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report on the seminar



THE CONFLICT OF  
SECURITY AND  
REHABILITATION  
IN THE 1970s

by

*P. Prisgrove*

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AUSTRALIAN INSTITUTE OF CRIMINOLOGY

THE CONFLICT OF  
SECURITY AND  
REHABILITATION  
IN THE 1970s

Canberra 14-17 August, 1974

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*The Australian Institute of Criminology has catalogued  
this work as follows:*

AUSTRALIAN INSTITUTE OF  
CRIMINOLOGY

365.994

The conflict of security and rehabilitation in the 1970s. Report on the seminar by P. Prisgrove.  
[Canberra] Australian Institute of Criminology [1974]

15 p. 30 cms

1. Correctional personnel. 2. Prisons—officials and employees. 3. Rehabilitation of criminals. I. Prisgrove, Peter II.  
Title

further information may be obtained from:

Training and Information Division,  
Australian Institute of Criminology,  
P.O. Box 28, Woden, A.C.T., Australia 2606

*Printed by P. R. Kay, 10-16 Colbee Court, Phillip, A.C.T. 2606*

## INTRODUCTION

In July 1958 a seminar on 'The Conflict of Security and Rehabilitation' was held at what was then known as the New South Wales University of Technology. The intervening years have evidenced some profound changes in correctional techniques and facilities but little improvement in our understanding of the relationship between these two major correctional themes.

In planning the present workshop project, the Training and Information Division of the Australian Institute of Criminology decided that the people who should have most to contribute to an understanding of this area of the criminal justice system are experienced prison officers, whose job lies precisely at the point at which security and rehabilitation come into conflict. With the offer of the widest possible dissemination of their findings, representative members of this group were invited to participate in a discussion of this conflict. The offer was enthusiastically taken up by them, some taking recreation leave in order to attend. Industrial action within the transport industry almost caused the project to be postponed but a last-minute easing of the situation meant the project could be held but reduced in length from five to three days. This curtailment was most unfortunate, as it meant that the final wording of the deliberations of the group had to be completed by Institute staff after the participants' departures. Nevertheless, these deliberations represent the first nationally based statement on this important issue from the prison officer's point of view. They clearly deserve the most careful consideration by those involved in developing and administering correctional policy in Australia.

## PARTICIPANTS

The participants were selected by inviting three nominations from prison officer associations in each State and Territory and one nomination from each prison administration. These figures were readjusted slightly in the light of availability of participants from the various States and Territories. The final figures were as follows:

Northern Territory	..	..	..	..	..	5
New South Wales	..	..	..	..	..	4
South Australia	..	..	..	..	..	5
Victoria	..	..	..	..	..	6
Queensland	..	..	..	..	..	5
Western Australia	..	..	..	..	..	4
Tasmania	..	..	..	..	..	1

In addition six overseas visitors were invited personally. These visitors came from Fiji, Kenya, New Zealand, Papua New Guinea and Sri Lanka.

## PROGRAMME

The programme (shown in Table 1) comprised two full days, two half days and an evening of lecture papers, workshops and discussions. The papers were intended not as keynote addresses which tend to focus discussion on a particular area, but rather to generate ideas that would enrich and diversify workshop discussion and widen the area considered by participants. These papers are available in a separate volume published by the Institute.

In workshops, the participants were divided into four groups, each group included an overseas participant and a member of the Institute staff as a reporter. The workshop elected its chairman from its participant members. The workshops were free to consider any issue that seemed to them to be relevant in the context of the training project title. To stimulate initial discussion, participants were asked, prior to the first workshop, to prepare some examples from their experience of situations in which security and rehabilitation had been in conflict.

During the first two workshops, the issues discussed were taken down by the reporters and this material was moulded into a group report in workshop three. During the fourth workshop each group attempted to refine the issues in their group report into a series of resolutions, to be put before the combined groups in the plenary sessions.

