

Interviews with Global Leaders in Policing, Courts, and Prisons Series

Edited by
Martha Henderson Hurley
Dilip K. Das



Trends in Corrections



International
Police Executive
Symposium
Co-Publication



CRC Press
Taylor & Francis Group

Interviews with
Corrections Leaders
Around the World

Volume Two

Volume Two

Trends in Corrections

Interviews with
Corrections Leaders Around the World

Interviews with Global Leaders in Policing, Courts, and Prisons Series

International Police Executive Symposium Co-Publications



Dilip K. Das, *Founding President-IPES*

PUBLISHED

Trends in the Judiciary: Interviews with Judges Across the Globe, Volume One

By Dilip K. Das and Cliff Roberson with Michael Berlin, ISBN: 978-1-4200-9978-2

Trends in Policing: Interviews with Police Leaders Across the Globe, Volume Four

By Bruce F. Baker and Dilip K. Das, ISBN: 978-1-4398-8073-9

Trends in Policing: Interviews with Police Leaders Across the Globe, Volume Three

By Otwin Marenin and Dilip K. Das, ISBN: 978-1-4398-1924-1

Trends in Policing: Interviews with Police Leaders Across the Globe

By Dilip K. Das and Otwin Marenin, ISBN: 978-1-4200-7520-5

Trends in Corrections: Interviews with Corrections Leaders Around the World

By Jennie K. Singer, Dilip K. Das, and Eileen Ahlin, ISBN: 978-1-4398-3578-4

Trends in Corrections: Interviews with Corrections Leaders Around the World, Volume Two

By Martha Henderson Hurley and Dilip K. Das, ISBN: 978-1-4665-9156-1

FORTHCOMING

Trends in Policing: Interviews with Police Leaders Across the Globe, Volume Five

By Bruce K. Baker and Dilip K. Das, ISBN: 978-1-4822-2449-8

Trends in the Judiciary: Interviews with Judges Across the Globe, Volume Two

by David Lowe and Dilip K. Das, ISBN: 978-1-4822-1916-6

Volume Two

Trends in Corrections

Interviews with
Corrections Leaders Around the World

Edited by

Martha Henderson Hurley

Texas A&M Commerce
Sociology and Criminal Justice Department
Commerce, Texas, USA

Dilip K. Das

International Police Executive Symposium
Guilderland, New York, USA



International Police Executive
Symposium Co-Publication



CRC Press

Taylor & Francis Group
Boca Raton London New York

CRC Press is an imprint of the
Taylor & Francis Group, an **informa** business

CRC Press
Taylor & Francis Group
6000 Broken Sound Parkway NW, Suite 300
Boca Raton, FL 33487-2742

© 2015 by Taylor & Francis Group, LLC
CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works
Version Date: 20140728

International Standard Book Number-13: 978-1-4665-9157-8 (eBook - PDF)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www.copyright.com (<http://www.copyright.com/>) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Visit the Taylor & Francis Web site at
<http://www.taylorandfrancis.com>

and the CRC Press Web site at
<http://www.crcpress.com>

Contents

Series Preface	ix
Acknowledgments	xi
Editors	xiii
Contributors	xv
Interviewees	xxi
Introduction	xxv

Section I

EUROPE

- 1 Philippe Pottier, Director of the National School of Prisons Administration, France** 3
PASCAL DÉSCARPES
- 2 Michael Donnellan, Director General, Irish Prison Service, Republic of Ireland** 17
DEIRDRE HEALY
- 3 Jaroslav Jánoš, Prison Governor, Corps of Prison and Court Guard, Slovak Republic** 35
PAVOL KOPINEC
- 4 Dušan Valentinčič, Director General of the Slovenian Prison Administration, Republic of Slovenia** 57
GORAZD MEŠKO
- 5 Ramon Parés, Former Director of the Catalan Prison System, Spain** 77
JOSÉ CID AND MARÍA CONTRERAS

- 6** **Walter Troxler, Head of the Unit for the
Execution of Sentences and Measures, Federal
Office of Justice, Switzerland** **93**

NATALIA DELGRANDE AND CLAUDIA CAMPISTOL

- 7** **Sue McAllister, Director General of the Northern
Ireland Prison Service, United Kingdom** **113**

DOMINIC KELLY

Section II

NORTH AMERICA

- 8** **Eduardo Enrique Gomez García, Head of
Independent Office of Social Prevention and
Rehabilitation, Mexico** **135**

BRIAN NORRIS

- 9** **Keith Deville, Warden of Richwood Correctional
Center, Louisiana, United States** **157**

ROBERT HANSER

- 10** **Gary Maynard, Secretary of Public Safety and
Correctional Services, Maryland, United States** **177**

JACQUELINE RHODEN-TRADER

Section III

ASIA

- 11** **Soh Wai Wah, Commissioner of Prisons,
Singapore** **199**

SUSAN SIM

- 12** **Ayuth Sintoppant, Warden, Thonburi Remand
Prison in Nonthaburi Province, Thailand** **215**

