REVIEW OF LITERATURE

The commissions report (ref:1) says that the American citizenry is willing to accept the prison as a place for restraints and punishment of the offender. Furthermore prisons must also deal with offenders who are not responsive to programs design to help them. The treatment adds incalucable dimensions to an offender's situation, both while confined and following release, which greatly complicate the task of helping him. By giving the opportunity to work to the convicts as a normal person by utilizing his/her skills and educational qualification, the motive of rehabilitation can also be simultaneously served. Correctional institutions can be classified as work oriented and rehabilitation oriented institutions. Work oriented institutions are characterized by greater emphasis on work by offender than on education, vocational training and other rehabilitative services. These work oriented institutions have a fairly extensive prison industry, farm or forestry operations which help to defray the cost of maintaining the institution as well as provide employment oriented training to convicts. The purpose of manpower planning must be to establish within the guidelines imposed by the society and to make the confinement experience constructive and relevant to the ultimate goal of reintegrating the offender into the community and of preventing recidivism. A high order goal for manpower planning might be to assure the economic competence of offenders and the means for achieving economic competence are vocational training, educational training etc. Manpower planning stresses the need to assist offenders to acquire and maintain a positive orientation to the world of work and to develop the requisite skills for assuming economic roles in society. It places a premium on educational services, including guidance, remedial education, advanced and technical education, vocational training, realistic work experience and exposure to a variety of constructive activities. It aims at identifying and promoting education, training and work opportunities for offenders and ex-offenders and to bring the skills and talents of convicts in line with the demands of their jobs. Manpower planning has to be consistent with the increasingly emphasized purpose of social restoration for the offender, which can hardly be expected to take place without the willing and cooperative effort of the offender himself. It is essential to create and maintain "Environment of hope" that will encourage the offender to
make persistent efforts to help himself. Inmates are concerned, with primary emphasis on preserving and developing both work skills and skills in finding work and in holding a job and getting ahead in it.

Towards a manpower policy (ref:2) deals with the development maintenance and utilization of actual and potential of the labour force. The manpower policy should be related to socio-economic dimensions. The chief values of manpower efforts far lies in their long term effects and in the background and experience in formulating and implementing future manpower policy. There is a relative impact of employment policies and manpower programmes. The methods of successful diagnosis of individual needs with employment opportunities has to be used. Vocational rehabilitation programmes with emphasis on proper education can be used for manpower planning of convicts also. Embodied technical progress in labour is a function of education and job training. Changes in these variables could influence the productivity of labour.

The quest for a federal manpower partnership (ref:3) reviews the growth and development of federal manpower and role of different organizations in shaping and implementing the system. Establishing the magnitude of needs for manpower efforts involves the methodology of arbitrary setting of the standards. It is more difficult to search for the institutional and individual roots of social problems and the design of alternative strategies for dealing with the problems. There may be serious lapses in manpower planning of convicts, since the work experience of them is limited, unstable employment and little opportunity for advancement. A primary aim of planning is the identification and development of linkages among agencies and institutions involved in manpower efforts.

The entry occupational codes developed by the employment service make it easy to classify broad categories of occupational possibilities for new entrants into the labour market on the
basis of education, interest, tested aptitudes and work experience. To carry out this proposal would require a much more precise scheme of classification of occupational specialties than is presently used to match job content and skill patterns. It must observe that inadequate recognition of elements, which produce good job motivation, is a common cause of ineffective utilization. Without the involvement of the first line supervisors and middle management officials, as well as the top management officials, significant success is not likely to be achieved. Government and manpower (ref:4) says that government touches indirectly every aspects of society's life and touches the individual directly, affecting his work and leisure, his income and expenditure, his security and safety and many more aspects. Government should access the substantial proportion of its talented, educated, trained and creative men and women of prison also. The administration and the policy makers endeavour to direct the penal policies to correctional aspects rather than nearly punishment. Tremendous change can easily be seen within a few years and it is widely socially accepted phenomenon that persons who are under detention, are also human and they also deserve some rights and they are a part of the society. A policy for skilled manpower (1955) (ref. 5) says that future progress and strength depends upon a conscious and deliberate concern with manpower resources. Five major long-range objectives must be pursued to strengthen the resources of the skilled workers.