Because of the reduced time available for the workshop deliberations and plenary session debate, many resolutions were hurriedly worded and almost a third were not discussed or voted on at all. Even the resolutions that had been voted on were occasionally returned to and amended in the light of subsequent debate and for this reason the resolutions *per se* are not presented in this report. Rather, the points raised in both the group reports and the subsequent resolutions have been combined under a number of major headings in the next section of this report. The group reports themselves are shown in Appendix I.

## CONCLUSIONS AND RECOMMENDATIONS

Before presenting the conclusions and recommendations derived from the group reports and resolutions, it is useful to define some terms:

1. 'Correctional Officer' denotes a uniformed prison officer. This was the term favoured by most but not all of the participants.
2. 'Specialist Staff' denotes such non-uniformed people employed within a prison system as welfare officers, probation/parole officers, social workers, psychologists, psychiatrists, clergymen and so on.
3. 'Administrative Staff' denotes superintendents and other senior institutional administrative staff as well as senior departmental staff.

The conclusions and recommendations are grouped for convenience of reference but neither the particular groupings nor the order of groups is intended to have any other significance.

### RECRUITMENT

In order to attract an applicant of a sufficiently high standard, a progressive and active recruiting campaign is necessary. Improved conditions of service are necessary in some States if worthwhile applicants are to be attracted. Standards for enlistment into the correctional service need to be high but these standards should not be exclusively academic. Factors such as good character, stable personality and the ability to handle men should be heavily weighted in selection procedures, although the results of a number of standard tests should also be of assistance. The selection panel should include at least one correctional officer. Recruitment procedures should be standardised on a national basis.

### TRAINING

The training of correctional officers must be an ongoing process, involving both initial training at intake and in-service training permeating all levels of the service. The training of correctional officers must be tied to a precise statement of duties. If officers' duties include rehabilitation of offenders, this term must be precisely defined and appropriate training provided. Training procedures should be standardised on a national basis.

### CAREER STRUCTURE AND PROMOTION

Concrete attempts must be made to enrich the career structure within the correctional service. These should include the recruitment of welfare and probation/parole staff from within the service. Promotion within the service should be on the basis of merit but the completion of in-service training courses should play only a part in assessing officers for promotion. The national co-ordination of both training and promotion in correctional services could well be achieved by the establishment of a national professional association of correctional workers. The relation of this association to the prison officers industrial associations needs further consideration. The Australian Institute of Criminology could also have a role to play in this area of national co-ordination of qualifying examinations for correctional workers.

## PROFESSIONAL IMAGE

The correctional officer has a low professional status both in the eyes of the community and other professional groups. To a large extent this is a public relations problem and more attention must be paid to enlightening the community in this regard. Corrections departments should employ a public relations officer for this purpose and accredited officers should ensure that the correctional officer's point of view is heard in the news media. Improving the correctional officer's image in the community is likely to have a positive effect on the standard of job applicants and hence benefit the service in this way also.

## ROLE CONFLICTS

The role of the correctional officer needs to be precisely stated and his area of responsibility exactly defined. The fact that this has not been done has led to serious conflicts with specialist staff. Because the correctional officer is held accountable by his superiors for the security and discipline of inmates, his role must be primarily custodial. Any additional, non-custodial duties must be consistent with this primary role. Specialist staff must act in a way that is consistent with the officer's maintenance of security and discipline and must be held accountable in this regard. The duties and responsibilities of specialist staff must be precisely stated and must be consistent with those of the correctional officer. Every effort must be made to promote communication and hence mutual understanding between correctional officers and specialist staff.

## WORKING CONDITIONS

While conditions for the prisoner are continually being improved, the same cannot be said for those of the correctional officer. Poor conditions are instrumental in reducing the officer's status and hence the effectiveness of his influence on the prisoner. Staff shortages are another factor that make it difficult for the officer to fulfil his professional potential, by making it necessary for him to devote his entire energies to simply maintaining basic institutional services and functions. A national survey of correctional officers' working conditions should be made and remedial steps taken where necessary.