ATTAPOL KUANLIANG AND SRISOMBAT
CHOKPRAJAKCHAT

13	Conclusion	239
	ROBERT HANSER, MARTHA HURLEY AND DILIP K. DAS	
	International Police Executive Symposium (IPES)	
	www.ipes.info	247
	Guidelines for Interviewers	253
	References	261

Series Preface

The International Police Executive Symposium, in collaboration with CRC Press/Taylor & Francis Group, has launched a series entitled *Interviews with Global Leaders in Policing, Courts, and Prisons*. The objective is to produce high-quality books aimed at bringing the voices of leading criminal justice practitioners to the forefront of scholarship and research. These books, based on interviews with leaders in criminal justice, are intended to present the perspectives of high-ranking officials throughout the world by examining their careers, insights, vision, experiences, and challenges, the perceived future of the field, and related issues of interest.

The literature is replete with scholarship and research that provides academic interpretation of the field, its practices, and future. However, these are often published in journals that are difficult to access and are written from the perspective of the academic, with little interpretation or feasible action items for those professionals working in the field. A comprehensive work discussing the on-the-ground, day-to-day understanding of how police, courts, and prison systems work, do not work, and need to be improved, is lacking. This series provides “inside” information about the systems as told to respected scholars and researchers by seasoned professionals. In this series, the dialogue between scholar/researcher and practitioner is opened as a guided, yet candid, discussion between the two professionals. This provides the opportunity for academics to learn from practitioners, while practitioners also learn from an outlet for the expression of their experiences, challenges, skills, and knowledge.

Throughout the world, the criminal justice field is at juxtaposition and the time is ripe for change and improvements. Many countries throughout the world have long-standing policies that have been successful for their culture and political climate or are in need of serious revamping due to budgetary concerns or corruption. Other countries are at a precipice and are beginning to establish new systems. In all of these situations, the international criminal justice field stands to benefit from an accessible, engaging, and enlightening series of frank discussions of the leaders’ personal views and experiences in the field.

The current volume, *Trends in Corrections: Interviews with Corrections Leaders Around the World*, Volume Two, sets the stage to enhance readers’ understanding of correctional programming and management styles used throughout the world from an insider’s perspective. The correctional leaders interviewed in this volume represent a variety of cultures, political environments, and

economic systems. Representatives from the Americas (Mexico, United States), Asia (Singapore, Thailand), and Europe (Ireland, Northern Ireland, Slovenia, Slovakia, France, Spain, Switzerland) are interviewed. The introduction familiarizes the reader with the issue of international corrections and the need for a forum to discuss corrections from the perspective of noted corrections officials. Chapters 1 through 12 each provide the transcribed interview of the corrections leader as conducted by the scholar/researcher. A brief portrait of the corrections system in each jurisdiction is also provided. The final chapter is a reflection on the interviews and summary of common themes evident throughout the book.

Thus, *Trends in Corrections: Interviews with Corrections Leaders Around the World*, Volume Two, continues the work of the IPES and CRC Press series *Interviews with Global Leaders in Policing, Courts, and Prisons* by advancing knowledge about the corrections system, examining comparative corrections from the perspective of correctional leaders in a variety of countries, and opening a dialogue between scholars/researchers and practitioners. It is anticipated that this addition to the series will facilitate discussions within and between countries' correctional systems to add value to their current operations and future directions. It is hoped that this series will also bridge the gap of knowledge that exists between scholars and researchers in academia and practitioners in the field. I invite correctional scholars, researchers, and practitioners across the world to join in this venture.

Dilip K. Das

Founding President, International Police Executive Symposium,
www.ipes.info

Series Editor for

Advances in Police Theory and Practice

Interviews with Global Leaders in Policing, Courts, and Prisons

CRC Press/Taylor & Francis Group

PPR Special Issues as Books

Routledge/Taylor & Francis Group

Founding Editor-in-Chief

Police Practice and Research: An International Journal, PPR

http://www.tandfonline.com/GPPR



Acknowledgments

The publication of this volume could not have occurred without the support of numerous individuals who contributed time and effort. We would like to thank the authors Claudia Campistol, Srisombat Chokprajakchat, José Cid, María Contreras, Natalia Delgrande, Pascal Descarpes, Deirdre Healy, Dominic Kelly, Pavol Kopinec, Attapol Kuanliang, Gorazd Meško, Brian Norris, Jacqueline Rhoden-Trader, and Susan Sim for their submission of chapters to this volume.

We also want to express our sincere thanks to the correctional leaders who graciously gave of their time in interviews conducted around the world: Keith Deville, Michael Donnellan, Eduardo Enrique Gomez García, Jaroslav Jánoš, Gary D. Maynard, Sue McAllister, Ramon Parés, Philippe Pottier, Ayuth Sintoppant, Walter Troxler, Dušan Valentinčič, and Soh Wai Wah. This book could not have been completed without them taking time out of their very busy lives to have conversations about their life experiences and perceptions.

The editors, authors, and interviewees wish to express our thanks and appreciation to Carolyn Spence, senior acquisition editor at CRC Press/Taylor & Francis Group, for her unwavering editorial support of this series.

