

WELFARE AND WELL-BEING
OF
PRISON PERSONNEL

Prison staff: overworked and underpaid?

Rectangular Snip

Rob Allen 26th May 2016



PubMed

US National Library of Medicine National Institutes of Health

- **Talking about health: correction employees' assessments of obstacles to healthy living.**
- [Morse T¹](#), [Dussetschleger J](#), [Warren N](#), [Cherniack M](#).
- [Author information](#)
- Abstract
- **OBJECTIVE:**
- Describe health risks/obstacles to health among correctional employees.
- **CONCLUSIONS:**
- **Correctional employees are at high risk for chronic disease, and environmental changes are needed to reduce risk factors.**
- (C)2011The American College of Occupational and Environmental Medicine

Prison officers' stress is four times average



Prison officers took more than 30,000 days off work due to stress in 2015-16
ALAMY

Stress-related illness among prison officers has grown to a level four times the national average as the impact of a record number of assaults, suicides and a system straining at full capacity have all taken their toll.

The figures, which have increased by 50% in four years, come amid growing alarm at the state of Britain's prisons, with a guard at HMP Norwich being

Notes from the Field: Prison Reform Investing in People: Improving Corrections Staff Health and Wellness

By [Colette Peters](#), Director, Oregon Department of Corrections

August 29, 2018

The results of these studies were staggering. One in three of our staff have symptoms of PTSD. The average life span of an individual that has spent their career in corrections is 58 years, which is 16 years shorter than the lifespan of 74 years for an average adult male. Physically, more than 90 percent of staff were obese or overweight, 93 percent had hypertension or prehypertension, cholesterol and triglycerides were high, and good cholesterol was low. We saw an increased risk of certain cancers, high stress, alcohol abuse, and sleep deprivation issues, with corrections officers working in maximum-security facilities at the highest risk.

The Impact of Prison Conditions on Staff Well-Being

[International Journal of Offender Therapy and Comparative Criminology](#) 56(1):81-

95 · November 2010

- **The data show that prison-level aggregations of harsher conditions correspond to significant deterioration in staff physical and psychological symptomatology above and beyond individual-level effects.**

The Impact of Job Expectations, Workload, and Autonomy on Work-Related Stress Among Prison Wardens in the United States

Article in [Criminal Justice and Behavior](#)

46(2):009385481880287 · September 2018

- **The results showed a significant and positive relationship between unmanageable workloads and stress on the job. We found a negative and significant relationship between job autonomy and work-related stress, though the relationship was relatively weak.**

A Happy Life: Exploring How Job Stress, Job Involvement, and Job Satisfaction Are Related to the Life Satisfaction of Chinese Prison Staff

Article in [Psychiatry Psychology and Law](#) · June 2018

- **Job involvement and job satisfaction had positive effects on life satisfaction, while job stress had a negative effect.**

Testing the Job Demands-Resources Model for Nigerian Prison Staff Job Stress

Article in [The Howard Journal of Crime and Justice](#) 57(3) · February 2018

- **Prison administrators need to be aware of the contribution that work environment variables have on job stress and need to make changes to reduce job stress among prison staff.**

Fact sheet

- A recent study of the consequences of job stress in correctional officers revealed that the life expectancy of a correctional officer is 59 years, compared to 75 years for the national average. Stress, as manifested in many physical illnesses including hypertension, heart attacks, and ulcers, was found to be higher than that of a comparable sample of police officers.
- *Corrections Today* Volume:44 Issue:5 Pages:72-76,78

Synopsis

- Concept, Philosophy
- Relevancy, initiatives abroad/international
- Initiative taken by various States
 - What has been done
 - What process has been adopted
 - What is the output
- Way forward

Concept/ Philosophy

- Wellness/Well-being

Refers to diverse and interconnected dimensions of physical, mental, and social well-being that extend beyond the traditional definition of health.

Includes choices and activities aimed at achieving physical vitality, mental alacrity, social satisfaction, a sense of accomplishment, and personal fulfilment.

Emphasizes life satisfaction as the key indicator of psychological well-being.

Concept/ Philosophy

- Carol Ryff's multidimensional model of psychological well-being
- Six key factors for well-being
 1. Self-acceptance
 2. Personal growth
 3. Purpose in life
 4. Environmental mastery
 5. Autonomy
 6. Positive relations with others

Concept/ Philosophy

Welfare (of a person/group)

Is the health, safety, comfort, happiness and prosperity.

