

**Training Course of Specialised Course for Prison Warders
(Warder to Chief Head Warder)
on
Dynamic and Static Security In Prisons
(One Week)
2022**



**Bureau of Police Research and Development
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Message

Capacity Building of the prison staff is one of the key components of Prison Reforms. This equips the Prison Officers and Staff with the essential knowledge, skills and attitude to diligently discharge their duties in varied and complex areas related to Prisons and Correctional Administration. The MHA has mandated the BPR&D to prepare Training Manuals which can be circulated to all States and UTs for training purposes.

Services of 11 Individual Consultants with subject matter expertise were hired in 2021 to prepare the 50 Prison Training Manuals for various categories of Staff in Prisons. Numerous rounds of stakeholder consultations were held to finalize the drafts. The Manuals have adopted the contemporary principles of training and learning for indoor and outdoor classes, field visits and practical sessions and these have been prepared in compliance with the national and international best practices, the laws of the land, and the technological advancements in Prisons & Correctional Administration. The drafts were also uploaded on the BPR&D website for inviting suggestions/feedback from the stakeholders and citizens.

I extend my special appreciation to the 11 Individual Consultants, the Special Consultant (Master Trainer, DoPT) and the members of the Monitoring Committee who were instrumental in the preparation of these 50 Prison Training Manuals.

I am sanguine that these Manuals will bring about standardization of the training procedures and contents to a large extent and also facilitate capacity building of the Officers and Staff of the Prisons and Correctional Administration in the country.

(Balaji Srivastava)

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TABLE OF CONTENTS

PART-A

CONTENT	PAGE
1. INTRODUCTION	
- Emergence of the Course	9
- Introduction to the Course	11
2. COURSE GUIDE	23
3. TRAINER GUIDE	

PART – B

COURSE GRID	32
LEARNING EVENT	34

DAY-1

Learning Unit

LU-1	Importance of Prison Security and Types of Prison Security
LU-2	Dynamic Security
LU-3	Steps for Strengthening of the Dynamic Security
LU-4	Prison Intelligence

DAY-2

LU-5	Professionalism
LU-6	Static Security
LU-7	Forms of Static Security
LU-8	Mock Drill for strengthening of Prison security

LU-9 Incident Management

DAY-3

LU-10 Concept of Risk and types of risk in Prisons

LU-11 Risk Assessment Strategy

LU-12 Risk Management in Prisons

DAY-4

LU-13 Unit Management Security in Prisons

LU-14 Using educational programs and Industrial, Sports and Cultural activities as elements for Prison security

LU-15 Hostage Crisis in Prisons

LU-16 Usage of electronic Gadgets for Security

LU-17 Staff training

DAY-5

LU-18 Security Audits

LU-19 Causes for Disturbances, Riots and Escapes in prisons

LU-20 Preventive measures disturbances, riots and escapes in prisons

PART – C

1. RESOURCE MATERIAL	69
2. REFERENCE MATERIAL	93
3. APPENDICES	96

Emergence of the Course

The BPR&D has prepared 50 Prison Training Manuals for various ranks of Staff and Officers in Prison Administration under the categories viz., 05 Basic Courses, 08 In-Service Courses, 30 Specialized Courses, 02 Vertical Interaction Courses and 05 Handbooks for improving the quality and standardizing training of all Prison Officers and Staff across the country and to augment professional competency and capacity building of Prison Officers and Staff.

These Prison Training Manuals are objective oriented, learner centric and are an outcome of several brainstorming sessions, consultative meetings (Online and Offline) and workshops for conceptualizing the drafts. Comments of the Monitoring Committee, Reports of Training Needs Analysis (TNA) for Prisons & Correctional Administration, National Training Policy (2012) have also been taken into account. In addition, various national and international practices, MHA Advisories, Landmark Judgements of the Apex Court and the High Courts, Statutory Acts/Rules have also been referred to in course of preparation of these training manuals. The design perspective of the Department of Personnel & Training, Government of India, has been adopted.

Introduction:

Security is the first and most important component of prisons since prisons protect the accused from society while also protecting society from the accused by keeping them in the secure custody. Warders are the primary pillars in carrying out this role. In prison security, the notion of dynamic security originated as a technique to establish a pleasant environment in order to instil correctional philosophy.

The objective of this one-week course on ‘Dynamic Security and Static Security in Prisons for Warders’ which has twenty learning units is to impart knowledge and skill on issues related to prison security i.e. good order and control, through risk assessment and handling hostile/violent prisoners and dealing with incidents such as hostage crisis.

(For Trainers & Participants)



COURSE GUIDE

**Training Course of Specialised Course for Prison Warders
(Warder to Chief Head Warder)**

on

**Dynamic and Static Security in Prisons
(One Week)**

2022

INTRODUCTION:

Organizations need to continuously grow, develop and must be prepared to face the ever-merging challenges. The Prison Department and the role of Prison Officers is no exception to this. Training is an instrument to help the Prison Administration in meeting the twin challenges of continuous improvement and demands of change.

AIM:

The aim of the course is to impart knowledge and skills to Dynamic and Static security in prisons for warders to run the prisons and Correctional institutions.

DESIGNED FOR :

Specialized course for Warders

FACILITATORS:

In-House Faculty or senior officer and department and guest faculty who are subject experts relevant to the course.

STYLE OF THE COURSE:

This Course encompasses a series of practical learning activities. The Course is delivered through multiple media, styles and activities with a ‘self-directed learning approach’ simulated by the use of field-based situations and sharing of best practices in Dynamic and Static Security in prisons. Therefore, participants are expected to take responsibility, both for their own learning and in helping the development of other participants. Participants will be encouraged to share their learning experience with others, and to give and receive support and feedback.

OBJECTIVES:-

At the end of the training, the participants will be able to:

‘Promoting Good Practices and Standards’

Unit – 1

Training Objective: - 1. Explain the importance of Prison Security and types of Prison Security

Enabling Objectives: - 1. Explain the importance of Security
2. List the types of Security

Unit – 2

Training Objective: - 1. Explain the essential elements of Dynamic Security

Enabling Objective: - 1. List the essentials of Dynamic Security
2. Explains the benefits of Dynamic Security

Unit – 3

Training Objective: - 1. Explain the steps for Strengthening the Dynamic Security

Enabling Objective: - 2. List the steps for Strengthening of Dynamic Security

Unit – 4

Training Objective: - 1. Explain the benefits of Prison Intelligence

Enabling Objective: - 1. List the Prison Intelligences
2. Benefits of Prison Intelligence

Unit-5

Training Objective: - 1. Explain the need for professionalism of staff for strengthening the Dynamic Security

Enabling Objective: - 1. Explain the Skills required for development of professionalism in prison staff

Unit-6

Training Objective: - 1. Explain the elements of Static Security

Enabling Objective: - 1. List the elements of Static Security

Unit-7

Training Objective: - 1. Explain the various forms of Static Security

Enabling Objective: - 1. Forms of Static Security

Unit-8

Training Objective: - 1. Explain the importance of Mock Drill

Enabling Objective: - 1. Explain the importance of Mock Drill

Unit-9

Training Objective: - 1. Explain the importance of Incident Management in Prisons

Enabling Objective: - 1. Explain the steps for Incident Management

2. Types of risk

Unit-10

Training Objective: - 1. Explain the concept of risk and types of risks in Prisons

Enabling Objective: - 1. Define 'risk'
2. Types of Risk

Unit-11

Training Objective: - 1. Explain the risk assessment strategy in prisons

Enabling Objective: - 1. Criteria to assess the risk of escape

Unit-12

Training Objective: - 1. Explain the risk management in prisons

Enabling Objective: - 1. Explain the steps for risk management

Unit-13

Training Objective: - 1. Explain the Unit Management for strengthening of security in prisons