Editors

Martha Henderson Hurley is department head and professor in the Department of Sociology and Criminal Justice at Texas A&M University–Commerce. Dr. Hurley is a native of South Carolina and received her undergraduate degree from Furman University. She earned her PhD in criminal justice from the University of Cincinnati. Her specific areas of research and teaching experience include criminal justice ethics, risk assessment and classification, analysis of performance measures, organizational change, prisoner reentry, special populations, and implementation of evidence-based practices in corrections. She has also worked as a senior researcher for the Ohio Department of Rehabilitation and Correction and served as a research analyst and facilitator of group sessions in a community-based juvenile program. Dr. Hurley published *Correctional Administration and Change Management* with CRC Press, and her new book, *Aging in Prison: The Integration of Research and Practice*, was released by Carolina Academic Press in November 2013.

Dilip K. Das has years of experience in criminal justice practice, research, writing, and education. After obtaining his master's degree in English literature, Dr. Das joined the Indian Police Service, an elite national service with a distinguished tradition. Dr. Das is a professor of criminal justice, a former police chief, and a human rights consultant to the United Nations. He is the founding president of the International Police Executive Symposium (IPES), where he manages the affairs of the organization in cooperation with an appointed group of police practitioners, academia members, and individuals from around the world. Dr. Das is also the founding editor-in-chief of *Police Practice and Research: An International Journal*. He is author, editor, or coeditor of more than 30 books and numerous articles. Dr. Das has received several faculty excellence awards and was a distinguished faculty lecturer.

Contributors

Claudia Campistol is a researcher at the Autonomous University of Barcelona, Spain, and visiting researcher at the University of Lausanne in Switzerland. After her studies at the University of Barcelona (MA Psychology) and postgraduate certificate in family and systemic psychotherapy, she worked for 4 years in the juvenile justice department of Catalonia, Spain. She later moved to Lausanne where she obtained a master of arts in criminology and is preparing her PhD. Her main field of interest is the analysis and comparison of juvenile justice systems. In addition, she is a member of the European Sourcebook of Crime and Criminal Justice Statistics group. She participates as an independent expert to several projects of reform of the Tunisian prison system and the International Committee of the Red Cross. Claudia also works as a consultant in juvenile delinquency and juvenile justice at the Open University of Catalonia.

Srisombat Chokprajakchat is currently an associate professor in the doctoral program in criminology, justice administration, and society in the Department of Social Sciences, Faculty of Social Sciences and Humanities, Mahidol University, Thailand. She also serves as a member of the Mahidol University Institutional Review Board and the Committee for Research Ethics for Social Sciences, Program B, Mahidol University. She is currently assigned by the National Anti-Corruption Commission Thailand as a member of the National Strategic Steering Committee (private sector) on Anti-Corruption. Srisombat Chokprajakchat has authored a book on anti-corruption policy in Thailand and is the coauthor of a book on victimology. She is currently drafting the Third Human Rights Plan of Thailand on a grant funded by the Department of Rights Protection and Liberties, Ministry of Justice, Thailand.

José Cid is associate professor of criminal law and criminology at the Autonomous University of Barcelona in Spain, where he coordinates the degree program in criminology. He teaches Introduction to Criminology, Theories of Crime, and Comparative Penology. He has been director of the research group in applied penology (criminologia.uab.cat), a team that has been conducting research on prisons and alternatives since the early 1990s. His research has been devoted to analyzing the use of discretion by judges,

comparing the effectiveness of prison and suspended sentences, analyzing the effectiveness of parole, and understanding the process of desistance. Some of his research has been published in the *Probation Journal* (2005), *Punishment and Society* (2005), and the *European Journal of Criminology* (2009 and 2012). At present, he is conducting research on the process of desistance of young offenders in the transition to adulthood.

María Contreras lectures penology in the undergraduate degree program of criminology at the Autonomous University of Barcelona in Spain. After obtaining her degrees in law and criminology, she completed one master's degree in penology and another one in applied social research. After some years of practice, she joined the university where she coordinates the practicum program for undergraduate students of criminology and took up the course of penology. She has conducted research on the effectiveness of community service orders, social networks of juvenile offenders, implementation of safety local audits, and effectiveness of community prevention programs. She is currently preparing her PhD research on the involvement of the community in the supervision of offenders, taking into account supervision programs carried out in Chile that she studied as a visiting scholar at the University of Chile in 2013.

Natalia Delgrande is research associate and part-time lecturer in penology at the Institute of Criminology and Criminal Law, University of Lausanne, Switzerland. She has two master of arts degrees: the first one in history and psychology and the second one in criminology. Her core activities relate to the analysis of the trends in corrections across Europe. She has several publications on the typology of penal populations and on the functioning of the penal institutions in the member states of the Council of Europe. She contributes to research on institutional adjustment and primary desistance from crime. From an international perspective, Natalia participates as an independent expert in projects launched by the Council of Europe and the International Committee of the Red Cross. She has some experience of volunteering in launching a nonprofit project in probation as well as a program of social support to the families of prisoners.