1. To strengthen the contributions made by secondary to the acquisition of skills.

2. To develop a more effective programme for vocational guidance.

3. To provide more equal opportunities for all individuals to acquire skills.

4. To improve the facilities and methods used to train skilled manpower.

5. To increase knowledge about manpower resources.

The development of the manpower should be without regard to their race, creed, colour, religion, origin and sex. Skilled manpower plays a critical role in every area may be food,
clothing, public utilities etc. Even skilled manpower needed to build, install, control, maintain and repair the machines and to produce, services and repair automobiles, telephone, television, refrigerators, vacuum cleaners, washing machines etc. Distinctive abilities, competence in work and special training are the qualities of the skilled worker. Some skilled occupations like shoe making, glass making, carpentry, machinist, draftsman, typesetter, baker, barber, electronic technician, X-ray technician, electrician etc. Informal training of these occupations, which is a part of work experience can be given to convicts also. His attitudes, background, the amount and quality of his schooling, access to opportunities, time require to prepare the individual for skilled job and length of training depends on the nature of the particular occupation. Education seeks to prepare manpower assuming the privileges and responsibilities and for leading the worth and meaningful life. The difficult task of convict manpower utilization (CMU) is directly or indirectly effected by family background, intellectual ability, motivation and educational need. The classification of workers in skilled, semi-skilled, unskilled or in terms of kind of work, level of skill depends upon which criteria are used. `Blue collar' "works mainly tend to industrial works and can be fit for the convict manpower (CM). Career management in the organization 1984 (ref: 6) highlights the "possible career dynamics" of manpower. The objective of career development can be achieved by self development. For the reformation process of convicts the self development motivates the inmates to follow the normal life. The planning of manpower of convicts should be in a way, that the self development of the convict could be seen while imprisonment and after release. The study deals with the quantitative analysis of career structures for improving policies, systems and practices. The approach adopted in the study is case study approach. The most important aspects for convicts is career planning (for future employment after release), management. development, policies and practices.

The analysis presented in the book (ref: 7) is constructive in replacing rhetoric to realism. Some rhetoric like manpower programmes have provided adequate test to their alternative approaches replaced by the reality that many factors affect programme performance, and these limits the conclusions which can be drawn from success or failure. One rhetoric says that
the performance of the manpower programmes can be measured and evaluated but the reality is, because of inadequate data and limitations in the evaluative techniques it is difficult to compare the effectiveness of the programme and approaches. The purpose of reviewing past, present and likely future developments is not to revel the emperor in his nakedness, but rather to find out ways of increasing the contribution of social scientists to the manpower programmes. highlighting the license we have learned so that mistakes will not be repeated, and critically examining claims which have been unquestioned. What works? (Ref: 8) defines that in the field of comparative outcome research there are two main kinds of research review. The first, traditional format is known as a 'narrative review' in which reading of all research reports and attempt to provide a summary includes. A number of reviews have been undertaken using the statistical tool of "meta analysis". A number of meta analytic reviews have now been conducted on recidivism and allied variables in work with offenders group. Lose] and Koferl (1989) described the outcome of the German "Socio therapeutic" prison regimes and reported a modest positive effect with highly recidivistic long-term offenders. The principles of the effective prevention and the change in anti-social attitudes also highlighted. For manpower planning of convicts the social circumstances of offender, health and mental order, educational skill and ability, self efficacy, self-control and offending behaviour should be considered. It is also suggested that the evaluation of manpower programmes are very important. The book (ref: 9) deals with the personality disorders, psychosis, psychiatric disorders of women. The data was collected from prison discipline records, interviews, the women's criminal record sheet, informal interviews with prison staff and history of previous treatment. The discipline record contain the information like date of birth, last known address, nature of offence, expected date of release, occupation, date and place of sentence. length of sentence, disciplinary offences during sentence, loss of remission, warning of management problems due to violent behaviour, escape potential etc. The chi square method will be adopted to compare population sample and prison sample. The date according to their conditions like very superior, superior, average, below average, intellectually defective, according to the offence, period of sentence (short<18 months, medium 18-36 months, long >36 months and life), origin, number of previous custodial sentences to be
collected. The housing situation of the ex-prisoners is an important issue for offenders, who are released from prison and society as a whole. A study (ref. 10) reveals that the 66% of homeless ex-prisoners reoffend within 12 months of the release. The method of semi structured interviews and follow up samples was adopted. In England the provision of financial assistance to the prisoner on release is in existence. The aim of manpower planning of convicts is to make them self sufficient so that they can meet out their basic needs of housing, cloth, food and employment.