Enabling Objective: - 1. Explain the benefits of Unit Management for strengthening the security

Unit-14

Training Objective: - 1. Explain the usage of educational programmes and industrial activity as elements for security

Enabling Objective: - 1. Explain the role of educational programs and Industrial activities as a tool for security

Unit-15

- Training Objective: - 1. Explain the hostage crisis in prisons
- Enabling Objective: - 1. Explain the reasons for hostage crisis in prisons

Unit-16

- Training Objective: - 1. Understand the role of various provision that aid in the maintenance of physical security
- Enabling Objective: -
1. List the equipment in prison
 2. Explain the benefits of use of technological equipment
 3. Explain the procedure to procure and maintain the security equipment
 4. Demonstrate the operation of equipment use for security purpose in prisons

Unit-17

- Training Objective: - 1. Explain the importance of staff selection and training
- Enabling Objective: - 1. Explain the importance of staff training

Unit-18

- Training Objective: - 1. Explain the importance of conducting regular security audits
- Enabling Objective: - 1. Explain the benefits of security audits for strengthening security

Unit-19

Training Objective: - 1. Explain the list of causes for Disturbances, Riots and Escapes in prisons

Enabling Objective: - 1. Explain the list of causes for Disturbance, Riots and Escapes

Unit-20

Training Objective: - 1. Explain the list of measures to prevent disturbances, riots and Escapes in prisons

Enabling Objective: - 1. Explain the list of measures to prevent Disturbances, Riots and Escapes in prisons

ASSESSMENT

The priority during the Course is to assist participants to develop their skills. Assessment is, therefore, concerned with informal feedback and advice to individual participants.

TIME TABLE

WEEK-1

TIME	SESSION NO.	CONTENT	OBJECTIVE S
DAY-1			
0915-1030	Session I	Registration Inauguration of the Course Ice Breaking Session & Ground Rules Course Objectives and Expectations of participants	
1045-1200	Session II	Explain the importance of security List the types of security	1.1 1.2
1215 -1330	Session III	List the elements of Dynamic Security Explain the benefits of Dynamic Security	2.1 2.2
1430-1530	Session IV	List the steps for Strengthening of Dynamic Security	3.1
1545 - 1700	Session V	List the types of prison intelligence Benefits of Prison intelligence	4.1 4.2
DAY -2			
0915 –1030	Session I	Explain the skills required for development of professionalism in prison staff	5.1
1045 - 1200	Session II	List the elements of static security	6.1
1215 - 1330	Session III	Forms of static security	7.1
1430 -1530	Session IV	Explain the importance of Mock drill	8.1
1545-1645	Session	Explain the steps for incident	9.1

	V	management	
DAY-3			
0915 –1045	Session I	Define risk	10.1
		Types of Risk	10.2
1045 -1200	Session II	Explain the procedure for risk assessment	11.1
		Criteria to assess the risk of escape	11.2
1215 – 1330	Session III	Explain the steps for risk management	12.1
1430 –1700	Field Visit any Central Jail		
Day -4			
0915 – 1030	Session I	Explain the benefits of unit management direct supervision	13.1
1045– 1200	Session II	Explain the role of educational programmes and Industrial activities as elements for security	14.1
1215 – 1330	Session III	Explain the reasons for hostage crisis in Prisons	15.1
		Explain the ways to handle to hostage crisis	15.2
1430-1530	Session IV	List the technological equipment for usage of prison security	16.1
		Explain the benefits of use of technological equipment	16.2
		Explain the procedure to procure and maintain the security equipment	16.3

		Demonstrate the operation of equipment use for security purpose in prisons	16.4
1545 – 1700	Session V	Explain the importance of staff training for strengthening of security	17.1
DAY-5			
0915– 1030	Session I	Explain the benefits of security audits for strengthening prison security	18.1
1045 – 1200	Session II	Explain the list of Causes for Disturbances, Riots and Escapes in prisons	19.1
1215 – 1330	Session III	Explain the list of preventive measures disturbances, riots and escapes in prisons	20.1
1500-1700	Session IV & V	Feedback, Assessment and valediction Program	

Note :

Session I	0915 - 1030
Session II	1045 - 1200
Session III	1215 - 1330
Session IV	1430 - 1530
Session V	1545 - 1645
Yoga	0630 - 0730
Library	1700 - 1730
Sports	1730 - 1830
Break	1030 - 1045 1200 – 1215(Break) 1530 - 1545
Breakfast	0800 - 0845
Lunch	1330 - 1430
Dinner	1930 – 2100

(For Trainers Only)



TRAINER GUIDE

Training Course of Specialised Course for Prison Warders

(Warder to Chief Head Warder)

on

Dynamic and Static Security In Prisons

(One Week)

2022

INTRODUCTION

The ‘Trainer Guide’ on one week course on the topic Specialized Course on Dynamic and Static Security in Prisons for Warders is a comprehensive overview of the content and process of the Course. It is designed in a structured format that presents the assembled information and the planned activities with learning outcomes. This Trainer Guide serves as a “Map” for sequential implementation of following content segments.

THE TRAINER GUIDE ALSO:

- Helps continuous recall;
- Provides scope for storing illustrations, faculty questions, anticipated participants questions and appropriate responses ;
- Contains details of points for briefing & debriefing of case study, exercises, Films, etc.
- Serves as a reminder when to administer exercises; and
- Guides on the use of media

Pre-Course Preparation

1. Get an idea on number and list of participants from the course coordinator
2. Resource Kit, Name plates, Name badges of participants
3. Photocopies of Hand-out, exercises for participants should be kept separately and distributed before the session.
4. Brief introduction about Resource Persons / Guest Speakers
5. Permissions for field visit to Prison

For Trainer

- a. Trainer Guide
- b. Glossary of Terms
- c. References

For Participants

- Course Guide
- Resource kit Tools, Checklists, Recommended Notes, Exercise, Case Studies, Soft Skills Material
- MCQs

DAY WISE TIME TABLE

Time	Session No.	Topics	Remarks
Day 1			
0915-1030 hrs	Session I	Registration, Inauguration of the Course and Ice breaking Session and Ground rules	Registration form-1 and Distribute Course Guide to participants
1045-1200 hrs	Session II	Importance of Prison Security and Types of Prison Security	1 Day Quiz (Appendix -1) MCQ (Appendix -2) 1-(d) 2-(a) 3-(d) 4-(d) 5-(c)
1215-1330 hrs	Session III	Dynamic Security	
1430-1530 hrs	Session IV	Steps for Strengthening of the Dynamic Security	
1545 – 1645 hrs	Session V	Prison Intelligence	
Day -2			
0915-1030 hrs	Session I	Professionalism	Registration form-1 and Distribute Course Guide to participants
1045-1200 hrs	Session II	Static Security	2 Day Quiz (Appendix -1) MCQ (Appendix -2) 6-(a)

1215-1330 hrs	Session III	Forms of Static Security	7-(b) 8-(d) 9-(d) 10-(d)
1430-1530 hrs	Session IV	Mock Drills for strengthening of Prison Security	
1545 – 1645 hrs	Session V	Incident Management	
Day 3			
0915-1030 hrs	Session I	Concept of Risk and Types of risk in prisons	Includes recap of the previous day important topics for about 15 mins 3 Day Quiz (Appendix -1) MCQ (Appendix -2) 11-(a) 12-(d) 13-(c) 14-(c) 15-(d)
1045-1200 hrs	Session II	Risk Assessment Strategy	
1215-1330 hrs	SessionIII	Risk Management in prisons	
1430-1645 hrs	Session IV	Field visit	
1545 – 1645 hrs	Session V		
Day 4			
0915-1030 hrs	Session I	Unit management Security in Prisons	Includes recap of the previous day important topics for about 15 mins 4 Day Quiz (Appendix -1) MCQ (Appendix -2)