Pascal Descarpes is research associate at the chair of criminology under the direction of Professor Dr. Frieder Dünkel at the University of Greifswald in Germany. Since 2007, he has been working for the European Commission in Brussels as an expert on the program "Prevention of and Fight against Crime (ISEC)," evaluating research projects and action plans in the field of criminality and criminal justice. He worked from September 2011 to May 2012 for the United Nations Development Programme in Romania as an expert consultant on European criminal systems and social inclusion of offenders. He

also worked as an expert advisor to the Algerian and Jordanian prison services (respectively spring 2010 and winter 2012–2013) in a project financed by the European Union. In 2010–2011, he worked as a scientific consultant for the Hessen Ministry of Justice in Germany. He is deputy secretary-general of the French Society of Criminology.

Robert Hanser is the coordinator of the Criminal Justice Program and the director of the Institute of Law Enforcement at the University of Louisiana at Monroe (USA). In addition, he is the director of offender programming for LaSalle Corrections and is responsible for overseeing inmate reception, drug rehabilitation, and inmate reentry. Dr. Hanser serves as the board president for Freedmen, Inc., a faith-based organization that provides reentry services for offenders in Louisiana. He also serves as the board president and CEO of North Delta Human Services Authority, which is a nonprofit organization that provides contract therapeutic services for the 4th Judicial District Adult Drug Court and DWI Court in northeast Louisiana. Lastly, he is the lead facilitator for the 4th Judicial District's Batterer Intervention Program and serves as the president on the board of directors for the Louisiana Coalition Against Domestic Violence for the State of Louisiana.

Deirdre Healy is a lecturer at the University College Dublin Sutherland School of Law (Republic of Ireland). Before taking up this position, she completed a 2-year postdoctoral research fellowship at University College Dublin that was funded by the Irish Research Council for the Humanities and Social Sciences. During this time, she conducted the first prospective study of desistance from crime among adult male probationers in Ireland. Her research interests include desistance, reintegration, community sanctions, and victims and the criminal justice system. She has a track record of high-quality publications in peer-reviewed international and Irish journals and her work has attracted interest from policymakers and practitioners as well as academics. She has published two books: *The Dynamics of Desistance: Charting Pathways Through Change* (Routledge, 2012) and *Rape and Justice in Ireland* (with Conor Hanly and Stacey Scriver; Liffey Press, 2009) and is currently editing the *Routledge Handbook of Irish Criminology* (with Claire Hamilton, Yvonne Daly, and Michelle Butler; Routledge).

Dominic Kelly received his master of social science degree in criminology from the Institute of Criminology and Criminal Justice within Queen's University Belfast, Northern Ireland (United Kingdom), having previously completed a bachelor of science degree in psychology. Dominic is currently a doctoral candidate at this university in the School of Law and also serves as a teaching assistant in this faculty. His current project explores the reactions of

prison officers to planned organizational reforms. He has a particular interest in establishing an understanding of the trauma associated with prison work and its effect on prison staff change responses. His wider research and teaching interests include the history of Northern Ireland prisons, penal policy, punitiveness, and social research methods. Dominic is currently on a career break from the Department of Justice in Northern Ireland.

Pavol Kopinec is a researcher at the Institute of Social Studies and Curative Education at the Comenius University in Bratislava in Slovakia. His main subject of interest is migration and the human rights protection of vulnerable groups. He has worked as a program manager for refugee camps in Slovakia and with the Separated Children in Europe Program as a coordinator of support to unaccompanied children coming to the Slovak Republic. He has participated in international teams monitoring the living and care conditions of children in the asylum process and detention centers in various European countries. From 2011, he worked as a consultant for the International Organization for Migration in the capacity-building field. He has published two books on working standards and provision of high-quality services to refugees and vulnerable groups.

Attapol Kuanliang is an associate professor, graduate program coordinator of criminal justice, and director of the Institute of Corrections and Juvenile Justice at the University of Louisiana at Monroe. He is also a faculty member in a doctoral program in criminology and criminal justice administration at Rangsit University, Thailand. His primary interests include juvenile justice and delinquency, corrections, drug use and abuse, quantitative methods and analysis, and program evaluation. He has published several book chapters and articles in peer-reviewed journals. He is also a consultant to and member of the advisory board of the Juvenile Justice Reform Project operated by the Department of Juvenile Observation and Protection, Ministry of Justice, Kingdom of Thailand. His current projects include a federal-funded project on Alzheimer's and missing person cases.

Gorazd Meško is professor of criminology and dean in the Faculty of Criminal Justice and Security, University of Maribor (Slovenia). He has been a visiting scholar at the University of Cambridge (1995, 2011–2014) and Oxford (1996, 1999) as well as a visiting professor at Grand Valley State University, Michigan (2000). He conducted postdoctoral research (Open Society Institute/Higher Education Support Program) on crime prevention at the Institute of Criminology, University of Cambridge, UK, in 2001. In addition, Gorazd Meško is a member of the scientific board of the international PhD in criminology at the Catholic University in Milan, Italy. He also serves as the editor-in-chief of the *Journal of Criminal Investigation*

and *Criminology* (originally *Revija za kriminalistiko in kriminologijo*) and a member of the editorial board of *Policing: An International Journal of Police Strategies and Management*. His research fields are crime prevention and provision of safety/security, policing, comparative criminology, fear of crime, and crimes against the environment.