Well-being in any aspect

Concept/ Philosophy

- The well-being of correction officers are subject to
 - Organizational Stress
 - Occupational Stress
 - Traumatic Stress
- Correctional Officers are exposed to Correction Fatigue

Job of a Prison Officer

The purpose and justification of a sentence of imprisonment or a similar measure deprivative of liberty is ultimately to protect society against crime. This end can only be achieved if the period of imprisonment is used to ensure, so far as possible, that upon his return to society, the offender is not only willing but able to lead a law abiding and self-supporting life.”

Standard Minimum Rules for the Treatment of Prisoners, Standard 58

Prison Environment

Among the many challenges they face, prison officers have to work with

- very poor facilities,
- few resources,
- poorly trained staff, and
- an undeveloped policy and regulatory framework.

Primary goal of corrections work

- is the safe and secure management and rehabilitation of justice-involved individuals in locked facilities.
- Pursuit of this goal comes with demanding requirements such as the necessity of staff to maintain a constant state of heightened vigilance while they work and to adhere to strict security protocols.
- In addition, corrections staff must perform their duties within harsh physical environments and with repeated exposure to violence, injury, and death events.

Types of Stressors in Corrections Environments-- Organizational

Organizational stressors have their source in the “people” aspects of the job, such as stressors due to interpersonal conflict, role problems, or unsupportive leadership. It includes

- dual role conflict,
- difficult/demanding social interactions, organizational support, and
- insufficient education and training on coping strategies

Types of Stressors in Corrections Environments-- Occupational

- Operational stressors refer to logistical issues common to correctional environments, such as high workloads, harsh physical conditions, and shiftwork. It includes
 - high workload,
 - mandatory overtime,
 - low decision authority
 - immersion in harsh physical environmental conditions

Burnout

- Research has shown that organizational and operational stressors contribute to “burnout”.
- The term “burnout” is frequently used to describe a state of emotional exhaustion that workers experience, which may be accompanied by a reduced sense of job role effectiveness and/or an attitude of indifference or callousness toward justice-involved individuals or other staff members.

Traumatic stressor—third type of stressor

- Traumatic exposure may occur “first hand,” such as when, for example, a staff member is assaulted by a justice-involved individual or when a staff member directly observes the assault of another person.
- Indirect or “second hand” exposure occurs when accounts of violence, injury or death-related events are conveyed through in-house communications or through paper or electronic media or other mediums.
- It includes direct and indirect exposures to violence, injury, and death events, and repeatedly over time,

Research--Relevancy

- Research supports that corrections professionals are exposed to a large number of high stress and potentially traumatic incidents, both directly and indirectly .
- For example, it has been estimated that during their careers, United States corrections professionals experience an average of 28 exposures to violence, injury or death-related events and involving events of five different types.
- Increases in both the total number of exposures and the number of types of exposures has also been associated with worse scores on a range of health, functioning, and well-being measures 37.

Correctional Fatigue—An Umbrella term

- The term Corrections Fatigue also addresses how different types of stressors tend to manifest in the form of a cumulative toll on staff health and functioning, and involving interacting and even self-perpetuating aspects.
- a collection of negative and inter-related consequences upon the health and functioning of corrections professionals and the workplace culture as a whole due to exposure to traumatic, operational, and organizational stressors and their interacting consequences.
- Consequences or manifestations of Corrections Fatigue include negative personality changes, socially dysfunctional thinking/ideology, and forms of declined health and functioning as depicted in Figure.

Corrections Fatigue Process Model-bearing on

1. Organizational Stressors
2. Operational Stressors
3. Traumatic Stressors
4. Declined Health and Functioning
5. Dysfunctional Ideology/Behavior, and
6. Negative Personality Changes.

Corrections Fatigue Process Model

- was created to depict how three major types of stressors initially give birth to Corrections Fatigue, and
- how once Corrections Fatigue surfaces, it then manifests in the form of a “vicious circle” of interacting, self-reinforcing and self-perpetuating components.