## CONSULTATION

Departmental administrators, specialist staff and senior correctional staff often neglect to take advantage of the correctional officer's experience and first-hand contact with inmates when making decisions relating to the prison, its programmes and inmates. Correctional officers welcome such consultation and feel that it could contribute considerably to the quality of the decisions taken. Where such consultation is not made correctional staff should, as a matter of courtesy, be informed of various institutional reforms and changes before they occur.

## COMMUNITY SERVICES

Correctional authorities must exert a stricter control over some volunteer groups whose radical and controversial approach make the correctional officer's job more difficult. In addition, it should be ensured that their approaches were welcomed by the prisoner and did not merely frustrate him.

## CLASSIFICATION

All prisoners should be brought before a classification committee as soon as possible after admission and longer sentence prisoners should be re-assessed regularly thereafter. Such a committee should include administrative, correctional and specialist staff. An attempt should be made to decrease the number of inmates in maximum security institutions.

## INSTITUTIONAL SIZE AND COMPOSITION

Rehabilitative programmes are best suited to small, medium to minimum security institutions. Before any such programme is introduced it must be ensured that suitable staff and facilities are available, especially in the case of evening or group activities. No new institution should be built to accommodate more than 200 inmates and there must be sufficient work and training facilities to employ them all. A study should be made of the optimal staff-inmate ratio in institutions of various types.

## REHABILITATION

If rehabilitation is to be a correctional aim, it must be defined in explicit, practical terms. The types of programmes so far introduced for rehabilitative ends have often conflicted seriously with institutional security. There seems little doubt that rehabilitative programmes can fit into a maximum security situation only with the most extreme difficulty and should preferably only be used in institutions that are designed specifically for that purpose.

It is considered that for any programme of rehabilitation to succeed, it must have the co-operation of the inmate.

## INSTITUTIONAL PROGRAMMES

Correctional training programmes must be realistic in terms of the inmate's aptitudes and abilities and oriented towards the realities of post-release job opportunities. Correctional authorities should press for outside recognition of trade training undertaken in prison under a qualified instructor.

Conditional remission should be applied in such a way as to encourage inmates to participate in institutional training programmes.

## INMATE DISCIPLINE AND PRISONER COMMITTEES

While views vary on the degree of discipline necessary in a correctional institution, it is clear that inmate behaviour must be closely regulated. In recent years the attitudes of prisoners have changed quite markedly and in a more permissive society, prisoners are demanding a greater degree of freedom within the prison. The formation of inmate committees in some prisons is a trend which must be watched closely, for while there should be opportunities for inmates to put forward suggestions, these committees could develop into inmate organisations that pose a dangerous threat to prison security.



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## REPORTS OF THE WORKSHOPS

## Group A Report

*Reporter A. Browne*

1. Group A defined rehabilitation of prisoners as 'the treatment of a prisoner for his return to society'. The rehabilitated offender must be able to fit into society again.
2. It was generally agreed that specific and conscious efforts to rehabilitate within a maximum security prison were almost impossible. Some prisoners are hopeless cases. For the most part, effective programmes can be implemented only with the co-operation of the prisoner. Desire for rehabilitation or self rehabilitation on the part of the prisoner is necessary. Prison officers can encourage counsel and provide facilities, but although you can take a horse to water, you cannot make him drink.
3. A prison is primarily a custodial institution and security is its major function. Most prison work and leisure programmes if they are rehabilitative to some extent are only so in an indirect way. Work and hobbies are mostly an end to security with the rehabilitative function a secondary consideration. Training within a prison, e.g. obtaining a trade qualification, will be of little use unless the prisoner's qualifications are recognised in society and suitable employment can be obtained on his return.
4. Far too many people are committed to maximum security prisons. It was felt that drunks, vagrants, drug addicts and civil offenders such as maintenance defaulters should not be committed to prisons. During short terms in prison little training can be carried out quite apart from implementation of rehabilitation programmes.
5. Prison officers at present function under a number of difficulties. For example, there is a lack of clear prison policies stated by governments. If there are policies they are not disseminated widely enough within the prison service. Prison officers, in the main, are unaware of them.
6. With security the primary role, the extension of programmes is restricted by shortages of staff and facilities particularly for evening educational and leisure activities.
7. The present relationship between uniformed and non-uniformed prison staff is confused. This is due in part to lack of communication between the groups. Prison officers are primarily concerned with security and the activities of many social workers tend to undermine security and discipline. Their activities are not sufficiently supervised and they are not accountable for their actions to the same extent as prison officers. The result is that prison officers become frustrated and confused.
8. The attitudes of prisoners have also changed quite markedly in recent years. In a more permissive society, prisoners are demanding a greater degree of freedom within the prison. Whilst changes are being made discipline and security is becoming more difficult to enforce. The establishment of prisoners committees in some prisons in N.S.W. after the destruction of Bathurst, is a trend which needs to be watched closely. While there should be opportunities for prisoners to put forward suggestions, the setting up of committees could grow into something far more than an advisory body or channel of communication and become a disruptive element.
9. Consideration was given to the position of young prisoners. Prison populations are getting younger. The minimum age of imprisonment varies,

