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GENEVA 1955

PERSONNEL

SELECTION AND TRAINING OF PRISON
STAFF IN THE UNITED KINGDOM

by Sir Lionel Fox, C.B., M.C.,
Chairman of the Prison Commission for
England and Wales, London



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Statements of fact in this report are the responsibility of the author, and opinions expressed are not necessarily those of organs or Members of the United Nations.

In accordance with the tradition of past Congresses, it has been possible to secure the co-operation of certain national prison administrations for the printing of documentation for the First United Nations Congress on the prevention of crime and the treatment of offenders, which is from an historical point of view the Thirteenth International Penal and Penitentiary Congress. Thus the present report has been generously printed by the Federal Bureau of Prisons of the United States of America, in the prison printing plant at Leavenworth, Kansas.

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8 December 1954

I. ENGLAND AND WALES

Introduction

1. This part of the paper relates to England and Wales only. The systems in Scotland and Northern Ireland are under separate administrations and differ in some respects from that of England and Wales and the main differences will be mentioned in Parts II and III of the paper.

2. The Prison and Borstal staffs consists of the following classes of officials:

- (a) The Prison Commissioners and their headquarters staff.
- (b) Governors and assistant governors.
- (c) Prison officers or custodial staff.
- (d) Professional and technical staff.
- (e) Administrative staff.

This paper will not deal with category (a) nor will it consider category (d) and (e) in detail.

3. Staff is recruited for the service as a whole and not for special classes of establishments exclusively e.g. for prisons or Borstals, or for open or closed prisons. Although the staff spend most of their service at establishments to which they are most suited, a member of the staff may be transferred from one type of establishment to another. This interchange of staff between the different types of establishment has been found beneficial.

4. Appendix A shows the complement of four different types of establishments.

5. There is a central institution for the initial training of prison and Borstal staffs in the Imperial Training School, attached to Wakefield Prison. The staff of this school consists of a governor, class III and two assistant governors, all employed full time on training, together with instructors drawn from the service as need may require. The school is concerned with the initial training of assistant governors and prison officers and with the annual staff course (see paragraph 7 (b) below).

Governors and assistant governors

Grades and duties

6. There are three grades of governor and two grades of assistant governor. Governors are responsible to the Commissioners for the whole administration of their establishment and devote special attention to the rehabilitation of the prisoners detained in it. Assistant governors, apart from filling the functions of deputy governor, are employed mainly at training prisons and Borstals and their duties consist of watching the progress of the prisoners under their charge and of the more personal work of their rehabilitation.

Selection

7. All governors are promoted from the assistant governor grades. There are three modes of entry to the assistant governor grades, as follows:

(a) *By direct entry.* About once a year the Civil Service Commissioners hold an open competition for entry to the grade of assistant governor, class II. It is announced by public advertisement and it is open to serving prison officers to enter the competition. Selection is by interview and the Prison Commissioners take a large part in the selection of candidates.

(b) *Through the staff course.* Each year a Staff course is held at the Imperial Training School. Its object is to select promising young officers (the upper age limit is 35) who, with further education and training, would be likely to make good governors. The staff course lasts six months and consists of academic and professional instruction. Not more than

twelve candidates are admitted to the course each year. Those who are successful are promoted to assistant governor, class II. A syllabus of the course is given in Appendix B. The Prison Commissioners are proposing to hold a modified staff course for officers over 35 in 1955.

(c) *By promotion.* Chief officers are eligible for promotion to the rank of assistant governor, class I and are selected by promotion boards within the department. Not more than two or three are normally promoted in this way each year.

All appointments to the assistant governor grades are made by the Secretary of State for the Home Department. There is a probation period of two years.

Training

8. The training of a newly appointed assistant governor consists of instruction in local administration and visits to courts of justice and other places of interest (see Appendix C 1) and a three-week course of instruction at the Imperial Training School (see Appendix C 2). Annual conferences of governors and assistant governors enable them to discuss and keep abreast of general topics in the treatment of offenders.

9. The Prison Commissioners consider that the combination of the three methods of recruitment provides a good balance between the practical experience that is to be found in the service and the freshness of outlook that is to be found without. The guiding principle is that all appointments are made within the service so far as suitable candidates are available.

Prison Officers

Grades and duties

10. The general grades of prison officers are as follows:

Chief officers, class I;
Chief officers, class II;
Principal officers; and
Officers.

The duties of chief officers are to supervise the officers and to maintain the daily routine of the establishment. Principal officers are in charge of groups of officers, or sections of the prisons or in specially responsible positions.

The function of officers is to take immediate charge and supervision of bodies of prisoners. They also fill certain specialized posts e. g. cooks, instructors (see paragraph 12). The higher officers of this group are selected by promotion boards held by the Prison Commissioners.

Selection

11. Applicants for the prison service are first interviewed and medically examined by a board at the establishment nearest their home. The successful applicant is appointed as an auxiliary officer under training at that establishment, where he undergoes instruction for two months. A brief account of the nature of this instruction is given in Appendix D. At each establishment where initial training is given, there is a principal officer charged with special responsibility for instructing recruits. All officers under training are redundant to authorized staff and may not be employed in the supervision of prisoners except in company of an established officer. After two months a Board reports on his suitability for further training. If he is considered suitable he attends a three-weeks course at the Imperial Training School. If not he is discharged. A syllabus of the instruction given is attached as Appendix E. This course is also selective and those found unsuitable are discharged.

Specialists

12. In addition to the general grades of officers there are specialist officers engaged in engineering and maintenance, trade instruction, hospital duties and cooking and baking. These officers receive such instructions as is necessary to enable them to fulfill their technical tasks.