Corrections Occupation Stressors



Corrections Fatigue



Interacting Components



Correctional Officer Job Responsibilities-initiative in abroad

- Correctional officers (COs) play a pivotal role within the wider prison system as they are tasked with numerous responsibilities designed to ensure that their respective facilities are operating efficiently.
- As the front-line bureaucrats of the prison institution (Lipsky, 2010), COs are charged with supervising the activities of inmates, enforcing rules and regulations, affording offenders access to social services, and perhaps most importantly, maintaining order (Crawley, 2004; Kauffmann, 1989).
- They are also tasked with responding to administrative demands; searching cells for drugs, weapons, and other contraband; and intervening to resolve potentially violent disputes among inmates (Bureau of Labor Statistics, 2013).
- COs play such a fundamental role in the functioning of any prison system that Archambeault and Archambeault (1982) remarked that officers “represent the single most important resource available to any correctional agency” (p. 72).

Correctional Officer Job Responsibilities

- Recent scholarship has suggested that COs work under dangerous conditions that can threaten their general safety and wellness.
- Following several legislative reforms that started in the 1970s and included “get tough on crime” policies such as mandatory minimum sentences and habitual offender laws (Mackenzie, 2001), correctional institutions experienced dramatic changes in the composition of the inmate population.

Correctional Officer Job Responsibilities

- Officers are further responsible for maintaining safety in a setting with significant numbers of gang members (Lombardo, 1989), offenders with mental illness (Kupers, 1999; Turner, 1975), drug addicts (Ross, 1981), and even terrorists (Crawley, 2004), all of whom pose elevated safety and health risks to COs.
- Further compounding these issues is that prisons have long been described as “total institutions,” defined as places “where a large number of like-situated individuals, cut off from the wider society for an appreciable period of time, together lead an ... enclosed life” (Goffman, 1961, p. xiii).

Correctional Officer Health Outcomes

- The position of CO carries with it the intrinsic danger of physical injury and mental stress. In terms of the former, figures from Harrell (2011) revealed that between 2005 and 2009, the **rate of sustained nonfatal workplace injuries per 1,000 COs was 33.0**, which, among 26 different professions, ranked third only to police officers and security guards (77.8 and 65.0, respectively).
- Harrell (2011) further found that in 2011, COs experienced 544 work-related injuries or illnesses that required absences from work per 10,000 full-time officers — **the third highest rate of nonfatal workplace injuries**, again surpassed only by police officers and security guards.

Correctional Officer Health Outcomes

- Additional reports from Brower (2013) and the Bureau of Labor Statistics (2013) noted that between 1999 and 2008, a total of 113 U.S. COs lost their lives in the line of duty — a fatality rate of 2.7 per 100,000 full-time employees — the 22nd highest among 115 professions.
- Concerning mental health, there is evidence that COs experience high levels of stress, burnout, and a variety of other mental health-related consequences as a result of their employment (Brower, 2013; Stack & Tsoudis, 1997).

Correctional Officer Health Outcomes

- According to the Management and Training Corporation (2011), between 22 percent and 33 percent of COs report high stress levels. Other studies (Lambert et al., 2005; Ferdik, Smith, & Applegate, 2014a) found that more than 35 percent of officers in the sample recorded high stress levels.
- Together, the impact of negative physical and mental health outcomes for COs can have deleterious effects on the wider prison institution.
- Staff shortages and officer absences from work can create a cycle whereby low officer-to-inmate ratios and high turnover in officer staffing threaten the effective implementation of a correctional facility's security mandates (Brower, 2013; Crawley, 2004; Ferdik, Smith, & Applegate, 2014a).

Correctional Officer Health Outcomes

- COs are exposed to a number of safety and wellness-related risks. Most notable are the risks of death or physical injury, but of equal concern are mental health-related risks such as stress and burnout (Dowden & Tellier, 2004; Lambert et al., 2005).
- These risks can accumulate and place significant pressure on a correctional administration, particularly when a fatigued staff and high turnover rates limit the degree to which officers can effectively engage in the surveillance of inmates.

Correctional Officer Health Outcomes

- Expanding on Brower's (2013) typology, the categories of dangers contributing to officer safety and wellness-related risks can be broadly described as work-related, institution-related, and psycho-social. Using this tripartite schema, this report examines the most salient workplace dangers that threaten CO safety and well-being and their consequences.
- Exhibit 1 summarizes the identified dangers under their respective categories and the multiple mental and physical health-related risks connected to each danger as identified in extant literature.