but in some States it is as low as 14 years. Separate institutions are used for young offenders, such as child welfare institutions, special institutions and in N.Z. the Borstals. Discipline is more of a problem with younger offenders. However in N.Z. and the U.K. short term sentences for young offenders around 16 years of age in a spartan disciplined environment has been successful.

10. There is no co-ordination between prison officers, juvenile institutional officials and parole officers. Often the different groups work at cross purposes. An example was given of how youngsters at juvenile institutions in Victoria can gain an earlier release by repeatedly escaping from the juvenile institution, being transferred to the adult jurisdiction and then obtaining parole. A problem with young people under 18 in several jurisdictions is the absence of imprisonment with labour. In these cases they are entitled to decline any employment. Young people need work to keep them occupied.

11. The group did not consider that prisons were a failure as the major role of a prison is custodial. But the numbers of prisoners in maximum security prisons should be reduced.

12. The group was critical of present training procedures for prison officers. In N.S.W. for instance, recruits do three weeks induction training which is woefully inadequate.

13. Training at middle and upper level is also inadequate. Procedures explained in training very often bear no resemblance to actual practice.

14. There is a real need for tertiary training courses to be conducted on a national basis with uniformity in training between the different States.

15. Promotion within the Prison Service should be on the basis of merit with the completion of advanced training courses forming part of the assessment.

16. Finally, there is a need for more effective communication between uniformed staff and civilians and between prison officers and other branches of the corrective system so that roles can be more clearly defined and understood.

#### Group B Report

Reporter J. Vagg

It was generally agreed that there is a conflict between security and rehabilitation. Owing to the limited time available and the complexity of the subject it was decided to conduct the workshop on a general discussion basis rather than confine it to specific debatable points. From this general discussion the following points were noted as being related to the subject in question, if not directly then at least indirectly.

##### 1. WHAT IS THE ROLE OF THE PRISON OFFICER?

- (a) It was considered that in order to overcome this conflict between security and rehabilitation the first question which must be answered is 'What is the role of the prison officer?' It was generally agreed that until the role of the prison officer is clearly defined then there is little chance of coming to grips with the problem.
- (b) It was suggested that because of the regulations in force which give the authorities the power to formally charge or discipline a prison

officer following an escape, breakout or serious disorder then the primary role of a prison officer must be custodial, all other roles are considered as secondary. If officers are to be given duties other than custodial, prison regulations must be updated. All agreed that there is a requirement for some form of legislation which defines the modern prison officer's role and his responsibilities. This can not vary from State to State. On a nation-wide basis it was appreciated that this may be difficult owing to the complexity of existing laws concerning crime and methods of sentencing which differ from State to State.