Critique of recruitment system

13. It will be seen that the initial training of a prison officer begins with practical training at an establishment. Before the war recruits went straight to the Imperial Training School for an eight-weeks course. It is thought that the present

system, under which a prison officer before going to Wakefield receives instruction at an establishment and is able to absorb the atmosphere of an establishment is beneficial. On the other hand it must be conceded that this method of training has the disadvantage of being wasteful of manpower. In 1953 only 384 of the 945 who joined as auxiliary officers were successful after training at the Imperial Training School. The Commissioners do not consider three weeks long enough and have it in mind to extend the length of instruction at the Imperial Training School; they are also considered a project of scientific research on the assessment of candidates' qualities. The Commissioners consider that further in-service training would be desirable, but are limited by financial considerations.

Professional and technical staffs

14. The professional and technical staffs consist of a heterogeneous but important body of staff such as chaplains, medical officers, psychologists and trade instructors. They are recruited by competition following public advertisement.

Administrative staff

15. The administrative staff of an establishment consists of the steward and executive and clerical officers, whose duties are to undertake the office work of the establishment. These officers are not recruited specially for work at prisons and Borstals, but form part of the normal executive and clerical grades of the Civil Service.

II. SCOTLAND

16. In the Scottish Prison Service recruitment and training of governors and assistant governors and prison officers follow the same general lines as in England. Grades are similar to those in England except that the administrative work is done by officers promoted from the basic discipline grade through written qualifying examinations conducted by the Civil Service Commissioners. Those who pass are promoted to store officer; it is then possible to earn promotion to principal store officer, chief store officer and steward.

17. The Scottish Service is much smaller than its English counterpart and the filling of higher posts present little diffi-

culty. Principal officers may be promoted to chief officer or assistant governor, who in turn may go to deputy governor or governor, class IV. Thereafter, promotion to the superior grades are filled from within the service but, if it appears that there may be no officer suitable for promotion to a particular post, an open competition is run; the post is advertised in the press and a selection board is arranged in consultation with the Civil Service Commissioners.

18. In Scotland there is no separate training school. Candidates for the officer grades, having served three months at a prison or Borstal Institution, are given, if suitable, an intensive course of theoretical and practical training at either Barlinnie Prison, Glasgow (for five weeks) or Polmont Borstal Institution (for four weeks). This course is followed by written and oral examinations and an interview board. About 90% of candidates pass.

III. NORTHERN IRELAND

19. The staff of the Prison Service in Northern Ireland, apart from chaplains and medical officers, is appointed for general service, i.e. for prison or Borstal service. As there is but one prison and one Borstal institution for males and one female prison, a portion of which is set aside for females committed to Borstal, recruitment does not present any great difficulty.

20. Candidates are appointed to the basic grade in a temporary capacity as a result of interview. They then undergo a two-week course of training in prison duties under a principal officer, and are not posted to actual duty until they satisfy the chief officer as to their knowledge.

21. Appointments to the permanent staff are made as a result of recommendation by the Governor followed by a written examination in general educational subjects.

APPENDIX A

Number and categories of staff required for four different types of establishments¹⁾

	MAN-CHESTER		MAIDSTONE	LEYHILL	PORTLAND
	Men	Women			
Governor I.....	1		1		
" II.....				1	1
" III.....	1	1			
Assistant Governor I.....	1		2		1
" II.....			2	2	8
Principal Medical Officer.....	1				
Medical Officer (Full time).....	1	1	1		1
" (Part time).....	1				
Chaplain (Full time).....	2		1	1	
" (Part time).....			1	1	1
Church Army Evangelist.....	1				1
Roman Catholic Priest (Part time).....	1		2	1	1
Psychological Tester.....	1				
Chief Officer I.....	1		1		1
" II.....	2	1	1	1	
Principal Officer.....	13	3	5	4	7
Borstal Matrons.....					5
Officer.....	99	28	56	28	56
WORKS STAFF					
Foreman of Works.....	1		1	1	1
Engineer I.....					
Engineer II.....	3		2	1	2
Officer Trade Assistants.....	12		9	10	10
HOSPITAL STAFF					
Pharmacist.....	1				
Chief Officer II.....	1				
Principal Officer.....	2		1	1	
Officer.....	14		3	3	3
Nursing Sisters etc.....		15			1
INSTRUCTORS					
Principal Instructor.....	1	1	2	2	
Senior ".....	2		1		1
Officer ".....	8	2	4	4	3
Part time ".....			1		
COOK AND BAKER					
Chief Officer II.....	1				
Principal Officer.....	1				
Officer.....	2		1	1	2

¹⁾Classification of Prisons and Borstal Institutions

Manchester—Local Prison
Maidstone —Regional Training Prison
Leyhill —Central Prison (open)
Portland —Closed Training Borstal Institution

(Continued to next page)

Number and categories of staff required for four different types of establishments¹⁾

	MAN-CHESTER		MAID-STONE	LEY-HILL	PORT-LAND
	Men	Women			
MISCELLANEOUS GRADES					
Industrial Manager.....	1		1	1	
Superintendent of Printing.....			1		
Master Tailor.....	1				
Civilian Industrial Officer III.....	6		8	5	7
“ “ “ IV.....		1			1
“ “ “ V.....					1
Storeman.....	3		2	1	1
Mess Caterer.....					
Night Patrol (Full time).....	10	2	8	2	7
“ Relief.....	1	1		1	
Stoker.....	5		4	4	4
Plant Attendants.....				3	
Driver.....			1	1	
Cook.....		1		1	
Market Garden Foreman.....				1	
Estate Hand.....					1
Temporary Officer (Building).....					1
Cleaner (Part time).....					1
					Female
EXECUTIVE AND CLERICAL					
(Men and Women)					
Senior Executive Officer.....	1				
Higher “.....	2		1	1	1
Executive Officer.....	4		2	1	1
Clerical Officer.....	13		7	4	5
Shorthand Typist.....	1				
Typist.....	2				
Daily Average Population.....	1071	173	467	271	324