1045-1200 hrs	Session II	Using Educational Programs and Industrial, Sports and Cultural Activities as elements for Prison Security	16-(d) 17-(a) 18-(b) 19-(d) 20-(b)
1215-1330 hrs	Session III	Hostage Crisis in Prisons	
1430-1530 hrs	Session IV	Usage of Electronic Gadgets for security	
1545 – 1645 hrs	Session V	Staff training	
Day 5			
0915-1030 hrs	Session I	Security Audits	Includes recap of the previous day important topics for about 15 mins
1045-1200 hrs	Session II	Causes for Disturbances, Riots and Escapes in prisons	5 Day Quiz (Appendix -1) MCQ (Appendix -2) 21-(a) 22-(d) 23-(c) 24-(b) 25-(a)
1215-1330 hrs	Session III	Preventive measures disturbances, riots and escapes in prisons	
1430 – 1645 hrs	Session IV & V	Feedback, Assessment and valediction Program	

DAY WISE TASKS

5-DAY COURSE

Day – 1

- Registration
- Inauguration
- Detailed Introduction
- Expectations of the course
- Course Overview
- Ground Rules
- Course Guide
- Distribution of the training kit (Training material, Name badges, Course Guide, Note pads, etc.)
- Training

Day – 2

- Recap of Day-1
- Training

Post Lunch

- Training

Day – 3

- Recap of Day-2
- Training

Post Lunch

- Field Visit to Prison

Day – 4

- Recap of Day-3
- Training

Post Lunch

Training

Day – 5

- Recap of Day-4
- Learning points of all sessions
- Training

Post Lunch

- Feedback
- Assessment and
- valediction Program
- Certificate
- Group Photo with Chief Guest

The course coordinator should compile the feedback of the participants and submit to the Head of the Training Institute.

End of Course

PART – B

- 1. COURSE GRID**
- 2. LEARNING EVENT**

COURSE GRID

COURSE GRID

01	02	03
Importance of Prison Security and Types of Prison Security	Dynamic Security	Steps for Strengthening of the Dynamic Security
04	05	06
Prison Intelligence	Professionalism	Static Security
07	08	09
Forms of Static Security	Mock Drills for strengthening of Prison security	Incident Management
10	11	12
Concept of Risk and Types of Risk in Prisons	Risk Assessment Strategy	Risk Management in Prisons
13	14	15
Unit Management Security in Prisons	Using Educational Programs and Industrial, Sports and Cultural Activities as elements for Prison Security	Hostage Crisis in Prisons
16	17	18
Usage of electronic Gadgets for Security	Staff training	Security Audits
Causes for Disturbances, Riots and Escapes in prisons	Preventive measures disturbances, riots and escapes in prisons	

LEARNING EVENT

Training Course of Specialised Course for Prison Warders
(Warder to Chief Head Warder)
On Dynamic and Static Security in Prisons
(One Week)
Learning Event

Unit		1						
Learning Unit		Importance of Prison Security and Types of Prison Security						
Training Objective		At the end of training, participants will be able to explain the importance of Prison Security and types of prison security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the importance of security	- Safe custody of prisoners from the society - Protect the society from the criminals - Prevent the escape	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

2.	List the types of Security	- For Maintenance of good order - Dynamic Security - Static Security 1. Physical security 2. Procedural Security						
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Learning Event

Unit		2						
Learning Unit		Dynamic Security						
Training Objective		At the end of training, participants will be able to explain the essential elements of Dynamic Security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	List the Essentials of Dynamic Security	- Observation and supervision - Information gathering - Staff presence - Interaction with prisoners - Movement Controls - Visitors information - Knowledge of	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		each prisoners - Attentive and vigilant - Develop the relationship between staff and prisoners - Maintenance of Intelligence - Fair and Firmness - Morality - Educational Programs - Skilling Activities - Prison Industries - Sports and Games - Cultural Activities						
2.	Explain the benefits of Dynamic	- Lessen physical security measures - Develop the						

	Security	positive Attitude towards the inmates - Motivate towards reformation - Prevent untoward incidents in the prison						
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Learning Event

Unit		3						
Learning Unit		Steps for Strengthening of the Dynamic Security						
Training Objective		At the end of training, participants will be able to explain the steps for strengthening the Dynamic Security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	List the steps for strengthening of Dynamic Security	- Staff must spend ample amount of time in the posted area - Adequate interaction with Prisoners, gaining their trust and building rapport - Encourage positive behaviour and	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		addressing negative behaviour - Engage in case management process - Response on request in timely manner - Maintaining intelligence system						
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Learning Event

Unit		4						
Learning Unit		Prison Intelligence						
Training Objective		At the end of training, participants will be able to explain the benefits of Prison Intelligence						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	List the types of prison intelligences Benefits of	- Tactical Intelligence - Operational intelligence - Strategic Intelligence - Passive Intelligence - Proactive Intelligence - Prevent escapes - Identify those who may be a threat to	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

2.	Prison Intelligence	the prison discipline and safety - Avert riots and disturbances in prisons before their occurrence - Prevention of criminal activities - Detection of staff corruption and smuggling - Identify the vulnerability of prison administration						
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Learning Event

Unit		5						
Learning Unit		Professionalism						
Training Objective		At the end of training, participants will be able to explain the need for professionalism of staff for strengthening the dynamic security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the skills required for development of professionalism in prison staff	- Communication skills - Stress Management Skills - Problem Solving Skills - Negotiation Skills - Analytical Skills - Open Mindedness - Team Work - Observation Skills - Self-Discipline - Decisiveness - Resilience, etc.	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

Unit		6						
Learning Unit		Static Security						
Training Objective		At the end of training, participants will be able to explain the elements of Static Security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	List the elements of Static Security	- Architecture - Strength of the walls of buildings - Bars on windows and doors - Watchtowers - Perimeter walls - Fencing wire - CCTV - Alarm Systems - Metal Detectors - Walkie Talkies - Cane Shields - Lathis - Kitchen Equipment, etc.	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

Unit		7						
Learning Unit		Forms of Static Security						
Training Objective		At the end of training, participants will be able to explain the various forms of Static Security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Forms of Static Security	- Physical Security 1. Prison Buildings 2. Walls 3. Windows 4. Fences 5. Perimeter Walls 6. Locks and Keys 7. Gates 8. Armoury 9. Electronic Gadgets like walkie talkies, Metal Detector, etc. - Procedural Security 1. Classification of	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		Prisoners 2. Counting the Prisoners 3. Admissions and Releases 4. Maintenance of Stores 5. Bar Testing 6. Searches (Frisk Searches, Strip Searches & Cavity Searches) 7. Prison Area Searches 8. Staff Patrol 9. Mitigation 10. Procedure of Interviews, etc.						
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Learning Event

Unit		8						
Learning Unit		Mock Drills for Strengthening of Prison Security						
Training Objective		At the end of training, participants will be able to explain the importance of mock drill						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMAN CE AID (IF ANY)	ASSESSME NT
1.	Explain the importance of Mock Drill	- Activate the staff in laxity - Increase the security surveillance - Arrange alternatives for untoward incidents - Reduce delay in action and improve responsiveness - Notice the shortfalls of security aspect - Increase the alertness of the staff	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