## 2. REHABILITATION PROGRAMMES AND SENTENCES

- (a) Concern was expressed and most agreed that prison security is often reduced by the implementation of rehabilitation programmes which are often designed, planned and accepted by people who have little appreciation, knowledge and experience of the institutional structure, building design and the established security routine necessary in most prison establishments.
- (b) The breakdown of security due to some rehabilitation programmes can lead to and in fact has led to serious disorder.
- (c) Programmes in themselves are not criticised. However, it was felt that prison officers must be given the opportunity to voice their professional opinion as to the advisability and practicability of implementing programmes which may or may not be suitable or practicable within a particular prison environment.

## 3. DECENTRALISATION

- (a) If custodial and rehabilitation duties are to be combined then it was agreed by all that decentralisation of the Prison Service is urgently required. A number of smaller establishments must be built in all States and the prison population in any one establishment must be reduced.
- (b) It was considered that a study should be carried out in order to determine the most suitable ratio between prison officers and prison inmates. It was appreciated that this ratio must vary according to the nature of a particular establishment and its main role, therefore the establishment would also need to be classified.
- (c) It was generally felt that until such time as new buildings were available and a suitable staff/prisoner ratio was decided upon there was little point in launching new rehabilitation programmes.

## 4. TRAINING

- (a) It was felt that if prison officers are required to participate in rehabilitation programmes in addition to their normal custodial duties then suitable training programmes for prison officers should be conducted in order to prepare them for this role.
- (b) It was also felt that the standards for entry into the Prison Service should be raised.

## 5. COMMUNITY SERVICES

- (a) Most felt that some community service representatives in their rehabilitative roles often made the prison officers' duties extremely difficult. This was brought about by the representatives' often radical and controversial approach.
- (b) It was thought that prison authorities needed to exert stricter control over community services in order to ensure that their representatives'

views were constructive and not destructive. In particular, efforts should be made to ensure that their approaches were welcome rather than frustrating to the prisoner.

## 6. CORRECTIONAL OFFICERS

It was stressed by all that probation, welfare and other correctional officers (not prison officers as such) should be recruited by the Prison Service and from within the Service. This then would create a much more active career structure within the Service and give those with suitable aptitude the opportunity to specialise.

## 7. PRISON OFFICERS STATUS

- (a) All expressed concern at the low regard in which the prison officer is held both by the community as a whole and other professional groups. This is due in part to adverse and unfair criticism by the media and the apathetic approach to this by the prison authorities.
- (b) It was felt that no opportunity is given to the prison officer or his representative to publicly air his opinions on controversial issues or to answer unfair criticism.
- (c) It was felt that a progressive and continuing public relations campaign should be instituted by the prison authorities in order to inform the community as to what the Prison Service is and what it stands for. Other public services do this, the Prison Service being the oldest public service in Australia should also enter this field. The benefits to be gained both in recruitment and in raising the status of the Service as a whole would make extra expenditure well worth while.
- (d) It was agreed that in order to raise the status of the prison officer the initiative must come from the Prison Service. It was felt that the authorities should seriously consider doing away with the term 'Prison' completely and replacing it with a term more acceptable to the community, prison officers and the prison population. This in itself would erase some of the stigma inherited from the 'turnkey' image.
- (e) It was considered that a more active and progressive recruiting campaign should be started. This, if it is presented correctly, could also raise the status and improve the image of the Prison Services. But unless sufficient inducement was offered the scheme would fail. The following conditions of service should be offered and provided in States where they do not now exist.
  - i. Progressive career planning—branching-out into a variety of streams.
  - ii. A progressive training scheme
  - iii. Opportunities for educational advancement up to and including university level
  - iv. Prison officers welfare schemes
  - v. Furnished married quarters readily available
  - vi. Social and sports clubs (external to prisons)
  - vii. Recreational holiday homes

## 8. SHORTAGE OF STAFF AND HOURS WORKED

- (a) It was agreed that in most States due to shortage of staff resulting in excessive working hours and to some of the present operational systems there is little opportunity to engage in rehabilitation activities. Most of the prison officer's time is spent in ensuring

that the domestic side of the establishment does not break down and continues to run smoothly. This is another example of the officer's role as being primarily custodial.