¹⁾Classification of Prisons and Borstal Institutions

Manchester—Local Prison
Maldstone —Regional Training Prison
Leyhill —Central Prison (open)
Portland —Closed Training Borstal Institution

APPENDIX B

Imperial Training School, Wakefield *Staff Course for Subordinate Prison Officers*

1. Objects

The staff course is designed to enable officers to qualify for promotion to the governor grades of the Prison and Borstal Service. To this end, it endeavors to do two things: (a) By its use of academic subjects, to stimulate the student's mind, to train him to think and to approach problems logically and unemotionally, and to test his receptivity to fresh ideas and his ability to apply the knowledge which he has acquired.

(b) By lectures on the treatment of the law-breaker, man management and psychology, etc. and by visits to various institutions, to give him the background knowledge openology necessary for the efficient discharge of his duties in the rank of assistant governor.

2. Duration

The staff course lasts approximately six months, normally from 1 October of one year until the end of the following March. It is held at the Imperial Training School, Wakefield.

3. Qualifications

Candidates must be prison or Borstal officers with not less than two years' established service, and must be under 35 years of age at the time of application. The course may be taken only once.

4. Method of selection

Officers who are eligible for the staff course are invited, by means of circulars, to apply through the governors of their establishments. A qualifying examination is then held by the Civil Service Commissioners, without fee, consisting of an essay, an English paper, a general knowledge and intelligence paper, and of intelligence tests. Not more than three attempts at the qualifying examination are allowed. Officers successful in the qualifying examination attend a test at the Imperial

Training School. All officers who have attended the Wakefield Tests are then interviewed by a Selection Board, consisting of Prison Commissioners and Civil Service Commissioners, and not more than twelve are finally selected to attend the course. An officer may not attend a Wakefield test more than once.

5. Conditions of the course

The course is not competitive, and every candidate can achieve promotion if he is considered suitable. Candidates live in the Imperial Training School, and retain full pay and allowances. Married men receive free board and lodging; single officers pay 21s. a week after the first month. Railway warrants for home visits are granted for one week-end each month.

6. Syllabus

The course is under the supervision of a staff course tutor (an assistant governor) who is responsible to the principal of the Imperial Training School. Each syllabus will vary in accordance with the ideas of individual tutors but in all cases a division may be made into (a) instruction at Leeds University, and (b) instruction at the Imperial Training School.

(a) *Instruction at Leeds University*

The Extra-Mural Department of the University has always been most generous in extending university facilities to the members of the staff course. Staff course students attend at Leeds University twice a week for the following:

- (i) a course of lectures in ethics.
- (ii) a course of lectures in English literature, and
- (iii) a course of lectures in social philosophy.

Courses (i) and (ii) are special courses of lectures arranged by the Extra-Mural Department exclusively for the staff course. Course (iii) consists of a series of public lectures open to all members of Leeds University.

In addition, staff course students have the use of the other university facilities.

(b) *Instruction at the Imperial Training School*

This consists of the following:

- (i) a course of 42 lectures on the development of law,

- (iii) a course of 15 lectures on the treatment of the law-breaker
- (iv) a course of approximately 18 lectures on man management and psychology, by the principal medical officer of Wakefield Prison,
- (v) a course of 9 lectures on civics, and
- (vi) a refresher course of 10 lectures on English grammar.

In addition to the foregoing, students receive one hour's tutorial with the staff course tutor each week for the purpose of discussing progress, examining problems and criticising work done. Essays are set fortnightly, both by the Leeds tutors and by the school staff, and certain books are prescribed as set reading. Students also interview prisoners and analyse case histories under the supervision of the hospital psychological staff, visit penal and civic institutions, as well as places of cultural and general interest and take part in play-readings and discussions groups.

7. Examinations

A final examination, with papers in all subjects, is set at the end of the course, and a revision paper is set half-way through. Although a useful guide as to a student's ability to absorb and apply knowledge, and an indication as to his capacity for original thinking, examination results are not allowed to over-shadow human qualities.

8. Final selection for promotion

After the course has dispersed, a Board consisting of the governor and principal medical officer of H. M. Prison, Wakefield, and of the principal, assistant principal and staff course tutor of the Imperial Training School, considers the case of each individual student, and reports upon him to the Commissioners. Each student then has a final interview with the Commissioners. Successful officers are recommended to the Secretary of State for appointment as assistant governors, class II.

APPENDIX C 1

The Training of Assistant Governors

- A.
1. When a new assistant governor joins, he will be posted to his "home station".
 2. The Commissioners have decided however that it is necessary for an assistant governor newly appointed to learn something of the duties of all ranks of the service, and to have a general knowledge of the varying functions of different classes of establishments.
 3. Before he starts his duties, therefore, he is to undergo a period of training as outlined below, covering about eight weeks. This period will be served in the first place at his "home station", and subsequently at one or more other establishments, as decided by the Commissioners, and named on his joining instructions. The Commissioners will indicate the amount of time the assistant governor should spend at his home and at the out stations. Where the home station is a small establishment, it will naturally follow that the majority of the training will be at the out stations, and vice versa.
 4. The syllabus under B. below should be carried out, but not necessarily in the order in which the sub-heads are set out. The home station governor should cover what he can, and, when passing the assistant governor on to the first out station, he should indicate to the governor of that establishment what sub-heads have been covered. If the assistant governor is to go on to a second out station, the same procedure should be followed.
 5. Home and out station governors should use their discretion to expand B. 15. as occasion arises. e.g. by visits to clubs and other social service activities, introductions to the Police, labour exchanges, industrial works, etc.; also by day visits to neighbouring prisons and Borstals, if not too far away.

