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**PERSONNEL**  
**THE SELECTION AND TRAINING OF PERSONNEL**  
**FOR ADULT PENAL AND CORRECTIONAL INSTITUTIONS**  
**IN SWEDEN**

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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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## THE SELECTION AND TRAINING OF PERSONNEL FOR ADULT PENAL AND CORRECTIONAL INSTITUTIONS

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### I. Introduction

In former times, when society regarded punishment primarily as an act of revenge, the treatment was naturally rather rigid. The officers were chiefly concerned with detaining the delinquent in prison during the stipulated time under the rules prescribed by law. Later, as the execution of punishment came to be considered as a practical task to prevent the offender from committing new offences, the character of the penal system and of the execution of penalties gradually changed. For that reason it is of great importance to select and develop the type of treatment best suited to help the inmate to be a law-abiding citizen, that is to say the treatment should be directed at the positive sides of his character.

In Sweden penal reform has advanced rapidly. From 1946, when a new Prison Act was introduced, new methods have been created departing from the principles previously applied in prison. The emphasis has been shifted from keeping the inmates in custody to giving everyone of them work to do, so far as possible productive and well-paid work, and making them the object of social and educational care. The prisoners enjoy nowadays a high degree of freedom even in closed institutions, for instance home leaves and "freewalk", i.e. engaging in work with an employer outside the institutions. The system of solitary confinement has been abolished except as a disciplinary punishment, at night, for security purposes, and in some other cases. Approximately 30 per cent of all prisoners are now accommodated in open institutions, as a rule in small colonies (farms), where they are occupied with agricultural work, lumbering, road-building and industrial work. The number of inmates in open institutions is continuously increasing as new colonies are being established. In pursuance of the new rules for the enforcement of penalties

the inmates should be subjected to careful observation and differentiation—the differentiation between closed and open care is the most important—and the inmates must to an ever-increasing extent be given suitable training and guidance. The head of the institution and his assistants have at present great possibilities of giving individual treatment to the prisoners. The number of social workers as well as of training staff (engineers, foremen, etc.) is steadily increasing.

It is obvious that if the spirit of the new Act is to be followed in the administration of penal treatment, this will depend upon the personnel of the institutions. No mere statute can reform a penal system. When it is desired to make penal treatment remedial and educational in the widest sense, to the extent made possible by the new Act, those putting the system into effect must possess the attitudes and the training of social therapists and educators. This applies equally to all officers whether of higher or lower rank, the supervisory personnel, the social workers and the technical staff.

## II. Officers at Higher Rank

In Sweden these officers—warders, assistant warders, social workers, etc.—are mainly recruited from Universities, institutions for social education and other institutions of higher learning. Priority is given to applicants with legal, social psychological and pedagogical training. In open institutions for adults—e.g., a colony with agricultural work or industrial workshops or both—it may be considered suitable to place in the chief position an engineer or a person with similar technical training instead of an officer on the established list. It should be possible for a prison officer of lower rank to advance to the post of assistant warder or warder, provided that his practical experience combined with private studies or other training give him the necessary qualifications.

An applicant who desires permanent employment in the prison service must have served the requisite probation in practical service. If the applicant before entering the prison service, has worked in the social welfare field outside of prisons it is considered an additional asset. In the same way, it is of great value if a candidate has some knowledge of different milieus and groups of society, for instance, in practical work (manual labour, etc.). When beginning his period of training

in the care and treatment of offenders he should be directed to prisons where he can get special guidance by a qualified supervisor. This service should be completed by experience of work in the bureau of a protective consultant (e.g., probation officer). It is considered advisable to let applicants circulate between training in institutional care and care of offenders in freedom, especially parolees, as the prison officer has the important duty of preparing the release of the prisoners. Because of lack of staff and funds this task has not been carried out in the most desirable way.

A prison officer in a leading position must be well informed about subjects relating to criminology, especially sociology, psychology and psychiatry, including forensic psychiatry. He must also be familiar with the various aspects of social assistance, social policy and social hygiene, for instance, public assistance, child welfare services, treatment of inebriates, care of mentally diseased persons, the labour market and employment services. An applicant who has had no legal training must study during this period the relevant branches of criminal law, the rules for the enforcement of penalties and the like. If the applicant is found suitable for prison service, he is appointed by the Central Prison Administration as assistant warder.