Unit		9						
Learning Unit		Incident Management						
Training Objective		At the end of training, participants will be able to explain the importance of incident management in prisons						
<i>Enabling Objectives-</i> At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the steps for incident management	- Respond - Isolate and contain - Report and record - Identify the response resources - Manage the incidents - Resume normal prison routine - Review actions	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

Unit		10						
Learning Unit		Concept of Risk and Types of Risk in Prisons						
Training Objective		At the end of training, participants will be able to explain the concept of risk and types of risks in prisons						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Define 'risk'	Risk is a situation involving exposure to danger/threat and something unpleasant happens - Escapes - Suicides - Riots - Hunger strikes - Violence towards staff - Violence among prisoners - Criminal activities taking place outside the prisons, etc.	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A
2.	Enlist of Risk							

Learning Event

Unit		11						
Learning Unit		Risk Assessment Strategy						
Training Objective		At the end of training, participants will be able to explain the risk assessment strategy						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the procedure for risk assessment	- Identify the threat/danger - Determine what/who could be harmed - Evaluate the risks and develop control measures - Record the findings - Conduct security audits regularly	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

2.	Criteria to Assess the risk of escape	- Review and update the risk assessment - The threat a prisoner might present to the community if they were to escape - Likelihood that the person will try to escape, either on their own or with external assistance - Previous history of attempting to escape - The nature of the crime for which the prisoner was convicted - Number and nature of any previous offences - Length of sentence - Potential threat from other prisoners and staff						
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Learning Event

Unit		12						
Learning Unit		Risk Management in Prisons						
Training Objective		At the end of training, participants will be able to explain the risk management in prisons						
Enabling Objectives- At the end of training, participants will be able to		CONTENT	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the steps for risk management	- Categorization and classification of inmates, separate enclosure for high risk prisoners - Staff recruitment and training - Usage of electronic gadgets like CCTV cameras, metal detectors, body worn cameras, etc.	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		- Conducting regular alarm parades - Fair and firm decisions - Redressal mechanism - Meaningful engagement of inmates - Using reformative tools such as education programs, skills activity, industries and cultural activities - Strengthening bondage with family members to create better life after prison - Channelizing prisoners' energy into positive activities						
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Learning Event

Unit		13						
Learning Unit		Unit Management Security in Prisons						
Training Objective		At the end of training, participants will be able to explain the unit management for strengthening of security in prisons						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the benefits of unit management for strengthening the security	- Decentralized approach - Divide the prison into various manageable units - Each unit contains a specific number of prisoners, barracks and cells - Consisting a multi-disciplinary team like Prison Officers,	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		educationalists, social workers, psychologists and skill centers, industries - Team work - Fixing the responsibility for security and reformation of prisoners - Build professional and constructive relationships with prisoners						
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Learning Event

Unit		14						
Learning Unit		Using Educational Programs and Industrial, Sports and cultural activities as elements for prison security						
Training Objective		At the end of training, participants will be able to explain the use of educational programs and industrial activity as elements for security						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the role of educational programs and Industrial activities as element for security	- Engaging the prisoner, constructive and purposeful activities - Contribution of educational programs and industrial activities for their future reintegration back into the society - Provide employment and source of livelihood - Develop a positive attitude towards family and society	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

UNIT		15						
Learning Unit		Hostage Crisis in Prisons						
Training Objective		At the end of training, participants will be able to explain the hostage crisis in prisons						
Enabling Objectives-		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
At the end of training, participants will be able to								
1.	Explain the reasons for hostage crisis in prisons	- Violence among prisoners - Physical harassment - Physical attacks - Not providing proper food - Humiliation and lack of proper treatment - Lack of redressal mechanisms - Lack of fair and firmness in prison administration	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

2.	Explain the ways to handle the hostage crisis	- Corruption in prisons - Lack of awareness among staff regarding treatment of inmates - Rapport with the prisoners - Understand the personal situation of the hostage - Positive relation and exchange of information - A sense of well-being among prisoners - Maintenance of intelligence						
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Learning Event

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2.	benefits of use of technological equipment	-Prevention of escapes, riots, suicides, etc. -Prevents smuggling -Quick communication -Reduce workload to Staff						
3.	Explain procedure to procure and maintain the security equipment	- Procedure for procurement laid down in the financial codes						
4.	Demonstrate the operation of equipment used for security purpose in prisons	- Maintain equipment through training, servicing and maintenance						

Learning Event

UNIT		17						
Learning Unit		Staff training						
Training Objective		At the end of training, participants will be able to explain the importance of staff selection and training						
<i>Enabling Objectives-</i> At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the importance of Staff training	- Training should bring custodial responsibility and objective of correctional administration i.e., reformation and rehabilitation - Provide performance-based incentives to staff - Regular appreciation - Conducting regular	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		refresher courses for emerging new trends in correctional administration - Training should address psychological issues, counselling skills, team building, human contact, meditation conflicts, listening skills, establish trust with prisoners, etc.							
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Learning Event

UNIT		18						
Learning Unit		Security Audits						
Training Objective		At the end of training, participants will be able to explain the importance of conducting regular security audits						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the benefits of security audits for strengthening security	- Identify the shortfalls of resources, either physical or procedural - Notice the inadequate procedures - Find out weaknesses and deficiencies - Map vulnerable areas in Prisons - Figure out the working conditions of arms and	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		ammunitions - Interaction with the prison staff for collecting information - Creating awareness among the staff on the security for conducting parades - Equip the electronic gadgets and documentation of security audits						
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Learning Event

UNIT		19						
Learning Unit		Causes for Disturbances, Riots and Escapes in prisons						
Training Objective		At the end of training, participants will be able to explain the Causes for Disturbances, Riots and Escapes in prisons						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the list of causes for disturbance, riots and escapes	- Prolonged detention for pre-trial - Structural gaps in organization - Absent of prison intelligence - Lack of effective security producers - Poorly trained prison staff - Shortfall of the staff - Inadequate logistics - Unsanitary conditions - Inadequate/poor quality food - Shortfall of physical infrastructure - Lack of health care - Internal conflicts among the prison staff	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

Learning Event

UNIT		20						
Learning Unit		Preventive measures disturbances, riots and escapes in prisons						
Training Objective		At the end of training, participants will be able to explain the list of preventive measures disturbances, riots and escapes in prisons						
Enabling Objectives- At the end of training, participants will be able to		CONTENT INTRODUCTION	METHOD	MEDIA	TIME	TRAINER	PERFORMANCE AID (IF ANY)	ASSESSMENT
1.	Explain the list of preventive measures disturbances, riots and escapes in prisons	- Establishment of redressal mechanism - Capacity building insecurity - Training to staff - Information gathering and sharing - Conducting of regular security reviews meeting for identification of shortfalls - Strengthening perimeter security	Lecture-cum-Discussion	White Board, Marker, Projection system	75 mins	In-House / Guest Faculty		Formative Q&A

		- Procuring advanced technologies - Strengthening physical security - Effective implementation of procedure and security - Developing the dynamic security, etc.						
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PART-C

RESOURCE MATERIAL

LIST OF RESOURCE MATERIAL

Section -1 Handouts

Section-2 Videos and Films

Section-1 Handouts

H.O-1 United Nations Standard Minimum Rules For The Treatment Of Prisoners-2015 (The Nelson Mandela Rules)-Prison Security: Framework And Functions

H.O-2 United Nations Standard Minimum Rules For The Treatment Of Prisoners- 2015 (The Nelson Mandela Rules)-Staff Selection And Training

H.O-3 Dynamic Security

H.O-4 Pro Social Modelling

H.O-5 Unit management and direct supervision

H.O-6 Best Practices of Dynamic Security in European Countries

H.O-7 Effective Communication Skills

H.O-8 Good Listening

H.O-9 Technology Used In Prisons

H.O-10 Building Positive Attitude

H.O-11 Benefits of Effective Prison Intelligence

H.O-12 Role of prison staff in gathering information

H.O-13 Risk Identification and Risk Assessment

UNITED NATIONS STANDARD MINIMUM RULES FOR THE TREATMENT OF PRISONERS-2015 (THE NELSON MANDELA RULES)-PRISON SECURITY: FRAMEWORK AND FUNCTIONS

Rule 5

1. The prison regime should seek to minimize any differences between prison life and life at liberty that tend to lessen the responsibility of the prisoners or the respect due to their dignity as human beings.
2. Prison administrations shall make all reasonable accommodation and adjustments to ensure that prisoners with physical, mental or other disabilities have full and effective access to prison life on an equitable basis.