- B. It is intended that training should be carried out by attaching the new entrant to those members of the staff responsible for the department concerned, as listed below.

1. He should accompany the governor, the deputy governor and the assistant governors to gain a general knowledge of their duties and of the division of function between them.
2. In a prison, he should be made familiar with the duties of principal officer in a wing, and of his landing officers. In a Borstal he should learn the functions of a house staff.
3. Chief officers's duties.
4. The medical officer and the hospital generally.
5. The chaplain's department, including the organization of voluntary workers where appropriate.
6. Education and the library.
7. Employment and vocational training.
8. The earning scheme and the working of the canteen.
9. The works branch and the problems of staff housing.
10. The steward's office in all its departments. Under this heading attention will also necessarily be paid to the varied responsibilities of the Discipline Office.
11. The working of a prison reception.
12. The responsibilities of prison officers for escorts and courts.
13. The security and safety regulations of workshops.
14. The gatekeeper's duties.
15. External relations. Opportunity should be provided for the trainee to become familiar with the work of the local Magistrates' Courts, and other courts if possible, and with the work of the probation officer. It is moreover necessary that he should visit the C.A.C.A.

offices, and be given facilities to study the organization of after-care.

During his first year, the entrant will attend the assistant governors' course at Wakefield, which will be suitably modified. The "Grand Tour" at Wormwood Scrubs will be discontinued.

The trainee will be expected to keep himself abreast of current reading about the treatment and the training of prisoners. He should be familiar with the prison or Borstal statutory rules, and the Discipline Code, he should study the latest annual report of the Commissioners, and the following books are suggested as a minimum basis for reading:

L. W. Fox. *The English Prison and Borstal System.*

London: Routledge and Kegan Paul, 1952

Elizabeth Glover. *Probation and Re-education.*

London: Routledge and Kegan Paul, 1949.

Sir Leo Page. *The Young Lag.*

London: Faber and Faber, 1950.

Sir Leo Page. *Crime and the Community.*

London: Faber and Faber, 1937.

J. Watson. *The Child and the Magistrate.*

London: Jonathan Cape, 1950.

Herman Mannheim. *The Dilemma of Penal Reform.*

London: G. Allen and Unwin, 1939.

Margery Fry. *Arms of the Law.*

London: Gollantz, 1951.

M. Grünhut. *Penal Reform.*

London: Clarendon Press, 1948.

(It is not of course intended that this reading should be undertaken in the first eight weeks or in any fixed period).

APPENDIX C 2

IMPERIAL TRAINING SCHOOL, WAKEFIELD

Training Course for Assistant Governors

9th. June - 2nd. July, 1954.

Date	9.00 - 9.50 a.m.	9.50 - 10.15 a.m.	10.15 - 10.45 a.m.	11.15 a.m. - 12.30 p.m.	Afternoons.	5.45 - 7.15 p.m.
Wednesday, 9th. June.				ASSEMBLE IN TIME FOR 'HIGH TEA' AT 5.00 p.m.		6.00 p.m. Welcome in S. C. Common Room by:- R. L. Bradley, M. C., Director of Borstal Administration. F. C. Ransley, D.F.C., Governor, H.M.P., Wakefield. G. W. Fowler, Principal, I.T.S.
Thursday, 10th. June.	Opening Address. R. L. Bradley, M. C., Director of Borstal Administration.	Group Discussion. (G.D.)	Report. (R.)	Criminal Law I. Definition and Sources. W. A. Brister, Staff Course Tutor.		An Outline of English Prison History G. W. Fowler, Principal.
Friday, 11th. June.	TOUR OF WAKEFIELD PRISON.			Criminal Law 2. Elements of a Crime. W. A. Brister, Staff Course Tutor.	Leave 2.00 p.m. Visit to New Hall Camp. Mr. Hessey, Camp Commandant.	"The Treasury" Mr. M. Russell, Establishment Officer, Prison Commission.

Date.	9.00 - 9.50 a.m.	9.50 - 10.15 a.m.	10.15 - 10.45 a.m.	11.15 a.m. - 12.30 p.m.	Afternoons.	5.45 - 7.15 p.m.
Saturday, 2th. June.	The Administration of Justice in England. Principal.	G.D.	R.	Treatment of the Lawbreaker. M. S. Winston, Assistant Principal.	1st Group to attendance Centre, Leeds. See Separate Programme.	

Sunday, 3th. June. Members will be welcomed on this day and on succeeding Sundays in the Prison Chapel at the Service of Holy Communion, 7.15 a.m. and Morning Prayer, 10.00 a.m. The addresses of other places of worship in Wakefield and the times at which Services are held are posted on the Notice Board.

Monday, 4th. June.	Receptions. Classifications. P. O. Ryan.	G.D.	R.	Appeals Petitions. P. O. Ryan.	Leave 1.30 p.m. Voluntary Visit to Ledston Luck Colliery.	6.15 p.m. Some Forensic Cases. Dr. C. lo J. Walker. Principal Medical Officer. H.M.P., Leeds.
Tuesday, 5th. June.	On Governing a Training Prison. Mr. J. S. Vidler, Governor, H. M. Prison, Maidstone.	G.D.	R.	Common Room. "The Nature of Criminality." Dr. W. F. Roper, Principal Medical Officer, H. M. Prison, Wakefield.		The Organisation of Head Office. Mr. K. P. Paice, Secretary, Prison Commission.
Wednesday, 6th. June.	The Controller's Branch. Mr. F. S. Collins. Controller.			"The Effects of Imprisonment." Dr. W. F. Roper, Principal Medical Officer, H. M. Prison, Wakefield.		"OPEN FORUM" Including:— The Steward Chief Officer, Hospital Chief Officer Foreman of Works, Industrial Mgr., & Mr. Hartley W. O. Wakefield Prison.