Rational manpower planning should be concerned with the many facets of change that occur in the process of economic development. It has been realised in the book ( ref: 11) that the short terms plans can, at times be more realistic and effective than detailed long terms plans. Some basic problems in manpower planning are for not more than three years in the future, benefit from the experience of others with similar problems, lack of adequate government support, seperation of plan formulation from implementation, over ambitious plan and targets, little attention to specific projects. The OECD has stimulated a new concept in manpower development- "The active manpower policy". This can be described as an effort to use a variety of tools and resources to meet maximize manpower utilization. Manpower is concerned, as a factor of production, and element of the purposeful activities of society.

Economic development is the goal of manpower planning(ref: 12). There are three main areas in which close coordination is required between economic development programmes and manpower planning i.e. changes in techniques and technology, structural changes and distribution of skills and social changes. There are three major trends of correctional programmes in prisons (ref: 13) i.e. specialization, diversifications and experimentations. Another important trend is the substitution of the individualized treatment to prisoners based on their reformatory requirements for the earlier doctrine of equal punishment for same crime. The correctional programmes of education, cultural activities, vocational activities and moral education etc. are necessary. All these activities shows that even some correctional steps have
been taken earlier but the planning of the convict prison manpower (CPM) is quite neglected area.

Manpower planning is the activity of management which is aimed at coordinating and requirements, availability of different types of employees. It is true in the case of convict prison manpower. Before manpower planning can become reliable as a basis for action, the "grass roots' processes (including behaviour and intention behind the behaviour) must be uncovered and examined for the direction for change. There are three main factors which should be considered i.e. predict market, technology, internal changes. These factors involves expansion plans, changes in demand for product, changes in methods, productivity change, induction crisis, work and tasks, alternative roles, alternative jobs, career opportunities, changes in training practices and attractiveness of the job.

The principle of training (ref: 16) is based on the assumption that an offender is sent to prison as a punishment and not for punishment. The purpose of the prison is to protect society against crime, and this purpose is not served if the offender return to society unfitted rather than fitted to lead to a normal life and earn an honest living. Classification according to sex is already in practice, but the classification according to their criminal record and assessment of their character is not taken into account. The main elements of training are

- The provision of work which will so far as practicable help to fit them to earn their living after release, with technical training on skilled trades for suitable prisoners.

- Special attention to education
• The provision of every opportunity for the development of essence of personal responsibility, including for suitable prisoners training in open conditions. For women convicts, the situation is difficult, since the occupations are very limited such as needle work, dress making, knitting and laundry work etc. The other condition which limits the development of prison industries is that the scope for manufacture for sale on the open market is extremely limited.

An individual outline career plan should be drawn up for each prisoner at the start of his sentence. It would suggest the likely shape of his sentence including when he might expect to be reclassified, the sort of establishment he should be transferred to at different stages of his sentence and for how long, and the kinds of vocational training education and other programmes from which he might benefit. Each prisoner would instead have a career plan which related the different stages of his sentence in a meaningful way, it would incorporate goals which he himself perceived as desirable because they would be tailored to his particular needs and hopes: and the achievements of these goals would be explicity related to his behaviour.

The question of prison labour (ref: 18) was first recommended for inclusion in the United Nations programme of work by the first group of experts in the field of prevention of crime and the treatment of offenders which was convened in August 1949. The project was then defined as "the role of prison labour in the training of the prisoner and in the economy of the institution as well as in its relationship to the national economy". The standard minimum rules for the treatment of prisoners suggest the purpose of the prison labour should so far as possible maintain or increase the prisoner's ability to earn an honest living upon release and to provide vocational training in useful trades. The manpower planning aspects of the convicts are closely related with the prison labour programmes.

It is also felt in the Mulla committee report (ref: 19) that lack of manpower planning for the
prison departments has created serious anomalies. The various aspects which have to be taken into account of objectives of work programmes and vocational training, priorities of employment and production, policy regarding the optimum employment of manpower available in prisons, economic aspects of the production units, diversifications of prisons, classification of prisoners, policy regarding employment of convict prisoners, prisoners sentenced to short, medium and term of imprisonment, availability of funds etc.