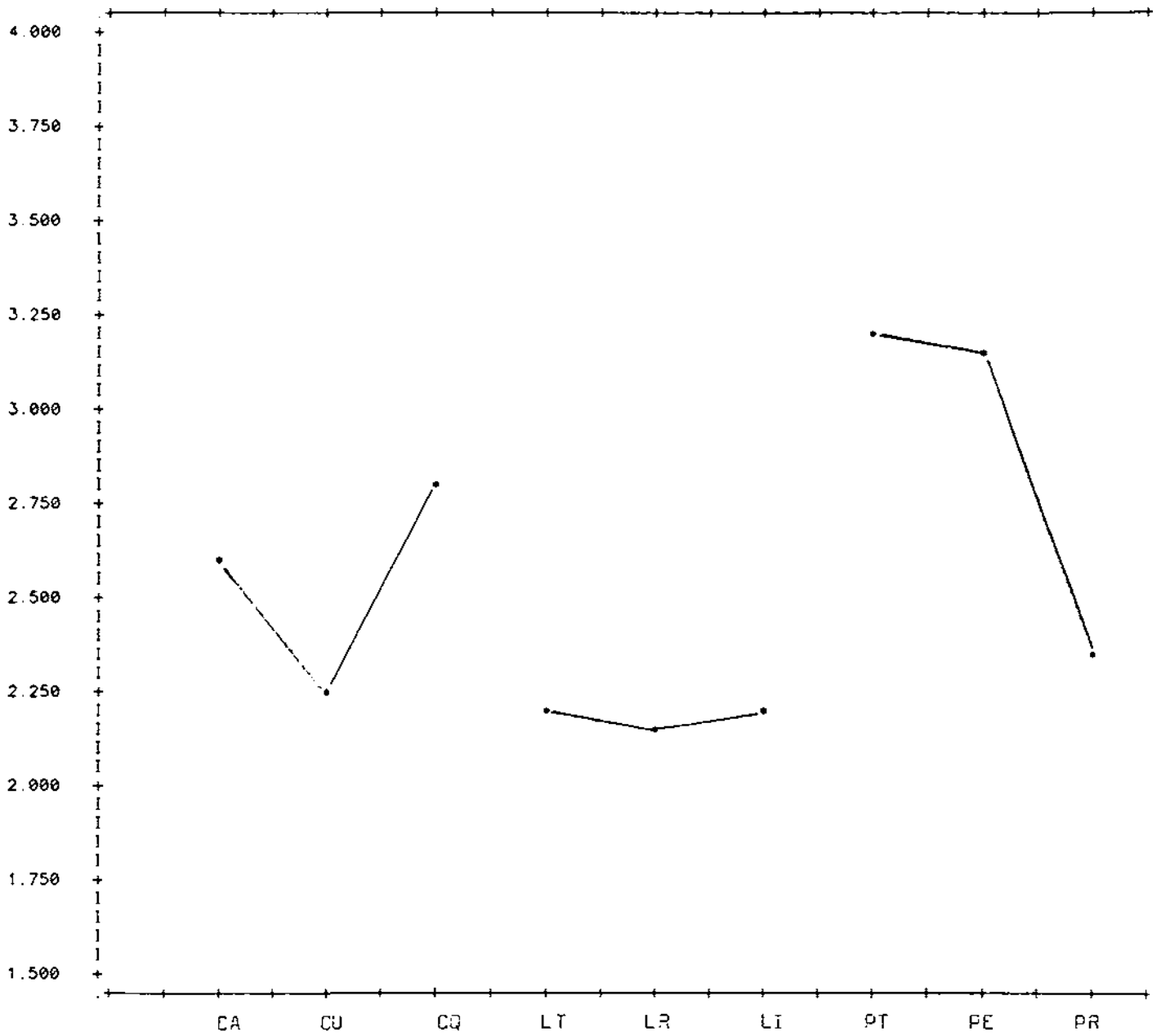


28 Jul 88
10:31:11

MORALE STUDY
University of New England

DECSys-2060 TOPS-20

DOWN: P11

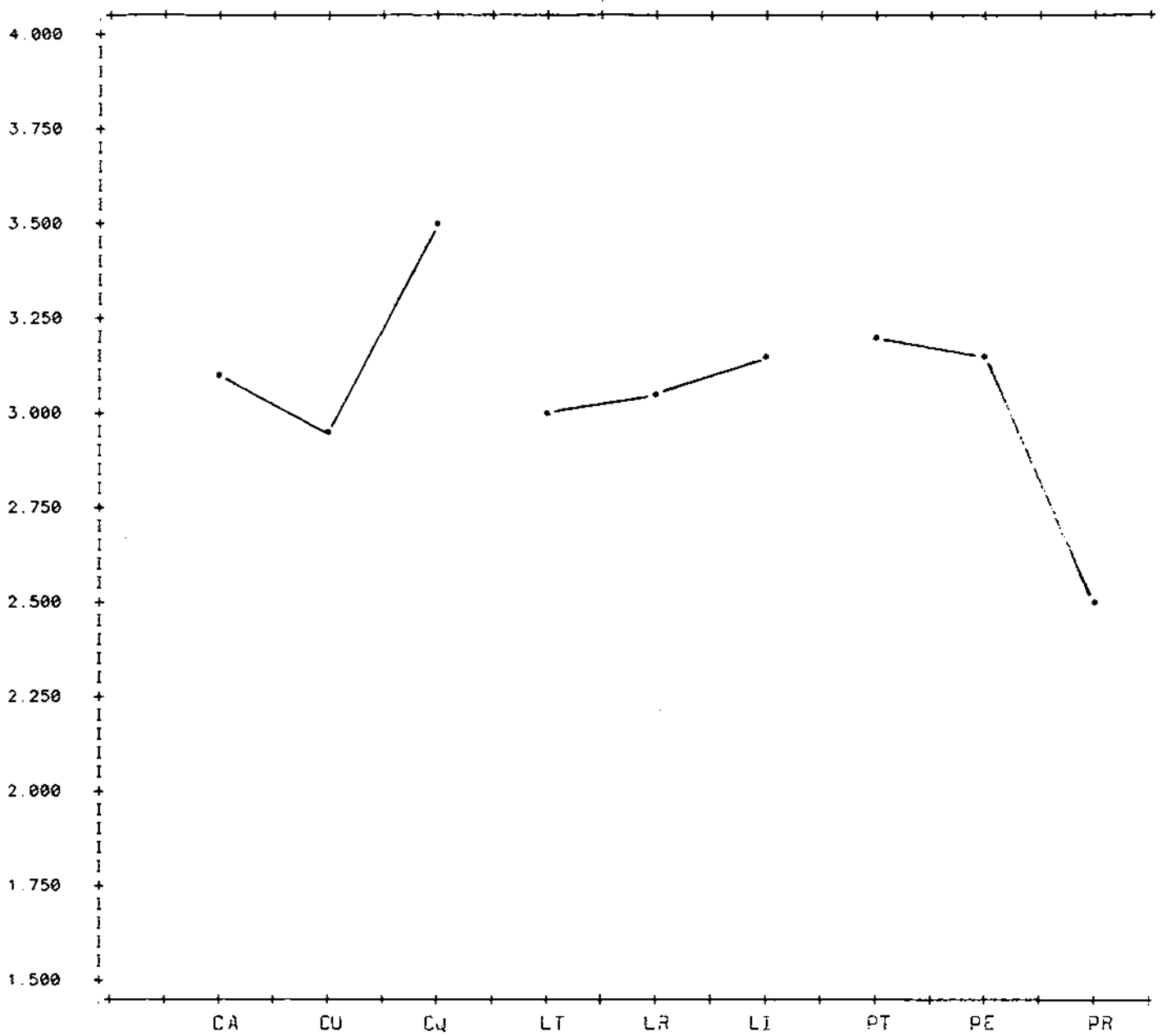


28 Jul 88
10:31:11

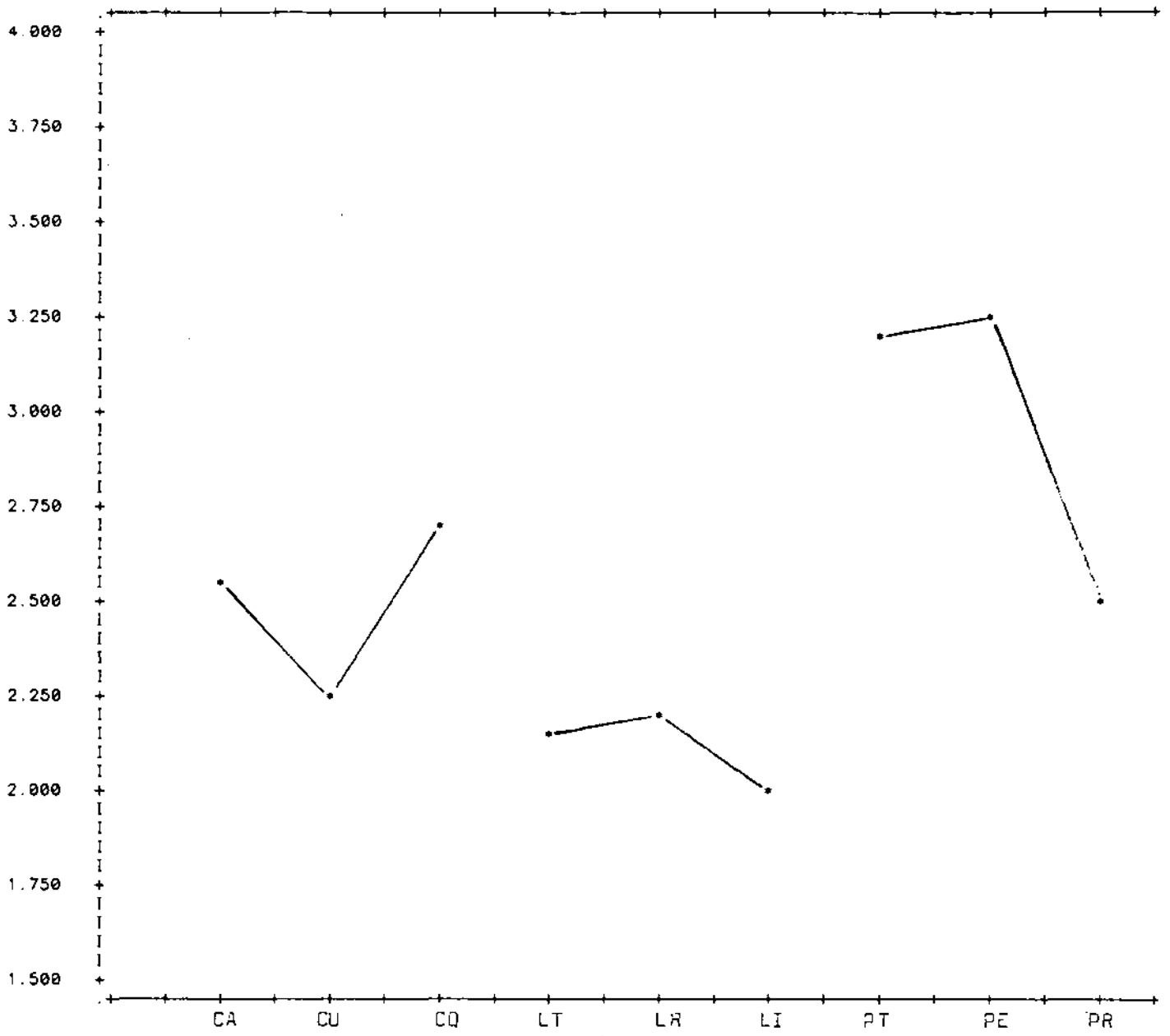
MORALE STUDY
University of New England

-170-
DECSystem-2060 TOPS-20

DOWN: P12



DOWN: P13

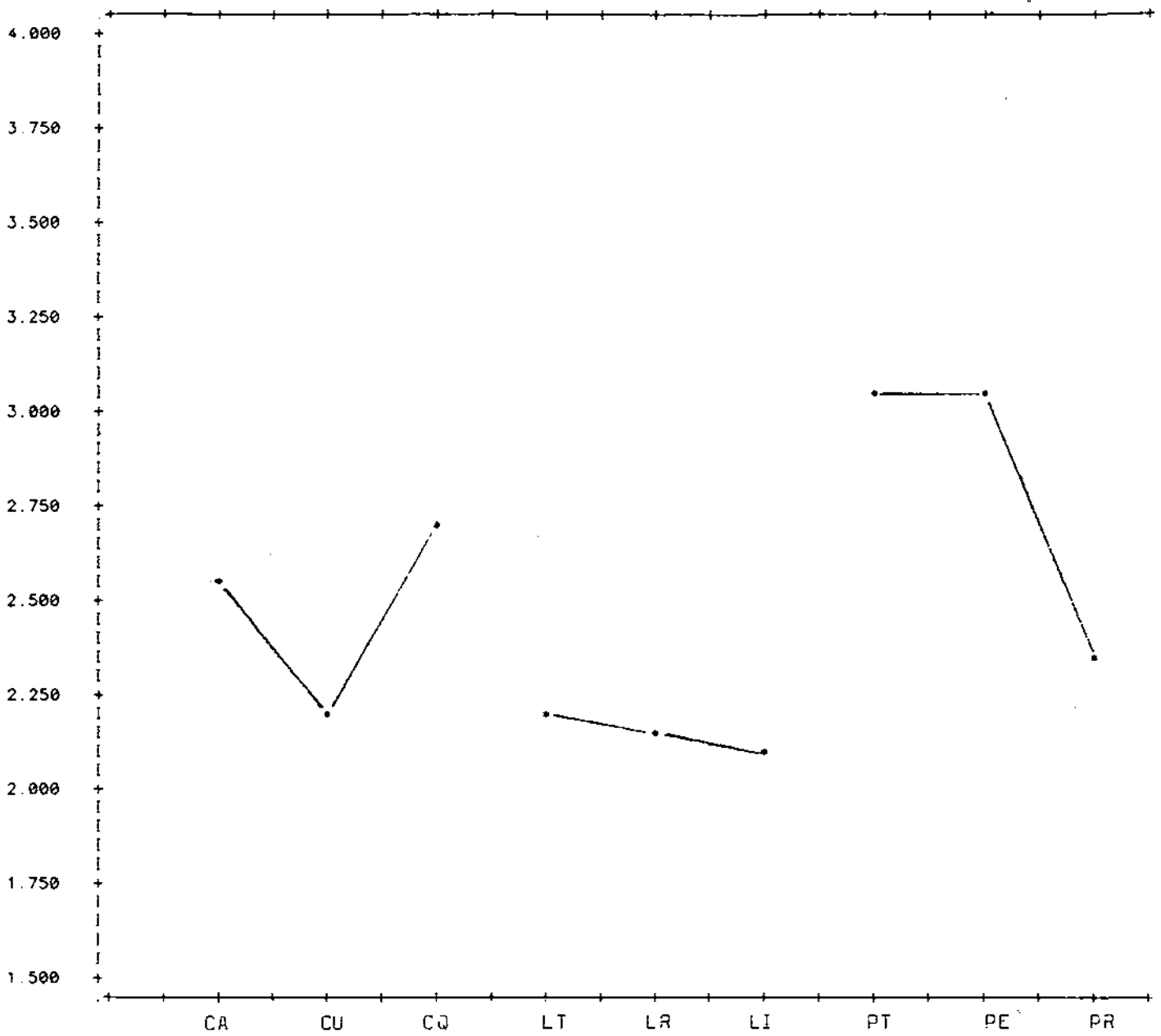


28 Jul 88
10:31.13

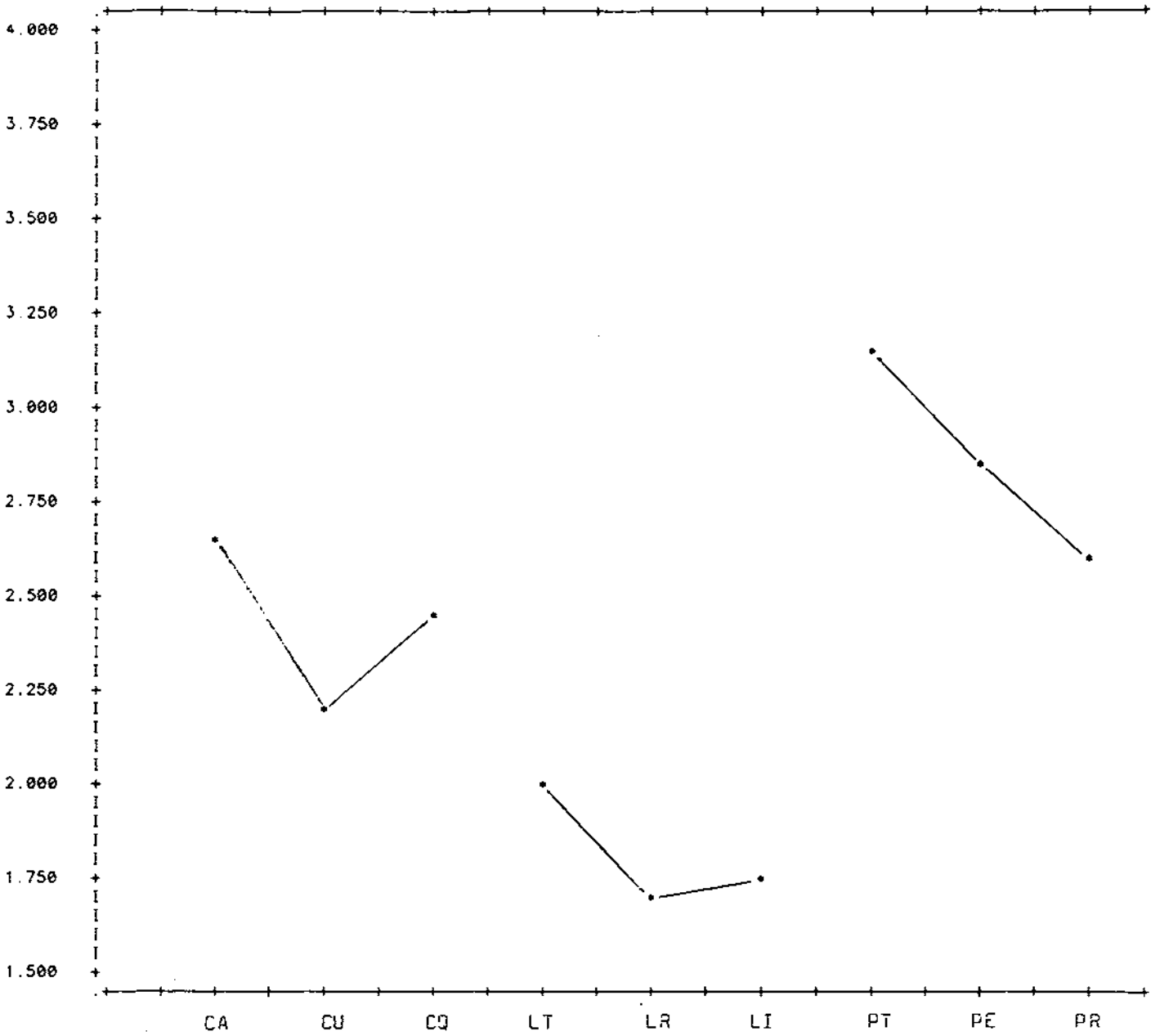
MORALE STUDY
University of New England

DECSys-2060 TIPS-20

DOWN: P14



DOWN: P15



APPENDIX V
Correlation Coefficients
Among
Dimensions

APPENDIX VI

Correspondence