Date.	9.00 - 9.50 a.m.	9.50 - 10.15 a.m.	10.15 - 10.45 a.m.	11.15 a.m. - 12.30 p.m.	Afternoons.	5.45 - 7.15 p.m.
Thursday, 17th. June.	Men's After-Care. Rev. Martin W. Pinker, Director, Men's Division Central After-Care Association.	G.D.	R.	The Borstal Officer's Job. Chief Officer Burns, H. M. Borstal Institution, Portland.	2.00 p.m. Demonstration of Court Procedure. Sessions House, Wakefield.	"The Social Scene" M. S. Winston. Assistant Principal.
Friday, 18th. June.	The Works Department. Lt. Col. S. P. Sartain, Director of Works.	G.D.	R.	Types of Prisoner. Dr. W. F. Roper, Principal Medical Officer, H. M. Prison, Wakefield.	Leave 1.30 p.m. Voluntary Visit to Hatfield Borstal Institution.	6.00 p.m. "Education Today" L. W. K. Brown, Deputy Chief Education Officer, West Riding County Council, Wakefield.
Saturday, 19th. June.	A Talk by the Chaplain of Wakefield Prison. Rev. H. S. Pearce.	G.D.	R.	Escorts and Courts. P. O. Ryan.	2nd. Group to Attendance Centre. Leeds. See Separate Programme.	
Monday, 21st. June.	ATTACHMENTS TO PROBATION OFFICERS - SEE SEPARATE PROGRAMME. By kind permission of Mr. C. W. Moston Hughes, Principal Probation Officer, West Riding Division.					
Tuesday, 22nd. June.	Visit to MOORLANDS HOUSE SCHOOL, ILKLEY (Junior H.O.A.S.) Leave at 8.45 a.m.				2.00 p.m. Group Photograph.	The Finance Branch. Mr. S. C. N. Bone, Finance Officer, Prison Commission.

Date.	9.00 - 9.50 a.m.	9.50 - 10.15 a.m.	10.15 - 10.45 a.m.	11.15 a.m. - 12.30 p.m.	Afternoons.	5.45 - 7.15 p.m.
Wednesday, 23rd. June.	"Borstal Allocation." Mr. A. J. Scriven, Governor, H.M.B.I., Lowdham Grange.	G.D.	R.	"Correctional Methods." Dr. W. F. Roper, Principal Medical Officer,		Medical Services. Dr. Snell, Director of Medical Services.
Thursday, 24th. June.	Common Room. On Governing a Local Prison. J. Richards, Governor, H. M. Prison, Durham.	G.D.	R.	Common Room. On Governing a Borstal. Mr. G. Macfarlane, Governor, H.M.B.I., Feltham.	Leave at 1.30 p.m. Visit to Askham Grange, York. Mrs. Kelley, Governor.	The special Problems in dealing with Women at Girls in Prisons and Borstals. Miss M. Mellanby, Director of Womens' Establishments.
Friday, 25th. June.	After-Care for the Younger Age Group. Mr. F. C. Foster, Director of Borstal After-Care.	G.D.	R.	Psychopathic Behaviour in Prison. Dr. W. F. Roper, Principal Medical Officer, Wakefield.		Social Work in Prison. Miss Tilley, P.S.W., Holloway.
Saturday, 26th. June.	"The Meaning and use of Intelligence and other Tests." B. Marcus, Psychologist, H.M.P. Wakefield.	G.D.	R.	Common Room. "Sexual Problems in Prison" Dr. W. F. Roper, Principal Medical Officer, H.M.P., Wakefield.	3rd. Group to Attendance Centre, Leeds. See Separate Programme.	
Monday, 28th. June.	VISIT TO YORK starting at "THE RETREAT" (Private Mental Hospital) By kind permission of Dr. Alfred Torrie, Physician Superintendent. Leave at 9.00 a.m.					Education in Prisons and Borstals. Mr. C. T. Cape, Commissioner, Education and Welfare.

Date.	9.00 - 9.50 a.m.	9.50 - 10.15 a.m.	10.15 - 10.45 a.m.	11.15 a.m. - 12.30 p.m.	Afternoons.	5.45 - 7.15 p.m.
Tuesday, 29th. June.	Staff Selection - and Training. The Principal.	G.D.	R.	"The Meaning and the use of Statistical Methods." Mr. B. Marcus, Psychologist, H.M.P., Wakefield.	Leave at 1.30 p.m. Visit to North Eastern Region Forensic Science Laboratory.	The Training of the Individual. Mr. R. E. Owen, Assistant Commissioner.
Wednesday, 30th. June.	Bails and Fines. P. O. Ryan.	G.D.	R.	Common Room. Mr. B. Marcus, Psychologist, H.M.P., Wakefield. "The Prediction of Recidivism"	Leave at 1.45 p.m. Visit to H.Q. West Riding C.I.D.	The Role of the Assistant Governor. Mr. R. D. Fairn, Director of Prison Administration.
Thursday, 1st. July.	Letters & Visits. Adjudications & Restraints. P. O. Ryan.	10.00 a.m. Demon- stration of Adjudi- cations & Restraints Staff I.T.S.		(1) Books for Further Reading. (2) Inquest on Course.		