Rule 47

1. The use of chains, irons or other instruments of restraint which are inherently degrading or painful shall be prohibited.
2. Other instrument
sofrestraintshallonlybeusedwhenauthorizedbylawandinthefollowingcircumstances:
 - (a) As a precaution against escape during a transfer, provided that theyareremovedwhentheprisonerappearsbeforeajudicialoradministrativeauthority;
 - (b) By order of the prison director, if other methods of control fail, in order to prevent a prisoner from injuring himself or herself or others or from damaging property; in such instances, the director shall immediately alert the physician or other qualified health-care professionals and report to the higher administrative authority.

Rule 48

1. When the imposition of instruments of restraint is authorized in accordance with paragraph 2 of rule47,the following principles shall apply:
 - (a) Instruments of restraint are to be imposed only when no lesser form of control would be effective to address the risks posed by unrestricted movement;
 - (b) The method of restraint shall be the least intrusive method that is necessary and reasonably available to control the prisoner's movement, based on the level and nature of the risks posed;
 - (c) Instruments of restraint shall be imposed only for the time period required, and they are to be removed as soon as possible after the risks posed by unrestricted movement are no

longer present.

2. Instruments of restraint shall never be used on women during labour, during childbirth and immediately after childbirth.

Rule49

The prison administration should seek access to, and provide training in the use of, control techniques that would obviate the need for the imposition of instruments of restraint or reduce their intrusiveness.

Rule50

The laws and regulations governing searches of prisoners and cells shall be in accordance with obligations under international law and shall take into account international standards and norms, keeping in mind the need to ensure security in the prison. Searches shall be conducted in a manner that is respectful of the inherent human dignity and privacy of the individual being searched, as well as the principles of proportionality, legality and necessity.

Rule51

Searches shall not be used to harass, intimidate or unnecessarily intrude upon a prisoner's privacy. For the purpose of accountability, the prison administration shall keep appropriate records of searches, in particular strip and body cavity searches and searches of cells, as well as the reasons for the searches, the identities of those who conducted them and any results of the searches.

Rule52

1. Intrusive searches, including strip and body cavity searches, should be undertaken only if absolutely necessary. Prison administrations shall be encouraged to develop and use appropriate alternatives to intrusive searches. Intrusive searches shall be conducted in private and by trained staff of the same sex as the prisoner.
2. Body cavity searches shall be conducted only by qualified health-care professionals other than those primarily responsible for the care of the prisoner or, at a minimum, by staff appropriately trained by a medical professional in standards of hygiene, health and safety.

Rule58

1. Prisoners shall be allowed, under necessary supervision, to communicate with their family and friends at regular intervals:
 - (a) By corresponding in writing and using, where available, tele-communication, electronic, digital and other means; and

(b)By receiving visits.

2. Where conjugal visits are allowed, this right shall be applied without discrimination, and women prisoners shall be able to exercise this right on an equal basis with men. Procedures shall be in place and premises shall be made available to ensure fair and equal access with due regard to safety and dignity.

Rule63

Prisoners shall be kept informed regularly of the more important items of news by the reading of newspapers, periodicals or special institutional publications, by hearing wireless transmissions, by lectures or by any similar means as authorized or controlled by the prison administration.

Rule88

The treatment of prisoners should emphasize not their exclusion from the community but their continuing part in it. Community agencies should therefore be enlisted wherever possible to assist the prison staff in the task of social rehabilitation of the prisoners.

Rule89

1. The fulfilment of these principles requires individualization of treatment and for this purpose a flexible system of classifying prisoners in groups. It is therefore desirable that such groups should be distributed in separate prisons suitable for the treatment of each group.
2. These prisons do not need to provide the same degree of security forever group. It is desirable to provide varying degrees of security according to the needs of different groups. Open prisons, by the very fact that they provide no physical security against escape but rely on the self-discipline of the inmates, provide the conditions most favourable to the rehabilitation of carefully selected prisoners.
3. It is desirable that the number of prisoners in closed prisons should not be so large that the individualization of treatment is hindered. In some countries it is considered that the population of such prisons should not exceed 500. In open prisons the population should be as small as possible.
4. On the other hand, it is undesirable to maintain prisons which are so small that proper facilities cannot be provided.

**UNITED NATIONS STANDARD MINIMUM RULES FOR THE
TREATMENT OF PRISONERS-2015 (THE NELSON MANDELA RULES)-
STAFF SELECTION AND TRAINING)**

Rule 74

1. The prison administration shall provide for the careful selection of every grade of the personnel, since it is on their integrity, humanity, professional capacity and personal suitability for the work that the proper administration of prisons depends.
2. The prison administration shall constantly seek to awaken and maintain in the minds both of the personnel and of the public the conviction that this work is a social service of great importance, and to this end all appropriate means of informing the public should be used.
3. To secure the foregoing ends, personnel shall be appointed on a full-time basis as professional prison staff and have civil service status with security of tenure subject only to good conduct, efficiency and physical fitness. Salaries shall be adequate to attract and retain suitable men and women; employment benefits and conditions of service shall be favourable in view of the exacting nature of the work.

Rule 75

1. All prison staff shall possess an adequate standard of education and shall be given the ability and means to carry out their duties in a professional manner.
2. Before entering on duty, all prison staff shall be provided with training tailored to their general and specific duties, which shall be reflective of contemporary evidence-based best practice in penal sciences. Only those candidates who successfully pass the theoretical and practical tests at the end of such training shall be allowed to enter the prison service.
3. The prison administration shall ensure the continuous provision of in service training courses with a view to maintaining and improving the knowledge and

professional capacity of its personnel, after entering on duty and during their career.

Rule76

1. Training referred to in paragraph two (2) of rule75shall include, at a minimum, training on:
 - (a) Relevant national legislation, regulations and policies, as well as applicable international and regional instruments, the provisions of which must guide the work and interactions of prison staff with inmates;
 - (b) Rights and duties of prison staff in the exercise of their functions, including respecting the human dignity of all prisoners and the prohibition of certain conduct, in particular torture and other cruel, inhuman or degrading treatment or punishment;
 - (c) Security and safety, including the concept of dynamic security, the use of force and instruments of restraint, and the management of violent offenders, with due consideration of preventive and defusing techniques, such as negotiation and mediation;
 - (c) First aid, the psychosocial needs of prisoners and the corresponding dynamics in prison settings, as well as social care and assistance, including early detection of mental health issues.
2. Prison staff who is in charge of working with certain categories of prisoners, or who are assigned other specialized functions, shall receive training that has a corresponding focus.