Brian Norris is assistant professor in the Criminal Justice Department at The Citadel, Charleston, SC. He holds a PhD in international relations from the Johns Hopkins University, a master's degree in Latin American studies from the University of Texas at Austin, and a bachelor's degree in business administration from the University of Texas at Arlington. He has a background in social work, having lived and worked for 5 years with the rural poor in Bolivia and El Salvador in need of water and sanitation services. Norris has worked on projects to strengthen the administration of justice in Latin America, including enforcement offices for judicial codes of ethics, criminal code and criminal procedural code reform, strengthening of prosecutors' offices to investigate white collar crime, and anticorruption initiatives. Since 1997, he has made 20 research and work trips to the region. He is a board member with the World Affairs Council of Charleston and lives in Charleston with his wife and three daughters.

Jacqueline Rhoden-Trader is an assistant professor at Coppin State University in Baltimore, Maryland. She is an applied social science researcher and policy analyst in the field of criminology. Having worked in both the private and public sectors, Dr. Rhoden-Trader brings creativity, sensitivity, and a wealth of experience in the areas of policy analysis, research and evaluation, systems and program development, and training. She is passionate about enhancing the life opportunities of children, youth, and women and has over 20 years of direct service and leadership experience working with and on behalf of those deemed "disadvantaged." In addition, she has conducted qualitative and quantitative research on disadvantaged populations, written several articles that were published in scholarly journals, and trained thousands of individuals nationally and internationally. Specific research interests include human trafficking, race and gender disparities across the globe, at-risk/disadvantaged youth, crime and delinquency prevention through the use of geospatial analysis, and youth development policy.

Susan Sim is consulting editor of the *Home Team Journal*, a publication of the Home Team Academy, a multiagency training facility of the Singapore Ministry of Home Affairs. A graduate of Oxford University, she has been a senior police officer, intelligence analyst, and diplomat working for the Singapore government and currently serves as chair of the Research

Committee of the National Crime Prevention Council, a volunteer group that works closely with the Singapore Police Force. She has written on the Singapore Home Team approach to homeland security, crime prevention and policing, suicide bombing, countering violent extremism, and terrorist rehabilitation. She is also vice president for Asia at the Soufan Group, an international strategic consultancy with offices in New York, Doha, London, and Singapore.

Interviewees

Keith Deville is a past warden of Richwood Correctional Center, a medium-security prison owned by LaSalle Corrections in the United States, which houses nearly 1200 inmates in northeastern Louisiana. After providing his interview, Warden Deville was promoted to a larger and more complicated assignment as warden of the Madison Parish facilities, which is a multisite post that includes Madison Parish Correctional Center, Madison Parish Detention Center, and Madison Parish Louisiana Transitional Center for Women. Prior to joining LaSalle, Deville served 33 years with the Louisiana Department of Public Safety and Corrections. He has received many awards throughout his career, most notably the Secretary of Corrections Award of Excellence, Lawman of the Year (which included nominees from corrections and local and state police), and Honorary Senator. He is a member of the American Correctional Association, Louisiana Association of Wardens, National Association of Wardens, and Southern States Correctional Association.

Michael Donnellan was appointed director general of the Irish Prison Service (Republic of Ireland) by the Minister for Justice and Equality in December 2011. Prior to his appointment as director general, Michael served as director of the probation service from 2005. Before this, he served as director of two children's detention schools in Dublin. He has previous experience in health and social services in Ireland and London. Michael spent his early career working within adult psychiatry before specializing in child and adolescent psychiatry. He worked in inner-city London as a social worker and then as manager of Brixton Child Guidance Unit, before returning to Ireland in 1994.

Eduardo Enrique Gomez García is the commissioner of the Independent Office of Social Prevention and Rehabilitation (OADPRS), the entity responsible for the administration of federal penitentiaries in Mexico. As a young man, Gomez studied in the military educational system (*castrense*), and in the 1960s he attended Mexico City's University of Anahuac, a Catholic university founded in 1964 offering classes in business administration, public administration, psychology, law, architecture, and the humanities. Gomez served 32 years in the Mexican military and retired with the rank of general. After 2000, Gomez served in the Mexican Attorney General's Office (PGR) of President Vicente Fox (PAN party) where he led initiatives to improve coordination across different ministries within the executive branch and

helped create Metropól, a unified municipal police force in northern Mexico. In 2008, he was appointed to head the OADPRS under the Felipe Calderón (PAN party) administration.

Jaroslav Jánoš is a prison governor in Hrnčiarovce nad Parnou (Slovakia; 2010) responsible for management and security of the prison. Dr. Jánoš started as a regime officer in the prison for women in 1988. After 11 years in frontline service, he was offered policy work at the directorate general. He authored a significant part of Act No. 475/2005 on serving of prison sentences and helped to outline new directions of the prison system in Slovakia. He successfully defended his PhD dissertation in 2004 and is continuing in academic activities in the field of penitentiary and postpenitentiary work. He is an expert member of various interministerial groups, for example, on discrimination, drug abuse and addiction, prevention measures in prisons, and education of prisoners.