Friday,
2nd. July.

DISPERSAL.

- NOTES:-
1. The Staff Course Common Room will be at the disposal of members of the Course.
 2. Morning Sessions will be held in the main Lecture Theatre. Evening Sessions in the Staff Course Common Room, except where otherwise stated.
 3. For Group Discussions, the Course is divided into two sections:
Section 'A' will remain for these periods in the room where the lecture has taken place.
Section 'B' will meet in the Staff Course Common Room.

Staff:- M. S. Winston, Assistant Principal.
W. A. Brister, Staff Course Tutor.
G. W. Fowler, Principal.

APPENDIX D

SYLLABUS OF PRE-WAKEFIELD TRAINING:
EIGHT WEEKS

(1) *Instruction*

Governors will use their discretion in the scope of the talks given to trainees, by themselves or other members of the staff, but the following points should at least be covered:

- (a) the organization and purpose of prison and Borstal, with special reference to their own establishment, and the part an officer is called upon to play.
- (b) methods of discipline and training, with pitfalls to be avoided.
- (c) the Discipline Code.
- (d) security

(2) *Practical Work at a Prison*

- (a) Reception and discharge procedure.
- (b) The understudying of all types of duties - gate, landing, reception, party (outside and workshop), kitchen, searching, censoring, visits, etc.
- (c) Escorts to courts, or transfer escorts, court duties.
- (d) Attendance at Reception Boards, applications and adjudications.
- (e) Examination of all books and forms an officer is likely to use.
- (f) The system of exchanges and the care of stores.
- (g) Evening and week-end activities.
- (h) Physical training when a physical training instructor is available.

(3) *Practical Work at a Borstal*

- (a) All the subjects covered for a prison so far as the subjects are relevant.
- (b) House officers' duties, including attendance at a House Board.
- (c) Attendance upon a principal officer on his rounds.

APPENDIX E

IMPERIAL TRAINING SCHOOL, WAKEFIELD
Programme of the three-week course for officers in training

1st. Week. Saturday, 12.6.54 - Saturday, 19.6.54.

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
ATURDAY, 12 June.	8.00 p.m.	Common Room.	Welcome by the Governor, H.M.P., Wakefield and the Principal.			
UNDAY, 13 June.	10.00 a.m.	S.C. Library.	Medical Examinations. A - L.	Principal Medical Officer.		
	2.00 p.m.	Lecture Theatre I.	Routine of Course Explained.	Assistant Principal.		
	5.45 p.m.	Lecture Theatre I.	The Prison Officer To-day.	Principal.		
IONDAY, 14 June.	8.50 a.m.	Common Room.	Intelligence Tests. G - L.	Staff.		
	8.50 a.m.	Lecture Theatre II.	Intelligence Tests. A - F.	Staff.	A.B.C. D.E.F.	
	10.00 a.m.	Gymnasium.		Physical Training Instructor (P.T.I.)		
	11.15 a.m.	Common Room.	Education Test. G - L.	Staff.		Tour of Wakefield Prison ABC.
	11.15 a.m.	Lecture Theatre II.	Education Test. A - F.	Staff.		Tour of Wakefield Prison DEF.
	2.00 p.m.	Wakefield Prison.		Principal Officers.		
	3.00 p.m.	Wakefield Prison.		Principal Officers.		
	2.15 p.m.	Gymnasium.		P.T.I.	G.H.I. J.K.L.	
	5.45 p.m.	Lecture Theatre I.	Law & Law Making.	Staff Course Tutor. (S.C. Tutor.)		
	9.45 p.m.	Wakefield Prison.		Assistant Principal.		Locking up Instruction ABC.

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
TUESDAY, 15 June.	8.50 a.m.	Classrooms.	Classifications.	Principal Officers. P.T.I.	G.H.I. J.K.L.	Tour of Wakefield Prison GHI. Tour of Wakefield Prison JKL. Locking up Instruction GHI.
	10.00 a.m.	Gymnasium.	Treatment of the Lawbreaker.	P.T.I.		
	10.30 a.m.	Gymnasium.		Assistant Principal.		
	11.30 a.m.	Lecture Theatre I.		Principal Officers.		
	2.00 p.m.	Wakefield Prison		Principal Officers.		
	3.00 p.m.	Wakefield Prison.		Principal Officers.	A.B.C. D.E.F.	
	2.15 p.m.	Gymnasium.	Receptions.	P.T.I. P.T.I.		
3.00 p.m.	Gymnasium.		Principal Officers. Principal Officers & S.C. Tutor.			
5.45 p.m.	Classrooms.					
9.45 p.m.	Wakefield Prison.					
WEDNESDAY, 16 June.	8.50 a.m.	Classrooms.	Appeals.	Principal Officers. P.T.I.	A.B.C. D.E.F.	Locking up Instruction DEF.
	10.00 a.m.	Gymnasium.	Escorts & Courts I.	P.T.I.		
	10.30 a.m.	Gymnasium.		Principal Officers.		
	11.30 a.m.	Classrooms.		P.T.I.	G.H.I. J.K.L.	
	2.15 p.m.	Gymnasium.		P.T.I.		
	3.00 p.m.	Gymnasium.	Escorts & Courts II.	Principal Officers.		
	5.45 p.m.	Classrooms.	Instruction in Court Procedure.	Assistant Principal.		
7.15 p.m.	Lecture Theatre I.		Principal Officers & Assistant Principal.			
9.45 p.m.	Wakefield Prison.					
THURSDAY, 17 June.	8.50 a.m.	Common Room.	Administration of Justice in England.	Staff Course Tutor.	G.H.I. J.K.L.	Locking up Instruction JKL.
	10.00 a.m.	Gymnasium.	Pay Parade. Gatekeepers' Duties. Demonstration of Court Procedure.	P.T.I.		
	10.30 a.m.	Gymnasium.		Principal Officers. Staff.		
	11.00 a.m.	Common Room.				
	11.30 a.m.	Classrooms.				
	2.00 p.m.	Sessions House.	The Works Department.	Foreman of Works Principal Officers & Staff Course Tutor.		
	5.45 p.m.	Lecture Theatre I.				
9.45 p.m.	Wakefield Prison.					