Correctional Officer Job Responsibilities

- As a result, officers are required to interact with and supervise potentially dangerous offenders in relatively unsafe and secluded surroundings. Collectively, these observations have prompted correctional scholars and practitioners to characterize prisons as dangerous environments that carry increased risk of harm to the people working in them (Beck, Harrison, & Adams, 2007; Crawley, 2004; Hensley, Koscheski, & Tewksbury, 2005).

Corrections Fatigue to Correction Fulfillment

1. Physical Safety
2. Psychological Safety
3. Trust
4. Power and Authority
5. Respect
6. Connection
7. Meaning

Health Status of Correctional Officers in Jharkhand—a sample of 198 personnel

- A survey was conducted by the Prison Inspectorate regarding following parameters of health of prison personnel—(life style disease)
 - Age
 - Height
 - Weight
 - Body Mass Index
 - Status of Blood Pressure
 - Status of Diabetes
 - Lipid Profile— Total Cholesterol, Triglyceride, HDL. LDL

Health Status of Correctional Officers in Jharkhand—Sample Survey

| Sl. No. | Name of Jail | Age Group | Age group | Age Group | Age Group | Total No of personnel |
|---------|----------------------------------|-----------|-----------|-----------|-----------|-----------------------|
| | | 20-29 | 30-39 | 40-49 | 50-60 | |
| 1. | B M Central Jail, Hotwar, Ranchi | 20 | 7 | 6 | 8 | 41 |
| 2. | Central Jail, Ghaghidih | 18 | 5 | 3 | 10 | 36 |
| 3. | Central Jail, Dumka | 8 | 2 | 3 | 15 | 28 |
| 4. | Central Jail, Medininagar | 6 | 1 | 5 | 14 | 26 |
| 5. | Central Jail, Deogarh | 7 | 1 | 2 | 3 | 13 |
| 6. | District Jail, Latehar | 6 | 1 | 4 | 3 | 14 |
| 7. | District Jail, Chatra | 7 | 1 | 1 | 5 | 14 |
| 8. | District Jail, Simdega | 2 | 2 | 1 | 6 | 11 |
| 9. | Sub Jail, Madhupur | | | 1 | 5 | 6 |
| 10. | Sub-Jail, Rajmahal | 1 | 2 | | 6 | 9 |
| | Total | 75 | 22 | 26 | 75 | 198 |

Health Status of Correctional Officers in Jharkhand—Sample Survey- no. of personnel with value above the normal range

| Sl. No. | Age Group | Total no. | Body Mass Index, <25 | Blood Pressure, 120/80 | Random Blood Sugar, 50-150 | Total Cholesterol, <200 | Triglycerides, <150 | HDL, >60 | LDL, <100 |
|---------|------------|-----------|----------------------|------------------------|----------------------------|-------------------------|---------------------|----------|-----------|
| 1. | 20--29 | 75 | 8 | | | | | | |
| 2. | 30--39 | 22 | 1 | 1 | | | | | |
| 3. | 40--49 | 26 | 14 | 2 | 6 | | | | |
| 4. | 50-60 | 75 | 41 | 19 | 16 | | | | |
| 5. | Total--198 | | 64 | 22 | 22 | | | | |

Health Status of Correctional Officers in Central Prison, Mysuru— Sample Survey-no. of personnel with value above the normal range

| Sl. No. | Total no. | Body Mass Index, <25 | Blood Pressure, 120/80 | Random Blood Sugar, 50-150 | Total Cholesterol, <200 | Triglycerides, <150 | HDL, >60 | LDL, <100 |
|---------|-----------|----------------------|------------------------|----------------------------|-------------------------|---------------------|----------|-----------|
| 1. | 45 | 16 | 5 | 8 | | | | |

Status of work force –Organizational Stress--Jharkhand

| Sl. No. | Post | Sanctioned post | Working force | Vacancy | Alternative arrangement |
|---------|----------------------|-----------------|---------------|---------|--|
| 1. | Superintendent | 30 | 17 | 13 | Appointment under process |
| 2. | Medical Officer | 47 | 7 | 40 | On Contract under process |
| 3. | Jailor | 30 | 4 | 26 | |
| 4. | Assistant Jailor | 66 | 15 | 51 | Appointment Under process |
| 5. | Medical Subordinates | 78 | 2 | 76 | Appointment Under process |
| 6. | Chief Head Warder | 3 | 2 | 1 | |
| 7. | Head Warders | 248 | 12 | 236 | |
| 8. | Warders | 1655 | 338 | 1317 | Under process, 693 ex-military personnel on contract |
| 9. | Female Warders | 104 | 84 | 20 | Under process |
| 10. | Male Nurse | 35 | 0 | 35 | |