Gary D. Maynard brings more than 30 years of extensive correctional administrative experience to the job of secretary of Maryland's Department of Public Safety and Correctional Services. Prior to his appointment, he served as director of the Iowa Department of Corrections. Maynard's professional experience includes serving as director of the South Carolina Department of Corrections, the Corrections and Public Safety Programs at the University of Oklahoma, and the Oklahoma Department of Corrections; regional director and assistant director for the Oklahoma Department of Corrections; and warden at both the Oklahoma State Penitentiary and the Joseph Harp Correctional Center in Oklahoma. Maynard's professional activities include serving as president of the American Corrections Association (ACA). He also has served as a commissioner and, since 1980, an auditor/consultant for ACA's Commission on Accreditation for Corrections. Maynard is the author of the 15th edition of *Correction Officer* (Thomson, USA).

Sue McAllister has been the director general of the Northern Ireland Prison Service (UK) since July 2012. She has held management positions within the prison services in England and Wales for 25 years, rising through the ranks from assistant governor and in-charge governor postings in a number of prisons, to the head of security for England and Wales, to the area manager for West Midlands. She has also been head of the Police Performance Unit in England and Wales. Before taking up her current post, she was responsible for the Public Sector Bid Unit. Sue has a bachelor of science from the Open University and a master of arts (honors) from University of St. Andrews, Scotland.

Ramon Parés studied law at the University of Barcelona, Spain. After finishing his degree, he was involved with Catholic church-related organizations

that helped disadvantaged groups, and he worked in community prevention in relation to gangs. He contributed to the creation in Catalonia of a new juvenile system based on community control made by juvenile probation officers. In the early 1990s, he moved to the prison system as prison inspector, where he developed a tough mission not always well understood by prison staff. After spending some years as a director of the Centre for Legal Studies and Specialized Training, a training and research center of the Catalan Justice Department, he took on heavy responsibilities as director of the Catalan correctional system (2001–2003) and director of the Catalan prison system (2010–2012).

Philippe Pottier has been director of the National School of Prisons Administration (France) since January 2013. As a head officer of the prison services, he was director of the probation unit in New Caledonia from 2012 to 2012, in charge of the development of community sentences and new types of intervention and organization of probation services in the Oceania zone. Prior to this mission, he was deputy director of the central prison unit. He obtained a master in social sciences at the University of Paris 13 (1992) and a master in anthropology at the University of French Polynesia. He is vice president of the French Society of Criminology and was its president from 2005 to 2007, succeeding Pierre V. Tournier and preceding Alain Blanc (2013, the current president). He is member of the think tank DES maintenant en Europe and was general secretary of a prison union (SNEPAP-FEN) between 1978 and 1988.

Ayuth Sintoppant is currently a prison commander (prison warden) at Thonburi Remand Prison, Thailand. He received a bachelor of laws from Dhurakij Pundit University, a master of arts in criminology and justice administration and a PhD in criminology, justice administration, and Society from Mahidol University, Thailand. He has close to 30 years of correctional experience. Some of his most important research is on public–private partnership in correction. He has initiated several correctional programs such as a correctional call center, gender equality in organization, prison classification among high-risk offenders, and scorecards for correctional officers. He is also a guest lecturer for numerous universities and agencies in Thailand.

Walter Troxler is a graduate of the University of Freiburg in Switzerland and the Center for Therapie ZAK, Basel. From 1980 to 1992, he was the deputy governor at the Penitentiary Center Wauwilermoos. From 1992 to 2004, he served as the director of the Young Offender's Institution Jugenddorf. Since 2004, he has served as the head of the Federal Office of Justice, Execution of Sentences and Measures Unit in Switzerland. He has served in leadership positions with several significant organizations such as Integras, the Swiss

Association for Social Education, the Swiss Training Center for Prison Staff, and the Federal Office of Justice, Committee on Pilot Projects. Troxler is also the Swiss representative on the Council of Europe, PC-CP, and CDAP.

Dušan Valentinčič is the director general of prison administration of the Republic of Slovenia. He studied sociology at Ljubljana University where he graduated in 1981. He started as a prison officer in Koper Prison and then continued as a pedagogue, assistant governor—head of the treatment service and the economic unit—and governor for 6 years (1983–1997). From 1997 to 2006, Dušan Valentinčič was the director general of the prison administration of the Republic of Slovenia. Since 2006, he has been the director of Koper Prison. In 2009, the government of the Republic of Slovenia nominated him as director general of the prison administration of the Republic of Slovenia again. He is a member of the Middle Europe Roundtable of Directors General of Prison Services. He is the representative of Slovenia in Europris, the European Organization of Prisons and Correctional Services. He is the author of several articles in the field of enforcement of prison sentences.