- (b) It was considered that there is some breakdown in communication between the executive prison staff and the prison officers, mainly caused by the overloading of administrative work on executive staff thus confining them to an office and breaking down communication between executive staff, prison officers and prison population.

## Group C Report

*Reporter P. Bottomley*

### 1. CONDITIONS

The first matter to be discussed was the living and working conditions of the prison officer and the prisoner. It was felt that the trend in prisons today was to improve conditions for the prisoner while neglecting the needs of the prison officer. While affirming the principle that the prisoner should be accommodated at a standard that conforms to his need for self respect, it was felt that equal concern had not been shown for the prison officer. It was argued that the difference between standards being proposed for, or already enjoyed by prisoners and those applying to prison officers, was a factor in reducing the prison officer's status and thus the effectiveness of his influence on the prisoner.

### 2. TRAINING

Representatives from different States, Territories and overseas outlined their various facilities for training, which ranged from no training at all (except on the job), or 6 weeks to 6 months both in the classroom and in the prison under supervision. The importance of adequate basic training was stressed and it was agreed that there should be more uniformity in training and facilities for training, throughout the country.

One way to facilitate this development would be for comptrollers of prisons to have regular opportunities to meet to co-ordinate training programmes.

### 3. DISCIPLINE

It was agreed that rules were needed for the successful running of any group or society but there were differences of opinion on the degree of discipline needed in the prison. One view was that the utmost strictness in matters of routine, dress and behaviour was necessary to maintain order and also act as a deterrent; the other, that repressive and rigid controls act against the rehabilitative process and breed the institutional man who is incapable of thinking for himself.

### 4. ADMINISTRATION AND ORGANISATION

The group felt strongly that the prison officer and the benefits of his practical experience were often neglected when decisions were made on such matters as administration, prison design and the practicability of the innovation of rehabilitative programmes and that they would welcome the opportunity for easier communication and greater participation in these areas by prison officer representation on planning, prisoner classification and similar committees.

## 5. RECRUITMENT

It was felt that the changing standards of education in the community would inevitably be reflected in the higher educational qualifications of the men presenting themselves for recruitment. But it was the group's opinion that good character, a stable personality and an ability to manage men were qualities as important as academic achievements. The Northern Territory representative felt that the Territory was disadvantaged in that the majority of recruitment for that service took place in southern cities by public servants who had no knowledge of Territory conditions.

## 6. PRISON OFFICER AND THE PUBLIC

The image of the prison officer and the prison is often inaccurately portrayed by the media. Participants felt strongly that there is a great need for an energetic public relations programme to inform the public about the prison and to counteract the sensationalism and distorted reporting of the media.

## 7. REHABILITATION

Vocational training was felt to play a large part in the rehabilitative process. The degree of staff involvement in the social aspect of rehabilitation was considered to depend on prison size, prison plan and the ratio of staff to prisoners. It was recommended that prisons should accommodate not more than 250 inmates, that work and training facilities should be adequate to employ them all and that the nature of the work be relevant to the prisoner's ability and the realities of job opportunities after release.

## Group D Report

*Reporter P. Reilly*

The existing conflict arises from the division present between the prison officer and other professional staff. Prison officers feel that despite the fact that they work closely with the prisoner, they cannot at present take an active part in following his treatment through to parole and beyond.

Another source of conflict is the fact that there is no clear, official definition of 'rehabilitation' and no mention of it in the Prison Acts.

Generally the fault is seen to lie in the segmentary nature of the system as it stands in the various States. This could be improved by Australia-wide standardisation in the following areas:

## 1. UNIFORM PENAL LEGISLATION

## 2. STAFF SELECTION

Recruits should undergo standard tests which serve an advisory function to a selection board comprised of at least one prison officer. They should then serve a 6-12 month probationary period, following which the unsatisfactory recruit could be either retrained or if untrainable, have his services terminated.