Dynamic Security

Dynamic Security is a concept and a working method by which staff prioritises the creation and maintenance of everyday communication and interaction with prisoners based on high professional ethics, and ensures that there is sufficient purposeful and meaning activity to occupy prisoners, bounded by effective security. It aims at better understanding prisoners and assessing the risks they may pose as well as ensuring safety, security and good order, contributing to rehabilitation and preparation for release. A prison run on Dynamic Security principles means an alert group of staff who interact with, and who know their prisoners; staff developing positive staff-prisoner relationships; staff who have an awareness of what is going on in the prison; fair treatment and a sense of “well-being” among prisoners; and staff who make sure that prisoners are kept busy doing constructive and purposeful activities that contribute to their future reintegration into society. The maintenance of control in prison should be based on the use of dynamic security, the development by staff of positive relationships with prisoners based on firmness and fairness, in combination with an understanding of their personal situation and any risk posed by individual prisoners.

Source: “**Training Manual on Dynamic Security**”, Working Group of the Directorate for Execution of Sanctions with assistance from John McGuckin and Max Murray, Council of Europe Consultants, Skopje, 2018.

H.O-4

Pro Social Modelling

Pro Social Modelling refers to the process of actively reinforcing pro-social behaviour and discouraging anti-social behaviour and attitudes, setting a good, motivating example in order to bring out the best in people. It is effective in positively influencing prisoners towards anti-crime behaviours and attitudes. It refers to the process of actively reinforcing pro-social behaviour and discouraging anti-social behaviour and attitudes, setting a good, motivating example in order to bring out the best in people.

- Staff positively modelling what they want others to do;
- Actively encouraging appropriate behaviour;
- Staff actively helping prisoners to learn new behaviour and to understand how their thoughts and feelings influence the ways in which they behave.

Pro-Social Modelling involves building relationships. The development of constrictive and positive relations between prison staff and prisoners will not only reduce risk of ill-treatment but also enhance control and security.

Source: “**Training Manual on Dynamic Security**”, Working Group of the Directorate for Execution of Sanctions with assistance from John McGuckin and Max Murray, Council of Europe Consultants, Skopje, 2018.

UNIT MANAGEMENT AND DIRECT SUPERVISION

Prison systems have historically relied on custodial guards within the prison and on the perimeter, which rarely came into direct contact with prisoners, while the Correctional treatment staff engaged in more positive work with prisoners. This approach has considerable drawbacks, based on the sharp dichotomy it produces between these two distinct groups of staff and because custodial staff gained little intelligence from prisoners. The concept of unit management has been introduced in a number of jurisdictions, and is based on using frontline prison staff as the main vehicle for both the custodial and correctional treatment activities of a prison. In many ways, unit management is therefore a shift from a depersonalized and centralized approach to one that is personalized and decentralized.

Under unit management, a prison is broken down into defined units, each of which may contain a number of prisoner accommodation sections and static posts. Multi-disciplinary teams consisting of disciplinary officials, educationalists, social workers, psychologists, religious care workers and nurses deliver services in each defined unit. Individual team members have the responsibility for both security and prisoner development outcomes and are expected to develop constructive relationships with prisoners.

The unit management concept is based on prisons being organized into small, decentralized living units, with staff working in direct contact with prisoners, rather than in control rooms or towers. Comparative research has shown that without greater spending on buildings or staffing, this kind of facility reduces levels of

assaults and other serious infractions, and provides settings that are less stressful and more accessible to counselling and rehabilitation programmes.

Daily security routines, such as counting prisoners, searching, and managing prisoner movement all provide opportunities for staff to have essential contact with prisoners. By interacting with prisoners in a humane way, prison staff members enhance the security and good order of a prison.

Unit management staff members serve important and dual roles in security and programmes. They “walk and talk” to prisoners and familiarize themselves with person-a lilies and identify concerns. They provide heightened surveillance, proactively intervening to help prevent incidents. Thus, unit management provides each unit with a sense of group identity and increases the frequency of staff contacts with prisoners so that small problem scan be addressed before they become more serious.

Direct supervision and unit management are inextricably connected. Effective unit management cannot function without direct supervision, which maximizes staff-prisoner contact and helps achieve accessibility, communication, intelligence and surveillance, and staff responsiveness. Through direct supervision, prison staff are posted within the housing unit rather than in a remote location. As such, they seamlessly negotiate unit operations while managing prisoners, setting and reinforcing rules and addressing challenges immediately. Direct supervision has been compared to good parenting. In this analogy, successful parents are those who engage their children actively. Communication with their children is an exchange of expectations, rather than commands or orders issued without context or meaning.

Used together, unit management and direct supervision enhance operations, create a safer, more secure environment and provide opportunities

for leadership development. They should be in connection with every prison social workers charged with the duty of maintaining and improving all desirable relations of a prisoner with his or her family and with valuable social agencies. Steps should be taken to safeguard, to the maximum extent compatible with the law and the sentence, the rights relating to civil interests; social security rights and other social benefits of prisoners. Benefits associated with direct supervision and unit management;

- A member of staff (case officer) is assigned to specific prisoners and serves as primary contact point between prisoners and the administration
- Increases frequency and quality of relationships between prisoners and staff
- Better communication and programme planning
- Increased programme flexibility
- Decisions about prisoners being made more quickly by people on lower levels who really know them
- More effective observation of prisoner activities resulting in early detection of problems for intervention
- Good quality information received from, and about, prisoners which can be used to prevent escapes and control problems
- Development of correctional and managerial skills of staff
- Utilization of a multidisciplinary team improves cooperation between staff from various disciplines
- An improved and more coordinated approach to rehabilitation and development programmes

Source: “Dynamic Security and Prison Intelligence - Criminal Justice Handbook Series”, United Nations office on Drugs and Crime, United Nations, 2015.

BEST PRACTICES OF DYNAMIC SECURITY IN EUROPEAN COUNTRIES

The concept of Dynamic Security connotes varied meaning in terms of its practical contexts. But the common elements among all these varied meanings is that the Dynamic Security combines Security, Control of the Prison with rehabilitative and its supportive elements aimed to reduce recidivism. The empirical effect of positive impact of Dynamic Security was observed when Ian Dunbar while working as Governor of High Security Prisons noticed that there was reduced risks of riots, violence and escapes in those Prisons which adopted the policy of close positive Prison Staff relations. Thus throughout 1990s till to date the Dynamic Security became a innovative concept that was first adopted in Correctional Services in Western Europe. The Best practices of Dynamic Security in the following European countries are given below.

BELGIUM:

The Dynamic Security concept in this country is called as Enneagram. It focused on understanding the Prisoners personalities based on nine unconscious motivations that are the driving force behind any human behavior. Till 2012 Enneagram was taught to Management teams in Belgian Prisons and in the 2015 it was taught to all the employees how to use Enneagram as continuous training programme for its implementation in Prisons.

FINLAND:

The Dynamic Security concept focused on unifying the Prison Staff Culture and Probation Officer Culture as they differ significantly from each other. While the

Prison Staff culture focus on discipline, order and formal distant relationship with Prisoners, in Probation Officer discipline and order are not the focus but deals with interaction, cooperation and appropriate treatment are kept as their priorities. The dynamic security concept in Finland focused on influencing the behavior of Prisoners through various programmes, and relational work methods their rehabilitation and reintegration.