Soh Wai Wah, the commissioner of prisons in Singapore, was second in command and the chief of staff of the Singapore Police Force until 2009. He holds a bachelor of arts (economics) degree from the University of Cambridge, UK, and a master of science (criminal justice) degree from Michigan State University, USA. He was awarded the Public Administration (Silver) medal in 2000 and the Public Administration (Gold) medal in 2009.

Introduction

Throughout history, nations have struggled with what to do with those members of society who violate the social contract and must be relegated to some form of punishment. Early correctional reformers such as John Howard (1777), Benjamin Franklin, Benjamin Rush, and many others all compared their punishment systems with those of other countries and found them lacking (Friedman 1993; Allen et al. 2013). Their use of the comparative perspective to assess correctional operations and implement more effective policies led to major transformations in correctional practice such as the radial design, better and more sanitary living conditions, and separation of male and female prisoners (Friedman 1993; Allen et al. 2013). These early reformers embraced the cultural differences and used this knowledge to improve practice. Despite evidence suggesting that comparative analysis can be used to improve correctional policy, few scholars have examined the cross-cultural context of corrections.

Numerous scholars have detailed the punitive policy agendas that have driven correctional policies in Western industrialized nations for the last 40 years (Garland 2001; Irwin and Austin 1994). Yet, questions about how we punish remain. Regardless of whether a correctional leader supports a punitive regime, the public unfailingly calls for rehabilitative programming as well (Cullen et al. 2000, 2007). Consequently, correctional leaders are often faced with competing demands. On one hand, they are expected to punish those who violate the law, and on the other hand they are tasked to implement programs that will reduce recidivism, all the while facing an ever-shrinking budget and external calls for procedural change (Hurley and Hanley 2010). Perhaps, as administrators face such daunting tasks, it would be helpful for correctional leaders around the world to be afforded an opportunity to “walk a mile in someone else’s shoes,” that is, to hear how others in similar positions address challenges. This point is particularly salient given the perception that there is a widening divide in correctional practices between the United States and the rest of the world (Whitman 2003).

In *Trends in Corrections*, Volume One, we introduced readers to the importance of understanding the perspective of correctional leaders. By viewing corrections through the lens of its international leaders, we were exposed to the great diversity that exists cross-culturally in the political, social, and economic context of the correctional system. The general conclusion drawn

from the first volume was that the 12 correctional leaders interviewed exhibited “striking similarities” despite vast differences in the social and political climates in which they worked. They all appeared to struggle with some of the same issues.

With this in mind, Volume Two has several goals. First, we seek to extend the reach of the interviews by incorporating leaders from other countries such as Slovenia, Slovakia, Northern Ireland, Switzerland, and France. Second, we expand the knowledge base by asking specifically about the impact of the economic downturn on corrections in each country. Third, we continue just as in *Trends in Corrections*, Volume One, to explore the changes in correctional practice experienced by each leader. Across all volumes, the themes identified in the book afford an opportunity for you to have a candid conversation in your part of the world about corrections and correctional leadership.

This current volume provides rare, first-hand accounts of correctional practices from the viewpoint of 12 correctional leaders from 10 countries throughout the world. Each chapter contains an in-depth interview with a correctional official with major administrative responsibilities for a department or agency related to the field of corrections. The interviews are conducted by scholars or practitioners with intimate knowledge of correctional practice and who are familiar with the correctional system under discussion. The interview is designed to solicit and explore the views, experiences, and thought processes of the correctional leader. Particular emphasis is placed on exploring how correctional leaders throughout the world think about and evaluate trends and developments. This series affords correctional leaders an unprecedented opportunity to express their views on current practices and the future of corrections in their country.

In Chapter 1, Philippe Pottier, the director of the National School of Prisons Administration in France, is interviewed. Pottier began his correctional career as a probation officer for juvenile offenders. He notes that French prisons have changed significantly over the last 40 years, primarily as a result of the European Court of Human Rights and the European Prison Rules law of 2009. He discusses the need for criminology programs at universities in France to help address prison problems. Also detailed in this chapter is the roughrider program, where violent inmates work to tame wild horses and learn to control themselves.

In Chapter 2, Michael Donnellan, director general of the Irish Prison Service, talks about the impact of the Children’s Act of 2001. Donnellan details how this act reduced the number of children below the age of 10 who were incarcerated and increased the number of community interventions. He points out that the Irish correctional system has not joined the “massive bandwagon of punitiveness” (see page 24). Donnellan believes that an effective prison system has to be built on trust, mutual respect, and dignity.

He believes that the Irish correctional system is impacted by other countries such as the United States and England, but the system should look at the best of what others are doing in corrections and then reshape Ireland's correctional system.

Jaroslav Jánoš, the prison governor in the Corps of Prison and Court Guards in the Slovak Republic, began his correctional career as a regime officer in a prison for women. In Chapter 3, Dr. Jánoš discusses how the Leopoldov prison riot of 1991, when five members of the prison staff and a cellmate were killed, transformed correctional policy in the country. Slovakia is currently dealing with the major issue of overcrowding in the prison system. The lack of fiscal resources and prison programs in the country is also discussed.