The plan for his further training should be drawn up with due regard to the needs of every individual case. Attendance at special courses, self-instruction and practical clinical and pedagogical work should be the main feature.

With regard to education in psychiatry and care of mentally diseased persons it seems to be most practical to begin the officers' training at a psychiatric prison with lectures in forensic psychiatry with demonstration of patients; during the same period he should take part in the practical work of the clinic. This course should conclude with an examination in psychiatry.

The main feature of the plan for the training of officers of higher rank are as follows:

An applicant receives an introduction to the entire subject through a "Manual of therapeutic work in penal institutions". When the officer is appointed assistant warder a study plan based upon his previous education is drawn up for him by the Study Board, composed of the Chief of the Central Prison

Administration, a psychologist, a sociologist and others. The subjects for study comprise psychology, psychiatry, therapeutic treatment, sociology, social policy and administration. The officer is given a bibliography and attends practical exercises and lectures. He then presents himself to an examiner appointed by the Study Board. The testimonial of the examiner will be inserted in the final certificate.

The officer may be granted training leave with full pay for a maximum period of six months. Additional studies should be carried on simultaneously with the service and, as a rule, last two or three years. The education is based chiefly upon self-instruction as the number of applicants is rather small, but studies in groups or courses should be arranged when possible. The training should also include some periods of service in treatment elsewhere than in prison.

### III. Officers of Lower Rank

An applicant for the post of guard is enrolled in the service by the head of the prison. During the first six months the applicant can be released from the prison service, if found unsuitable. If at the expiring of that term the Central Prison Administration approves the candidate he is appointed a temporary guard.

The trainee receives a printed "Guide to the penal service", explaining the aims and rules of prison treatment and giving a clear description of the different types of prisoners.

In accordance with the general directions of the Study Board, a training plan will be drawn up by a local study committee composed of the head of the institution, the chief psychiatrist and a representative of the staff organizations. The object of the training is to give the applicant a chance to work in different institutions, open or closed, and with different categories of prisoners. When possible arrangements should be made for him to spend a period at other institutions. If he begins at an institution for ordinary prisoners, he should be allowed to work in institutions for abnormal inmates, juvenile offenders, etc. Trainees who intend to devote themselves to the care of abnormal prisoners should, where possible, have an opportunity for a period of service in a mental hospital. In addition to the purely practical instruction relating to the treatment of inmates the applicant should also be given in-

formation concerning the cause of behaviour disturbances and the reaction of different human types to institutional treatment.

At the end of the training period the study committee will hold a final test of the trainee's suitability and submit a report to the Central Prison Administration.

A trainee who has passed his examination should as soon as possible, and not later than two years after the end of his training period, attend an elementary course in institutional care.

When he has passed this course and if he wishes to be promoted to a higher position, he can apply to the Study Board for a study plan which allows for some individual variations. Subject to his qualifications this study plan should contain advice on a limited number of text books. When he has acquired the knowledge prescribed under the study plan he has to pass an examination. The testimonial is sent to the Study Board.

If he passes the examination he has the right, after six years of service, to be admitted to a central second course. When he has completed this course he should be regarded as formally competent for a higher post within his rank.

If an officer after the second course applies for a post as warden, the Study Board should set up an individual plan for his further training. This training differs according to the officer's earlier education and experience and the post which the applicant desires. In certain cases this training could be linked with the training of staff in higher ranks.

As it is important not to employ persons who are intellectually underdeveloped, are lacking in common sense, have a brutal character, or are easily excited when confronted with prison inmates of whom many are unbalanced, the training period should conclude with a psychological test. As far as intelligence tests are concerned there are no special difficulties. But it is much more difficult to find reliable tests revealing the trainees true character, e.g., his attitude toward human beings. This is still an unsolved problem.

It should be noted that the principle of the plan for training the higher and lower staff is accepted but it has been put into effect only in a very small way.

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](mailto:CJSmithphd@comcast.net) or Emil Wandzilak at [emil.wandzilak@unodc.org](mailto:emil.wandzilak@unodc.org).