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
FRIDAY, 18 June.	8.50 a.m.	Classrooms.	Stages & Privileges.	Principal Officers. P.T.I.	A.B.C. D.E.F.	
	10.00 a.m.	Gymnasium.	Letters & Visits.	P.T.I.		
	10.30 a.m.	Gymnasium.		Principal Officers.		
	11.30 a.m.	Classrooms.		P.T.I.	G.H.I. J.K.L.	
	2.15 p.m.	Gymnasium.	Prison History.	Assistant Principal		
3.00 p.m.	Gymnasium.					
5.45 p.m.	Lecture Theatre I.					
SATURDAY, 19 June.	8.50 a.m.	Classrooms.	Landing & House Officers' Duties.	Principal Officers.		
	11.30 a.m.	Classrooms.	Revision Period.	Principal Officers.		
	2.00 p.m.	Classrooms.	Section Quiz.	Principal Officers.		

2nd. Week. Monday, 21.6.54. - Saturday, 26.6.54.

MONDAY, 21 June.	8.50 a.m.	Classrooms.	Discharges.	Principal Officers. P.T.I.	G.H.I. J.K.L.	Tour New Hall Camp A - F.
	10.00 a.m.	Gymnasium.	Supervision & Party Control.	P.T.I.		
	10.30 a.m.	Gymnasium.		Principal Officers.		
	11.30 a.m.	Classrooms.				
	2.00 p.m.	New Hall Camp.				
	2.00 p.m.	Lecture Theatre I.	Project Sections G.H.	Principal Officers & S.C. Tutor.		
	3.30 p.m.	Lecture Theatre I.	Project. Sections I. J.	Principal Officers & S.C. Tutor.		
5.45 p.m.	Lecture Theatre I.	Law relating to Borstal Training.	Assistant Principal			

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
TUESDAY, 22 June.	8.50 a.m.	Classrooms.	(a) Security. (b) Courts Martial. Appeals & Petitions.	Principal Officers.		Group photographs of the Course will be taken at 1.45 p.m. Tour of New Hall Camp G - L.
	10.00 a.m.	Gymnasium.		P.T.I.	A.B.C.	
	10.30 a.m.	Gymnasium.		P.T.I.	D.E.F.	
	11.30 a.m.	Classrooms.	(a) Searching. (b) Petitions.	Principal Officers.		
	2.00 p.m.	New Hall Camp.				
	2.00 p.m.	Lecture Theatre I.	Project. Sections A.B.	Principal Officers & Assistant Principal.		
	3.30 p.m.	Lecture Theatre I.	Project. Sections C.D.	Principal Officers & Assistant Principal.		
5.45 p.m.	Lecture Theatre I.	The Discipline Code.	Staff Course Tutor.			
WEDNESDAY, 23 June.	8.50 a.m.	Lecture Theatre II.	Revision of Background Lect. A - F.	Assistant Principal.		
	8.50 a.m.	Common Room.	Revision of Background Lect. G - L.	Staff Course Tutor.		
	10.00 a.m.	Gymnasium.		P.T.I.	G.H.I.	
	10.30 a.m.	Gymnasium.		P.T.I.	J.K.L.	
	11.30 a.m.	Lecture Theatre II.	Preliminary Written Test. A - F.	Staff.		
	11.30 a.m.	Common Room.	Preliminary Written Test. G - L.	Staff.		
	2.00 p.m.	Lecture Theatre I.	Project Sections K.L.	Principal Officers & S.C. Tutor.		
	2.15 p.m.	Gymnasium.		P.T.I.	A.B.C.	
	3.00 p.m.	Gymnasium.		P.T.I.	D.E.F.	
	5.45 p.m.	Classrooms.	Punishments & Restraints. DEF. JKL.	Principal Officers.		
5.45 p.m.	Lecture Theatre I.	Discussion Group. A.B.C.	Principal Officers & Assistant Principal.			
5.45 p.m.	Lecture Theatre II.	Discussion Group. G.H.I.	Principal Officers & S.C. Tutor.			

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
THURSDAY, 24 June.	9.00 a.m.	Lecture Theatre I.	On Governing a Borstal.	G. Macfarlane, Esq., Governor, H.M.B.I. Feltham.		G.H.I. J.K.L.
	10.00 a.m.	Common Room.	Pay Parade.	J. Richards Esq., Governor, H.M.P. Durham.		
	11.30 a.m.	Lecture Theatre I.	On Governing a Prison.	Principal Officers & Assistant Principal.		
	2.00 p.m.	Lecture Theatre I.	Project. Sections E.F.	P.T.I.		
	2.15 p.m.	Gymnasium.		P.T.I.		
3.00 p.m.	Gymnasium.					
5.45 p.m.	Lecture Theatre I.	On Governing a Women's Prison.	Dr. M. D. C. Taylor, Governor, H.M.P., Holloway.			
FRIDAY, 25 June.	9.00 a.m.	Gymnasium.	Leadership Tests G - L.	Staff and P.T.I.		
	2.15 p.m.	Gymnasium.	Leadership Tests A - F.	Staff and P.T.I.		
	5.45 p.m.	Classrooms.	Punishments & Restraints ABC. GHI.	Principal Officers.		
	5.45 p.m.	Lecture Theatre I.	Discussion Group. D.E.F.	Principal Officers & Assistant Principal.		
5.45 p.m.	Lecture Theatre II.	Discussion Group. J.K.L.	Principal Officers & S.C. Tutor.			
SATURDAY, 26 June.	8.50 a.m.	Classrooms.	Bails and Fines I.	Principal Officers.		
	11.30 a.m.	Lecture Theatre I.	Demonstration Adjudications and Restraints.	Staff.		
	2.00 p.m.	Lecture Theatre I.	Inter-Section Quiz. A - F.	Principal Officers.		
2.00 p.m.	Lecture Theatre II.	Inter-Section Quiz. G - L.	Principal Officers.			