Dušan Valentinčič, the director general of the Slovenian prison administration, became employed by the prison system by accident and never imagined that one day he would become a correctional leader. In Chapter 4, he discusses the shift in management philosophy from a sociotherapeutic (democratic, horizontal model) to the current hierarchical, pyramidal style of management. Director Dušan Valentinčič states that "ensuring the respect of human rights" and successful reintegration of prisoners into society represent the basic mission of prisons. Furthermore, he stresses the importance of prison employees maintaining "fair" relationships with the offenders they supervise. The development of solutions to address overcrowding, provide funds for replacement prison construction, and employ more correctional workers are tasks that would improve prison conditions in Slovenia.

In Chapter 5, Ramon Parés, the former director of the Catalan prison system in Spain, discusses the changes in correction over the last two decades. In Spain, rehabilitation appears to be the goal of the prison system, but more work needs to be done on alternatives to incarceration. While in other countries there have been discussions on evidence-based practices, the evidence-based approach has not gained momentum in Spain. As in other countries, Parés states that policies aimed at reducing prison populations are a must.

In Chapter 6, Walter Troxler, head of the Unit for the Execution of Sentences and Measures at the Federal Department of Justice and Police in Switzerland, discusses the federal prison system. He details the need to identify inmates with mental disorders, place them in separate forensic facilities, and better train staff on how best to work with this special population. Switzerland has embraced evidence-based corrections and has supported projects to develop protocols for the assessment and supervision of dangerous offenders. Moreover, he believes that Switzerland serves as a model for corrections in Europe and discusses the fact that Russia is now copying the Swiss juvenile justice model.

In Chapter 7, Susan McAllister, the director general of the Northern Ireland Prison Service, discusses the role of prison officers and assesses

the level of service provided to prisoners in the correctional system. She stresses the fact that more rehabilitation interventions that focus on practical life skills such as finance are needed. She believes that the Northern Ireland Prison Service should examine the education courses provided and determine whether reorganization is necessary. Director McAllister readily admits that, as in other correctional organizations around the world, collaboration between academics and practitioners has been sparse.

General Eduardo Enrique Gomez García is the head of the OADPRS, the unit responsible for operational policy in federal prisons in Mexico. General Gomez was tasked with improving the Mexican prison system. In Chapter 8, he discusses the improvements to the system that are needed: an increase in resources, merit-based recruiting, and better management practices such as the creation of the National Registry of Penitentiary Information. According to General Gomez, rehabilitation is the dominant correctional philosophy. A major concern for corrections discussed by General Gomez is the need for Mexico to develop better postincarceration institutions such as monitoring systems for sex offenders and halfway houses. General Gomez states that Mexican federal prison officials can learn from outsiders, and he has visited Singapore, Chile, France, England, Italy, and Germany for that purpose.

In Chapter 9, Keith Deville, warden of Richwood Correctional Center in Louisiana, discusses the use of technology to help administrators make decisions. Warden Deville believes that more should be done to help offenders become productive citizens upon release from prison and states that the warehousing of inmates in prisons without self-help programs is a major problem. He worries that the current budget crisis will reduce the number of programs provided to inmates and increase recidivism rates. Warden Deville discusses the importance of research and provides examples of areas where more research is needed.

In Chapter 10, Gary Maynard, Secretary of Public Safety and Correctional Services, Maryland, discusses the level of inmate-on-staff violence in prisons. He notes that rates of inmate-on-staff violence have dropped 65% in recent years. He believes restorative justice programs and community-based programs have reduced the recidivism rates in his state. A major problem facing corrections in Maryland and elsewhere is the handling of inmates with mental health problems. Secretary Maynard believes that we need to do more to address the needs of mentally ill inmates by providing treatment programs. He also discusses the need for the correctional system to partner with other agencies such as the Department of Labor, Mental Health, and Veteran's Administration to address offender needs.

In Chapter 11, Soh Wai Wah, the commissioner of prisons in Singapore, began his career as a police officer but is now in charge of more than 12,000 prisoners in eastern Singapore. Commissioner Wah believes that correctional

officers must focus on rehabilitating prisoners despite the dangers associated with their jobs. He is very proud of the fact that he has doubled the number of counselors on his staff, but this has not alleviated the severe shortage of resources.

Warden Ayuth Sintoppant (Chapter 12), of the Kingdom of Thailand's Department of Corrections, oversees the Thonburi Remand Prison in Nonthaburi Province, Thailand. This prison leader provides a discussion that supports the use of selective incapacitation as a primary correctional philosophy. From this interview, it is clear that the Thai prison system has a very disproportionately large of drug offenders. The provision of treatment along with the need for more intermediate sanctions and programming, outside the prison walls, is made apparent in this interview. Warden Sintoppant also noted that in Thailand, there is an increased emphasis on professionalizing correctional staff throughout the Department of Corrections. This includes both training and education. In fact, Warden Sintoppant has, himself, mirrored this effort, having received a doctorate degree in criminology. Thus, Warden Sintoppant is very supportive of furthering the skills, training, and education of personnel in the department and provides an optimistic outlook on the field of corrections in Thailand, in terms of both organizational operation and opportunities for employment, for future years.