NORWAY:

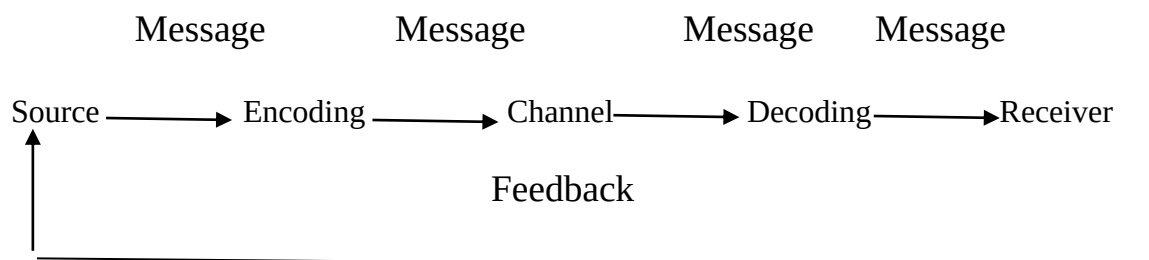
The Norwegian model of Dynamic Security concept focused on continuous interaction of Prison Officer with the Prisoner in such a way that the Prison Officer is present and interacts with Prisoner almost throughout the day. In this model the Prison Officer plays two roles. He controls, manages Prisoner in his unit but he will also be part of his daily life in humanistic approach. Here the Norwegian Prison Officer is bears the responsibility of Prisoner for his security, for his rehabilitation works, and is also his contact Officer.

Source: European Penitentiary Training Academies, “**Best Practices in Dynamic Security Training**”, EPTA Special Interest Group, 2021.

EFFECTIVE COMMUNICATION SKILLS

Communication is the process of sending and receiving information among people.

The Communication Process Model



The above communication process model is made up of seven parts : (1) the communication source, (2) encoding, (3) the message, (4) the channel, (5) decoding, (6) the receiver, and (7) feedback.

In a **communication process** there is a sender of information, there is a receiver of information and there is medium of communication. Communication can be said to have taken place successfully if the meaning and content as intended by the sender of message has been understood and received by the receiver.

Communication process: The steps between a source and a receiver that result in the transference and understanding of meaning

Encoding – Converting a communication message to symbolic form.

Message – The message is the actual physical product from the source encoding and what is communicated.

Channel – The medium through which a communication message travels.

Decoding – Re-translating a sender's communication message

Feedback loop – The final link in the communication process; puts the message back into the system as a check against misunderstanding.

- Distortion and noises are there to disrupt the message.

Some of the results of bad communication are :-

- Misunderstanding
- Friction
- Frustration, anger and aggression
- Purpose not accomplished
- General Dissatisfaction

Barriers to effective communication

- Noise
- Inappropriate medium
- Assumptions/Misconceptions
- Emotions
- Language differences
- Poor listening skills
- Distractions
- Filtering
- Selective Perception
- Emotions

GOOD LISTENING

Good Listening Tips

Nature gave man two ears but only one tongue, which is a gentle hint that he should listen more than he talks.

Ten commands for good listening are :-

1. **Stop Talking**
You cannot listen if you are talking
2. **Put the Talker at Ease**
Help the person feel that he / she is free to talk.
3. **Show him that you want to listen**
Look and act interested. Do not read your mail or busy on mobile when someone talks to you.
4. **Remove Distractions**
Don't tap, or shuffle papers and there should be no noise.
5. **Empathize with the Speaker**
Try to put yourself in the place of Speaker so that you can see their point of view.
6. **Be Patient**
Allow plenty of time. Do not interrupt
7. **Hold your Temper**
8. **Go Easy on Argument and Criticism**
This puts the other person on the defensive.
Do not argue, even if you win, you lose.
9. **Ask Questions**
This encourages the person and shows you are listening.
10. **Stop Talking**
This is first and last, because all other commandment depend on it.

TECHNOLOGY USED IN PRISONS

Various uses of Technology -

- Security System- CCTV Cameras ,Scanners / jammers, Metal Detector system
- Communication system-Video Conferencing, e-Mulaqaat.
- Prison Management Softwares
- Prison Visitor Management System.
- Undertrial Management System.
- Prison Websites and Prison Outlets
- Auto Calculation of Sentence Period and PDR (Probable Date of Release) based on concurrent or consecutive sentences.

BUILDING POSITIVE ATTITUDE

Factors that determine our Attitude

There are primarily three factors that determine our Attitude: They are –

1. Environment
2. Experience
3. Education

These are called the triple Es of attitude.

Steps to building a positive attitude :

- Step 1: Change focus, look for the positive
- Step 2 : Make a Habit of doing it now
- Step 3 : Develop an Attitude of Gratitude
- Step 4 : Get into a Continuous learning mode
- Step 5 : Build a positive self-esteem
- Step 6 : Stay away from negative influences
- Step 7 : Learn to like the Things That need to be done
- Step 8 : Start your Day with a positive note.

BENEFITS OF EFFECTIVE PRISON INTELLIGENCE

- Contribute to preventing escapes, riots and disturbances
- Identification and prevention of criminal activity and the contravention of prison rules
- Identification and prevention of criminal activity in the external community
- Detection of staff corruption and smuggling
- Identification of organized criminal and/or terrorist groups and the nature of their activity within the prison system and the individuals in those groups who lead or facilitate criminal activity
- Assessment of the various organized criminal groups' influence and interrelationship in the prison system and their influence outside the prison system
- Identification of the vulnerabilities in the prison system
- Identification of radicalization and extremism in the prison system
- Protection of vulnerable prisoners by identifying them and those who prey upon them
- Support informed decision-making in the prevention and management of incidents

Role of prison staff in gathering information

Prison staff gather information by being vigilant at all times, by reporting anything out of the ordinary and by forming professional working relationships with prisoners built on trust and respect. For example:

- Overhearing a conversation
- Watching what prisoners do
- Observing who prisoners talk to—patterns of association
- Looking out for patterns of behaviour and frequent actions
- Identifying unusual activity or predictors of disruptive behaviour
- Watching for physical changes (obscured views due to placing of physical objects in the line of sight)
- Monitoring telephone calls and letters
- Observations during searching—hoarding of goods and clothes
- Unusual requests or incidents

Risk Identification and Risk Assessment

Risk identification and Risk assessment in prisons is primarily used for very important purposes, one is to place the inmate either in high, medium or low security and also to take preventive measures on the individual level. Screening tools for risk assessment of violent extremists have been developed by many countries and are in use. These instruments require less time and training than a comprehensive risk assessment process later. They are designed to provide an overview of the risk status of the individual. They can be administered with the individuals suspected of radicalisation within the general population and when a less formal and less comprehensive risk assessment is required.

Following a screening, if needed, a full scale risk assessment can be requested or undertaken when there are concerns found out from the mini risk assessment. The RRAP represents a battery of assessment instruments for prison staff, at different hierarchical levels, to assess the risks, signals and vulnerabilities for radicalisation that may allow them (the staff) to act in specific situations.