Department of Corrective Services



Roden Cutler House
24 Campbell Street
Sydney 2000
Phone: 289 1333
Telex: 176658 CORSEV
Facsimile: 281 2751
DX: 22

Our reference: 87/1561

Your reference:

TO ALL SUPERINTENDENTS

Dr Kevin Smith, whose signature appears below, has been given approval by the Corrective Services Commission to conduct a research study on the morale of prison officers in New South Wales.

Every courtesy and assistance should be afforded to Dr Smith during the period of his study.

This authority will remain in force for a period of six months from the date of issue.

P J HACKETT
Chairman
Corrective Services Commission

21 January 1988

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1928 - 1988

Armidale College of Advanced Education

Armidale NSW Australia 2350

Telephone (067) 73 4211

Fax (067) 72 9702

3 Febraury, 1988.

The Superintendent,
Cessnock Corrective Centre,
Cessnock NSW 2325.

Dear Mr Baldwin,

With the approval of the N.S.W. Corrective Services Commission, the support of the Prison Officers' Vocational Branch and funded by the Criminology Research Council, I am responsible this year for an investigation of morale among a representative cross-section of prison officers. My background of experience in such investigations of morale includes work in Australian and British nursing services, the Australian submarine squadron and military units in both Australia and the U.S.A.. You may find the attached materials of some passing interest.

The Chairman's indication of approval is also attached. I now seek a preliminary visit to meet you and explain details of the project. This requires no more than thirty minutes of your time at this stage. At a later stage I would hope to visit your institution for an entire day or two to conduct the survey among a cross-section of 45 prison officers.

The date I suggest for the preliminary visit with you is Friday, 11 March, if this is convenient. Would 2.00 pm be suitable? I would be travelling from Armidale to Sydney on this day.

Yours sincerely,

Dr K.R. Smith,
Senior Lecturer in Administration.



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Mr D Owens,
Superintendent,
Grafton Gaol
Grafton NSW

27 April, 1988.

Dear Mr Owens,

Thank you for your co-operative reaction to the project on Morale of Prison Officers in N.S.W. I was very pleased to meet you recently and look forward to my next visit to your institution.