- NOTES:—
1. For P. T., Chapel Service, Locking up Instruction and visits assemble outside the Common Room 5 minutes before the time of Parade.
 2. On 2nd. and 3rd. Sundays, Residents are invited to the 7.15 a.m. Communion Service and to the Service of Morning Prayer at 10.00 a.m. in the Prison Chapel.

P. O. Ryan. Wakefield.
P. O. Keightley. Wakefield.
P. O. Gavin. Durham.
P. O. Hogg. Pentonville.

M. S. Winston. Assistant Principal
W. A. Brister. Staff Course Tutor
G. W. Fowler. Principal.

3rd. Week. Monday, 28.6.54. - Saturday, 3.7.54.

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
MONDAY, 28 June.	8.50 a.m.	Classrooms.	Bails and Fines II.	Principal Officers.	A.B.C. D.E.F.	Tour of Leeds Prison A.B.C
	10.00 a.m.	Gymnasium.		P.T.I.		
	10.30 a.m.	Gymnasium.		P.T.I.		
	11.30 a.m.	Lecture Theatre I.	Functions of the Steward.	The Steward.		
	2.00 p.m.	Leeds Prison.		Principal Officers.		
	2.15 p.m.	Gymnasium.		P.T.I.		
TUESDAY, 29 June.	3.00 p.m.	Gymnasium.		P.T.I.	G.H.I. J.K.L.	Tour of Leeds Prison J.K.L.
	5.45 p.m.	Lecture Theatre I.	Personal Summary III.	Assistant Principal.		
	6.00 p.m.	Classrooms.	Pre-Examination Revision.	Principal Officers.		
	8.50 a.m.	Lecture Theatre II.	Examination on work of Course I. A - F.	Staff.		
	8.50 a.m.	Common Room.	Examination on work of Course I. G - L.	Staff.		
	11.30 a.m.	Lecture Theatre II.	Examination on work of Course II. A - F.	Staff.		
WEDNESDAY, 30 June.	11.30 a.m.	Common Room.	Examination on work of Course II. G - L.	Staff.	A.B.C. D.E.F.	Tour of Leeds Prison J.K.L.
	2.15 p.m.	Gymnasium.		P.T.I.		
	3.00 p.m.	Gymnasium.		P.T.I.		
	2.00 p.m.	Leeds Prison.		Principal Officers.		
	5.45 p.m.	Lecture Theatre I.	Prison & Borstal After-Care.	Mr. Elmer. C.A.C.A.		
	2.30 p.m.		Commissioner's Interviews begin.			

DATE.	TIME.	PLACE.	LECTURES AND OTHER FORMAL ACTIVITIES.	LECTURER OR INSTRUCTOR.	PHYSICAL TRAINING.	VISITS.
WEDNESDAY, 30 June.	8.50 a.m.	Common Room.	Completion of Civil Service Forms & Miscellaneous.	Assistant Principal.		Tour of Leeds Prison DEF.
	9.30 a.m.	Gymnasium.	P. T. Tests as arranged.	Principal Medical Officer.		
	11.30 a.m.	Lecture Theatre I.	Functions of the Medical Officer.	Principal Officers.		
	2.00 p.m.	Leeds Prison.				
	2.30 p.m.	Lecture Theatre I.	Commissioner's Interviews. Functions of the Chief Officer.	Chief Officer.		
THURSDAY, 1 July.	5.45 p.m.					Tour of Leeds Prison GHI.
	8.50 a.m.	Common Room.	Functions of Assistant Governor.	Lt. Col. P. N. Higham.		
	10.00 a.m.	Common Room.	Pay Parade.	Staff.		
	11.30 a.m.	Lecture Theatre II.	Inquest on Examination. A - F.	Staff.		
	11.30 a.m.	Common Room.	Inquest on Examination. G - L.	Principal Officers.		
FRIDAY, 2 July.	2.00 p.m.	Leeds Prison.	Prison Officers' Association.	Branch Chairman.		
	5.45 p.m.	Lecture Theatre I.				
SATURDAY, 3 July.	8.50 a.m.	Lecture Theatre I.	The work of the Chaplain.	The Chaplain.		
	11.00 a.m.	Lecture Theatre I.	Domestic Session Etc.	Staff.		
DISPERSAL.						

P. O. Ryan, Wakefield.
P. O. Keightley, Wakefield.
P. O. Gavin, Durham.
P. O. Hogg, Pentonville.

M. S. Winston, Assistant Principal.
W. A. Brister, Staff Course Tutor.
G. W. Fowler, Principal.

This archiving project is a collaborative effort between United Nations Office on Drugs and Crime and American Society of Criminology, Division of International Criminology. Any comments or questions should be directed to Cindy J. Smith at CJSmithphd@comcast.net or Emil Wandzilak at emil.wandzilak@unodc.org.