Section - 2 Videos & Films

- i Nelson Mandela Rules – A short film by UNODC
<https://www.youtube.com/watch?v=oyZgsupoH1Y>
- ii Communication video on youtube - <https://youtu.be/Ac3HPfbX8v4>
- iii Managing Stress - Brain smart – BBC -
<https://www.youtube.com/watch?v=hnpQrMqDoqE>

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APPENDICES

1. **REGISTRATION FORM**
2. **PRE-COURSE ASSESSMENT**
3. **POST-COURSE ASSESSMENT**
4. **FEEDBACK FORM**
5. **COURSE COORDINATOR'S REPORT**
6. **FIELD-VISIT FORMAT**
7. **NOTE FOR THE FACILITATOR ON PANEL DISCUSSION**
8. **PRISON STATISTICS, 2021 (IN BRIEF)**

(Name of the Training Institute)

(Name of the Course)

(Dates)

REGISTRATION FORM

PARTICIPANT DETAILS

1. Name :
2. Date of birth :
3. Male/Female
- 4.. Qualifications :
(a) Academic
(b) Professional
5. Designation :

ORGANIZATION DETAILS

6. Department/Organization :
7. Address
8. Telephone No.
9. E-mail id :

RESIDENTIAL DETAILS

10. Address
11. Telephone No.
12. Mobile No.
13. Emergency contact details:

Signature
Name
Date

PRE-COURSE ASSESSMENT EXERCISE

Answer the following –

S. No.	Name of Unit (As given in the Course Grid)	Pre-Assessment (Knowledge-level before training)		
		Absolutely Yes	Not Sure	No knowledge
1.	Are you aware of.....			
2.	Do you have an understanding of.....			
.....				

POST-COURSE ASSESSMENT EXERCISE

Answer the following –

S. No.	Name of Unit (As given in the Course Grid)	Post-Assessment (Knowledge-level after-training)		
		Absolutely Yes	Not Sure	No knowledge
_____	_____	_____	_____	_____
1.	Are you aware of.....			
2.	Do you have an understanding of.....			
.....				

**(Name of the Training Institute)
(Title of the Course)
(Dates of the Course)**

FEEDBACK FORM

(To be filled-in by individual participants at the end of the Course)

1. To what extent the Objectives of the Course were met

To a great extent 4	To some extent 3	To a limited extent 2	Not at all 1

2. Did you receive advance intimation from the Institution about the Course. if so, did you respond to the Institution?

Yes

No

3. What do you think about the structure and organization of the Course to meet the objectives?

Very well Structured 4	Well Structured 3	Some-what structured 2	Un-structured 1

4. How useful this training would be to you immediately in your job?

Very Useful 4	Quite Useful 3	Of limited Use 2	Not at all Useful 1

5. How useful this training is likely to be for the future jobs you may handle?

Very Useful 4	Quite Useful 3	Of limited use 2	Not at all Useful 1

6. Practical Orientation of the course.

Highly Practical Oriented 4	Practically Oriented to a Great extent 3	Practically Oriented to a Limited extent 2	Not Practically Oriented 1

7. How far have you been benefited from interaction with the other participants in the Course?

Substantially 4	Considerably 3	Fairly 2	Not at all 1

8. How far was the Course Material supplied relevant and related to the Course Contents?

Extremely Relevant 4	Considerably Relevant 3	Fairly Relevant 2	Not at all relevant 1

9. To what extent are you satisfied with the following:

(The Training Institution may please block the parameters not applicable)

Satisfied fully 4	Satisfied to a large extent 3	Satisfied to a limited extent 2	Not satisfied 1

a) Reception & Transport

b)	Residential Accommodation				
c)	Food Quality & Service				
d)	Classroom facilities				
e)	Library facilities				
f)	Computer facilities				
g)	Interaction with the staff of the Institute				

10. Feedback on the Training/Faculty:
(Kindly fill up the Annexure)

11. Which parts of the Course did you find most helpful?

12. Which parts of the Course did you find least helpful?

13. Your overall impression of the course:

Excellent 4	Very Good 3	Good 2	Fair 1

14. Did the Course give you any specific ideas Yes/No
about improvements in your working
situation when you get back.

15. If yes, kindly spell them out briefly?

16. Any other comments/observations you wish to make about the Course

Date:

Name:

Designation:

Place:

Organisation;

COURSE COORDINATOR'S REPORT
on
(Name of the Training Course)
(Duration)

1. Name of the Training Institution:
2. Whether the Course was conducted :
In the Institute's Campus or elsewhere
3. Title of the Course :
4. Duration of the Course :
5. Number of participants :
(Attach final list of participants)
6. Details of Training Facilitators :
(Name/Designation/Organization)
(In-House/Guest)
7. States/UTs represented :
8. Details of Sessions with working hours :
9. List of Training Material distributed :
10. Details of Methods/Methodology used:
11. Feedback of participants :
(Attach copies of Feedback Forms)
12. Summary of the Feedback :
13. Summary of the Pre/Post Assessments :
14. Any areas of improvement noticed :
15. Overall impression of the Course :
Coordinator

Signature
(Name of the Course Coordinator)
Designation
Date
(Mobile Number/E-mail)

FIELD VISIT REPORT FORMAT

Format of Field Visit Report

Name of the trainee officer :

Batch No. :

Officer incharge of the visit :

Name of the Institute/organization visited :

Time and Date of visit :

Subject for which visit is made :

Signature of the trainee

Signature of the officer incharge of the visit

Structure of the Report

1. Introduction about the institute
2. Origin and history of the institute
3. Primary duties and functions of the institute
4. Officer with whom interacted
5. Report of the Visit [write summary of learnings from the visit] \
9. Any other Comments/ remarks about the visit and the learnings from the visit.

NOTE FOR THE FACILITATOR ON THE PANEL DISCUSSION

Instructions to Course Coordinator

Invite a member from each of the agencies to have a panel discussion

While conducting the panel discussion, faculty should act as a Moderator

The Moderator should introduce the theme and then the panellists. Each panellist can be given around 15 minutes time to speak and discuss the role of their agencies and areas where coordination is required. After all panellists have spoken, the panel should be open for discussion with question from the participants. The key points of each speaker should be summed up by the moderator and the discussion should be concluded by the moderator well within time. The participants should be instructed to ask specific questions to the panellists.

Group Discussion :

Each Participant should be encouraged to participate. Establish Ground Rules first.

Cull out the important points that emerge from the discussion

Action Plan :Group Work Activity

Prison based Rehabilitation programs

Participants should be divided into groups of 5-6 members of all ranks (warder, to Superintendent) and all should brainstorm and discuss what goals to set for prisoner rehabilitation programs in a particular prison. Action Plan should be time bound and can be short term, medium term and long term. Work Sheets, Flip chart sheets and sketch pen should be distributed to all the groups and facilitator should ensure that all contribute their ideas. Each goal should make clear the responsibility-what you can do at your level (e.g. at Deputy Superintendent level), what can be done by others (e.g. at headquarters). Further review of action is essential. Make clear that there is a start and end date to the action, so the Plan is time bound.

PRISON STATISTICS INDIA – 2021

Total Number of Prison Inmates as on 31.12.2021			
Male	:	5,31,025	
Female	:	22,918	
Transgender	:	91	
Prison Population	:	5,54,034	

Prisoner Types and Demography

Convicts		Undertrials		Detenues		Others	
Male	117846	Male	409346	Male	3381	Male	452
Female	4990	Female	17745	Female	88	Female	95
Transgender	16	Transgender	74	Transgender	01	Transgender	00
Total	122852	Total	427165	Total	3470	Total	547

Number of Jails, Capacity, Population and Occupancy Rate in India at the end of 2021

Type of Jail	Number	Authorized Capacity	Population of Inmates	Occupancy Rate(%)
Central Jail	148	193536	239311	123.7
District Jail	424	163606	254214	155.4
Sub Jail	564	45436	46736	102.9
Special Jail	41	7473	6582	88.1
Open Jail	88	5953	2178	36.6
Women Jail	32	6767	3808	56.3
Borstal School	19	1775	745	42.0
Others	03	1063	460	43.3
Total	1319	425609	554034	130.2

Source : NCRB, MHA (2021) <https://ncrb.gov.in/en/prison-statistics-india-2021>