The proposal now is that I visit Grafton on June 30th. At that time I would require 15 prison officers of various ranks to complete a 72 - item Prison Officer Morale Questionnaire, preferably in small groups of 3-10. The questionnaire usually takes half an hour to complete, and this is done in my presence. In addition I hope to talk with prison officers on this same matter during the day, either in small groups or individually. My research grant will permit the employment of one First Class Prison Officer on overtime to provide some rotating relief as other Prison Officers participate in the survey. The Accountant of your Commission is aware of this arrangement.

The 15 prison officers will be a cross-section of your total staffing. I fully understand that on the day of my visit the actual cross-section available to complete the P.O.M.Q will depend upon watch and roster patterns. However to work out the preferred cross-section (which I shall notify to you in advance) I would be grateful for the following statistical details, please, as soon as possible.

TOTAL STAFFING	TOTAL YEARS OF SERVICE				
	< 1	1-3	3-6	6-15	OVER 15
No. of Executive Officers (all ranks)					
No. of Senior Prison Officers					
No. of 1st Class Prison Officers					
No. of Prison Officers					
No. of Prob. Prison Officers					
No. of Senior Overseers					
No. of Overseers					

At each institution the detailed arrangements will be slightly different, according to our recent discussions. If it is advisable or necessary that I arrive before 8 am at your particular institution, would you please advise me of the required time of arrival.

Yours sincerely,

Dr. K.R. Smith,
Senior Lecturer in Administration.

File



Armidale College of Advanced Education

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Mr. P. Molloy
Superintendent.
Metropolitan Remand Centre
Matraville NSW 2036.

Dear Mr Molloy

Survey of the Morale of Prison Officers in NSW

Thank you for the statistics regarding prison officers employed at MRC. It now seems highly probably that we shall require more than one day for the survey

When I visit during June 22-23rd I would prefer to have the following cross-section participate in the survey, seeking a total of 42 participants.

TOTAL STAFFING	TOTAL YEARS OF SERVICE				
	< 1	1-3	3-6	6-15	OVER 15
No. of Executive Officers (all ranks)				2	2
No. of Senior Prison Officers			1	2	2
No. of 1st Class Prison Officers		1	3	4	
No. of Prison Officers		13	1	2	
No. of Prob. Prison Officers	6				
No. of Senior Overseers	TWO ONLY REGARDLESS OF SERVICE				
No. of Overseers	ONE ONLY REGARDLESS OF SERVICE				

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Budgetary arrangements through my research grant will permit the employment of three First Class Prison Officers, one for the afternoon of the first day and two on the second day on overtime to provide rotating relief throughout the day - thus assisting in the release of officers to complete the questionnaire.

At the completion of the project during that week I shall advise the Accountant at Roden Cutler House of the names and hours of the relieving officer. Your own rostering and payroll procedures will also cover this situation.

I shall plan to arrive by noon on the 22nd unless you request otherwise and would expect to be at your institution for the rest of the day and the entire following day. In addition to having the cross-section of prison officers complete the Questionnaire. I would plan to spend time talking with prison officers generally either in small groups or individually

Again I do thank you for your personal support of this project

Yours sincerely,

Dr. E. R. Smith.
Senior Lecturer in Administration



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SURVEY OF MORALE AMONG N.S.W. PRISON OFFICERS

A brief confidential report to the Superintendent of each participating institution is one aspect of immediate feedback from this recent survey. I have pleasure in enclosing that feedback for you, as it relates to your institution.

1. Number of participants:

Anticipated number:

2. Prison Officer Morale Questionnaire

(a) Most positive morale-relevant features:

(b) Most negative morale-relevant features:

3. The enclosed graphs give some basis for comparing your institution with the total group of 399 prison officers from 13 separate prisons and two specialist units. Your institution is No. _____

Study of the blue sheet will enable you to interpret the graphs:

- a) Two graphs stapled together
- b) Ten graphs stapled together.

The Two Graphs

Top graph shows data from your institution.
Second graph shows data for the total 399 participants.

The index of morale ranges between 1.00 (low) to 4.00 (high).

The Ten Graphs

Bar graphs show morale indices for each participating institution.

Yours is marked in blue on the top graph.

The top graph shows Mean Morale Score i.e. aggregate of all nine dimensions of morale - the overall morale score from 72 items on the P.O.M.Q.

The remaining nine graphs each present the picture for one of the dimensions of morale (see top left corner of each graph e.g. PR).

Your co-operation in this survey was appreciated. The final comprehensive report will be submitted to the Criminology Research Council during November.

Sincerely,

Dr. K.R. Smith,
Senior Lecturer,
Administration Studies.

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