Status of work force –Organizational Stress--Jharkhand

| Sl. No. | Post | Sanctioned post | Working force | Vacancy | Alternative arrangement |
|---------|-------------------|-----------------|---------------|---------|---------------------------|
| 11. | Female Nurse | 8 | 0 | 8 | Under process |
| 12. | Computer Operator | 28 | 0 | 28 | On Contract under process |
| 13. | VC Operator | 30 | 0 | 30 | -do- |
| 14. | clerks | 49 | 24 | 25 | |
| 15. | Nursing Orderly | 8 | 0 | 8 | |
| 16. | Driver | 85 | 0 | 85 | |
| 17. | Sweepers | 172 | 0 | 172 | |
| 18. | Barber | 44 | 0 | 44 | |
| 19. | Total | 2720 | 507 | 2213 | |
| | | | | | |

Status of work force –Organizational Stress--Karnataka

| Sl. No. | Post | Sanctioned post | Working force | Vacancy | Alternative arrangement |
|---------|-------------------------------------|-----------------|---------------|---------|-------------------------|
| 1. | ADG & IG,PRISONS | 1 | 1 | 0 | |
| 2. | DIG,(POLICE),PRISONS | 1 | 1 | 0 | |
| 3. | DIG,PRISONS | 3 | 0 | 3 | |
| 4. | Chief Superintendent of Prisons | 5 | 4 | 1 | |
| 5. | Superintendent of Prisons | 8 | 5 | 3 | |
| 6. | Assistant Superintendent of Prisons | 37 | 22 | 15 | |
| 7. | Jailor | 131 | 102 | 29 | |
| 8. | Chief Warder | 128 | 44 | 84 | |
| 9. | Head Warders | 449 | 302 | 147 | |
| 10. | Warder | 2389 | 1871 | 518 | |
| 11. | Total | 3152 | 2352 | 800 | |

Best Practices in Human Resource Management—Maharashtra Prison

- Pay Parity with Police
- Health Insurance and Cashless treatment under Sanjeevani Kutumb Arogya Yojana from enlisted hospitals
- Policy decision to adopt parity with police

महाराष्ट्र कारागृह व सुधारसेवा बल कुटुंब आरोग्य योजना

Rectangular Snip



Best Practices in Human Resource Management—Telangana Prison

| Sl. No. | Type of Facility | Description of Facility |
|---------|------------------------------|--|
| 1. | Cadre Strength and Vacancies | Gap identification as major agenda |
| 2. | Housing in Prison Campus | Rent free House to all personnel |
| 3. | Grievance Redressal Cell | Weekly Staff Meeting, Regular Request Parade |
| 4. | Educational Facilities | School Bus Facility, proposal of opening elementary school in Prison Campus |
| 5. | Recreational Facilities | Annual Sports Meet, Summer Camp, Family Get-together, Excursion/tour once a year |
| 6. | Central Welfare Fund | Set up in 1985 to cater financial needs of staff |
| 7. | Health Care Amenities | fully reimbursed annual health check facility |
| 8. | Post Retirement Amenities | Felicitation from DG, Prisons Get assistance from Command Control Room in Prisons Headquarter |

Way forward—to address the problem

- Medical officers are directed to organize workshop to sensitize the personnel about the life style disease as well as to suggest medication, if necessary. Yoga and Meditation are encouraged among prison personnel.
- MoU is signed with Art of Living for Stress Management to conduct courses for prison personnel in addition to prisoners
- The Output of the move shall be measured after 3 months.

Way forward—to address the problem

- Coordinate prison with academia to conduct survey and do case studies.
- Hospitals and medical colleges may be requested to extend services in the prison.
- Mental Health expert shall be requested to do psychological evaluation of prison personnel.

Way forward—to address the problem

- Prison superintendents shall be imparted leadership programme to lead subordinate officers by example.
- Emotional Intelligence and empathy shall be propagated amongst prison personnel.
- Civility in administration shall be encouraged. Incivility in administration leads to frustration, apathy and dejection. The cost of decreased output, apathy is huge.

THANK YOU FOR PATIENT AUDIENCE