## 3. STAFF TRAINING

A federal training policy should be defined. Staff training should start at the top, from the superintendents to senior officers and filter down through the ranks. A standard training scheme for recruits

should be established for implementation by the States, which would facilitate staff exchanges and would consist of basic job training only. This should be followed later by in-service refresher courses at regular intervals on professional aspects of the Service (Recommendation 128 of the Mitchell Report). These would lead to federally recognised qualifications which would be of value to the officer in his future career and to his own department with a view to achieving professional recognition and a healthy exchange of ideas; it is highly desirable that such qualifications allow an officer to be eligible to apply and be appointed to a position in a prison service in his own or another State, including the most senior positions.

Institutions specialising in various aspects of administration could offer courses, co-ordinated by a federal body.

#### 4. PRISONER INCENTIVES FOR PARTICIPATION IN REHABILITATION PROGRAMMES

Recommended for uniform acceptance is the current Victorian scheme of remission for good behaviour, decided upon by penal authorities, not the courts. Fifteen days remission are granted on the first of the month for each full month served. These are retained or forfeited depending on monthly reports tendered by the prison officers and training officers involved with the prisoner.

An alternate scheme of value is that proposed in the Mitchell Report, of sentences consisting of 1/3 prison/parole/remote supervision. The choice of which scheme to be adopted should be left to the individual institution.

#### 5. PRISONER CLASSIFICATION

Prisoners serving less than twelve months should be assessed upon admission by an 'Institutional Evaluation Committee' comprising of the superintendent, the senior training officer, senior custodial officer, chaplain and welfare officer. This would be also applicable to those on remand. This is not done at present.

Prisoners with longer sentences should be brought before the Classification Committee as soon as possible after admission (which does not happen at present) and should be reassessed regularly thereafter. The subsequent reassessment committee should include the prisoner's training officer and wing officer, empowered with full voting rights.

#### 6. DECRIMINALISATION OF VICTIMLESS CRIME

For example, vagrants, drug offenders (addicts only), drunks, prostitutes, maintenance confinees, etc.

It is not considered that these types of offenders need imprisonment but that they do need treatment which should be provided by other institutions.

#### 7. STANDARDISED DESIGNATION OF PENAL STAFF

Opinion on the standard designation to be adopted was divided between 'correctional officer' and 'prison officer'.



SEMINAR PROGRAMME

TABLE 1

WEDS 14 AUG 74

THURS 15 AUG 74

FRI 16 AUG 74

SAT 17 AUG 74

9.00 AM		MEETING: Workshop Leaders and Reporters		MEETING: Workshop Leaders and Reporters	
10.00 AM		PAPER: 'Some Radical Attitudes to Law and Order' <i>Miss M. Daunton-Fear</i>	WORKSHOPS	WORKSHOPS	PLENARY SESSION
11.00 AM				PAPER: 'Management Plan for Corrective Services' <i>Mr W. McGeechan †</i>	CLOSING CEREMONY <i>Mr F. J. Mahony, O.B.E. The Hon. Mr Justice R.A. Blackbur</i>
12.00 NOON					
1.00 PM			LUNCHEON	LUNCHEON	LUNCHEON
2.00 PM					
3.00 PM	INTRODUCTION: The activities of the Institute—an audio-visual presentation	PAPER: 'Remand Centres—a Look into the Future' <i>Mr David Biles</i>		PAPER: 'Penal Reform' <i>Mr W. McGeechan †</i>	
4.00 PM	PAPER: 'The Conflict of Security and Rehabilitation in the 1970s' <i>Mr H. G. Weir</i>			MEETING: Workshop Leaders and Reporters	
5.00 PM	PAPER: 'What is the Role of the Prison Officer?' <i>Mr F. J. Cassidy*</i>		WORKSHOPS		PLENARY SESSION
7.30 PM			DINNER		
9.00 PM		PAPER: 'Role Conflict in the Prison Welfare Service' <i>Mr P. Lynn</i>			<i>†Presented by Mr W. Malone</i>
					<i>*Presented by Mr R.H. Bonham</i>

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